

**EFFECTS OF NON-MONETARY BENEFITS ON EMPLOYEES PERFORMANCE
(A CASE OF BAKO AGRICULTURAL RESEARCH CENTER, WESTERN SHOA, ETHIOPIA)**

M. Moses Antony RAJENDRAN

Wollega University, Ethiopia.

mmosesar@gmail.com

Kidanu Mulugeta MOSISA

Wollega University, Ethiopia.

kid273mul@gmail.com

Alexandru-Mircea NEDELEA

Stefan cel Mare University of Suceava, Romania

alexandrun@seap.usv.ro

Abstract

The aim of this study is to investigate the effects Non-monetary benefits on employee's performances on Bako Agriculture Research Center. The population of this study was employees Bako agriculture research center. The researcher stratified the total population of the study based on their department. The samples were selected proportionally and random sample taken from the strata. In this study, both primary and secondary sources of data were used. The primary data were gathered through questionnaires from 156 respondents of employee Bako Agriculture Research Center. An interview was also conducted with human resource personnel and each department head Center. Data was analyzed using descriptive statistics such as frequency tables, percentage, correlations and regression analysis. The findings of this study indicated that there are relationships between Non-monetary Benefits and employees work Performance.

Keywords: *Non-Monetary Benefits, Employee Performance, Agricultural Research Employee Performance, Award and Reward of Non-Monetary Benefits and Human Resource Personnel.*

JEL Classification: M50, M52

I. INTRODUCTION

Human resource or employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfillment. Every organization and business wants to be successful and have desire to get constant progress. Delany and Turvey (2007) noted that, managers want a workforce with speed, high productivity and adaptability. Employees on the other hand want an entrepreneurial environment, strong skill development and opportunities for growth and competitive compensation to be motivated. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these challenges a strong and positive relationship and bonding should be created and maintained between employees and their organizations. The success of an organization in realizing its objectives heavily depends on the performance of its employees. The level of performance also depends on the level of motivation that stimulates someone to work and carry out the necessary tasks to achieve the goals. Motivation is an individual thing, not same thing motivates all employees. The factors that motivate employees vary from individual to individual and also from organization to organization. When the issue is motivation, the first things that comes to one's mind is the concept of reward or incentive, which refers to any means that makes an employee desire to do better, try harder and expend more energy. Rewards are divided by Armstrong (2007) into two groups; these are monetary and non-monetary rewards. The monetary rewards include base pay, merit pay, incentives, commission, bonus and healthy allowances. Non-monetary rewards include recognition, decision making roles, promotion, flexible working hours and company uniforms.

A non-financial reward refers to non-monetary rewards/ benefits. Non-monetary rewards play a significant role in the perception of the employee regarding the reward climate in the workplace (Khan et al., 2013). Starting with Elton Mayo and Human Relations School, it is emphasized that the need for recognition, self-respect, growth, meaningful work, social activities are as important as monetary incentives in increasing the employees' morale and motivation.

II. STATEMENT OF THE PROBLEM

Motivation, according to Nel, *et al* (2004), is a very complex issue due to the uniqueness of people and the wide range of internal and external factors that impact on it. Nel *et al* (2004) further state that organizations

exploit various resources in order to compete successfully. Few people realize that in comparison to other resources, human resources are the only resource that increases in quality and capacity the more it is utilized. Organizations cannot afford to ignore this valuable resource. Motivation is a calculated technique that managers can use to explore human potential and talents. Organizations cannot compete successfully without a motivated workforce. Cronje *et al* (2000) state that productivity and therefore profitability is a function of the behavior of the employees of the business, and it follows that successful influencing of that behavior is the key to higher productivity.

Workers who are inadequately motivated according to Ng, S. Thomas *et al*, (2004) become uninterested or even angry of their work. It is thus clear that the role of managers and supervisors in motivating their workforce is a very important one. Managers and supervisors can however only be effective at motivating their workforce if they are familiar with both the internal and external factors of motivation and the importance of these factors in motivating employees. According to Warren (2007), most people leave their job not because of under payment, but because they feel overlooked and neglected. For the continued success of an organization, motivated employees are very important. The issue of motivating staff is a continuous journey that organizations need to undertake. Low motivation levels of employees reflect poorly on the overall impression of the organization. Motivated employees on the other hand will ensure that the organization to be better.

According to Fox (2007) individual employees differ basically to such an extent that no two individuals will show the same reaction to a particular stimulus and therefore not all employees will be motivated by the same factors with a view to performance. Effective managers will identify these differences and need deficiencies in order to determine the appropriate strategies taking into consideration the fact that employees are motivated differently to ensure a highly motivated workforce in return. In a globalized world where stiff competition is prevailing among organizations to retain and sustain their employees financial motivation is not the only motivator. According to Whitley (2002) pay does not seem to boost productivity levels in the long term and money does not improve performance. Olomolaiye and Price (1989) claimed that financial motivation is a lower level motivator and should not be treated as prime motivator. Effective non-monetary benefits can change a person's attitude in the workplace which itself brings a positive change in environment and also enhances employee performance. However, the general objectives of the Bako Agriculture Research Center are Generation of agricultural technologies and promotion to the end users. To achieve this objects motivated and innovated Human resource mostly required also the studies fill the gap how to motivate employees with Non-monetary benefits to increase performance employee. The topic of effect non-monetary benefits on employee performance has received relatively little attention especial in most public sectors. Many previous studies have considered the relationship between monetary rewards and employee motivation. Still, the consideration of money as the basic motivating force and its superiority over any non-financial rewards secures its place on the organizational agenda. Particularly in Ethiopia, the literature on the motivation of public employees as well as the effects of non-monetary benefits rewards is quite inadequate. There is hardly to get any research on this topic in Bako Agricultural Research Center. But the issue getting and retaining motivated and innovated employees difficult to the center. So the centers focus to motivate employee. This study focuses on analyzing effects of Non-monetary Benefits on Employees Performance on Bako Agriculture Research Center. (Personal Observation). Therefore, the research answers the following basic questions:

1. To what extent Organization offers non-monetary benefits to employees?
2. What are non-monetary benefits used as motivational tools in Bako Agriculture research Center?
3. What are their relationships between non-monetary benefits and employees work performance In Bako Agricultural research Center?
4. What is the effect of non-monetary benefits?

III. OBJECTIVE OF THE STUDY

General objectives

The primary purpose of this study is to investigate the effects of Non-monetary Benefits on Employees Performance Bako Agricultural research Center.

Specific objectives

1. To examine extent Organization offers non-monetary benefits to employees.
2. To identify the non-monetary benefits used as a motivation tools.
3. To investigate the relationship between non-monetary benefits and employees work performance.
4. To identify the effect of non-monetary benefits.

IV. SIGNIFICANCE OF THE STUDY

This study is significant since it try to sheds light on what kinds of non-monetary Benefits the employees in Bako Agricultural research Center value most and it tries to explore the perception of employees towards non-financial benefits. Non-financial benefits are important to create a valuable opportunity to provide immediate recognition to the employees who perform above expectations or to reinforce any single behavior that contributes to the organizational objectives. And it contributes to exploration of alternative ways in answering the question of how to motivate Bako Agriculture Research Center employees. They are easier to administer than financial rewards. This study also provides feedback information for the BARC regarding the perceptions of its employees towards non-financial Benefits and also helps the managers to rethink and redesign about their Center employees reward system. In addition to the above benefit of the BARC, this study will serve as an input for other research in related topics.

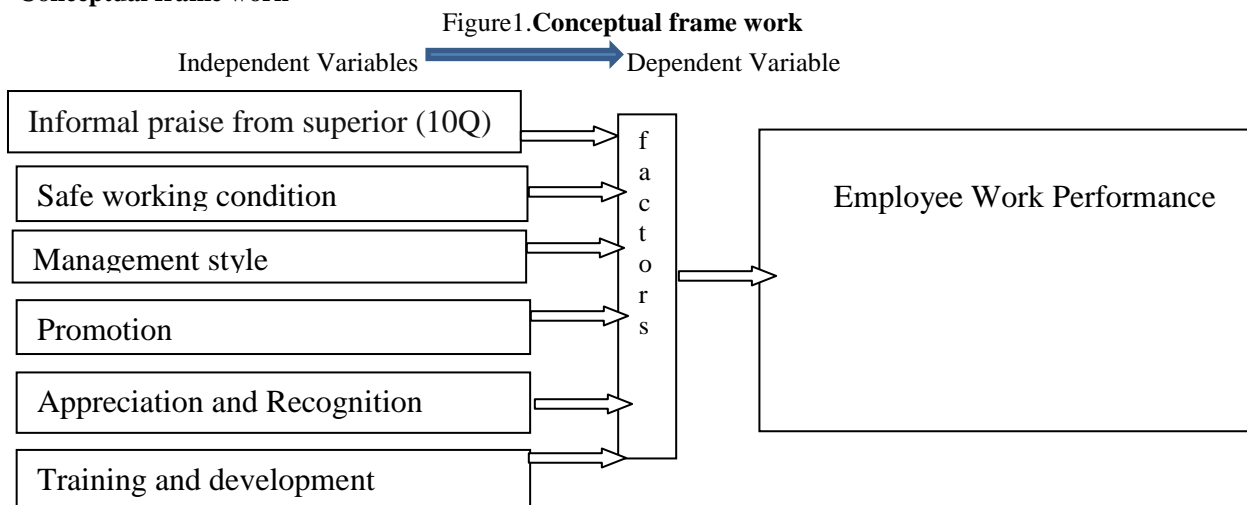
Scope and limitations of the study

The study focused design effective compensation package to retain their competent employees. Management can improve the use of effective rewards and recognition system in the feedback process of their performance management system in order to motivate their employees on making certain contribution on how non-monetary benefits effects on employee performance in Bako Agriculture research center. There are certain limitations that have influenced this research, most important are stated below. One of the most considerable limitations that the researcher has faced concerning this study is in adequacy of current research in areas of his topic on in line with this. In addition to this, the respondents have been lagged the data collection period and the analysis of data application only to the particular periods. On the other hand, limited experience in conducting social research by the research is undeniable. The researcher over comes this limitation in some extent with the help of both major and co- advisors as well as with extensive literature review from different sources. Also the researchers managed this problem through frequent contacting and advising their advisor ethically dealing with the respondents.

Gap Identify in the Review literature

The topic of effect non-monetary benefits on employee performance has received relatively little attention especially in most public sectors. Many previous studies have considered the relationship between monetary rewards and employee motivation. Still, the consideration of money as the basic motivating force and its superiority over any non-financial rewards secures its place on the organizational agenda. Particularly in Ethiopia, the literature on the motivation of public employees as well as the effects of non-monetary benefits rewards is quite inadequate. There is hardly to get any research on this topic in Bako Agricultural Research Center.

Conceptual frame work



Source: Own Development for this Study.

Data collection procedures

The researchers were used questionnaires and interview to collected data. Primary data was gathered through set of pre-determined survey questionnaire and face to face interview with the center human resource managers, from key informant and other professional practitioners are more significant as it enable to gathered fresh data regarding the topic under study. Secondary data and information was collected from all relevant materials, such journal, books, and intranet.

Sampling Technique and sample size determination

In this study, were selected the respondents stratified random sampling technique. It is a method of sampling that involves the division of population under study into strata. The populations considered in these studies are the employees of Bako Agricultural research Center. Which are assumed to be stratum into three strata such as three categories was included from research centers: The first groups are the technical staff (researchers), the second group Administrative support staff and the third group includes employees who are working in management position. In this sampling technique the strata are formed on the bases of the centers' attributes or characteristics. Since each employee have their own attributes or characteristics as their area of research activities are differ from each other. A random sample from each stratum was taken in a number proportional to the stratum's size to the population. This may increase the accuracy of the data through allocation of the sample to each stratum. Also these methods were used to improve the sample's representativeness of the population, by ensuring those characteristics and their proportions of the study sample reflect the characteristics of the population.

Sample size determination

Determining sample size is a very important issue because samples that are too large may waste time, resources and money, while samples that are too small may lead to inaccurate results. To sample Bako Agriculture center employees according to Yamane (1967:886) provides a simplified formula to calculate sample sizes. A 95% confidence level and Precision Levels =0.05 are assumed.

$$n = \frac{N}{1 + 255(0.05)^2} = \frac{255}{1 + 255(0.05)^2}$$

$$n = \underline{\underline{155.72 \sim 156}}$$

Proportional allocation

In stratified sampling after identifying the sample size using the above equation the researcher need to allocated the estimated sample size to the stratums under the study .One method is proportional allocation.

It was used when the size of the sample from a given stratum were proportional to the size of the stratum. That is in the proportional allocation, a small sample taken from a small stratum and large sample taken from a large stratum and the sample size in each stratum is fixed

$$N_h = \frac{nN_h}{N}$$

$$N = \sum N_h \dots\dots\dots \text{total number of employees}$$

$$N_h = \text{total number of population size in stratum- h}$$

$$n = \sum n_h \dots\dots \text{total number of sample}$$

$$n_h = \text{total number of sample size in stratum- h}$$

Stratum-N₁= Management staff 30

Stratum-N₂= Researcher 81 employees

Stratum-N₃= Supportive staff 144 employees

$$n_h = \frac{nN_h}{N}$$

$$n_1 = \frac{nN_1}{N} = 156 * 30 \div 255 = 18.35$$

Wheren₁is Sample size to be taken from Management staff

$$n_2 = \frac{nN_2}{N} = 156 * 81 \div 255 = 50$$

Wheren₂is sample size to be taken from employees of researcher staff

$$n_3 = \frac{nN_2}{N} = 156 * 144 \div 255 = 88$$

Where n_3 is sample size to be taken from employees of Supportive staff At 2015 Total of employees Bako Agriculture Research center 255 and 156 selected as primary respondent and four key informants participated.

Table 1 - Total of employees Bako Agriculture Research Center

Sl. No.	Staff	Employee population	Strata
1	Managements	30	18
2	Researchers	81	50
3	Administrative staff	144	88
	Total	255	156

Source: Bako Agricultural Research Center, 2015

Reliability and validity of the instrument

Reliability refers to the consistency or dependability of the measuring instrument.

Validity refers to the extent to which the measurement measures what is intended to measure.

The instrument was designed by taking in to consideration the basic questions and all items included in the questionnaires are directly derived from and consistent with the objective of the study.

Table 2 - Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.946	6

The result shows that the reliability of the instrument which employed for a Bako Agriculture Research center 0.946 this implies that the reliability of the instrument is more than the acceptable standard in social science research.

V. RESULTS AND DISCUSSION

The study findings to investigate the Effects of Non-monetary Benefits on Employees Performance Bako Agricultural research Center. The data was gathered from the employees by the use of a self-administered questionnaire and from head of human resource department and from key informant by interview .The instrument was designed in line with the objectives of the study.

Analyzed of non-monetary benefits and employees performance

Non-monetary benefits used

The respondents were asked whether the organization provide non-monetary benefits for the employees in order to improve their job performance. It is found that 78.8% of the respondents replied that the organization applied non-monetary benefits and 21.2% respond that organization did not provide non-monetary benefits.

Table 3 - Non-Monetary Benefits of Used

Category	Frequency	Percent
Yes	123	78.8
No	33	21.2
Total	156	100.0

Source: computed from field survey

The result reveals that the organization applied non-monetary benefits for enhancing employees' job performance. This result is also confirmed by key informants evident that the organization providing residence and transportation services.

THE LISTS OF NON-MONETARY BENEFITS APPLICABLE IN THE ORGANIZATION

The respondents were asked to list the non-monetary benefits applicable in the Bako agriculture Research Center in order to know which monetary benefits applicable in the organization. When list 21.8% of respondent Training and development applicable and 21.15% non-monetary benefits not applicable and theirs safe working condition 15.38% and 14.74% respondent promotion applicable and 8.97% responded that appreciation and recognition applicable the remaining 7.7% response that thank you from superior applicable.

Table 4 - The Lists of Non-Monetary Benefits Applicable in the Organization

Source: computed from field survey

Category	Frequency	Percentage
1.Thank you from Superior	12	7.7
2. Safe working condition	24	15.38
3.Management style	16	10.25
4. Promotion	23	14.74
5.Appreciation and Recognition	14	8.97
6. Training and development	34	21.8
7. Non-monetary benefit not applicable in the organization	33	21.15
Total	156	100

From this to understand that majority employees list applicable non-monetary benefits but other not understands the applicable non-monetary benefits.

Rank the most important non-monetary benefits

The respondents asked to rank the most important non-monetary benefits factor that contributes to willingness to exert more effort on your job. Respondents rank Training and development at first 26.92% and follows with Promotion in Second ranks 25% respondents, at thirds safe working conditions 22.43% in the forth the respondent rank Management style 12.18 % in the fifth Appreciation and recognition 7.7% and at last respondent rank thank you from superior that 5.76%.

Table 5 - Rank the most important non-monetary benefits

Category	Frequency	Percentage
1.Thank you from Superior	9	5.76
2. Safe working condition	35	22.43
3.Management style	19	12.18
4. Promotion	39	25%
5.Appreciation and Recognition	12	7.7
6. Training and development	42	26.92
Total	156	100

Source: computed from field survey

The result revealed that training and development, Promotion and Safe working conditions ranked the factor that contributes to willingness to exert more effort on job for employee Bako Agriculture Research center.

Employee benefits from the Package

Respondents were asked how often benefits from these packages. The respondents specific that 33.33% for Training and development and 31.41% for promotion both are benefits within two years others not have constant time its dependent.

Table 6: Employee Benefits from the Package

Category	Monthly	Yearly	Other	Frequency	Percentage
1.Thank you from Superior			x	9	5.77
2. Safe working condition			x	15	9.61
3.Management style			x	19	12.17

4. Promotion		X	49	31.41
5. Appreciation and Recognition		x	12	7.69
6. Training and development		x	52	33.33
Total			156	100

Source: computed from field survey

Majorities' respondent's benefits from Training and development and promotion with two years interval while others not have constant time.

Effect non-monetary benefits on job performances.

Respondents were asked effect non-monetary benefits on job performances respond that 57.1% of the respondents believe that Non-monetary benefits increase Productivity employees and also 22.4% of respondents reduce absenteeism and 10.9% increase employee feedbacks and 9.6% lower the number of complaint.

Table 7- Effect Non-Monetary Benefits on Job Performance

Category	Frequency	Percent
Increase productivity	89	57.1
Reduce absenteeism	35	22.4
Increase employees feedback	17	10.9
Lower the number of complaints	15	9.6
Total	156	100.0

Source: computed from field survey

The result shows that most of the respondents believe that non-monetary benefits increase Productivity employees, reduce absenteeism, increase employee feedback and lower the number of complaints.

Evaluate employees work Performance

Respondents asked how to evaluate work performance. The study shows that 65.38 % of respondents are committed and 60.26% have pride in the works and 57.6% respondents doing jobs effectively and remaining 46.16% focus on efficiently in the work.

Table 8 - Evaluation of Employees Work Performance

Response		Frequency	Percent
Having pride in the work	Very good	69	44.24
	Good	25	16.02
	Poor	44	28.20
	Very poor	18	11.53
Doing job Efficiently.	Very good	44	28.21
	Good	28	17.95
	Poor	56	35.9
	Very poor	28	17.94
Doing job effectively	Very good	22	14
	Good	68	43.59
	Poor	17	10.90
	Very poor	49	31.41
Employee Commitment	Very good	52	33.33
	Good	50	32.05
	Poor	39	25
	Very poor	15	9.62

Source: computed from field survey

The tables 8 shows that most respondents have committed to the works and pride doing job effectively.

Relation with staff an effects on work performance

To identify the relationship with staff has an effects on work performance asked the respondents. Among the total respondents, the majority 84.6 % revealed that relationship with staff has effects on the overall performance of employees, while the remaining 15.4% of the respondents revealed that relationship with staff do not have any effects on the overall performance of the employees.

Table 9 - Relation with Staff an Effect on Work Performance

Response	Frequency	Percent
Yes	132	84.6
No	24	15.4
Total	156	100.0

Source: computed from field survey

Generally it understood from the tables 9 employees’ relationship with staff has effects on the overall performance of the employees.

Managerial leadership quality effects on productivity employees.

Respondents were also asked to indicate managerial leadership qualities can effects productivity employees.

Table 10 - Managerial Leadership Qualities Effects Productivity of Employees

Response	Frequency	Percent
Yes	147	94.2
no	9	5.8
Total	156	100.0

Source: computed from field survey

As it is stated in the table 10 the majority of the respondents 94.2 % believe that managerial leadership quality affects the productivity of the total employees and the remaining 5.8 % managerial leadership quality not affects productivity of employees.

Extent the organization offers non-monetary benefits to their employees

The present studies to what extent the organization offers non-monetary benefits to the employees in the organization, according to the perceptions of employees.

Table 11 - Extent the Organization Offers Non-Monetary Benefits to Employees

	Frequency	Percent
Very good	23	14.7
Good	12	7.7
Neutral	10	6.4
Poor	69	44.2
Very poor	42	26.9
Total	156	100.0

Source: computed from field survey

From table 11 it is understood that 71.2% are dissatisfied in the non-monetary benefits given to employees, 14.74% have very good satisfaction and the remaining 7.7% of them has good satisfaction, among the target respondents. Generally it has understood that employees of the Bako Agriculture research center has dissatisfied in the non-monetary given by center.

The importance of the Training and Development on increasing employees performance

To evaluate the importance of the Training and Development on increasing employee’s performance, employees asked to list from very importance of training and development to training not important.

Table 12 - The Importance of the Training and Development on Increasing Employee’s Performance

Response	Frequency	Percent
Very importance	79	50.6
Important	57	36.5
Neutral	8	5.1
Not important	12	7.7
Total	156	100.0

Source: computed from field survey

The results shows that 50.6% of the respondents Training and Development Very important for the increase employees performance, 36.5% respondents agree it has important, 5.1% of respondents it has neutral on training and developments and the remaining 7.7% of the respondents Training and Development has no important on increase employees performance. From this it understand that Training and Development has important for the increase employee’s performance.

Performance based promotion effects on employees’ performance

To know the Performance based promotion effects on employees’ performance. As it can be seen from the table 13, 43.6% of the respondents Performance based on promotion is higher effects for the employees’ performance, 34.6% it is Medium effects, 17.3% it has Lower effects and the remaining 4.5% of the respondents Performance based promotion has no effects on the employees’ performance

Table 13- Performance Based Promotion Effect on Employees’ Performance

	Frequency	Percent
Higher effects	68	43.6
Medium effects	54	34.6
Lower effects	27	17.3
No effect	7	4.5
Total	156	100.0

Source: computed from field survey

From this interpreted that Performance based promotion higher effects for the employees’ performance.

Evaluate the Appreciation and recognition given by the organization

From the table 14 it understood that 16% are good satisfied in the Appreciation and recognition given by the organization, 26.9% has medium satisfaction and, 57.1 % of them have dissatisfied, among the target respondents.

Table 14 - Evaluate the Appreciation and Recognition Given by the Organization

Category	Frequency	Percent
Good	25	16.0
Medium	42	26.9
Poor	63	40.4
Very poor	26	16.7
Total	156	100

Source: computed from field survey

Generally it understands that employees of the Bako Agriculture research center have dissatisfied Appreciation and recognition given by the organization.

Thank you from Superior

Respondents asked the applicable of thank you from superior in the organization. The table 15 shows that 92.3% respondents no thank you from Superior and the remaining 7.7 % theirs informal thank you from superior.

N	Good working Environment Management style	.000	.000	.000	.000	.	.000	.000
	Appreciation and Recognition	.000	.000	.000	.000	.000	.	.000
	Job performance	156	156	156	156	156	156	156
	Thank you from Superior	156	156	156	156	156	156	156
	Promotion benefit	156	156	156	156	156	156	156
	Training and development	156	156	156	156	156	156	156
	Good working Environment	156	156	156	156	156	156	156
	Management style	156	156	156	156	156	156	156
	Appreciation and Recognition	156	156	156	156	156	156	156

Regression analysis

Multiple regression analysis was computed at significant level of (p=0.05) in order to examine which non-monetary benefit the most determinant factor to employee Bako agriculture Research center.

Table 167 - Regression Output
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.940 ^a	.884	.879	.128	.884	189.432	6	149	.000

a. Predictors: (Constant), Appreciation and Recognition, Training and development, Thank you from Superior , Management style , Good working environment , Promotion benefit

As it can be seen from the table 17 the correlation coefficient (R = 0.940) indicate the association of non-monetary benefits with job performance of the employees and adjusted R square values of 0.879 reveal that the job performance of the employees in organization under study is explained 87.9% by non-monetary benefits.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.560	6	3.093	189.432	.000 ^b
	Residual	2.433	149	.016		
	Total	20.994	155			

a. Dependent Variable: Job performance of the employees

b. Predictors: (Constant), Appreciation and Recognition, Training and development benefit , Thank you from Superior , Management style , Good working environment , Promotion benefit

The ANOVA table shows that the F value of 189.432 is significant at the .0001 level.

In the df (degree of freedom) in the same table, the first number represents the number of independent variables (6), the second number (149) is the total number of complete responses for all the variables in the equation (N), minus the number of independent variables (K) minus 1.

(N – K – 1) [(156 – 6 – 1) = 149] The F statistic produced (F = 189.432) is significant at the .0001 level.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.127	.061		2.104	.037		
Thank you from Superior	.007	.055	.007	.123	.902	.248	4.038
Promotion benefit	.661	.091	.650	7.267	.000	.097	10.294
Training and development	.156	.042	.177	3.715	.000	.341	2.929
Good working environment	.194	.069	.203	2.821	.005	.150	6.684
Management style	-.081	.057	-.074	-1.432	.154	.291	3.442
Appreciation and Recognition	.000	.057	.000	.006	.996	.260	3.841

a. Dependent Variable: Job performance of the employees

The *Coefficients* helps us to see which among the six independent variables influences most the variance in job performance of the employees (i.e., is the most important). If we look at the column Beta under *Standardized Coefficients*, we see that the highest number in the beta is 0.650 for promotion benefit, which is significant at the .0001 level.

VI. SUMMARY, CONCLUSION AND RECOMMENDATIONS

Major Findings

To examine extent Organization offers non-monetary benefits to their employees.

Human resources are the only resource that increases in quality and capacity the more it utilized. Organizations cannot afford to ignore this valuable resource. Motivation is a calculated technique that managers can use to explore human potential and talents. Non-monetary benefits are tools that motivate employee to increase performance but form finding majority employee dissatisfied the degree of organization offer non-monetary benefits.

To identify the non-monetary benefits used as a motivation tools.

There many non-monetary benefits used at Bako Agricultures research center special training and Development, Promotion also good working environments available to employee, good management style between employee and managements. But Non-monetary rewards include recognition, decision making roles, promotion, flexible working hours and company uniforms.

To investigates the relationship between non-monetary benefits and employee work performance.

From finding investigate that strong relationship between non-monetary benefits and employee work performance. Thank you from superior, Apparitions and recognitions, good working environments, promotion based on performance and good management's style have great effect on employee performance.

VII. CONCLUSION

According to the analysis of respondents, non-monetary benefits are valued highly by the employees. The effectiveness non-monetary benefits as motivational tools at Bako Agriculture research center. The findings of this study supporting that non-monetary benefit have potential to motivate employees, therefore possible to suggest that non-monetary benefits may promote the employees' willingness to use more effort in their daily work, to go beyond expectations and to contribute to the organizational objectives. But, concluded that the level of utilization of the non-monetary benefits in the organization has inadequate.

From finding non-monetary benefits used in organization employee value most are Training and development. Majority of respondents rank Training and development at first and follows with Promotion in Second rank.

Based on the research findings, the study concluded that the majority of the respondents they are strong relationship between non-monetary benefits and employee performance. The correlation coefficient indicates the association of non-monetary benefits with job performance of the employees.

Recommendations

The use of non-monetary benefits may effective in motivating employees, as substitute or in addition to inadequate monetary benefits. So Bako Agriculture Research Center need to increase the level use of non-monetary benefits since this type of motivation is not only essential to compensate for the inadequacy of wage and monetary benefits levels, but also is vital to satisfy employees many other needs such as social interaction, belongingness, recognition, respect, attention, a feeling of achievement, autonomy, a meaningful job, a feeling of self-worth, developing one's full potential, feedback about performance etc. Additionally, it is a valuable means of recognizing any single contribution, suggestion and success of the employees.

Bako Agriculture Research center used non-monetary benefits as motivational tools that are training and development, Promotion, Appreciation and recognition, thank you from superior, good working environment and good management style but could be use the outcome of this study to recognize its focusing area and further work on it.

Since non-monetary benefits play a significant role in the perception of the employee regarding the reward climate in the workplace Bako Agriculture research center focus on improving the use non-monetary benefits .Starting with Elton Mayo and Human Relations School, it is emphasized that the need for recognition, self-respect, growth, meaningful work, social activities are as important as monetary incentives in increasing the employees' morale and motivation.

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