

Impact of Non-Financial Rewards on Employees' Job Satisfaction

*Nur Masriyah Hamzah¹ & Syafawati Matkhairuddin¹

¹ Faculty of Plantation and Agrotechnology,
Universiti Teknologi MARA Cawangan Pahang, Kampus Jengka
26400 Bandar Tun Abdul Jengka, Pahang Malaysia

*Corresponding author's email: nurmasriyah@uitm.edu.my

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ABSTRACT

Employees serve as a strategic resource for a company, providing a competitive edge through distinct offerings from its staff. Crafting and implementing a rewards program, encompassing non-monetary inducements, becomes somewhat intricate when striving for mutual gains between the employer and the workforce. To sustain the valuable input of employees, the organization must make substantial investments in meeting their requirements via a comprehensive reward structure. This research aims to uncover the influencing factors of non-financial rewards on employee job satisfaction and establish the correlation between non-financial rewards and job satisfaction. The study focused on employees at the Rubber Industry Smallholders Development Authority office in Selangor as its sample group. A total of 40 questionnaires were distributed, resulting in 36 collected responses that were subsequently analysed. Descriptive analysis was carried out using Statistical Package for Social Science version 28. In addition, Pearson correlation and regression analyses were performed to ascertain the connection between the independent and dependent variables. The study's findings indicate that several key factors have a notable impact on employees' job satisfaction. These include receiving formal praise ($\mu=4.167$), understanding employee behaviour ($\mu=4.028$), receiving appropriate recognition ($\mu=4.000$), obtaining continuous feedback ($\mu=4.000$), gaining informal praise ($\mu=3.944$), and frequently receiving recognition from a manager ($\mu=3.944$). Furthermore, the results reveal a strong positive correlation between non-financial rewards and job satisfaction ($r(34) = .966, p = .001$), thereby supporting hypothesis 1. This suggests that non-financial rewards play a significant role in elevating employees' job satisfaction and potentially enhancing the organisation's overall efficiency. Consequently, the outcomes of this study can serve as a valuable guideline for the RISDA organisation to enhance its reward system, with the potential to fulfil employees' needs and concurrently achieve heightened employee satisfaction.

Keywords: Employee, Job Satisfaction, Non-Financial Rewards, RISDA

1.0 INTRODUCTION

The realm of employee motivation and job satisfaction extends far beyond the simple exchange of financial compensation for labour. While competitive salaries and bonuses are essential components of a comprehensive rewards package, the profound impact of non-financial rewards on employees' job satisfaction cannot be overlooked. These non-monetary rewards encompass a range of intangible benefits that resonate deeply with employees, fostering a sense of fulfilment, engagement, and commitment to their roles and the organisation. In a study conducted by Albatal (2019), it was noted that non-monetary rewards hold significance for employees in the Norwegian public sector. Most of these employees favoured aspects such as receiving performance feedback, engaging in decision-making processes, and undergoing training, as these factors contributed to their job satisfaction. Additionally, non-monetary benefits such as adaptable work schedules, prospects for career progression, provision of feedback to employees, promotions, empowerment, a competitive work atmosphere, and job autonomy also leaned towards agreement rather than disagreement. This clearly indicates that organizations are effectively meeting the contentment of their employees by offering these non-financial rewards (Akbar et al., 2018). Non-financial rewards encompass a diverse array of elements that go beyond the tangible realm of monetary compensation. These rewards speak to the intrinsic human desires for recognition, personal growth, work-life balance, and a positive work environment. They address employees' psychological needs, recognizing them as valuable contributors and nurturing their well-being in ways that extend beyond financial remuneration. The previous study found that each of the additional investments made to the non-financial rewards package will lead to an increase in employee job satisfaction (Sakaya, 2019 and Wanjihia, 2016). Hence managers in every organisation should know what type of rewards will satisfy an employee given the conditions and nature of the sector under operations.

In this exploration of the influence of non-financial rewards on employees' job satisfaction, we delve into the various dimensions of these rewards that make them instrumental in shaping workplace attitudes and behaviours. From the profound impact of recognition and appreciation to the empowerment that comes from autonomy and opportunities for skill development, non-financial rewards create a multi-faceted tapestry of job satisfaction. Moreover, these rewards resonate beyond individual preferences, shaping the organisational culture and influencing employee engagement levels, retention rates, and overall productivity. By understanding and harnessing the power of non-financial rewards, organisations can craft an environment where employees feel valued, supported, and motivated to contribute their best. Therefore, this current study seeks to identify the non-financial rewards factors that affect employees' job satisfaction and to determine the relationship between non-financial rewards and job satisfaction among employees in RISDA, Selangor. The results of this study were then able to shed light on how these intangible gestures of appreciation and investment can elevate workplace dynamics and foster a culture of excellence and contentment.

2.0 LITERATURE REVIEW

2.1 Rewards system

In any organization, reward systems play a vital role. A properly administered system of rewards can serve as motivation for employees to deliver high-quality work and exceptional performance. As posited by Clifford (1985), rewards can be categorized conceptually into intrinsic or non-monetary rewards, and extrinsic or financial rewards. Extrinsic or tangible rewards termed organizational rewards, encompass aspects like promotions, salary, and other job-related benefits. Alnsoura and Kanaan (2021) underscore in their research that both financial and non-financial incentives exhibit notable favorable impacts on job tenure. The study proposes that Jordanian universities should prioritize enhancing incentives provided to their academic staff if they intend to extend job tenures effectively. Hamzah and Matkhairuddin (2022) also revealed that extrinsic rewards raise the level of employees' job satisfaction thus increasing the organisation's productivity. However, financial rewards are never enough since employees continue to demand higher salaries and allowances. Even though the correlation result showed that financial rewards have a stronger relationship with job satisfaction than non-financial rewards, the regression analysis has contradicted the results (Bambarandage and Priyankara, 2018). It revealed that both of the reward variables have a significant impact on employee job satisfaction.

2.2 Non-Financial Rewards

A non-financial reward (also called intangible, and/or intrinsic) is a social acceptance such as recognition, certificate, or genuine appreciation (Luthans, 1998). An employee-focused research study carried out within state-owned corporations in Kenya uncovered the significance of non-monetary rewards in enhancing employee performance (Kamwenji et al., 2022). The research also observed that these organizations provided advancement opportunities to outstanding performers while acknowledging and rewarding employees for their excellent job performance. This is supported by Tumati and Yousfi (2023) who found that intrinsic rewards had a substantial impact on the job satisfaction of hotel employees in Oman. The findings showed that the intrinsic reward factors that influence satisfaction included recognition and appreciation, an excellent working partnership with the manager, management trust and belief, policies, and guidelines for successful promotion, work freedom, and autonomy. In a study at Jimma Geneti Woreda Health Centers in Horro Guduru, Ethiopia, it became evident that non-financial rewards played a crucial role in employee job performance (Jaleta et al., 2019). The study highlighted a notable correlation between non-monetary rewards and employee job performance, with factors such as recognition, working conditions, and empowerment serving as motivators. Consequently, these factors contributed to improved performance, reducing turnover and absenteeism rates within the health centres.

2.3 Employee's Job Satisfaction

Job satisfaction refers to a state of pleasurable or positive emotions arising from the assessment of one's job or work-related encounters (Locke, 1976). It encompasses the emotional orientation individuals hold towards their job and its various components. When an employee experiences heightened levels of job satisfaction, the inclination to actively seek alternative employment and the likelihood of departing from the current organization diminish. The degree of job satisfaction an employee attains is closely associated with their attitudes toward their job and their dedication to the organization, with higher levels correlating to more favourable sentiments and enhanced commitment (Sarwar & Abugre, 2013). In accordance with Seman and Suhaimi's investigation (2017), it becomes apparent that employee motivation is not driven by a single factor, even though monetary rewards hold a significant place as a physiological factor for employees. Their study revealed that a majority of employees in the manufacturing sector of Malaysia's southern region expressed contentment with both financial and non-financial rewards provided by their respective companies. Thus, it clearly explains that both rewards play a significant role in impacting job satisfaction by addressing employees' psychological and emotional needs and enhancing their overall job experience.

As financial compensation is important, non-financial rewards contribute to a more holistic sense of well-being and fulfilment. Moreover, non-financial rewards like recognition and awards, training and development, and a flexible work model exhibited a significantly positive effect on efficiency performance (Adewara et al., 2023). Any positive change in the intrinsic or non-financial rewards will help the organisations to create satisfied employees while any negative change in the intrinsic rewards attributes will create dissatisfied employees. A study discovered that job satisfaction among employees working in the private sector and intrinsic rewards like task significance, task involvement, and task autonomy are positively and significantly associated with one another (Abbas et al., 2017). Hence, a proper reward system must be provided by the management so that it can improve the level of employee job satisfaction and allow the organisation to achieve a competitive advantage.

2.4 Herzberg Two-Factor Theory of Job Satisfaction

Herzberg's Two-Factor Theory, often referred to as the Hygiene-Motivation Theory, is a psychological theory that explains how certain factors in the workplace can impact employee job satisfaction and motivation. The theory suggests that there are two distinct sets of factors that influence an individual's satisfaction and motivation at work: hygiene factors and motivators. According to Herzberg, motivating factors (also called job satisfiers) are primarily intrinsic or non-financial job elements that lead to satisfaction. Hygiene factors (also called job dissatisfiers) are extrinsic or tangible elements of the work environment (Gitman et al., 2018). Hygiene factors are more related to the work context and the organisation's policies. When these hygiene factors are lacking or perceived as inadequate, employees may become dissatisfied, leading to a decrease in overall job satisfaction. It has been found during surveys that financial factors including financial rewards like pay, salary, bonuses, fringe benefits health, and life

insurance are significant factors that affect the motivation of employees working in organisations (Yousaf et al., 2014).

The importance of a motivated workforce cannot be underestimated in boosting organisational performance. Motivator factors, on the other hand, are intrinsic to the nature of the work itself and usually related to the tasks and employee responsibilities. Some common motivator factors include recognition and appreciation for work, autonomy, and empowerment, a sense of accomplishment, and opportunities for advancement. Motivator factors directly contribute to job satisfaction and increased motivation. When employees experience these motivator factors, they are more likely to be satisfied, engaged, and committed to their work. The study also found that job autonomy has an impact on the job satisfaction of teachers in public secondary schools in Kisii Sub County (Sabina et al., 2015). Most of the teachers were satisfied with the decision-making process in their respective schools. Therefore, organisations should strive to provide adequate working conditions, offering meaningful and challenging work, opportunities for growth, and recognition to create a motivated and satisfied workforce.

2.5 Factors Affecting Non-Financial Rewards

Incorporating non-financial rewards into an organisation's overall employee recognition and engagement strategy can create a more fulfilling and motivating work environment. Once employees feel valued, challenged, and supported their job satisfaction is likely to increase, resulting in improved productivity, retention, and overall organisational success. Hains and Bockaj (2018) findings in the tertiary sector of the economy in Croatia indicated that job motivation factors that have an influence on employee motivation could be used to create rewards and benefits for the employee in the organisation. They observed that tertiary sector employees value more opportunities for independent working. Management that offers employees opportunities to take on challenging projects or tasks that push their skills and abilities can lead to a sense of excitement and achievement, contributing to higher job satisfaction. Furthermore, allowing employees to make decisions and have a degree of autonomy in their work can lead to increased job satisfaction. A notable study has also discovered a connection between task autonomy and the job satisfaction of employees operating within the private sector of Khyber Pakhtunkhwa, Pakistan (Abbas et al., 2017). This autonomy led employees to feel entrusted and empowered to assume responsibility for their tasks, ultimately elevating their morale and involvement within the organizational framework.

The establishment of a supportive and inclusive work culture, fostering feelings of respect, attentiveness, and collaboration, stands as a pivotal factor in significantly influencing job satisfaction. As indicated by Qader, (2021), a positive work environment plays a crucial role in ensuring an employee's comfort and sense of value in the workplace, thereby contributing to their overall well-being. This environment holds paramount importance as the backdrop for task completion. It encompasses not only the physical geographical setting but also the immediate surroundings of the workplace, whether it's a construction site or an office building (Massoudi and Hamdi, 2017). Additionally, employee recognition refers to the act of acknowledging an individual or team's behaviour, performance, effort, and accomplishment that help the organisational goals and values (Maharjan, 2018). It has been found that recognition has a positive relationship with employees' motivation in the commercial bank of Ethiopia Jimma town (Kefay & Kero, 2019). The findings clearly show that when employees receive recognition for their efforts and achievements, it boosts their self-esteem and sense of value within the organisation. Feeling appreciated by the employee reinforces their commitment to the job and creates a positive emotional connection to the workplace.

2.6 Conceptual Framework

The model for this study's conceptual framework, derived from Akbar et al. (2018), is illustrated in Figure 1. Within this framework, employee job satisfaction is the dependent variable, while non-financial rewards serve as the independent variable. The concept's framework establishes a direct connection between the predictor variable (non-monetary rewards) and the outcome variable (job satisfaction), particularly concerning the employees within RISDA located in Shah Alam, Selangor. As such, this study puts forward the subsequent hypotheses.

H₁: There is a significant relationship between non-financial rewards and job satisfaction.

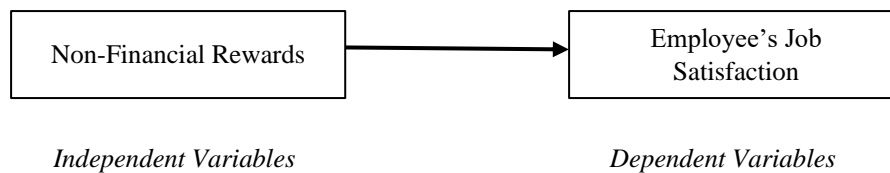


Figure 1: Conceptual Framework

3.0 METHODOLOGY

3.1 Population and Samples

This study employed a quantitative approach using a closed-ended questionnaire for research analysis. The participants in this investigation were employees working at the RISDA office in Shah Alam, Selangor. The company consists of a workforce of 40 individuals distributed across eight divisions: administration, replanting and plantation, finance and budget, entrepreneur development, engineering services, productivity and marketing, policy and strategic planning, and training. As noted by Ahmad et al. (2019), this research method is commonly used in social science to explore phenomena impacting individuals. It involves a systematic collection of numerical data that is quantifiable and precisely measurable. Additionally, the survey design is less intrusive compared to interviews or observations, as respondents can complete the survey at their convenience. The sample size determination according to Krejcie and Morgan's Table (1970) indicated that 36 questionnaires were adequate for analysis. A simple random sampling technique was employed to select survey participants. Simple random sampling ensures that every member of a population has an equal opportunity for selection, using an unbiased method of selection (Simkus, 2022). In this research, each of the 40 employees was assigned a unique number between 1 and 40, from which 36 numbers were randomly selected. This process guarantees that every individual within the larger population has an equal likelihood of being chosen due to the random nature of selection.

3.2 Instrumentations

This study employed nominal and ordinal scales for variable measurement. The data collection tool was divided into three sections: A, B, and C. Section A contained eight items that gathered demographic information from respondents, encompassing aspects such as gender, age, race, education, marital status, divisions, job tenure, and salary level. Section B encompassed eight items aimed at assessing non-financial rewards. The final segment, Section C, comprised seven items seeking the participants' input on their job satisfaction. All items in the questionnaire were adapted from Bustamam et al., (2014) which have been reported as valid and produced reliable results with appropriate adjustments. Both Section B and Section C utilized a Likert 5-point scale as the measurement method, reflecting respondents' perceptions of the provided statements. The scale ranged from 1 = Strongly Disagree (SD) to 5 = Strongly Agree (SA), with intervening points for Disagree (D), Neutral (N), and Agree (A). To ensure the instrument's validity, a preliminary test was carried out to identify potential design flaws and other issues within the instruments. The outcomes of this test were used to refine the questionnaire before its utilization for final data collection. Additionally, the reliability analysis employing Cronbach's alpha was performed to assess the internal consistency of items within each construct featured in the instrument.

3.3 Statistical Analysis

The gathered data underwent analysis using the Social Package for Social Sciences (SPSS) version 28. A variety of statistical techniques, including descriptive analysis, reliability analysis, correlation coefficient, and regression analysis, were employed to succinctly summarize the data. The research queries posed in the study were addressed using percentages and means. All the questionnaire-acquired data was methodically presented and expounded upon. The connection between non-financial rewards and their influence on employee job satisfaction within RISDA was subsequently investigated using the Pearson correlation coefficient. Pearson's correlation coefficient quantifies the strength of the relationship between two variables and their interconnection (Fleetwood, 2023). The coefficient's value spans from -1 to 1, with 1 representing a robust positive correlation, and -1 indicating a strong negative correlation. The hypothesis testing was conducted at a 95% confidence level, with a significance level (P-value) of 0.05. In order to assess the impact of non-financial benefits on employee job satisfaction, the functional relationship

between independent and dependent variables was investigated using simple regression analysis. The coefficient's p-values will indicate whether these associations are statistically significant.

4.0 RESULT AND DISCUSSION

4.1 Reliability Analysis

The internal consistency of the Likert scale questionnaire was assessed using Cronbach's Alpha, a metric that gauges the reliability of the instrument. SPSS was employed to compute Cronbach's alpha for reliability analysis. The alpha coefficient's value ranges from 0 to 1, whereas in the realm of social science research, a higher value signifies a more dependable scale. As per Mugenda and Mugenda (2003), a reliability coefficient of 0.700 is considered acceptable. As shown in Table 1, all the reliability values exceed the recommended threshold of 0.700. It's evident that both non-financial rewards and job satisfaction exhibited the highest reliability ($\alpha=0.977$). This signifies that these two scales share a remarkably strong correlation, displaying a consistency range of $\alpha \geq 0.9$, as advocated by Sekaran and Bougie (2013). Consequently, this indicates that the reliability of the measured items within these indices is outstanding and is accepted with a high level of reliability.

Table 1: Summary of reliability statistics

Variables	Cronbach's Alpha	N of items	Internal consistency
Non-Financial Rewards	.977	10	Excellent
Job Satisfaction	.977	8	Excellent

4.2 Demographic Profile of the Respondents

Table 2 provides an overview of the demographic distribution among the 36 respondents employed at the RISDA office in Shah Alam, Selangor. The Rubber Industry Smallholders Development Authority or RISDA is a Malaysian federal government agency operating under the Ministry of Rural and Regional Development that focused on implementing policies and initiatives to foster the development and resilience of the rubber industry's smallholder sector (RISDA, 2023). Based on the profile data collected within this study, the respondents predominantly identified as Malay (47%), and the workforce is predominantly composed of female employees (53%). A study conducted by the United States Office of Personnel Management in 2015 revealed that women working within the federal government experience a more enriched intrinsic work environment. This environment values their skills, encourages innovative approaches, and fosters a sense of personal achievement in their tasks. Moreover, a significant portion of the respondents are married (83%), below 40 years of age (53%), and possess academic qualifications at the SPM/STPM level (63.9%).

Some of the studies observed that personal factors such as gender, age, personality, and marital status significantly impact employee job satisfaction. This observation posited that with age, individuals accumulate more work experience and attain higher-paying positions, ultimately leading to greater job satisfaction. Consequently, this suggests that job satisfaction tends to rise with increasing age, and older employees exhibit higher levels of contentment with job-related rewards compared to their younger counterparts (Ali et al., 2018; Dobrow et al., 2016 and Tausif et al., 2012). Moreover, 47% of the participants reported earnings above RM3,000 per month and having work experience exceeding a decade. Among the pivotal elements influencing a company's growth trajectory, employee motivation stands out, and within this realm, wages play a crucial role (Salleh, 2022). By offering competitive compensation, businesses can not only attract top-tier talent but also foster their long-term retention. Nevertheless, the focus extends beyond mere high salaries; businesses are equally obliged to provide equitable remuneration aligned with their employees' proficiency and tenure.

Table 2: Demographic Profile of Respondents (N = 36)

Demographic profile		Frequency	Percentage (%)
Gender	Male	17	47
	Female	19	53
Age	20-30	8	22.2
	31-40	11	30.6
	41-50	9	25.0

	> 50	8	22.2
Race	Malay	36	100.0
Marital status	Single	6	16.7
	Married	30	83.3
Level of education	SPM/STPM	23	63.9
	Diploma	10	27.8
	Bachelor	2	5.6
	Master	1	2.8
Job tenure	< 1 year	1	2.8
	1 – 5 years	5	13.9
	6 – 10 years	9	25.0
	> 10 years	21	58.3
Salary level	< RM1000	2	5.6
	RM1001-RM2000	11	30.6
	RM2001-RM3000	6	16.7
	> RM3000	17	47.2

4.3 The Impact of Non-Financial Rewards on Employee's Job Satisfaction

Table 3 below showcases the descriptive statistics encompassing percentages, means, and standard deviations for each item evaluated in the questionnaire. The table illustrates that the non-financial rewards variable has yielded mean values ranging between 4.167 and 3.694. Notably, item 4 exhibited the highest mean, succeeded by items 6, 1, 2, 3, and 5 in descending order with ($\mu=4.167$; $\mu=4.028$; $\mu=4.000$; $\mu=4.000$; $\mu=3.944$; $\mu=3.944$) respectively. Based on the results, the data indicates that most of the employees seemed to believe non-financial rewards have a significant impact on job satisfaction. It shows that most of the respondents agreed that receiving formal (91%) and informal (85%) praise from employers can motivate and improve their work performance. Distinguishing between formal and informal forms of praise holds significant importance. It can be clarified that formal praise entails received recognition, whereas informal praise encompasses instances like social acknowledgment. Social recognition entails a more casual form of attention and appreciation for an individual's work. Peterson and Luthans (2006) suggest that non-monetary rewards are frequently linked with expressions of appreciation and performance evaluations within an organization. Moreover, when employees perceive acknowledgment from their managers or supervisors, they tend to exert greater effort, enhance productivity, exhibit prolonged company loyalty, and place higher value on the work environment. Alnsoura and Kanaan's study in 2021, which explores the connection between job tenure and both financial and non-financial rewards among academics in Jordanian universities, substantiates that rewards play a pivotal role in academics' decisions to either remain within the university or seek alternative options.

Moreover, the respondents in this study agreed that frequently receiving appropriate recognition for their contribution (86%) can increase their job satisfaction. Employee recognition is the act of acknowledging and appreciating an employee's work. The main goal of employee recognition is to let employees know that the effort they put into their jobs and the results they achieved are valued and appreciated for the benefits of retention. However, many employers think that employee recognition is very costly, and it must include financial rewards such as a raise, a bonus, or at least a gift card. Zojceska (2019), mentioned that the employee preferred to receive praise from the employer rather than a gift card. Based on Table 3's results, the employees were mostly satisfied with how their employer understood the employee behavior (85%). When an employer learns the organisational behavior in the workplace, it will help the organisation to understand their employees better and helps them to get their work done perfectly. Lewis (2013) posits that praise and recognition are effective ways of motivating employee behavior in the organisation as they are considered the most important rewards.

Besides, RISDA employees also claimed that the management provides continuous feedback on employee performance (85%). Feedback is another non-monetary incentive that can be given to employees to help them adjust or enhance their performance. Feedback can help employees understand their strengths and areas for improvement and provide them with guidance and support to achieve their goals. Feedback also can reinforce the employee's self-esteem, foster a culture of learning and growth as well as encourage employees to seek and share feedback with each other. The outcomes of this study align with earlier

research conducted by Akbar et al. (2018), revealing a congruent pattern. Their research similarly found that providing feedback to employees stands as a factor that contributes positively to job satisfaction among workers in private Pakistani companies. Conversely, most employees in our study acknowledge that aspects like the way feedback is offered by their manager, the pertinence of the received feedback, alignment between feedback and their achievements, and the equitable nature of recognition provided by the employer, yield only minimal influence on their overall job satisfaction. Nevertheless, this study also uncovered that the consistency and fairness in how managers provide feedback and recognition had limited influence on employee job satisfaction. To increase the effectiveness of manager feedback and recognition in boosting employee job satisfaction, it is crucial to ensure that they are both sincere, specific, and aligned to individual preferences.

Table 3: Responses on impact factors of non-financial rewards (N=36)

Item No.	Factors	Percentage (%)					μ	Std. Dev.	Decision
		SD	D	N	A	SA			
1	Received appropriate recognition for my contribution	0	11.1	2.8	61.1	25.0	4.000	.861	High impact
2	Received continuous feedback and recognition	0	0	13.9	72.2	13.9	4.000	.534	High impact
3	Received informal praise	0	5.6	8.3	72.2	13.9	3.944	.673	High impact
4	Received formal praise	0	0	8.3	66.7	25.0	4.167	.560	High impact
5	Frequency of recognition from a manager	0	5.6	8.3	72.2	13.9	3.944	.673	High impact
6	Understanding the type of behavior that leads to receiving recognition	0	0	13.9	69.4	16.7	4.028	.559	High impact
7	The way my manager provides me with feedback	2.8	2.8	19.4	63.9	11.1	3.778	.796	Low impact
8	The feedback received is highly relevant	2.8	2.8	19.4	72.2	2.8	3.694	.709	Low impact
9	The feedback received agrees with what I achieved	2.8	5.6	13.9	61.1	16.7	3.833	.878	Low impact
10	Recognition is given fairly and consistently	2.8	11.1	16.7	47.2	22.2	3.750	1.024	Low impact

SA = Strongly Agree, A = Agree, N = Neutral, SD = Strongly Disagree, D = Disagree, μ = mean, Std. Dev. = standard deviation. Decision – weightage average = $39.138/10 = 3.914$.

4.4 Job Satisfaction among Employees at RISDA, Selangor

Table 4 presents employees' responses to job satisfaction. The table shows that the variable of job satisfaction has produced a mean value ranging from 4.056 to 3.444. Among all factors, there are four (4) items that seem to have a high contentment on the employees' job satisfaction in the workplace. It includes satisfaction able to stay busy ($\mu=3.889$), praise and recognition for a good job ($\mu=4.056$), the routine of their work ($\mu=3.806$) and having the chance to do different things from time to time ($\mu=3.833$). Aside from salary parity with their peers, employees perceive aspects such as prospects for salary increments, managerial notice, and opportunities to engage their skills as yielding lower levels of satisfaction. These findings align with certain earlier investigations. Supporting evidence is presented in the study by Hamzah and Matkhairuddin (2022), revealing that a significant proportion of respondents derive contentment from

their job responsibilities and the working environment. This observation mirrors the outcomes of the present study, indicating that a substantial portion (86%) of RISDA employees in Selangor expressed satisfaction with the acknowledgment and recognition they receive from their employers for their commendable work. In concurrence with Yousaf et al. (2015), this study's findings underline the essential role of the job itself in influencing employee job satisfaction. The presence of creativity within work enhances the company's potential to gain a competitive edge. This correlates with the findings of the present study, wherein over 69% of employees expressed satisfaction in having opportunities to engage in diverse activities periodically. These results underscore the significance of fostering an environment where employees' creativity can flourish. To effectively harness employees' creative potential, companies need to furnish them with challenging and competitive settings, along with a range of tasks. Such an approach not only enables employees to derive enjoyment from their jobs but also cultivates a sense of pride. The introduction of varied tasks within the same job boosts employees' motivation and fosters a sense of autonomy. These outcomes closely resemble the findings of this study, where approximately 72% of RISDA employees conveyed contentment with their work routines. However, this study also recognised employees at RISDA, Selangor may have low satisfaction regarding salary increments, the way employers acknowledge them, and the opportunity to work based on their capabilities. This happens possibly because of ineffective communication from employers about salary increments, job performance, and work assignments can create misunderstandings and erode trust.

Table 4: Responses of RISDA employees on job satisfaction (N=36)

Item No.	Factors	Percentage (%)					μ	Std. Dev.	Decision
		SD	D	N	A	SA			
1	Satisfied when able to stay busy	2.8	0	25.0	50.0	22.2	3.889	.854	High satisfaction
2	The salary is comparable to others	5.6	11.1	33.3	33.3	16.7	3.444	1.080	Low satisfaction
3	The chances of a salary increase	5.6	5.6	41.7	33.3	13.9	3.444	.998	Low satisfaction
4	The praise and recognition for a good job	2.8	0	11.1	61.1	25.0	4.056	.790	High satisfaction
5	The way I am noticed by the manager	2.8	2.8	27.8	61.1	5.6	3.639	.761	Low satisfaction
6	The routine of my work	0	2.8	25.0	61.1	11.1	3.806	.668	High satisfaction
7	The chance to do different things from time to time	2.8	5.6	22.2	44.4	25.0	3.833	.971	High satisfaction
8	The chance to do things that make use of my abilities	5.6	0	25.0	61.1	8.3	3.667	.854	Low satisfaction

SA = Strongly Agree, A = Agree, N = Neutral, SD = Strongly Disagree, D = Disagree, μ = mean, Std. Dev. = standard deviation. Decision – weightage average = $29.778/8 = 3.722$.

4.5 Correlation Analysis

Correlation, a bivariate analysis, gauges the strength and direction of a potential relationship between two variables and determines whether a statistically significant linear connection exists between them (Hair et al., 2010). Consequently, the outcomes of the Pearson correlation analysis conducted to explore the interplay between non-financial rewards and employee job satisfaction in this study are showcased in Table 5. The table underscores a robust positive correlation between non-financial rewards and job satisfaction,

with high statistical significance ($r(34) = .966, p = .001$). This positive correlation suggests that as the provision of non-financial rewards to employees increases, their overall job satisfaction tends to improve.

To visually represent the connection between non-financial rewards and job satisfaction, a scatter plot is depicted in Figure 2. This plot vividly illustrates the data points closely adhering to the curve, indicating a strong correlation. As both variables in the scatter plot exhibit ascending values, it is evident that a favorable correlation exists between the non-financial rewards offered by management and employee job satisfaction. Supported by the above-mentioned findings, the hypothesis posited in this study stands validated.

H₁: There is a significant relationship between non-financial rewards and job satisfaction.

This outcome paralleled the findings of Abdullah and Wan (2013), who revealed a significant and positive connection between non-monetary incentives, job satisfaction, and job performance. Particularly notable was the influence of employing a range of non-monetary incentives on contented employees within an organization. This observation was further supported by Abbas et al. (2017), whose research highlighted a substantial and affirmative association between job satisfaction and intrinsic rewards, such as task significance, involvement, and autonomy. Similarly, a study investigating the interaction of rewards and effective performance management on employee productivity within private sector organizations in South-East Nigeria yielded similar outcomes. The study indicated that task autonomy, involvement, significance, and employee empowerment held notable links to employee productivity, particularly within the private sector where a preference for non-monetary rewards was evident, unlike the public sector's inclination toward extrinsic rewards (Ejike et al., 2017).

Table 5: Correlation analysis

Variable		Non-Financial Rewards	Job Satisfaction
Non-Financial Rewards	Pearson Correlation	1	.966**
	Sig. (2-tailed)		<.001
	N	36	36
Job Satisfaction	Pearson Correlation	.966**	1.000
	Sig. (2-tailed)	<.001	
	N	36	36

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

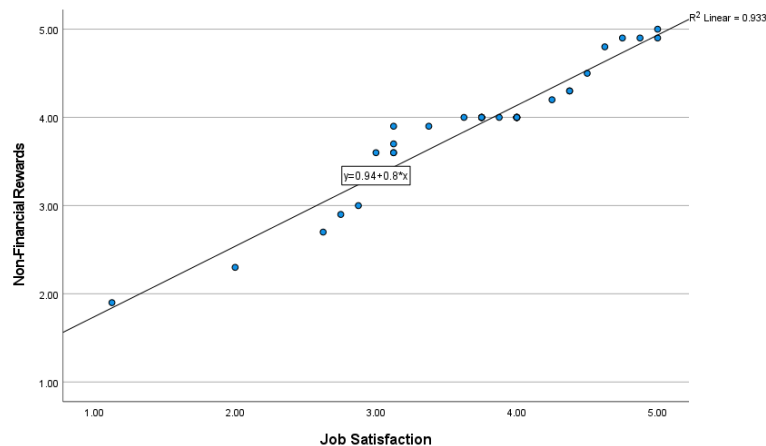


Figure 2: Scatter Plot of Non-Financial Rewards and Job Satisfaction

4.6 Regression Analysis

In order to analyse the impact of independent variables on dependent variables, this study has used a linear regression tool, and it consists of three (3) tables model summary, ANOVA, and coefficient table as shown in Tables 6, 7, and 8 respectively. Simple linear regression analysis is a statistical tool that is used in the

quantification of the relationship between a single independent variable and a single dependent variable. This analysis is conducted to conclude whether there is an impact of non-financial rewards on the job satisfaction of the employees at RISDA, Selangor. The value of the beta coefficient of regression analysis represents the degree to which extent the dependent variable is changed due to the changes of a certain independent variable while other independent variables are constant. Adjusted R^2 is used to compensate for the addition of a variable to the model. A significant level (p-value) of the b coefficient (unstandardized coefficient) is used to test the hypothesis. Based on Table 6, the value of the R Square statistic is 0.933 showing that non-financial rewards have a 93.3% impact on the job satisfaction of the employee. Adjusted R Square statistics indicated that 0.931 of the variation in the job satisfaction of employees is explained by the non-financial rewards. In other words, the independent variable of non-financial rewards in the regression model accounts for 93.1% of the total variation in employee job satisfaction. The significance of the model can be tested according to the P-value of the ANOVA table (Table 7). According to the ANOVA table, the significance level of the model is 0.001 ($p < 0.000$). This entire model is significant. This model is a good descriptor of the relationship between the independent variables and the dependent variable. Thus, the non-financial rewards are significant in explaining the variance in job satisfaction.

Table 6: Model summary

Model	R	R Square	Adjusted R Square	Std. error in the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.966 ^a	.933	.931	.216	.933	470.292	1	34	<.001

a. Predictors: (Constant), Non-Financial Rewards

Table 7: ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.919	1	21.919	470.292	<.001 ^b
	Residual	1.585	34	.047		
	Total	23.503	35			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Non-Financial Rewards

According to Table 8, the significance of the t-value is 0.001 ($p < 0.05$). The unstandardized constant statistic is -0.850 which shows that the model would predict if all the independent variables were zero. The regression results presented the beta value of standardized coefficients as $b = 1.17$, 95% CI [1.06, 1.28]. Hence, the coefficient ($b = 1.17$) means that for each unit increase in non-financial rewards, an employee likely reports 1.17 units higher in job satisfaction. Because both non-financial rewards and job satisfaction are standardized, the regression coefficient using $\beta_s = 0.97$, 95% CI [1.06, 1.28]. The significance of the t-value is 0.001, it is less than 0.05. So, the hypothesis of the current study was accepted thus it can be concluded that non-financial rewards have a significant impact on the job satisfaction of the employees in RISDA, Selangor.

Table 8: Regression analysis coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% confidence interval for B	
		B	Std. Error				Lower Bound	Upper Bound
1	(Constant)	-.850	.214		-3.973	<.001	-1.284	-.415
	Non-Financial Rewards	1.168	.054	.966	21.686	<.001	1.059	1.278

a. Dependent Variable: Job Satisfaction

5.0 CONCLUSION

This study effectively delved into the connection between non-financial rewards and employee job satisfaction at RISDA in Selangor. The outcomes unveiled a notably significant correlation ($r(34) = .966$, $p = .001$) between non-financial rewards and job satisfaction, underscoring the influential role that non-financial rewards play in shaping individuals' contentment at work. This underscores the idea that contented employees contribute to elevated levels of satisfaction with their non-financial benefits. Moreover, the study successfully identified the critical non-financial aspects impacting job satisfaction among RISDA employees in Selangor. Survey results highlighted that employees experience satisfaction when they are acknowledged with formal praise ($\mu = 4.167$), when managers comprehend their behavior ($\mu = 4.028$), when they receive fitting recognition ($\mu = 4.000$), ongoing feedback ($\mu = 4.000$), informal praise ($\mu = 3.944$), and regular recognition from their managers ($\mu = 3.944$). It can be inferred that the management at RISDA in Shah Alam, Selangor, has adeptly managed their employees' non-financial rewards, given the considerable number of workers expressing satisfaction with their roles. The Pearson correlation findings further suggested a positive enhancement in employees' job satisfaction due to overall intrinsic or non-financial benefits. Nevertheless, while the current incentive system within the organisation proved effective in this study, a continuous evaluation is imperative to prevent potential weaknesses and declines in employee job satisfaction. Hence, the study's findings can potentially guide managerial decisions in prioritizing non-financial rewards to elevate employee job satisfaction. Furthermore, these findings could serve as a reference point for RISDA management in Malaysia and other sectors to gain deeper insights into the influence of reward systems on workforce productivity. Future research endeavors should focus on amassing data related to motivation levels to better elucidate the drivers behind employee job satisfaction.

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