

**BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF COMMERCE
DEPARTMENT OF HUMAN CAPITAL MANAGEMENT**



RESEACH TOPIC: THE FUNCTIONAL RELATIONSHIP BETWEEN NON-MONETARY REWARDS AND EMPLOYEE MOTIVATION AMONG EMPLOYEES: A CASE STUDY OF FREDA REBECCA GOLD MINE

BY

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A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR BACHELOR OF COMMERCE (HONOURS) DEGREE IN HUMAN CAPITAL MANAGEMENT

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I, Mathew Deve, declare that this dissertation is my own original work and has not been submitted to any other degree in any university and will not be submitted to any other Higher Learning Institution for an award of a degree.

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DEDICATION

I would like to dedicate this research and work to my late four grandparents. This is in remembrance of the academic life they have always told their families to follow. I also want to dedicate it to my own parents Mr and Mrs Deve for they have been my first mentors through out my university life. Lastly I dedicate it to my good friend Grace Matiza for being such a help during our classes up to the very end.

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May the good Lord grant their wishes.

ABSTRACT

The study aimed to explore the relationship between non-monetary rewards and employee motivation at Freda Rebecca Gold Mine. This was done to understand the antecedents of absenteeism, late task completion, poor service delivery, substance abuse, high staff turnover, and negligence. The study used a correlation design and self-administered questionnaires to collect data. The results showed that there is a significant relationship between non-monetary rewards and employee motivation, as well as a relationship between employee motivation and absenteeism, late task completion, poor service delivery, substance abuse, high staff turnover, and negligence. These findings have implications for the management. The study examined 305 participants who were randomly selected from six departments. The data was analyzed using descriptive statistics and Pearson's product moment correlation. The results found were as follows, $r = 0.38$, $P < 0,01$ the results found a weak, positive relationship between non-monetary rewards and employee motivation. This relationship had a medium effect. The study also found that non-monetary rewards affected employee motivation, but other factors such as leadership style, organizational climate, and work structure could also affect employee motivation. This study contributes to the understanding of how non-monetary rewards can affect employee motivation and engagement in the workplace.

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CHAPTER ONE

1.1 Introduction

This part expects to include the groundwork of the survey, declaration of the issue and importance of the audit. The segment will keep on exploring the assessment questions, inspiration driving the audit, doubts, delimitations, obstacles as well as significance of key terms.

1.2 Background to the Study

Workers are the fundamental wellspring of advantage and there is need for relationship to ensure that delegates stay prodded so they perceive themselves with various leveled targets, values and objectives, put themselves out for the association and works on the image of the relationship with its clients (Armstrong, 2006). As demonstrated by Armstrong (2009) non-monetary awards incorporate no quick portion and as often as possible rise out of the real work for instance achievement, freedom, affirmation, degree to use and encourage capacities, planning, calling improvement significant entryways and extraordinary initiative. They satisfy representative's psychological prerequisite for work arrangement, testing work, affirmation and occupation satisfaction. In this particular situation, the specialist's assumption is to examine the utilitarian association between non-monetary awards and agent motivation among laborers at Freda Rebecca Mother lode.

Freda Rebecca Mother lode is a Bindura Area Mine which falls under the Help of Service of Mines. The present moment Freda Rebecca is one of the best maker of Gold in Zimbabwe with a hard and fast staff underpinning of around 2,000 delegates which are housed in and outside the local area of Bindura. The establishment brings the order to the table for sorts of help and encourage establishment to help Zimbabwean inhabitants.

According to the Freda Rebecca, HR Division Yearly Report (2022) the affiliation has kept a development in delinquency cases, late completing of endeavors, sad assist transport, substance with misusing, high staff turnover, passive consent and lack of regard. Given the above gives that the organization faces which forestalls the achievement of the various leveled targets and

objectives, then, one can investigate the level of agent motivation and responsibility inside the firm. It is in any case the point of this survey to endeavor to research on whether non-monetary awards lead to the motivation of Freda Rebecca laborers.

Representatives, as per Armstrong (2009), ought to be seen as important resources and the main wellspring of upper hand since they play a part in an association's progress in accomplishing its objectives. As per Corridor et al (1997), the association should give work fulfillment to representatives through acknowledgment of their work, pride, notoriety, status bits, chances of advancement, and contribution in decision making since workers require something beyond financial compensations for their endeavors. As per Coetzee and Schreuder (2010), non-monetary prize drives mean to reinforce representatives' characteristic inspiration by addressing their requirements for challenge, obligation, navigation, social acknowledgment, and vocation potential open doors, either alone or related to monetary rewards, and emphatically affect execution (Armstrong and Murlis, 1994).

As per Arnolds and Venter (2007), while monetary and other substantial motivators like compensation, advantages, and acclaim might be rousing temporarily, non-monetary impetuses, for example, testing and fascinating undertakings and different types of authentic social reinforcers as formal and casual authoritative prizes unexpectedly directed for execution of the objective way of behaving are really spurring over the long haul. As per Redman and Wilkins (2006), in the event that representatives see shamefulness in the working environment, they are bound to participate in withdrawal ways of behaving like truancy and leaving, bringing about an undeniably wasteful labor force whose targets never again compare to the association for which they work, as well as diminished steadfastness and obligation to the authoritative objectives.

It is against this foundation that the analyst needs to investigate on the connection between non-money related prizes and worker inspiration among Freda Rebecca representatives.

1.3 Statement of the Problem

As per the Freda Rebecca Mother lode, Human Resources Division Yearly Report (2022), on the hearings area there were 57 representatives who were excused from the working administrations subsequent to committing different dismissible offenses like non-appearance and ineptitude. Then, at that point, 29 workers left digging tasks in light of multiple factors. This implies the organization's remunerating framework was in alternate ways not fulfilling the representatives hence they couldn't perform well working and couldn't report for fill in according to contract also. The review will then investigate framework and attempt to bring a justifiable and OK choice or drive to persuade the workers to get improved results the gold creation as in earlier years. The justification for the above result was likewise impelled by the way that they could have been zeroing in additional on monetary prizes failing to remember that some need other thing as shown by Abraham Maslows ordered progression of requirements. The exploration will then resolve a few inquiries like what and how the Freda Rebecca representatives are compensated while diverting the examination to carry ways of moderating the issue being referred to.

1.4 Purpose of the study

The significant point of this study is to investigate on the connection between non-financial prizes and worker inspiration among representatives at Freda Rebecca Mother lode. The concentrate additionally intends to augment the information base with respect to non-financial prizes and worker inspiration.

1.5 Research Objectives

The survey will be established on the going with unequivocal objectives:

Main Objective:

To figure out the idea of the prize administration framework being utilized by Freda Rebecca,

Other Objective:

1. To lay out whether the prize administration framework buys into the felt-fair inclination thought,
2. To figure out the non-money related rewards being carried out by Freda Rebecca and

whether they affect representative inspiration and commitment and

3. To lay out the workers' general inclination on the utilization of non-money related awards at Freda Rebecca.

1.6 Research Questions:

1. What is the idea of the prize administration framework at present being executed by Freda Rebecca?

2. Does the prize administration framework buy into the felt-fair inclination idea?

3. Which non-money related rewards are being carried out by Freda Rebecca and do they consequences for representative inspiration and commitment?

4. What is the worker's general inclination towards the utilization of non-financial awards at Freda Rebecca?

1.7 Meaning of the review

It is guessed that doing this study will help a few group in various ways.

Freda Rebecca Mother Mine

The association will profit from this concentrate in more ways than one. In the first place, it will explain the obligations of senior administration and managers with regards to compensate organization. Second, it will give experiences into worker reward inclinations and what propels them. Third, it will feature the effect of an absence of inspiration on the association's capacity to accomplish its objectives and goals. At last, it will give suggestions to working on the association's way to deal with remunerations and inspiration. So, this study will be advantageous for Freda Rebecca with regards to expanding worker fulfillment and efficiency.

Different associations

Associations in settings like Bindura Nickel Participation Shamva Mother lode will likewise help in that they will get better information on the connection between non-money related prizes and worker inspiration. They will likewise get an enthusiasm for the significance of non-money related compensations as a persuasive instrument.

Future exploration

The review will assist with setting an establishment for different specialists who wish to concentrate on regarding the matter from now on. The review will feature holes from past explores and give potential arrangements hence can be alluded to by specialists later on.

The Researcher

The specialist could help in that she will get an appreciation on the connection between non-money related prizes and worker inspiration. The scientist can likewise make future objective suggestions and ends in light of the exploration discoveries.

1.8 Research Assumptions

Coming up next are thought to be valid:

- (a) The populace is of sufficient size to give legitimate and exhaustive reactions.
- (b) The Freda Rebecca representatives will finish the survey precisely and truly.
- (c) The study will survey the ongoing state of associations in Zimbabwe regarding the use and viability of non-money related prizes as a persuasive device.

1.9 Delimitation of the review

The review is restricted to the Freda Rebecca Mother lode, making the review region thin. The review will research the connection between non-money related advantages and representative inspiration on Freda Rebecca.

1.10 Limits of the study

A few variables could affect making proper inferences from this review. The exploration is being led at an association with an elevated degree of semantic variety. Language is likewise a worry, especially for members who don't grasp English, since this might influence the importance of the text during interpretation, bringing about various results. Since the examination will basically zero in on Freda Rebecca representatives, the example size will be restricted, and the exploration undertaking might confront cost limitations.

1.11 Operational Definition of Terms

Non-monetary rewards - As per Armstrong (2009), non-financial prizes include no immediate installment and as often as possible emerge from the actual work, for example, accomplishment, independence, acknowledgment, degree to utilize and foster abilities, preparing, profession advancement amazing open doors, and excellent authority. They fulfill representatives' mental requirement for work assortment, testing work, acknowledgment, and occupation fulfillment.

Motivation - is characterized by Calson et al (2004) collectively of peculiarities that influence the nature, strength or perseverance of a singular way of behaving.

Reward - According to Coetzee and Schreuder (2010) implies the total awards structure which is portrayed as the mix of a large number of compensations including direct money related portions or pay (as wages, pay rates, impulses, commission and rewards) winding portions or pay (as financial benefits, for instance, business paid clinical and annuity benefits) and non-financial awards (as inborn and incidental motivation inspirations, for instance, testing and interesting endeavor, significant entryways for learning and improvement, praise, nature of work life, supervisor support, fair treatment, being kept instructed and social affirmation.

Employee - alludes to any singular dealing with benefit of a proprietor being paid a pay in veneration of such help.

Employer - alludes to any person who enlists someone else and remunerate that person for the work done.

Job - alludes to an unmistakable succession of steps or exercises that an individual conveys subsequent to being given a work task.

Performance - implies the execution of a predefined task assessed against present known models of accuracy and speed.

1.12 Chapter Summary

The establishment to the survey, verbalization of the issue, importance of the audit, research questions, doubts, justification for the survey, delimitations, limits have been given and all key terms have been portrayed. The accompanying segment will focus in on the composing associated with this survey and the speculative construction.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The part will focus in on assessing the appropriate composition on non-monetary awards and laborer motivation from past assessments. The assessment questions will be tended to with respect to appropriate composition. The part is furthermore expected to foster the substance and the groundwork of the audit and separate past investigation studies.

Conceptual Framework:

NON-MONETARY REWARDS

- flexible working
- extra leave
- good accommodation

↓↓ - Management

MOTIVATION

- less absenteeism
- high productivity
- better decisions

2.2 Reward Management

As per Armstrong (2006), reward the board is worried about the definition and execution of systems and approaches, the objectives of which are to compensate individuals reasonably, impartially, and reliably as per their worth to the association and accordingly assist the association with accomplishing its essential objectives. He likewise attests that fitting, viable, and ideal award expands representative and supervisor inspiration.

2.3 Non-money rewards

As indicated by Armstrong (2009), non-financial impetuses are benefits that don't need the immediate installment of cash and are frequently gotten from the actual gig, like accomplishment, acknowledgment, obligation, impact, and self-awareness. He further contends that these motivations fulfill representatives' mental requirements for work assortment, testing work, acknowledgment, and occupation fulfillment. Freda Rebecca's Human Resources Division Yearly Report (2013) expressed that the mine gives a scope of non-financial motivations, including social games, acknowledgment, cooperation in direction, concentrate on strategies, and preparing and improvement offices. These motivators mean to increment worker fulfillment and efficiency without bringing about.

2.4 Motivation

Rothman and Cooper (2008) depicted inspiration as a progression of vivacious elements that start both inside and beyond an individual and decide the heading, force, and length of business related conduct. As per Pinnington and Edwards (2000), inspiration can be all things considered "natural" or "outward," and impetuses are expected to advance either extraneous or characteristic inspiration, or both. As per Riggio (2009), natural advantages come from a laborer's pride and expertise in finishing and dominating position obligations, as well as a feeling of independence or command over one's work. Wages and pay, incidental advantages, cash rewards, security, advancement, free supper or film tickets are instances of "unmistakable" impetuses.

As per Luthans and Kreitner (1993), non-money related rewards are significant devices in guaranteeing worker inspiration in the work environment since they are different, prompting representative inspiration both naturally and outwardly. Work related non-financial impetuses, for example, significant work, assortment of assignments, greater obligation, cooperation open doors, preparing programs, support in navigation, and adaptable working hours might spur representatives naturally.

2.5 Previous studies

A few investigations have been led on the connection between non-money related prizes and worker inspiration. As per Peterson and Luthans (2006), as referred to by Coetzee and Shreuder (2010), non-monetary prize drives are pointed toward reinforcing representatives' characteristic inspiration by addressing their requirements for challenge, obligation, navigation, assortment, social acknowledgment, and vocation open doors either alone or related to monetary prizes. As per Arnolds and Venter (2007) research, which was referred to by Coetzee and Shreuder (2010), while monetary and other unmistakable motivators like compensation, advantages, and acclaim might be propelling temporarily, non-monetary impetuses, for example, testing and fascinating undertakings and different types of authentic social reinforcers as formal and casual hierarchical prizes unexpectedly directed for execution of the objective way of behaving are really spurring over the long haul. Moreover, getting simply extraneous impetuses may prompt a decrease in characteristic craving for future endeavors (Luthans, 2006).

2.6 Nature of the award the management operations

In a review led by Odrakiewicz and Szulc (2012) in Poland at Alpha I Omega, as referred to by Hayton et al (2012), they found that the association utilizes three kinds of remunerations, in particular base compensation, execution based rewards, and non-financial prizes. At Easter and Christmas, Alpha I Omega involves financial and non-money related compensations for every one of their workers. All representatives get equivalent non-money related rewards, yet financial prizes depend on individual execution during the year.

As per Khan et al (2013), as referred to by Abdullah and Wan (2013), in a Malaysian exploration, associations utilized essential compensation and non-financial awards to move representatives. Moreover, Tausif (2012), as cited by Abdullah and Wan (2013), explored the connection between non-financial honors and work fulfillment among educators in Pakistani government funded schools and estimates that the association gives both money related and non-financial advantages.

Katua et al (2014) found that 78% of Kenyan business banks utilize both monetary and non-monetary honors to energize staff in an overview of business banks in Kenya. As per Hammermann and Mohnen (2012), who carried out a groundwork in German at The Foundation for the examination of Work (IZA), the association gives both money related and non-financial advantages.

As per Lameck (2011), an examination done in Tanzania at the Police Power Base camp, the association gives both money related and non-financial advantages, and laborers respect non-financial motivators to be among the main viewpoints that help their eagerness to apply more prominent exertion in their callings. Lindhal (1949), as cited by Lameck (2011), played out a progression of concentrates in which representatives reliably assessed components, for example, "full appreciation for work done", "feeling on things", and "fascinating work" as more huge than standard prizes. Besides, Harunavamwe and Kanengoni (2013) led an examination in South Africa among lower-level representatives at chose retail locations, guaranteeing that both money related and non-financial prizes were utilized.

Mtazu (2009) led a review at Lobels Bread Zimbabwe and put out that the association utilizes base compensation in addition to additional items as advantages or impetuses as an approach to persuading and holding its workers. The compensation arrangement of Lobels Bread contains specific components of an all out remunerations framework like preparation and improvement, base compensation, advantages, and correspondence of hierarchical procedure for progress.

Gohari et al (2013) led a concentrate in two Malaysian the travel industry organizations and found the organizations offered both financial and non-money related rewards. Tumwet (2011) on a review he directed at Kabarak College in Kenya found that the college offers both financial and non-money related rewards. The money related rewards it offers incorporate compensation, protection supporting, retirement advantages and execution based rewards.

2.7 Reward management system and the felt-fair feeling notion

Agwu (2013) evaluated the effect of the fair prize framework on employees' work execution among representatives of an oil organization in Nigeria and reason that fair execution of remunerations altogether impacted worker work execution.

Mtazu's (2009) research at Lobels Bread Zimbabwe showed that the respondents felt the prize administration framework was not genuinely taken care of. This shows dissatisfaction among representatives. Representatives by and large look at their pay rates and in the event that there is an apparent absence of value and equilibrium, they are probably going to diminish their work information or leave the organization.

In an examination done by Lameck (2011) at the Police Power Base camp in Tanzania, cops felt that the awards were appropriately controlled, yet the use of non-financial impetuses, especially friendly and occupation related motivations, was not at OK levels in the association.

As per Hayton et al (2012), Odrakiewicz and Szulcs (2012) research in Poland at Alpha I Omega laborers accepted that reward the executives framework was fair since representatives will get equivalent and fair honors in accordance with the commitments they make to the association.

Representatives felt that the prize administration framework is fair in an examination done by Hammermann and Mohnen (2012) at the Establishment for the exploration of Work (IZA) on the grounds that they saw their motivations as satisfactory in light of their achievements in their associations.

2.8 Non-monetary rewards and motivation and engagement

As per Mtazu (2009), Lobels Bread Zimbabwe gives more noteworthy profession and headway possibilities, acknowledgment, open correspondence channels inside and among offices, and troublesome tasks. Open correspondence helps individuals in understanding the requirement for and overseeing change, especially in remuneration structure. Worker obligation to the association is expanded through correspondence, as is representative commitment.

As per Khan et al (2013), as referred to by Abdullah and Wan (2013), in a review directed in Malaysia at the Worldwide Business College Teknologi, the association gives acknowledgment, acclaim, learning valuable open doors, testing work, and professional success, and these have been viewed as a compelling device in spurring laborers and hence expanding their presentation.

Harunavamwe and Kanengoni (2013) in a review directed in South Africa among chose retail shops declares that acknowledgment, navigation and employer stability play a part to play in the interior inspiration of representatives.

As indicated by Lameck (2011), non-financial prizes accessible at Tanzania Police Power Central command incorporate advancement, appreciation authentications, composed or verbal much obliged, visit offering, decorations grants, wellbeing administrations, lodging offices, preparing grant, great working circumstances, gift offering and acknowledgment, visit offering, tasks abroad, obligation, and preparing.

Katua et al. (2014) found that Kenyan business banks offer adaptable working hours, acknowledgment, and employer stability as non-financial impetuses. Acknowledgment was found to affect worker commitment and inspiration, as it tells representatives that their commitments are

esteemed and that administration really believes in their capacities. In a different report, Gohari et al. (2013) found that two Malaysian the travel industry organizations, Persian Sdn. Bhd and Scicom, gave acknowledgment, obligation, positive input, appreciation, and emphaticness to their representatives. Specifically, acknowledgment was viewed as an especially significant non-monetary prize

As non-financial prizes, Kabarak College, as per Tumwet (2011), gives preparing and advancement, imagination at work, authoritative objectives, testing errands, a chance for self-improvement, independence and obligation, cooperation, employer stability, expertly invigorating climate, valuable chance to lay out execution objectives, unsurprising work life, chance to lead, preparing and improvement, and adaptable strategies. In an exploration done at the Foundation for the examination of Work (IZA) in Germany, Hammermann and Mohnen (2012) found that the association gives acknowledgment, proficient movement possibilities, and individual headway potential open doors.

2.9 Employees general feeling towards the application of non-monetary rewards

As indicated by Mtazu (2009), the degree of usage of non-money related compensations at Lobels Bread Zimbabwe is inadequate, as just 35% of workers approach preparing and improvement programs, 34% get execution pay and advancement open doors, and 20% are offered professional success potential open doors. As per Airoldi (2006), as expressed by Abdullah and Wan (2013) in a Malaysian exploration, more than 70% of businesses used noncash impetuses in their associations. Non-financial motivating forces are many times perceived as the best method for remunerating representatives.

The concentrate by Harunavamwe and Kanengoni (2013) led in South Africa observed that acknowledgment is the best persuading factor for lower level workers and that non-money related rewards essentially affect lower-level employees' inspiration. Their outcomes have shown that, lower level representatives favor adaptable working hours, merit pay and acknowledgment, specifically as the best three persuasive prizes. This is a sign to the executives that financial rewards individually joined with non-money related prizes would convey preferred persuasive outcomes over money related remuneration alone which may be the situation in many firms

As per Lameck (2013) the view of Cops at Tanzania Police Power Central command showed that the utilization of non-financial motivators particularly friendly and occupation related isn't at the sufficient levels in the association. Anyway the greater part of the reactions demonstrated that the representatives are very certain towards the utilization of non-money related impetuses in the work environment and can be powerful in spurring them and can be utilized to supplement financial motivating forces

As per Katua et al (2014), in an overview acted in Kenyan business banks, workers see the utilization of non-financial honors as deficient, with simply 4% referencing that the association gives non-money related benefits. Workers accept that how much utilization of non-money related grants is deficient, as indicated by Hammermann and Mohnen (2012). As per Tumwet (2011), staff at Kenya's Kabarak College respect the utilization of non-financial honors as fitting.

2.10 Hypothetical framework

Worker inspiration is the essential objective of a prize framework, as per Coetzee and Shreuder (2010). Directors and modern clinicians depend on work inspiration hypotheses to all the more likely figure out the requests of their representatives. As per Rothman and Cooper (2008), there are two kinds of inspiration hypotheses: content speculations and interaction hypotheses. Content speculations endeavor to make sense of what drives people, while process hypotheses endeavor to portray the cycle that adds to propelled conduct. Maslow's ordered progression of necessities, Herzberg's Two Element hypothesis, Alderfer's requirements hypothesis, and McClelland hypothesis are instances of content speculations. Value hypotheses and Hope speculations are two cycle speculations. The subject of this study will be Maslow's Order of Necessities and Herzberg's Two Variable Hypothesis.

2.10.1 Hierachy of needs theory

Rothman and Cooper (2008) certifies that one of the essential theories that portray direct as being composed toward the satisfaction of human necessities is the dominance hierarchy of prerequisites speculation by Abraham Maslow. His speculation is a theoretical beginning stage for huge

quantities of need based ways of managing motivation.

According to Pinnington and Edwards (2000), Maslow acknowledges that individuals are motivated to resolve their issues, which may be arranged into five climbing request orders: physiological necessities, security needs, social prerequisites, respect and self-finishing needs. The underlying three are designated lower level solicitations, while the last two are named higher solicitation needs. According to Pinnington and Edwards (2000), physiological requirements consolidate the urgent natural necessities like air, water, food, and asylum. At the particular work, physiological necessities consolidate clean air and a base compensation to ensure life. The prerequisites for security and protection from risk are insinuated as necessary. At work, prosperity needs integrate safe positions, accidental benefits, and occupation security.

As shown by Pinnington and Edwards (2004) social necessities coordinate the shocking an open door to develop dear collaborations and give assistance to others. Maslow's hypothesis happen from the staggeringly fundamental party one and two to a great deal of higher social essentials that is packs three, four and five. Pay fulfills lower request needs, for example, the physiological and thriving requirements. As such it has near no pushing impact upon the typical work circumstance where these key essentials are fulfilled right now as agents favor mental self picture accomplishments like separation, power, confirmation, security and individual treatment.

Rothman and Cooper (2008) further confirms that regard is the longing for regard, which is impacted by the particular's standing, his essential for thought, confirmation, accomplishment and appreciation at work regard needs combine the need for certification, an augmentation in responsibility, high status and appreciation for obligations to the association. Self-finish intimates the craving for pomposity; it is a drive for people for self-improvement, resourcefulness and occupation fulfillment. They unite giving arranging exercises to agents and giving them responsibility and opportunity helps workers towards self-affirmation. The continuous overview will likewise assist with understanding whether delegates at Freda Rebecca have moved past the crucial physiological and security needs as central inspirations.

2.10.2 Herzberg's two variables theory

As displayed by means of Cartwright and Cooper (2008) Herzberg set forth two variable hypothesis which sees cleanliness elements and inspirations as parts which impact people's direct to perform better. As shown by Pinnington and Edwards (2000) neatness factors intimate the presence or nonappearance of occupation de-satisfiers for example pay, status and company procedure. Tidiness factors don't themselves contribute work fulfillment and inspiration of representative yet they are upkeep factors which when decreased can prompt dissatisfaction.

As per Rothman and Cooper (2008) inspirations are business related practices like task of testing position, accomplishment, work itself, confirmation, responsibility, development and shocking doorways for development in the gig. They further surmises that when inspirations are missing, laborers are fair towards work, however when inspirations are free, laborers are particularly searing to win at their work. Taking into account the debates of the hypothesis, great tidiness variables ought to be given to meet the focal necessities of agents and to prevent disappointment with the gig. Also, inspirations that are typical for the authentic work ought to be made to the cycle to meet more enormous level necessities and drive specialists towards more huge accomplishment and fulfillment.

The two part hypothesis keeps up with non-money related pay as a strong instrument. It imparts that agents are goaded by the endeavor of testing position, accomplishment, confirmation, responsibility and entrances for development in the gig which can drive workers regularly. As shown by the hypothesis, it is normal that experts would be stirred by business related and social non-financial motivations and would require financial impetuses and other standard parts to keep away from dissatisfaction with the gig. The review recommends that non-financial motivations, whether critical, social or occupation related, might be considered as the instrument that is generally fitting for the inspiration of agents.

2.10.3 Knowledge Gap

The expert saw that all the past investigates done on the association between non-cash related prizes and delegate motivation were finished in made countries and not even a singular report was

done in arising countries like Zimbabwe and Zambia so it is the objective of this assessment to embrace the investigation study to spread out whether there is a connection between non-monetary awards and specialist motivation in Zimbabwe. No matter what the stunning assessment on the effects of non-cash related pay in secret affiliations, not a lot of examiners, expecting that any have investigated the case for neighboring specialists in Zimbabwe. Particularly in Zimbabwe, the composition on the motivation of delegates as well as the effects of rousing powers is extremely lacking. There isn't exactly any assessment on these focuses. This concentrate consequently hopes to research the points of view of laborers towards non-monetary awards.

Notwithstanding the way that there are focuses on that have been coordinated on the association between non-cash related prizes and agent motivation there is still need to do an accurate survey to gain proficiency with the felt-fair vibe of laborers on the execution of these non-monetary remunerations as delegate prodding factors.

It is in any case the goal of this audit to dissect on the veritable association between non-cash related prizes and delegate motivation.

2.11 Chapter Summary

To sum up, one can fight that the part sorted out some way to reveal what various makers and experts are referring to non-monetary awards and specialist motivation. The segment gave a speculative design that will be used to answer the assessment questions gave to a limited extent one. Finally the segment looked at the creator's insight on the data opening. The accompanying area will look at the investigation system.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The part will show on the examination approach that the master will use in the review. The fragment will take a gander at the evaluation plan, individuals, test, research instruments, information game plan methods, and information show and assessment techniques.

3.2 Investigation approach

The cadenced development evaluation will embrace both emotional and quantitative sort of methodology utilizing a correlational game plan. This technique enjoys different upper hands over unique strategy, particularly on issues to do with objectivity, unflinching quality and genuineness. It is thusly, fundamental to rapidly understand what quantitative appraisal procedure incorporates as well as featuring its benefits.

Coolican (2004) declares that quantitative information is about proportions of things while abstract information is about the relentless nature of things. Quantitative examination targets making heads or tails of information which is mathematically investigated. They are numbers, crude scores, means and standard deviations. As per Breakwell et al (2006) quantitative examination sees at positive information as opposed to speculative obligations and articulates that disclosures should be arranged in a quantifiable plan that is same and the structures under assessment should be something essentially the equivalent or close.

Emotional information draws in a determined survey which will permit the field to be completely analyzed and subsequently the specialist will know how much another key will add to information. Coolican (2004) further suggests that an abstract position rejects close to home methods and recognizes that trial data is fundamental to reasonable movement and that without it considerations and statements are vain. Procedures that are the more close and more thorough lead to areas of strength for extra inside certifiable information, replicable impacts and a case to more basic objectivity.

Quantitative examination values unquestionable benefits. Coolican (2004) saw that quantitative examination gives an undeniable perspective on ordinary scores and reach. Likewise, it has been seen that this sort of plan can be utilized to test clear speculation, can be poverty stricken down quantifiably and can be summed up from test to individuals.

3.3 Research Design

A correlational report configuration will be utilized to decide if there is a connection between non-monetary prizes and the inspiration of 1300 representatives. As indicated by Coolican (2004), relationship is the estimation of how much two arrangements of related factors will generally change together or covary. In the event that representative inspiration will in general increment with the arrangement of non-monetary prizes, then the relationship is positive. Assuming the relationship is negative, it implies that the two factors are conversely related. Assuming that there is no relationship, the connection is near nothing. By estimating the strength of the connection, this study will give data about the connection between non-monetary prizes.

Calculations for relationship will be done using Pearson thing second association. Correlational assessments should be possible in standard veritable life" settings consequently let us in on a fair arrangement about social classes customary approach to acting. Correlational plans desire to check whether there is any productive association between non-monetary awards and delegate motivation. The point is to show that levels of one variable are connected with levels of another. Correlational approach requires examinations that perceive connection between factors where neither one of the elements is on a very basic level the dependent or independent variable.

3.4 Populace

Jennings (2001) characterized a populace as the subjects or study units that are all the focal point of an examination project. For this review, the populace is the representatives of Freda Rebecca. The complete populace of Freda Rebecca is 1300 representatives, 41 of whom are senior administration and 60 of whom are junior administration, while the rest are ordinary workers. The example size for the review is 363 members, and this example is illustrative of the general populace. The review will zero in on two gatherings of workers, the senior administration and their subordinates. By utilizing a delegate test, the discoveries will be bound to be generalizable to the general populace size.

3.5 Sample size

Jackson (2012) described a model all in all of people who participate in a survey. Any person from the portrayed people can be associated with a model. The model size will be 300 and 63 individuals. The quantity of members was acquired utilizing the Raosoft test size adding machine with 95% degree of importance and 5% wiggle room.

3.6 Sampling Procedure

As the confirmation of respondents is extraordinarily enormous for the quality and consequence of the review, attempts are made to find the most fitting individuals to address inside the affiliation. The master will utilize portrayed erratic testing procedure to guarantee fitting portrayal of everybody. The master will incorporate the divisions as the layers and inside the work environment the experts will be framed as the board and non-the bosses. As checked by Jackson (2012) framed irregular researching is a difficult procedure expected to guarantee that subgroups or layers are really tended to. Breakwell et al (2006) further featured that portrayal sections the model into discrete subgroups and some time later picks irregular models from inside every social event. These subsamples are then joined to shape a hard and fast gave test. In dissipating outlines to the ordinary delegates, the scientist will utilize the comfort dissecting approach. As shown by the Freda Rebecca work out (2014) by Mr Chingara the HR Supervisor of the of the foundation, Freda Rebecca has three divisions or specialty units, 1300 delegates, 41 being the senior organization and 60 in the lesser administration. In the standard layers, that is from all of the three divisions the expert will aimlessly pick 300 individuals from the 1300 specialists and 63 from the organization using solace testing. Finally the outright model size will be 363 individuals. The amount of the organization and general laborers who will be partaking in the survey was found following processing the probability of finding a boss and a typical delegate from the total model.

3.7 Research Instruments

The agent will incorporate studies as examination instruments. The self-flawlessness review will be utilized to accumulate information from subordinates and the supervisors. As shown by Coolican (2009) a survey is a purposeful once-over of solicitations that the sources or respondents wrap up for themselves. An overview is supposed to attract out data from individuals a way which award the specialist to make speculations about the subject. The shut finished plan overview is utilized in a quantitative examination, where the responses are facilitated like yes or no responses. These solicitations participate in the benefit that they are not difficult to combine; they decline dark responses and decrease how much coding botches. The scientist found the use of oneself finishing outline associating considering the way that it empowered the master to get legitimate data more really than would be gotten utilizing another strategy.

Using studies will allow the researcher to convey anything that number as could be anticipated considering the present situation at the same time. This would have been problematic if, for example, interviews were used. Besides, a couple of respondents like to offer their points of view in conditions of security, and an outline is one such procedure that licenses respondents to answer deliberately and security. In the association of outlines, informed consent and protection will be pondered as moral thoughts. In this survey, an independent report with things assessing the two elements, non-financial awards and specialist motivation, will be used. This audit will be figured out how to the general population in an eye to eye way

3.8 Information collection method

The researcher will utilize self-controlled surveys to get data on whether there is a relationship between non-financial honors and inspiration among Freda Rebecca workers. In coordinating the overview the master will give a measure of 363questionnaire sheets to workers in their particular divisions. The legitimization for the review will be made heads or tails of for the respondents before they fill in the study. The inspector will in addition guarantee the people on how private their data will be made due. Each returned survey will be given a case number and the information will be coordinated and coded for consistency, accuracy and fulfillment. The evaluation will end by the scientist communicating thanks to the people for committing their opportunity to partake in the review.

3.9 Data show and assessment strategies

The information obtained will be introduced as tables, graphs or pie charts. Evaluation of information will be done where all inferential quantifiable information accumulated will be dismantled utilizing the Pearson Thing second relationship with spread out the relationship between the two components. The Pearson association is inclined toward considering the way that the reactions will be laid out on a Likert scale. In the evaluations, every one of the reactions got from every respondent will be added. The got qualities will be utilized for making the associations. Pearson's thing second affiliation let us in on a fair game plan about individuals' customary way to deal with acting; they want to check whether there is any deliberate relationship between non-cash related prizes and worker inspiration. The point is to show that the degrees of one variable are associated with levels of another.

The formulae used to work out the Pearson item second connection is as per the following:

$$r = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{N \sum X^2 - (\sum X)^2} \sqrt{N \sum Y^2 - (\sum Y)^2}}$$

Where

X is the autonomous variable for this situation non-financial prizes Y is the reliant variable that is inspiration

N = the quantity of respondents for this situation 305 respondents

3.10 Moral consideration

Coolican (2009) portrayed research ethics as the appropriateness of the researcher's direct as indicated by the opportunities of the people who become the subject of your work or influenced by it. The assessment will be finished after groundwork of informed concur which according to Goodwin and Goodwin (2014) suggests the possibility that in deciding to participate in mental investigation, human individuals should be given adequate information about the audit's inspiration and methods to pick assuming they wish to contribute. Shaughnessy et al (2009) further expresses that experts are ethically dedicated to portray the investigation techniques clearly, perceive any pieces of the survey that could affect individual's energy to take a premium and answer any requests individuals have about the assessment.

To make the investigation morally sufficient, the expert will consider the issue of secretly and security of the respondents" ends, uncover her genuine person and gave her informed consent before an assessment began and searched for institutional underwriting from the significant trained professionals.

3.11 Chapter Summary

To sum up, the segment had the choice to deal with all its focal issues. The part included on the assessment intend to be used, the objective people, the reviewing procedures, strategies, the investigation instruments, data variety frameworks, data show and examination methods and moral considerations. The accompanying part will look at Data Show, Examination and Interpretation.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

The section is centered around introducing, breaking down, and deciphering the information gathered in the review. It starts with a segment profile of the respondents, including reaction rate, orientation, age, and instructive fulfillment. Tables, diagrams, and pie outlines are utilized to introduce the information. The part then, at that point, proceeds to investigate and decipher the information, with an emphasis on depicting the connections between the various factors. The discoveries are then summed up and examined corresponding to the writing.

4.2 Show of the exploration instrument Table 1 Exploration reaction rate

Group of respondents	Questionnaire sheets sent	Questionnaire sheets returned
Management	3	3
Non-management	360	302
Total	363	305

Response rate = $(305/363) * 100 = 84 \%$

The information introduced in this section was gathered from a sum of 305 respondents. The expression "recurrence" alludes to the quantity of respondents who gave a specific reaction. All in all, the recurrence demonstrates the number of respondents that picked a particular reaction out of the relative multitude of potential reactions for a given inquiry. The recurrence of a reaction gives a sign of how normal that reaction is among the example of respondents.

1.3 Show of segment information

N = 305

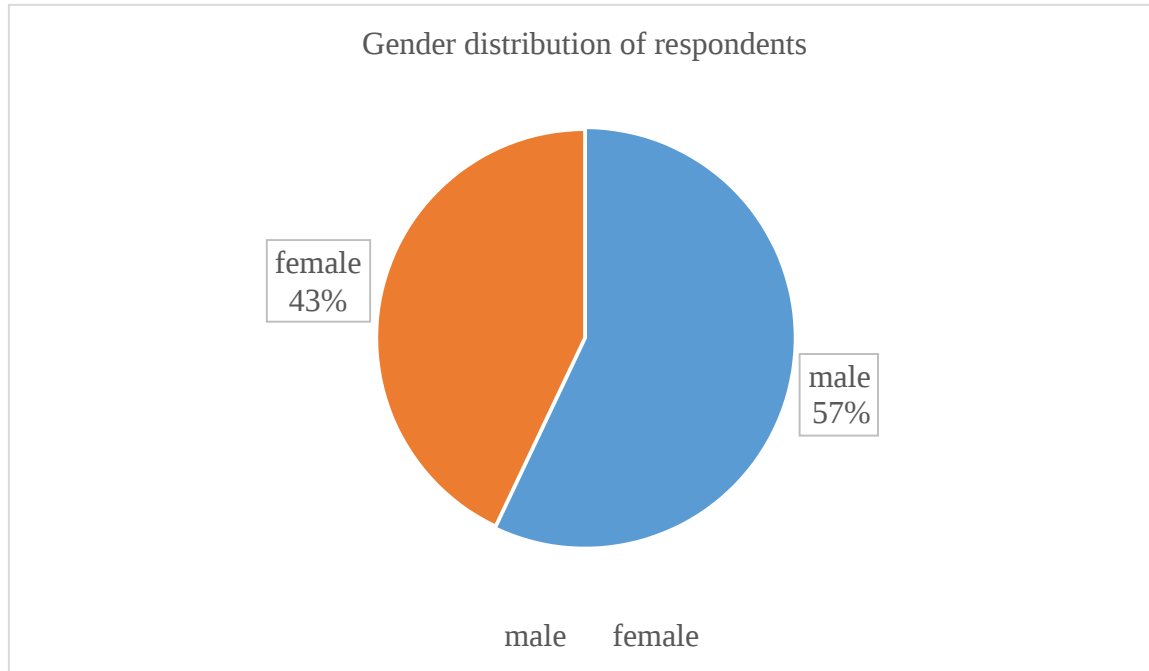


Figure 1. Orientation dispersion graph

The pie diagram in Figure 1 shows the conveyance of respondents by orientation. A sum of 57% of the respondents were male, while 43% were female. This truly intends that there were a sum of 174 male respondents and 131 female respondents. The dispersion of respondents by orientation is somewhat adjusted, giving a fair portrayal of the two sexes in the review.

4.4 Work position dispersion scale

N = 305

Table 2. Breakdown of respondents by job position and department

Job Position	Frequency
Human Capital Management	29
Mining	135
Engineering	80
Finance	20
Stores	30
Information Technology	11

Table 2 gives a breakdown of respondents by work position and division. The Human Resources and Public Security division had the largest number of respondents, with 29. The Money division had 20 respondents, trailed by the Mining office with 135 respondents. The Designing and Works division had 80 respondents, while the Stores office had 30 and the Data and Innovation office had 11 respondents. This shows that the example is illustrative of the various divisions inside the association.

Age gatherings of respondents

N = 305

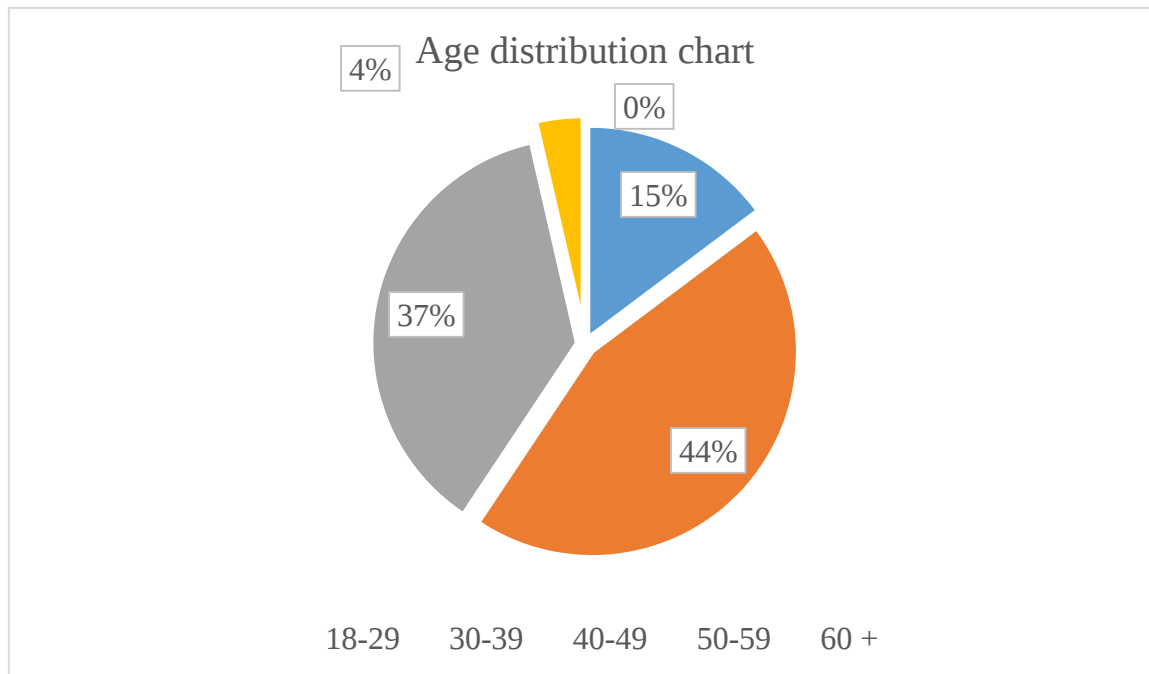


Figure 2. Dissemination of respondents by age

The pie diagram in Figure 2 shows the circulation of respondents by age. Most of respondents were between the ages of 30 and 39, at 37%. The following biggest gathering was 40-49 years, with 37% of respondents. 15% of respondents were between the ages of 18 and 29. Just 4% of respondents were between the ages of 50 and 59. No respondents were beyond 60 a years old, might be because of an organization retirement strategy that urges representatives to resign by age 60. Generally speaking, most of respondents were in the financially dynamic age range.

Instructive Capabilities

N = 305Table 3

Educational Qualification	Frequency %
O" level	18,7 %
A" level	29,5%
Professional Qualification	48,2 %

Non	3.6 %
-----	-------

Table 3 presents the instructive capabilities of the respondents. The biggest gathering, 48.2%, held an expert capability. 29.5% had a High Level declaration, while 18.7% had a Normal Level authentication. Just 3.6% of respondents had no formal instructive capabilities. Generally, most of respondents had some type of instructive foundation, which might be demonstrative of the idea of the mining business, which will in general require a specific degree of schooling and preparing.

Worker ResidencyN = 305

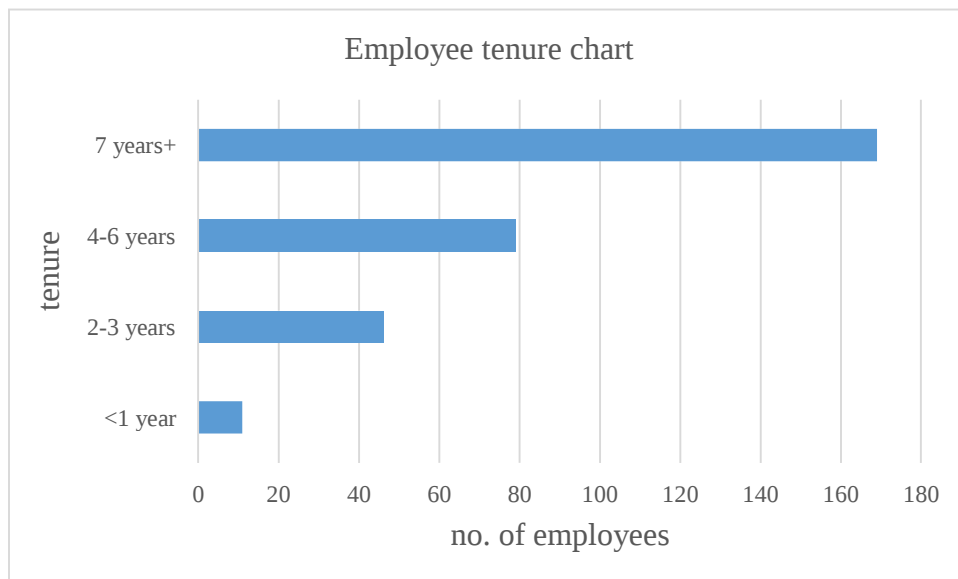


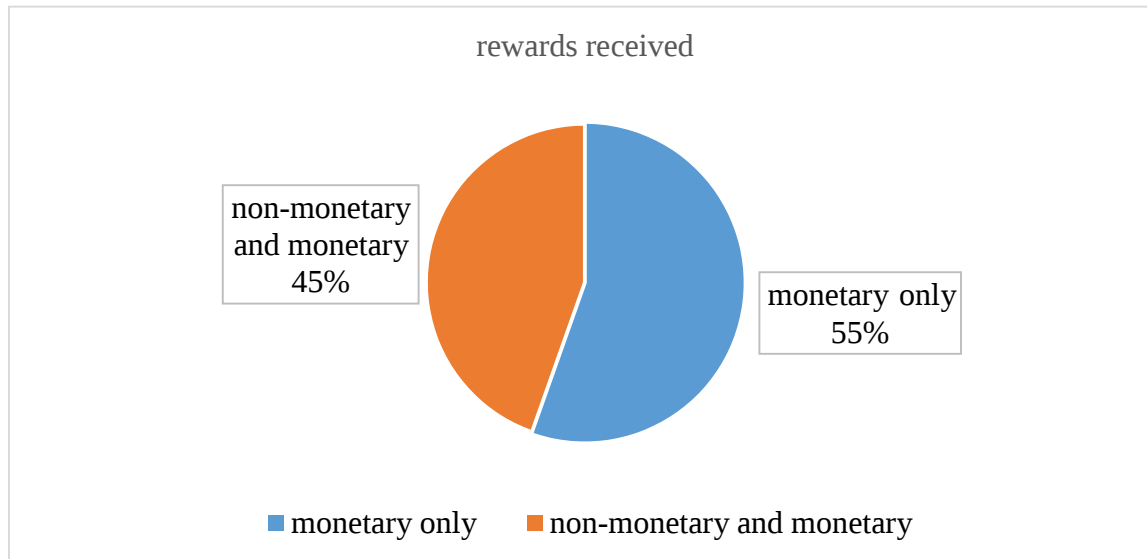
Figure 3

As per Figure 3, most of respondents had worked for the association for over seven years, with 169 representatives in this classification. The second biggest gathering had worked for the association for four to six years, with 79 respondents in this class. 46 respondents had worked for a few years, and just 11 had worked for under a year. This information proposes that most of representatives at the association are locked in and have a long residency with the organization.

This is positive, as it demonstrates that representatives are blissful and focused on their work.

4.5 The idea of the award the board framework being carried out by Freda Rebecca

Figure 4



In order to gain insight into the reward management system at Freda Rebecca, the researcher asked respondents to identify the types of rewards they had received. The responses were categorized into two categories: monetary only and monetary and non-monetary. Figure 4 presents the findings. Of the respondents, 37.8% indicated that they received only monetary rewards, while 62.2% indicated that they received both monetary and non-monetary rewards. This suggests that while the organization offers both monetary and non-monetary rewards, a significant portion of employees perceive the rewards as being mostly monetary in nature.

The results in Figure 4 indicate that 55% of respondents reported receiving only monetary rewards, while 45% reported receiving both monetary and non-monetary rewards. Despite this, it is clear that the organization does offer both types of rewards. One possible explanation for the difference in perceptions could be that the monetary rewards are more visible and tangible, while the non-monetary rewards may be more subtle and less easily noticed. It is also possible that some employees may not be aware of all the non-monetary rewards that are available to them.

4.6 Reward management system and the felt-fair feeling notion

In order to determine whether the rewards management system at Freda Rebecca adheres to the "felt-fair" principle, the researcher asked respondents if they felt that the rewards were fairly

administered. The responses were collected using a Likert scale ranging from strongly disagree to strongly agree. The results are summarized in the table below. Overall, the responses indicate that a significant number of employees do not feel that the rewards are fairly administered. This suggests that there is room for improvement in the way that rewards are managed and distributed within the organization.

Table 4

Responses	Frequency	Percentage
Strongly disagree	23	7,5%
Disagree	124	40,7%
Not sure	68	22,3%
Agree	79	25,9%
Strongly agree	11	3,6%

Of the respondents, 7.5% emphatically couldn't help contradicting the assertion "I feel that prizes are decently controlled," while 40.7% clashed. 22.3% of respondents were uncertain, 25.9% concurred, and just 3.6% unequivocally concurred. From these outcomes, obviously a greater part of representatives feel that prizes are not decently regulated, showing that the prize administration framework doesn't completely stick to the "felt-fair" guideline. This recommends that enhancements could be made to the framework to guarantee that prizes are conveyed reasonably and that representatives feel this is the situation.

4.7 Non-financial prizes and inspiration and commitment

The analyst looked to comprehend the non-money related rewards carried out by Freda Rebecca and their effect on representative inspiration and commitment. A progression of inquiries were posed to resolve this inquiry, beginning with requesting that respondents show which non-financial prizes they had gotten from a rundown given, with a choice to write in any extra rewards that were

not recorded. This question was intended to acquire a comprehension of the sorts of non-money related rewards being presented by the association. Notwithstanding the past inquiry, workers were approached to show whether they partook in the non-money related rewards they had gotten, for example, criticism, professional success potential open doors, compelling correspondence, obligation and independence, employer stability, abilities preparing, direction, learning open doors, and representative wellbeing and wellbeing programs. They were additionally found out if these prizes meaningfully affected their inspiration and commitment. The reactions to these inquiries are summed up in the table underneath. This data assists with understanding the degree of fulfillment with the ongoing non-financial prizes presented by the association, as well as their effect on inspiration and commitment.

Table 5 appearance the non-financial prizes got by workers

Feedback	158
Recognition	79
Career advancement opportunities	79
Job security	147
Positive work environment	79
Effective communication channel	34
Responsibility and autonomy	45
Skills training	124
Decision making	79
Learning opportunities	192
Employee wellness and health programs	45
Other	-

As per Table 5, the non-financial award that was most regularly detailed was learning potential open doors, with 192 respondents showing that they approached this advantage. This was trailed by input (158 respondents), employer stability (147 respondents), abilities preparing (124 respondents), and acknowledgment (79 respondents). These outcomes recommend that the association is really trying to give representatives amazing chances to learn and develop, as well as to perceive their endeavors and commitments. In any case, there might be opportunity to get better as far as giving criticism and guaranteeing that workers have a real sense of reassurance in their positions. The information in Table 5 likewise shows that 79 respondents detailed having professional success valuable open doors, 79 revealed having a positive workplace, 79 announced taking part in direction, 45 revealed having liability and independence over their work, 45 detailed partaking in the representative wellbeing and wellbeing programs, and 34 announced partaking in the association's correspondence channels. From these discoveries, it very well may be presumed that the non-money related rewards recorded were all executed at the association, yet not all workers approached them. This demonstrates that there might be a requirement for more reliable and boundless execution of non-financial prizes to further develop representative inspiration and commitment.

4.8 Show of inquiries on whether respondents got the non-financial prizes

Input on work done

N= 305

I get adequate criticism about how well I am doing.

Table 6

Responses	Frequency	Percentage
Strongly disagree	67	22%
Disagree	89	29%

Not sure	24	8%
Agree	101	33%
Strongly agree	24	8%

In light of the information, apparently most workers don't feel they get adequate criticism about their presentation. 29% of respondents contradicted the explanation "I get adequate criticism about how well I am doing," while 22% emphatically clashed. Just 8% were unsure, while 33% concurred and 8% firmly concurred. These discoveries propose that there is opportunity to get better as far as giving workers more customary and definite input on their presentation.

A chance for vocation development

N = 305

I have a make vocation way and a chance for profession development

Table 7

Response	Frequency	Percentage
Strongly disagree	34	11%
Disagree	79	26%
Not sure	34	11%
Agree	113	37%
Strongly agree	45	15%

The information shows that 37% of respondents concurred that they have a make profession way and a chance for vocation development, while 15% unequivocally concurred. Then again, 26% differ and 11% firmly contradicted this articulation. This recommends that a few representatives

feel their profession way is muddled and that there is an absence of chance for vocation development inside the association. This could be because of various elements, like an absence of correspondence from the executives about profession movement or restricted open doors for headway inside the association.

Representative fulfillment with the correspondence channel

N = 305

I'm happy with the correspondence channel at the association

Table 8

Responses	Frequency	Percentage
Strongly disagree	56	18,3%
Disagree	136	44,6%
Not sure	45	14,8%

Agree	45	14,8%
Strongly agree	23	7,5%

With regards to fulfillment with the association's correspondence channels, the information shows that 45% of respondents couldn't help contradicting the assertion "I'm happy with the correspondence channels at my work environment," while 18% firmly conflicted. 15% were uncertain, 15% concurred, and 7% emphatically concurred. Taken together, the discoveries recommend that a greater part (63%) of workers are not happy with the correspondence channels utilized by the association. This could be because of various elements, like an absence of straightforwardness or unfortunate channels of correspondence.

4.9 Obligation and independence

N = 305

I partake in the obligation and independence I have over everyday plan for getting work done

Table 9

Response	Frequency	Percentage
Strongly disagree	21	7%
Disagree	58	19%
Not sure	24	8%
Agree	156	51%
Strongly agree	46	15%

As indicated by Table 9, a greater part of the representatives (51%) detailed that they partake in the obligation and independence they have over their everyday work. 15% unequivocally concurred with this assertion, while 8% were dubious. 19% of respondents deviated, and 7% firmly dissented, meaning they didn't feel that they had a lot of liability or independence in their everyday work. These discoveries propose that while most of representatives feel happy with their degree of obligation and independence, there is still opportunity to get better around here.

Amazing chance to further develop work related abilities and information

N = 305

I'm offered a chance to further develop my work related abilities and information

Table 10

Responses	Frequency	Percentage
Strongly disagree	46	15%
Disagree	46	15%
Not sure	67	22%
Agree	88	29%
Strongly agree	58	19%

The outcomes demonstrate that a larger part of respondents (29% concur and 19% emphatically concur) feel that they are given chances to further develop their occupation related abilities. 22% of respondents were uncertain, while 15% emphatically contradicted the explanation. These discoveries propose that the association is giving open doors to representatives to create and work on their abilities, however there is as yet a critical part of workers who feel they are not getting this help. This could be because of various elements, including absence of preparing potential open doors or a distinction between workers' abilities and their work liabilities.

4.10 Representative's contribution in objective setting and direction

N = 305

I'm associated with objective setting and choices that influence my work

Table 11

Responses	Frequency	Percentage
Strongly disagree	113	37%

Disagree	101	33%
----------	-----	-----

Not sure	9	3%
Agree	58	19%
Strongly agree	24	8%

The outcomes from Table 11 demonstrate that a larger part of the respondents (37% differ and 33% emphatically deviate) don't feel engaged with putting forth objectives or pursuing choices that influence their work. Just 3% of respondents were unsure about their contribution, while 19% concurred and 8% unequivocally concurred that they are engaged with these exercises. Generally speaking, the discoveries propose that the association could accomplish other things to include representatives in putting forth objectives and settling on choices that influence their work. This could prompt more prominent commitment and fulfillment among representatives.

Learning Valuable open doors

N = 305

I partake in the learning valuable open doors at my working environment

Table 12

Responses	Frequency	Percentage
Strongly disagree	12	4%
Disagree	67	22%
Not sure	25	8%
Agree	146	48%
Strongly agree	55	18%

In view of the reactions in Table 12, obviously most of respondents (48% concur and 18% emphatically concur) partake in the learning open doors accessible at their working environment. This is a positive finding, as it shows that the association is giving open doors to representatives to develop and foster their abilities. Just 8% of respondents were uncertain about whether they partook in the learning open doors accessible, while 22% differ and 4% unequivocally contradicted

the explanation. This might show that not all representatives are making the most of the learning open doors accessible or that the learning open doors are not addressing the requirements, everything being equal.

Representative wellbeing and wellbeing programs

N = 305

I partake in the representative wellbeing and wellbeing programs at my working environment

Table 13

Responses	Frequency	Percentage
Strongly disagree	79	26%
Disagree	125	41%
Not sure	12	4%
Agree	67	22%
Strongly agree	22	7%

It is obvious from the information in Table 13 that most representatives don't feel happy with the worker wellbeing and wellbeing programs presented by the association. 44% of respondents contradicted the proclamation, and 28% emphatically conflicted. 4% were uncertain, and just 22% concurred that they partake in the wellbeing and wellbeing programs. The way that such an enormous level of respondents are discontent with the wellbeing and wellbeing programs shows that the association might have to work on these projects to all the more likely address the issues of its representatives.

Table 14 Appearance whether the non-money related rewards got at Freda Rebecca significantly affect the inspiration and commitment of representatives

Responses	Frequency
Yes	283
No	23

It is apparent from Table 14 that most respondents accept that the non-financial prizes they get affect their inspiration and commitment, with 283 members demonstrating this. Interestingly, just 23 members showed that the non-money related rewards didn't affect their inspiration and commitment. This proposes that the association's non-financial prizes are for the most part emphatically affecting representatives, however there might be opportunity to get better as far as the impact they have on few people.

4.11 Show of inquiries on whether the got non-financial prizes inspires the respondents

4.11.1 Input as an inspiring component

N = 305

I'm inspired by sure input

Table 15

Response	Frequency	Percentage
Strongly disagree	0	0%
Disagree	0	0%
Not sure	0	0%
Agree	226	74,1%
Strongly agree	79	25,9%

Table 15 shows that every one of the respondents are spurred by sure input as 74,1% concurred while 29,9% unequivocally concurred.

4.11.2 Professional success as a spurring factor

N = 305

In the event that I get professional success I will be propelled

Table 16

Response	Frequency	Percentage
Strongly disagree	0	0%
Disagree	0	0%
Not sure	0	0%
Agree	158	51,8%
Strongly agree	147	48,2%

From Table 16 all representatives concurred that they are inspired via professional success as 51,8% concurred while 48,2% unequivocally concurred.

4.11.3 Correspondence channel as a spurring factor

N = 305

Having an inside correspondence channel is the stuff to achieve an inspired labor force **Table 17**

Response	Frequency	Percentage
Strongly disagree	0	0%
Disagree	34	11,2%
Not sure	23	7,5%
Agree	169	55,4%
Strongly agree	79	25,9%

It is clear from Table 17 that most of respondents accept that a viable correspondence channel can prompt a spurred labor force. In particular, 55.4% of respondents concurred with this assertion, while 25.9% firmly concurred. Just 7.5% were uncertain, and 11.2% conflicted. This demonstrates

that most workers grasp the significance of successful correspondence and its job in spurring representatives. It is conceivable that the association's ongoing correspondence channels are not really successful, prompting an absence of inspiration for certain representatives.

4.11.4 Greater obligation rouses me to better execution

N = 305

Table 18

Response	Frequency	Percentage
Strongly disagree	0	0%
Disagree	34	11,2%
Not sure	22	7,2%
Agree	147	48,2%
Strongly agree	102	33,4%

The outcomes from Table 18 demonstrate that most of respondents feel inspired by having liability more than their work, with 48.2% concurring and 33.2% unequivocally concurring. 7.2% were uncertain, and 11.2% couldn't help contradicting the assertion. These discoveries recommend that most representatives find it inspiring to have command over their work and feel a feeling of responsibility over their errands. This could be because of the way that it provides them a feeling of motivation and achievement, and furthermore permits them to feel like they are adding to the outcome of the association.

4.11.5 Abilities preparing as a spurring factor

N = 305

Abilities preparing give me certainty to invest more energy to perform better in my work

Table 19

Response	Frequency	Percentage
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Strongly disagree	0	0%
Disagree	0	0%
Not sure	0	0%
Agree	215	70,5%
Strongly agree	90	29,5%

As shown by Table 19, all respondents concurred that abilities preparing furnishes them with the certainty to invest more energy into their work. In particular, 70% of respondents concurred, and 30% firmly concurred. This shows that there is areas of strength for an among workers that abilities preparing is a significant figure rousing and engaging them to play out their positions better. It likewise recommends that workers view abilities preparing as a significant interest in their self-awareness and a method for working on their presentation and efficiency.

4.11.6 Support in decision making as a persuading factor

N = 305

If I participate in decision making I will be motivated

Table 20

Response	Frequency	Percentage
Strongly disagree	0	0%
Disagree	0	0%
Not sure	0	0%
Agree	192	63%
Strongly agree	113	37%

The information in Table 20 shows that respondents view cooperation in decision-production as a propelling element, with 63% concurring and 37% emphatically concurring. This demonstrates that representatives esteem being engaged with the dynamic cycle and feel more drew in when they are given a voice in the choices that influence their work. It is conceivable that this feeling of strengthening and consideration prompts expanded inspiration and fulfillment with their positions.

4.11.7 A valuable chance to advance as a propelling element

N = 305

In the event that I get an amazing chance to learn I will be propelled

Table 21

Response	Frequency	Percentage
Strongly disagree	0	0%
Disagree	0	0%
Not sure	0	0%
Agree	260	85,2%
Strongly agree	45	14,8%

A respondents concurred that potential chances to learn assist them with constantly working on their exhibition, with 85% concurring and 15% emphatically concurring. This is serious areas of strength for a that representatives view learning open doors as a vital aspect for working on their work and making progress in their jobs. It likewise proposes that workers will invest the energy to work on their abilities and information, which can help both the individual and the association all in all.

Positive workplace

N = 305

Having a positive workplace propels me to perform well on my work

Table 22

Response	Frequency	Percentage
Strongly disagree	11	3,6%
Disagree	11	3,6%
Not sure	11	3,6%
Agree	169	55,4%
Strongly agree	103	33,8%

From the reactions, obviously most of representatives view a positive workplace as a propelling element. A sum of 169 respondents concurred that a positive climate assists them with performing great on their positions, and 103 firmly concurred with this assertion. In any case, few respondents, 11 altogether, were uncertain whether a positive climate was rousing, and 11 both differ and emphatically clashed. This recommends that while most representatives view a good workplace as inspiring, there are some who don't feel the same way. It is conceivable that these people might have different individual inclinations or might be impacted by different elements that impact their inspiration.

4.12 Representative's general inclination towards the utilization of non-financial prizes

To evaluate representatives' overall sentiments about the use of non-financial compensations at Freda Rebecca, two inquiries were posed to utilizing a Likert scale going from "unequivocally clash" to "firmly concur." The outcomes are displayed in the table beneath. By and large, apparently most of representatives are happy with the use of non-money related rewards, however there is some variety in the reactions. It is fascinating to take note of that a critical number of workers (35%) firmly concurred that they are happy with the use of non-financial prizes, while just 15% unequivocally clashed.

I'm happy with the utilization of non-money related rewards

Table 23

Response	Frequency	Percentage
Strongly disagree	101	33%
Disagree	101	33%
Not sure	46	15%
Agree	46	15%
Strongly agree	11	4%

4.12 Employee's general feeling towards the application of non-monetary rewards

The outcomes in Table 23 show that 33% of workers differ and 33% emphatically differ that they were happy with the use of non-money related rewards. This recommends that the association might have to further develop its non-money related reward framework to more readily address the issues and assumptions for representatives. 15% of respondents were uncertain, 15% concurred, and 4% emphatically concurred. Generally, apparently most of workers are not happy with the ongoing utilization of non-money related rewards, which is a region that the association might need to zero in on to further develop representative fulfillment and commitment.

4.13 Non-monetary rewards at Freda Rebecca are adequate

Table 24 showing employee's responses on whether the non-monetary rewards at Freda Rebecca are adequate

Responses	Frequency
Strongly disagree	113
Disagree	124
Not sure	23
Agree	45
Strongly agree	0

A greater part of respondents (113 unequivocally differ and 124 deviated) showed that the non-financial compensations at Freda Rebecca are not satisfactory. This is a huge finding, as it proposes that the ongoing non-money related reward framework isn't addressing workers' necessities. The moderately modest number of respondents (45) who concurred that the non-money related rewards are sufficient demonstrates that there is a requirement for development. It is conceivable that the association might have to reexamine its non-financial award framework and make changes to more readily address the issues of its representatives.

4.14 Factual investigation

Table 25 appearance consequences of the relationship between's non-financial prizes and representative inspiration and the p-esteem

Correlations

	nonmonetary	Motivation
nonmonetary Pearson	1	.380**
Correlation		
Sig. (2-tailed)		.000
N	305	305
Motivation Pearson	.380**	1
Correlation		
Sig. (2-tailed)	.000	
N	305	305

**. Relationship is huge at the 0.01 level (2-followed).

The Pearson item second connection coefficient was utilized to evaluate the connection between non-money related prizes and representative inspiration. The outcomes showed a genuinely feeble and positive connection between the two factors, with a r-worth of 0.380 and a p-worth of 0.01. This intends that as non-money related rewards increment, so does worker inspiration, as well as the other way around. As indicated by Cohen's rules, the impact size of the connection between the two factors is medium. This proposes that while there is an association between the two factors, it's anything but a solid one.

4.15 Chapter Summary

All in all, the data assembled in this part has addressed all of the examination questions, and the information has been introduced in tables and charts. The information has been broke down and deciphered, and a connection between the two factors has been distinguished. In general, the part has given an extensive outline of the discoveries of the exploration, and the following section will examine these discoveries in more detail.

CHAPTER FIVE

RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

In light of the examination questions, related examinations, and hypothetical structure, the part presents the discoveries, ends, and suggestions. The primary ends are that non-money related rewards truly do influence representative inspiration and commitment, however that different factors likewise assume a part. Key proposals incorporate carrying out non-money related reward programs, establishing a positive workplace, and creating initiative abilities. Moreover, further examination is prescribed to investigate extra factors that impact representative inspiration and to duplicate this concentrate in different settings. The discoveries of this study give important bits of knowledge into the effect of non-money related compensations on worker inspiration and commitment.

5.2 Review of the methodology

The objective of this study was to look at the connection between non-money related prizes and representative inspiration at Freda Rebecca Mother lode. In particular, the review expected to comprehend the prize administration framework set up at the mine, how fair workers see this framework to be, the kinds of non-money related rewards offered, and the degree of representative commitment and inspiration. This study utilized a correlational plan and included 305 members from six offices at the mine who were haphazardly chosen utilizing delineated irregular inspecting and comfort testing procedures.

5.3 Discussion of the Research Questions

The main examination question the review endeavored to address was:

What is the idea of the prize administration framework right now being executed by Freda Rebecca?

5.4 The idea of the award the board framework being carried out by Freda Rebecca

Past exploration has shown that associations utilize a blend of money related and non-financial compensations to propel workers. For example, Odrakiewicz and Szulc's (2012) investigation of Alpha I Omega, an organization in Poland, found that the association utilizes three sorts of remunerations: base compensation, execution based rewards, and non-financial prizes. Along these lines, this investigation discovered that Freda Rebecca utilizes both money related and non-financial prizes to spur its representatives, with 55% of respondents getting just money related rewards and 45% getting both financial and non-money related rewards. These discoveries recommend that non-financial

Lameck's (2011) investigation of the Police Power Base camp in Tanzania uncovered that both money related and non-financial motivators are given, and that representatives view non-money related impetuses as a significant driver of their inspiration to work harder. This lines up with the discoveries of the current review, which found that input, professional success open doors, compelling correspondence channels, acknowledgment, obligation and independence, employer stability, abilities preparing, direction, learning amazing open doors, and representative wellbeing and wellbeing programs all add to inspiration. In any case, dissimilar to this review, Lameck's didn't consider execution based rewards, which could be an expected region for future.

The discoveries of this study can be deciphered utilizing Maslow's progressive system of requirements hypothesis, which sets that individuals have a progression of necessities that should be fulfilled in a particular request. As per this hypothesis, the fundamental physiological requirements, like food, water, and safe house, should be met first before individuals can be roused to seek after more significant level necessities, for example, social requirements, regard necessities, and self-completion. This implies that both money related and non-financial prizes can be utilized to meet both lower and more significant level requirements, prompting a more inspired labor force. At the end of the day, the hypothesis recommends that while cash can give

5.5 Discussion of research question two

The subsequent examination question the review endeavored to address was:

Does the award the executives framework buy into the felt-fair inclination thought?

5.6 Award the executives framework and the felt-fair inclination idea

Agwu's (2013) research shows that fair execution of remunerations is significant for worker work execution. In any case, the ongoing investigation discovered that the prize administration framework at the Freda Rebecca doesn't stick to the felt-fair inclination idea. Most of respondents (7.5%) firmly differ that the prizes are decently directed, while 40.7% differ and 22.3% were uncertain. This demonstrates that a critical part of representatives feel that the prizes are not being reasonably regulated, which may adversely influence their work execution.

The discoveries of this study are rather than past examination on the subject. Odrakiewicz and Szulc's (2012) research at Alpha I Omega, as referred to by Hayton et al. (2012), found that workers felt that the prize administration framework was fair and that prizes were circulated impartially and in light of representative commitments. Likewise, Hammermann and Mohnen's (2012) learn at the Establishment for the Investigation of Work (IZA) found that representatives saw their prizes as proper for their achievements. This proposes that the award the board framework at the Freda Rebecca may not be all around as viable as those in different associations.

The discoveries of this review, contrasted with past examinations, might be because of the restricted availability of non-financial compensations at Freda Rebecca. The outcomes propose that representatives at Freda Rebecca are disappointed with the organization of non-money related rewards. As indicated by Redman and Wilkins (2006), representatives who see unfairness at work are bound to display withdrawal ways of behaving, for example, non-attendance and acquiescence, which can prompt a wasteful labor force with decreased dedication and obligation to authoritative objectives. This might actually undermine the association's capacity to really convey administrations.

5.7 Conversation of examination question three

Which non-money related rewards are being executed by Freda Rebecca and do they consequences for representative inspiration and commitment?

5.8 Non-financial prizes and inspiration and commitment

This investigation discovered that the association offers different non-money related rewards, for example, learning open doors, input, professional stability, abilities preparing, acknowledgment, professional success open doors, a positive workplace, direction, obligation and independence, viable correspondence channels, and worker wellbeing and wellbeing programs. These prizes mean to meet the more elevated level necessities of representatives, like the requirement for having a place, confidence, and self-realization, which are not met by money related remunerates alone. This proposes that a blend of financial and non-money related prizes can be more powerful in persuading workers than financial rewards alone.

Most of respondents demonstrated that they approach learning open doors (192 respondents), get input (158 respondents), and have employer stability (147 respondents). Nonetheless, it is critical to take note of that not all respondents detailed approaching these rewards. Of the 305 respondents, 124 revealed getting abilities preparing, 79 announced being perceived, 79 announced having professional success open doors, 79 detailed having a positive workplace, 79 announced partaking in navigation, 45 announced having liability and independence in their work, 45 announced appreciating representative wellbeing and wellbeing programs, and 34 detailed utilizing the association's correspondence channels. The distinctions in admittance to non-money related prizes among respondents might be because of various elements, like work job, residency, and division.

The discoveries show that non-money related rewards in all actuality do significantly affect worker inspiration and commitment. This is upheld by both Maslow's Order of Necessities hypothesis and Herzberg's Two-Element Hypothesis. As indicated by Maslow's hypothesis, non-financial prizes can fulfill security, social, regard, and self-realization needs. Herzberg's hypothesis proposes that non-financial rewards like testing work, accomplishment, acknowledgment, obligation, and potential open doors for development are the genuine inspirations, while money related rewards are just "cleanliness" factors that keep representatives at a particular employment.

Khan et al's. (2013) study, as referred to by Abdullah and Wan (2013), tracked down that acknowledgment, acclaim, learning valuable open doors, testing work, and professional success were all viable instruments for persuading laborers and working on their exhibition. This supports

the discoveries of the ongoing review, which found that non-financial prizes emphatically affected worker inspiration and commitment. Moreover, the Malaysian setting of Khan et al's. concentrate on adds to the generalizability of the discoveries.

5.9 Conversation of the fourth examination question

What is the employee's general inclination towards the use of non-money related awards at Freda Rebecca?

5.10 Worker's general inclination towards the utilization of non-money related rewards

The ongoing investigation discovered that respondents were not happy with the use of non-money related rewards, with 33% differing and 33% unequivocally differing that they were fulfilled. 15% were uncertain, while 15% concurred and 4% unequivocally concurred. This shows that the use of non-money related awards at the association might be lacking, as most respondents didn't feel that they were getting enough of these prizes. This could adversely affect worker inspiration and commitment.

Table 4.2.24 shows that most of the respondents differ to the thing that the non-money related prizes at Freda Rebecca are satisfactory as 113 unequivocally differ while 124 clashed.

23 of the respondents were impartial on whether the non-financial prizes were sufficient, while 45 concurred that they were satisfactory. This proposes that while certain representatives feel that the prizes are satisfactory, a critical piece of the labor force doesn't feel as such. This could be an issue for the association, as it could prompt a decrease in worker inspiration and commitment. The association must think about these discoveries and cause changes to guarantee that representatives to feel sufficiently compensated for their work.

The consequences of the ongoing review are reliable with those of Mtazu's (2009) investigation of Lobels Bread Zimbabwe, which saw that as just 35% of representatives approached preparing and improvement programs, 34% got execution pay and advancement open doors, and 20% were offered professional success open doors. This recommends that the absence of satisfactory non-money related rewards is a typical issue in Zimbabwean associations. This could be because of various elements, like restricted assets or an absence of familiarity with the significance of non-financial prizes.

As indicated by Maslow's Order of Necessities hypothesis, when workers' essential physiological requirements are met, they start to look for satisfaction of more significant level necessities, like security, social association, confidence, and self-completion. On the off chance that these requirements are not met, workers might see the utilization of non-money related compensations as deficient. This proposes that associations need to adopt a comprehensive strategy to representative fulfillment, tending to fundamental requirements as well as more significant level necessities to establish a positive workplace.

5.11 Conclusions

The concentrate on the connection between non-financial prizes and representative inspiration at Freda Rebecca uncovered that the association gives both money related and non-money related rewards. Nonetheless, it additionally found that the ongoing prizes the board framework neglects to address workers' "felt fair" feeling successfully. This suggests that Freda Rebecca might have to rethink its methodology for advancing worker inspiration and fulfillment. By resolving this issue, the association might have the option to cultivate a more sure workplace and accomplish better execution results. While the investigation discovered that Freda Rebecca offers many non-money related rewards, for example, learning potential open doors, input, employer stability, abilities preparing, criticism, professional stability, abilities preparing, acknowledgment, professional success open doors, positive workplace, independent direction, obligation and independence, compelling correspondence, and worker wellbeing and wellbeing programs, the degree of usage of these prizes is low. Regardless of the way that workers exceptionally esteem these prizes, they are not happy with their application and feel that the organization isn't doing what's necessary to address their requirements. This proposes that there is opportunity to get better in the manner that the organization utilizes non-money related compensations to spur and connect with its labor force.

To sum up, the examination showed a powerless positive connection between's non-financial prizes and worker inspiration ($r=0.38$). It is conceivable that the noticed issues of unfortunate help conveyance, expanded truancy, late errand fruition, the executives objections, substance misuse, high staff turnover, renunciation, and diminished efficiency might be brought about by factors other than an absence of non-money related rewards, for example, initiative style, hierarchical environment, and work structure. This demonstrates that a far reaching approach, tending to all features of the workplace, is important to upgrade representative inspiration and commitment. The review's discoveries might have suggestions for different associations trying to persuade their workers.

5.12 Recommendations

To Freda Rebecca Mother lode

1. Based on the examination discoveries, a typical issue of unreasonable circulation of non-money related rewards was distinguished. To resolve this issue, it is suggested that Freda Rebecca the board puts forth a more noteworthy attempt to control non-money related compensations to representatives decently. Fair circulation of these prizes is significant as unreasonable dispersion can prompt worker discontent and adverse results for inspiration and commitment. The exploration discoveries propose that non-financial prizes can possibly rouse workers, and accordingly fair organization of these prizes could prompt more certain outcomes for the association.

2. Based on the accumulated information, obviously representatives at Freda Rebecca esteem non-money related compensations as a type of inspiration. To increment worker commitment, it is suggested that the organization completely executes a non-money related reward framework that integrates the recognized prizes in general, including normal criticism, professional success open doors, viable correspondence channels, obligation and independence, employer stability, abilities preparing, navigation, learning open doors, and representative wellbeing and wellbeing programs. This could assist with establishing a more certain workplace and further develop representative inspiration and commitment.

3. The administration at Freda Rebecca is encouraged to go to studios and instructional meetings on human asset the executives, as this could assist them with working on the administration of non-money related remunerates and decrease truancy. The HR division ought to designate assets for such preparation and training to work on the organization's motivation framework and establish a positive workplace. This can prompt better representative inspiration and diminished truancy, at last helping the association overall.

To other Mining foundations

All mining organizations in Zimbabwe are encouraged to think about utilizing non-money related motivators to build up certain way of behaving and propel representatives to accomplish hierarchical objectives. Non-money related impetuses can fulfill representatives' requirements for acknowledgment, independence, and input on their presentation. Impetuses can likewise work on representatives' confidence and occupation fulfillment, which can prompt expanded efficiency and diminished truancy. This could eventually further develop the mining business' general exhibition.

To Future Analysts

4. The discoveries of this study depend on information gathered from workers of Freda Rebecca just, and thusly, the outcomes may not be generalizable to other mining organizations or businesses in Zimbabwe. Further examination is expected to investigate the connection between non-money related prizes and representative inspiration in different associations or ventures. This would give a more thorough comprehension of the effect of non-financial compensations on inspiration and execution in the mining business in Zimbabwe.

5. While this exploration covers the current writing and factors connected with non-financial prizes and representative inspiration, it is significant that different variables, for example, authority style, hierarchical environment, and work structure, may likewise assume a part in propelling workers. Future exploration could investigate the impacts of these extra factors on inspiration and execution, which could give a more all encompassing comprehension of the complicated variables that impact worker inspiration.

5.13 Chapter Summary

In rundown, this part has talked about the discoveries, ends, and proposals in light of the examination directed. It is vital to take note of that there are different elements that can influence representative inspiration, for example, work plan, authoritative culture, and hierarchical

environment. Understanding and addressing these elements can assist associations with making a really persuading and useful workplace for their representatives.

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Appendix 1: Pearson correlations

Correlations

	nonmonetary	Motivation
Nonmonetary Pearson Correlation	1	.380**
Sig. (2-tailed)		.000
N	305	305
Motivation Pearson Correlation	.380**	1
Sig. (2-tailed)	.000	
N	305	305

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix 2: Questionnaire Dear Respondent

My name is Mathew Deve and I am pursuing an Honors Degree in Human Capital Management at Bindura University of Science Education. I am conducting a research on the functional relationship between non-monetary rewards and employee motivation. As part of this research I would like to invite you to complete this short questionnaire pertaining to your current job. Your participation in this research is strictly voluntary and the information you give will be treated with confidentiality and will be used for the purposes of this research only and as such, you are not required to attach your name to the questionnaire. Please kindly spare your valuable time and respond to the following questions.

Thank you.

Please read and objectively fill in the blank spaces or tick the correct response.

Background Information

Gender

Job post.....

Age

18-29	30-39	40-49	50-59	60+

Level of education

O"level	A „level	Professional Qualification	Non

How long have you worked at Freda Rebecca.

Less than 1 year	2-3 years	4 - 6 years	7 years +

Which rewards have you received at your workplace

Monetary only	Monetary and non-monetary

Section A: Non-monetary rewards

Please indicate the extent to which you agree with the statements by choosing the number that best represents your opinion. Please use the following scale:

I strongly disagree	I disagree	Not sure	I agree	I strongly agree
1	2	3	4	5

1	I enjoy the working relationship between me and my supervisor	1	2	3	4	5
2	I am satisfied with the communication channel at the organization	1	2	3	4	5
3	I am involved in goal setting and decisions that affect my work	1	2	3	4	5
4	I get sufficient feedback about how well I am doing	1	2	3	4	5
5	I am given an opportunity to improve my job related skills and Knowledge	1	2	3	4	5
6	I enjoy the responsibility and autonomy I have over daily work Schedule	1	2	3	4	5
7	I enjoy the learning opportunities at my workplace	1	2	3	4	5
8	I have a clear career path and an opportunity for career growth	1	2	3	4	5
9	My job provides me with chances to grow and develop and I have job Security	1	2	3	4	5
10	I enjoy the employee wellness and health programs at my workplace	1	2	3	4	5

Section B: Motivation

Please indicate the extent to which you agree with the statement by choosing the number that best represents your opinion. Please use the following scale:

I strongly disagree	I disagree	Not sure	I agree	I strongly agree
1	2	3	4	5

1	A good relationship with whom I work with is a motivating factor	1	2	3	4	5
2	Having an effective internal communication channel is what it takes to bring about a motivated workforce	1	2	3	4	5
3	If I participate in decision making I will be motivated	1	2	3	4	5
4	I am motivated by positive feedback	1	2	3	4	5

5	Skills training provide me with confidence to put more effort to perform better in my job	1	2	3	4	5
6	More responsibility motivates me to higher performance	1	2	3	4	5
7	If I get an opportunity to learn I will be motivated	1	2	3	4	5

8	If I get career advancement I will be motivated	1	2	3	4	5
9	Job security motivates me to higher performance	1	2	3	4	5
10	Having a positive work environment motivates me to perform well on my job	1	2	3	4	5

Section C

1. Please indicate by ticking the non-monetary rewards that you received at Freda Rebecca.

Feedback	
Recognition	
Career advancement opportunities	
Job security	
Positive work environment	
Effective communication channel	
Responsibility and autonomy	
Skills training	
Decision making	
Learning opportunities	
Employee wellness and health programs	
Other	

2) The above non-monetary rewards have an effect on my motivation and engagement

Yes	No

3) I feel that the rewards are fairly administered

I strongly disagree	I disagree	Not sure	I agree	I strongly agree

4) I am satisfied with the application of non-monetary rewards

I strongly disagree	I disagree	Not sure	I agree	I strongly agree

5) The non-monetary rewards at Freda Rebecca are adequate

I strongly disagree	I disagree	Not sure	I agree	I strongly agree

