

MIDLANDS STATE UNIVERSITY

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FACULTY OF SOCIAL SCIENCES

The undersigned certify that they have read and recommend to the Midlands State University for acceptance of a dissertation entitled: *The relationship between non-monetary benefits and Department of Livestock Production and Development employees (civil servants) commitment*

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DEDICATION

This dissertation is dedicated to my beloved parents Mr and Mrs Mandizvidza, my sister Bertha, McBrain, my brother TongesaiChisvo and all my relatives.

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ABSTRACT

The study sought to identify, if there is relationship between non-monetary benefits and the Department of Livestock Production and Development employees commitment. The researcher tried to find out how the following factors tangible, social and job-related non-monetary benefits contribute to employees commitment and retention. Applicable literature and theories were reviewed. The researcher employed the quantitative research paradigm. A survey research design administering Likert-scale questionnaires was used to collect data. The data was presented in pie charts, bar charts, tables and analyzed using descriptive statistics. The results showed that social non-monetary benefits have high relationship with employee commitment compared to tangible and job related non-monetary benefits. On the other hand demographic factors such as designation, age, work experience and educational qualification also play a role in motivating employees to be committed. Recommendations were made and these include: The need to review rewards monthly, leadership style, good and clear communication, role of line managers and directions for future researchers on this research topic of the relationship between non-monetary benefits and employee commitment

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ABBREVIATIONS

CSC	: Civil Service Commission
DLPD	: Department of Livestock Production and Development
M.A.M.ID	: Ministry of Agriculture, Mechanization and Irrigation Development
NJNF	: National Joint Negotiating Forum
PDL	: Poverty Datum line
SADC	: Southern Africa Development Community
SSB	: Salary Service Bureau
ZBC	: Zimbabwe Broadcasting Cooperation

CHAPTER ONE: INTRODUCTION

1.1 Introduction

The main purpose of this chapter is to give an introduction to the research study. The background of the study, significance of the study, assumptions, statement of the problem, research questions, and purpose of the study, delimitations, and limitations of the study and definition of terms are all found in this chapter

1.2 Background to the Study

Background of the study will mainly focus on the importance of having a committed workforce at a workplace and at the same time not overlooking the disadvantages or problems associated with a committed workforce. Another important issue of this research is of the advantages and disadvantages of non-monetary (cost cutting) benefits over financial benefits in relationship of keeping the workforce more commitment to the organisation

Department of Livestock Production and Development(DLPD) is situated at Number 18 Borrowdale Road, Bevan Building at Livestock and Veterinary Complex. It is about a kilometer from the ministerial Offices which are at Number 1 Borrowdale road, Borrowdale. DLPD is a department of Ministry of Agriculture, Mechanization, Irrigation and Development but works under Public Service Commission which is now called Civil Service Commission.DLPD is a public sector department hence it forms part of Public service. The department relies on financial allocation from national fiscus through the Ministry of Finance and Economic Development

There are no studies so far carried out at DLPD which mainly concern state of affairs of its workforce especially their survival through non-monetary benefits and their commitment at workplace. In Zimbabwe most companies and organizations are experiencing economic hardships which includes cash liquidity to the extent of failing to pay those small salaries they offer or promised employees but employees keep reporting for work and duty e.g. According to The Herald (2013) Mr. George Charamba , the permanent Secretary in the Ministry of Information, Media and Broadcasting Service testified to the parliamentarians who seat media portfolio committee that Zimbabwe Broadcasting Service had debt which amounted to more than \$44 million and it included outstanding 7 months salaries of its

employees and for its operational costs. Since these parastatals contribute money to Salary Service Bureau (Civil Servants salaries paymaster), then it means somehow civil servants will be disadvantaged on their salaries, pay date or salary increment. This is why this study is meant to investigate the relationship between non-monetary benefits and commitment at workplace because even though civil servants are assured to get their pay but the most disturbing thing is majority of them earn salaries below Poverty Datum Line (PDL) estimated to be \$540, according to Zimstat.

Government will find it hard to keep the promise of reviewing upwards civil servants salaries, The Zimbabwean Mail (2014) reported. According to Apex Council (body representing civil servants in salary negotiations with responsible minister (government) at National Joint Negotiating Forum (NJNF) said the government was considering offering non-monetary benefits/ incentives such as residential stands and scrapping of duty on car-imports through the stillborn Civil Servants Investment Trust (CSIT) to boost its workforce morale. This is because the government had managed to offer a mere \$79 to the lowest paid employee (civil servant). The President R.G Mugabe had also put his weight for civil servants salary increment during the interview of his 90th birthday. College Lecturers of Zimbabwe (Colaz) president David Dzatsunga said government workers should brace for tough times till December as the government had stressed it was in the red because of cash liquidity. Cecilia Alexander the Apex Council deputy president also confirmed that the government was financially incapacitated to offer salary increment as it was even struggling to raise current salaries. Apex Council member Raymond Majongwe who represents Progressive Teachers Union of Zimbabwe (PTUZ) in NJNF blamed civil servants leadership for this situation of government failing to review civil servants salaries. He said, it was a very sad development considering that parliamentarians got luxurious vehicle while some of them embarked on shameful China trips where they ended up in two groups and some failing to catch the flight back to Harare (The Zimbabwe Mail :2014)

According to Zimbabwe Government Online, The government offered civil servants salary increment of \$52 for least paid worker and \$84 for highest paid employee which civil servants unions (Apex Council) vowed to continue with strike. The Apex Council met Government representatives in National Joint Negotiating Forum (NJNF) and presented an \$240 million dollars for civil servants salary review and working conditions. The Apex Council said they did not know how the government intend to distribute that amount as there

about 236 000 civil servants. The Apex Council which had cancelled the strike hoping government will address their grievances of at least paying the least paid civil servant US\$538 which is above Poverty Datum Line (PDL). Government chief negotiator Mr. Prince Mupazviriho argued that last year's civil servants wage bill was US\$1,248 billion and this year wage bill for civil servants wage bill is already at US\$1,488 billion and therefore the US\$240 million per annum increment was reasonable. Government wanted the least paid worker in Grade B1 to get US\$430 and if that promise would have been met, the wage bill for 2012 was going to be US\$3 billion. Mrs. TendaiChikowore, Apex Council chairperson and Zimbabwe Teachers Association described the salary increment as an ‘‘ambiguous offer’ ’This shows that non-monetary incentives are better appreciated by employees than financial benefits because on this case the civil servants unions don't appreciate the increment in relation to Zimbabwe economy performance

Sibanda (2014) reported that cash strapped Zanu-PF government finally paid civil servants their March salaries. Since July 2013 elections the government has struggled to raise about \$155 million wage bill for over 230 000 civil servants, amid rumours that the treasury was relying on handouts from donors. Cash liquidity has forced the Ministry of Finance to change pay dates from 21st to 27th March. The civil servants problems were also worsened by some other banks like Kingdom Bank which are facing cash liquidity also as they are failing to provide cash for their customers. The Apex Council said banks cash liquidity has affected most rural based civil servants who travel to urban centers to withdraw their money from banks and at the end they will be stranded. This therefore shows that civil servants are most motivated by non-monetary benefits because even if one is paid handsomely, as long he/she is not assured when to get his salary, it's an automatic demotivation on employees.

Nyandoro (2014) argued that the alleged report that the Z.B.C payroll had about 400 ghost workers did not surprise many. Nyandoro (2014) argued that ZBC could not be the only state enterprise facing these white collar crimes which eventually die a natural death as the government leaders have played dumb and deaf. Some government enterprises workers are going for months without salary but some executives award themselves hefty salaries. Corruption reports have come street talk in every corner of Zimbabwe but without anyone get arrested because of his/her political affiliation or influence. According to Tafirenyika (2014) The Civil Service payroll has ghost workers too. This issue has been complained and reported a thousand times but no one has bothered to check what exactly is going on. This

therefore make this research unique because it seeks to investigate why civil servants are more committed to government of grade A or first class corruption like this because corruption definitely reduces employees motivation.

The Herald (2014) reported that government employees were demanding the provision of non-monetary incentives to cushion them from Zimbabwe's economic challenges. The Apex Council wants to push government in their mid-term review to start offer civil servants land for housing. The Apex Council want the government to activate the Civil Service Investment Trust which will enable them to take part in the indigenization and economic empowerment programmes. Zimbabwe Teachers Association (ZIMTA) one of the union in the Apex Council argued that it was time non-monetary benefits should take center stage as salary increment remain an issue which will take time to be agreed by both parties (Apex Council and Government negotiators). ZIMTA said that if government provides land for its member and they own houses it will help reduce employee turnover to another countries like South Africa and Botswana. With the above information it shows that non-monetary benefits can reduce pressure on civil servants salaries as it is everyone dream to own a house or a tangible thing.

1.3 Statement of the Problem

The researcher seeks to investigate why Zimbabwe civil servants remain the least paid employees in SADC region but most committed to their work, committed to work in the era of gross mismanagement and economic meltdown e.g. year 2008, political influence, payroll full of ghost workers, corruption, change of pay dates, poor leadership qualities and governance by some ministers/department directors, white collar crimes yet these are the main factors which causes employee turnover even if they are paid handsomely financially

1.4 Purpose of the Study

It is an inquiry into the relationship between non-monetary benefits and commitment at workplace. It has been observed that there is a positive correlation between non-monetary benefits and commitment at workplace due to the fact that most individuals equate workload with money over hedonistic gains (cost benefit analysis) e.g. I equate my BSc Honors Psychology degree with money

1.5 Research Objectives

- This study seeks to explore what types of rewards Zimbabwean organizations could include in retention strategies to make these strategies work most effectively. To this purpose it draws on a sample of DLPD employees so as to investigate the relative importance of employee satisfaction mainly due to non-monetary benefits/rewards in predicting factors that make it likely for employees to remain in the employment relationship, namely, intrinsic motivation and affective commitment
- Is to investigate if there is any link between non-monetary benefits and commitment at workplace and at the same time investigate if there is an relationship between commitment and organization culture (sense of belongingness)
- To identify the impact on psychological contract over non-monetary benefits in relation to commitment at work place and to prove that when the psychological contract is high it means the individual commitment will be also high but when the psychological contract is low it means the individual commitment will be low
- Empirically determine the association between non-monetary incentives and employee commitment so as to later formulate recommendations regarding non-monetary incentives and employee's commitment.

1.6 Hypothesis

- ✓ Tangible non-monetary benefits have low relationship with employee commitment at workplace compared to social and job related non-monetary benefits
- ✓ Social non-monetary benefits have strong (high) correlation with employee commitment at workplace compared to tangible and job related non-monetary benefits.
- ✓ Job related non-monetary benefits have moderate correlation with employee commitment at workplace

1.7 Purpose of the Study

- ❖ This study aims to examine relationships between individual-level values, psychological contracts, and six workplace commitment forms (organizational, occupational, group, work, job, union).
- ❖ It also seeks to examine whether individual values and psychological contracts relate to commitment forms when controlling for demographic variables.
- ❖ Whilst there is high workforce mobility throughout the world, retaining employees in Zimbabwe is particularly challenging because large numbers of skilled employees are leaving the country to neighboring countries. Zimbabwean organizations should thus be particularly concerned about finding rewards strategies that are valued by their employees.
- ❖ The reason the researcher is willing to do this research and address this problem is because I want to find out if there is any relationship between non-monetary benefits and commitment at workplace. From my own understanding and observation I see it weird for an individual to be more committed to work without financial benefits

1.8 Significance or Importance of the Study

The research study may benefit the following stakeholders; Department of Livestock Production and Development, The Ministry of Agriculture, Mechanization and Irrigation Development (M.A.M.I.D), Apex Council ,Unions, Division of Veterinary Service,Ministry of Finance and Economic Development, Civil Service Commission,Ministry of Public Service, Labour and Social Welfare, Zimbabwe public and private companies,United Nations Food and Agriculture Organisation (UN FAO), Labour Court, farmers, job seekers (applicants), local and foreign investors etc.

1. 8.1 General Managers and Human Resources Managers

It may help companies and organizations to start offering non-monetary benefits which help every employee in organizations regardless of designation, gender, age, and race. It may help organisations to lure/attract best workforce on market and at the same time keeping the existing workforce because business grow, improve, lure more customers when it offers quality goods and services

This research will demonstrated the important role different rewards, particularly intrinsic non-monetary rewards, play in creating a committed and motivated workforce. The insights which can be gained from this study can promote organisational effectiveness. Suggestions of how to expand on and refine the current study are addressed.

1.8.2 Employees

It may help employees to understand better the psychological contract before signing the formal written contract .Another important contribution of this study is its exploration of how psychological contracts relate to other forms of commitment in addition to organizational commitment. An important contribution of this study is the examination of the psychological contract in its relationship to commitment, a relationship thus far little examined in the literature.

1.8.3 Public and Private Companies Directors/ C.E.Os

It may help organisations to offer better, not provocative and unique non-monetary benefits which attracts best candidates on market and at the same time keeping the existing workforce motivated and more committee to their work

1.8.4 Employees Stress management

It helps employees to take into account the importance of non-monetary benefits as they reduce pressure on their salaries, health, and their energy

1.8.5 The general people

The study will offer knowledge to most people who did not know the importance of being paid in kind than with cash.

1.8.6 Future researchers and Academic Field

This research study will be a baseline for other researches who will research about non-monetary incentives, financial incentives, and DLPD employees' commitment etc. in the future.

1.9 Assumptions

The study was based on several assumptions. It was assumed that an employee who goes to work every day and receive little or no pay is less/low motivated and committed to his/her work and those employees who usually goes on absenteeism or strike because of no pay or salary increment are less motivated and are only committed to their work when there are financial benefits offered only. People believe that commitment and loyalty to work can be harnessed through high incentives and allowances.

1.10 Delimitations of the Study

- ❖ I will do my research at DLPD Head Office in Harare and Gweru's Midlands Provincial Office at New Government Building complex
- ❖ Geographical boundaries of DLPD where the department has other provincial and district offices in all 10 provinces of Zimbabwe
- ❖ The researcher will use a sample size of 60 employees using random sampling which will include employees of different designations etc.

1.11 Limitations of the Study

- **Company/Organisation/Department Type**-The study was performed in one culture, "government setting", and its findings might be pertinent only to this particular culture. Therefore, this study must be replicated in other settings before firm conclusions can be drawn

- **Research Design** -Correlational research studies might suggest there is relationship between two variables, it may not prove that one variable can influence change to another variable. This therefore means ,correlation cannot equal causation
- **Instrument**-Questionnaires adopted in this research study proved that they are limited especially on giving information that is salient about organisation and employee commitment.

1.12 Definition of Terms

Employee Commitment- It is the result of loyalty by an employee to organisation he is working and it can be defined as psychological attachment between employees and the organisation

Poverty Datum Line- is the cost of a given standard of living that must be attained if a person is deemed not to be poor and it also represent the minimum consumption necessary to ensure that each household member can consume a minimum food basket representing 2100 calories

Psychological Contract- It represents informal obligations, perceptions and mutual beliefs between employee and employer. It is different from the written employment contract which mainly focuses on job analysis and job description (responsibilities and duties)

Non-monetary benefits/ rewards-Its compensation or a transaction which excludes use of money. It consists of material things like house, precious metals, cars, jewellery etc. Non-monetary benefit can be inform of service, improvements or renovations on a property

1.13 Summary

Chapter one has covered and addressed issues to do with statement of the problem, background of the study, hypothesis, definitions of terms, significance of the study, purpose of the study, limitations and delimitations

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter two reviews how other credited scholars have tackled problems associated with employee motivation, commitment and how non-monetary can help motivate employees nationally and internationally. The theoretical frameworks used to analyse problem of employee commitment at workplace has been described and lastly the knowledge gap is identified.

According to Nicholas (2008) literature review is described as an account of what has been researched and published on a research topic (problem) by accredited researchers and scholars'. One of the main purpose of literature review is to thoroughly describe research problem (studies) and to theoretically explain research topic so as to evaluate the research study.

2.2 Defining Employee Commitment and Non-Monetary Benefits

Batemen et al (1984) described employee commitment as a multi-dimensional in nature that involves a high degree of workers dedication with the workplace, their willingness to put high level effort, their similarity of values and objectives and their strong desire or wish to be part and parcel of the organisation. Commitment according to Sheldon (1971) it's a constructive assessment of a company and its objectives. Buchanan (1974) has the view that commitment is a psychological relationship between employees and organisations

Porter et al (1968) argued that the term non-monetary reward/benefit is used as a synonym to bonus and incentive. The Oxford dictionary defined reward as a gift given, recognising the service, achievement and effort. The Oxford dictionary used also the synonyms, 'honour, recompense, bonus, award, gift, formal perquisite, present, prize, premium, informal pay-off, bounty, decoration''. Rewards (incentives or benefits) are categorised as extrinsic non-monetary benefits (ENMR), intrinsic non-monetary (INMR) and extrinsic monetary (EMR) but the study is mainly focusing with ENMR and INMR. INMR refers to incentives that has to do with the nature of the job and it can be seen as a positive emotional gratifications that

individuals benefits at work through their effort (Porter and Lawler: 1968). All these can be equated to intrinsic job satisfaction (Kallerberg 1977) which is related to several organisational and occupational outcomes such as affective commitment, motivation, organisation effectiveness and retention

Employee Commitment.

2.3.1 Introduction

The concept commitment was derived from an article by Whyte (1956) called “The Organisation Man” and it comes alive when employee make a side bet and links extraneous interests with organisation activities. Commitment can be related to the nature of the bond between employee and the system as a whole (Grusky 1966). According to Kanter (1968), commitment is the attachment between personality systems and social relations which can be seen as “self-expressive”

2.3.2 Employee Affiliation

According to (Allen & Meyer 1996; Canipe 2006) organisation commitment can be described as the affiliation of workers to their workplace and their direct involvement in it. There are three dimensions of commitment which are normative, affective and continuance commitment and all these types are independent to individual at different levels at workplace (Meyer and Allen, 1997). Porter et al (1974) argued that commitment is accepting the values and goals of organisation, possessing, believing, and employees showing desire to be part and parcel of the organisation. Generally committed workers show low intentions of leaving the organisation but show strong intention to serve their companies or organisations (Morgan & Hunt, 1994)

2.3.3 Emotional Attachment

Buchanan (1974) argued that the main objectives of organisational commitment are emotional attachment. As for Wiener (1982), organisational commitment is the aggregate internalized normative demands to perform in a manner which meets organizational interests and objectives. In view of this literature ,one can safely say that for civil servants (DLPD employees), organizational commitment can thus be considered as their belief in and

acceptance of the civil service commission (government) values and goals, their desire to remain part of civil service and act in way that is beneficent to the government.

Commitment is the process whereby organisation goals and those of employees become increasingly congruent or integrated (Hall et al 1970). According to Salancik (1977) ,commitment is state of employee and become bound by his/her actions that sustain the activities of her/his own involvement. Commitment according to Mowday et al (1979), is employee involvement in a particular organisation and relative strength of an individual's identification

2.3.4 Working Relationships

Usually workplace environment is formed upon working relationships which can be termed ‘supervisory relationship’. Randall (1990) argued that this supervisory relationship can either affect organisation commitment negatively or positively. Positive supervisory relationship highly depends with the way work related practises such as performance appraisals are being implemented in the organisation. If the supervisory relationship is conducted in fair practises, there is high possibility that the employees becomes more committed to their organisation(Benkhoff, 1997)

Management style according to Zeffanne (1994) is the answer to the questions of employee morale, commitment, attachment and loyalty may not consist in providing this motivator but by also removing demotivators such as management style which may not suit employee's aspirations and their context. A good management style can encourage employee involvement and help satisfy employee desire for empowerment

2.3.5 Organisational Structure

Organisational structure plays a pivotal role in organisational commitment e.g. a bureaucratic structure usually poses a negative effect on employee commitment. Zeffanne (1994) argued that, creation of more flexible structure and removal of bureaucratic barriers contributes to enhancement of employee commitment both in terms of their attachment and loyalty to the

organisation. According to Storey (1995) the level of commitment by employees can be increased if the management provide employees with greater influence and direction

One potential risk posed by employee involvement in relation to organisation structure is the distinction line between management level and workers level which becomes blurred (employee –manager boundary)Even though managers value employee involvement, a clear disciplined clear structure of reporting lines has been long vital for organisations stability. It is risking allowing employees to make employees make decisions and share ideas without them push the envelope and try making them do responsibilities well reserved for management. According to Kokemuller (2004) communication complexity is another problem associated with commitment which involves employee’s involvement especially in decision making as they are likely to end up contribute inconsistent decisions. If more employees have decision making and input ability, there is need for more lines communication so as to make decisions which are consistent across the organisation. This type of consistency is important to brand consistency and recognition. Managers are therefore encouraged to monitor activities which involve employee’s involvement and decisions as protection against negative consequences and to avoid potential chaos (Kokemuller 2004)

Dixit(2012) had his opinion concerning the concerning the above literature of employee and organisational commitment as he argued that ,commitment is different from general attitudes or motivation but it can lead one to behave in a way. From the prospective of natural observer, it might seem in contrast to their own self-interest

2.4.1 Non-Monetary Benefits/Rewards/Incentives

Rewards management is one of the best strategies used to create a committed and motivated workforce. Most studies done before shows that employee who are committed and motivated to the organization are less likely to quit (Mowday, 1998; Ramlall, 2004).If the employer getmotivation schemes right they can have a dramatic impact on customer service, sales figures, and improve business productivity, individual and teamwork. They can be a major contributor to employee engagement. There are two main types of motivation strategy: non-monetary and monetary. (Darren; 2013)

Motivation according to Atkinson (1964) is a term derived from the word ‘‘motive’’ which means reasoning. Motivation according to him also can be used to mean vigor, persistence and immediate influence on direction of action. Mitchell (2002) also defined motivation at workplace as the degree to which an employee tries hard and wants to achieve a particular job or task.

2.4.2.1 Non-Monetary Benefits Classification

In this research study, non-monetary benefits /incentives are classified as Tangible, Social and Job Related non-monetary incentives. This classification is in line with on-the-job rewards breakdown by Meacham and Wiesen (1969)

2.4.2.2 Tangible Non-monetary incentives

Tangible non-monetary benefits/incentives according to Hill et al (2000) refer to the tangible items such as certificates, clothing, wall plaques, desk accessories, tie pins, coffee mugs, watches, rings, trophies, discounted goods, gift, key chain, free tickets to various facilities etc. Tangible non-monetary benefits can be some services provided by the organization such as piped-in music, internet access, child care centre, free food/beverage, bus service, club privileges etc. According to American Express Incentive Services (2003) tangible non-monetary benefits can be awarded as recognition to a good performance so as to create a positive working atmosphere for the employees.

2.4.2.3 Social Non-Monetary Incentives

Social non-monetary incentives according to Ulrich (2003) are related with subordinate-superior relationships and the social programmes within the organization. Superiors being sincere and valuing their opinions and caring in communicating with the subordinates, the degree of formal or informal recognition for a good job, just to release the stress of the work various social programmes in which employees of the same organization get together in an informal way for celebrating something or etc. Nelson (1994) argued that all these contribute to the creation of a working atmosphere that makes employees feel themselves valuable and as part of an entity. This in turn has the high potential to motivate employees without offering monetary benefits.

2.4.2.4 Job Related Non-Monetary Incentives

Job related non-monetary incentives according to Rush (1971) have the potential to motivate employees intrinsically. Jobs with variety of development opportunities, tasks, autonomy, flexible working hours, responsibilities participation in decision making, etc. are very

important in satisfying employees' certain needs and they may lead to a feeling that the job itself is worth exerting more effort without need to any external incentive (Homans,1961).

2.5 Problems Associated with non-monetary benefits

2.5.1 Good or Wrong Gift

Non-monetary incentives are also associated with problems which can lead to demotivating the employee e.g. it's easy to give a wrong reward which will signal that the manager doesn't really know his/her employee . Workers may have unrealistic expectations of the value of the reward because people are different and this can lead to disappointment if the reward does not meet the expected perceived value. Some workers do not like to have the spotlight shined on them in a public presentation. Managers are advised to tailor presentation methods to suit the different personalities in their team. (Darren; 2013).

2.5.2 Problem of employee perception on non-monetary benefits

House of Commons, Select Committee on Public Administration (2004) had the view that psychological perceived value of the reward is important as there was no financial priced attached to it.They argued that for this psychological value to be valued, a good number of issues need to be addressed to protect the impartiality and fairness of the outcome, the transparent of the selection process. As for the incentive to be valued,first, freeand fairand transparentselection of individuals to be awarded isof criticalimportance. Thediscretionary natureof awardmeans thatthey are only considered serious when the selection process is seen to be fair and transparent. Second, it has been noted in the literature that as the number of awards increases, the marginal benefit of the awards program decreases. One of themain weaknessesof awardsis thedifficulty ofaward giversto committhemselves tokeeping the numberof awards scarceand thereforevaluable.Variationand limitationof thetypes andfrequency ofawards is important.As illustratedby theNobel Prize,the focusis on theuniqueness ofthe award.If given toofrequently,the perceptionof thevalue ofthe awarddiminishes. Third,reward systemsshould reflectthe commitmentsand valuesof anorganization. Andfinally, theprogram mustbe supportedby an effectivecommunication plan

2.6.1 Motivation

Motivation is an aspect that encourages workers to perform proficiently (Van Knippenberg, 2000). The two types of motivation are extrinsic and intrinsic motivation (Frey and Jegen, 2001). Intrinsic motivation inspires workers to perform and it emanates from job analysis, whilst extrinsic motivation is the reward to do the task at hand (Hill 1994). Asad et al (2005) found out that rewards are best motivators for employee retention. Porter et al (1968) categorized rewards as extrinsic and intrinsic rewards.

2.6.1.2 Rewards Structure

Reward structure is influential human resource management issue nowadays (Milkovich and Newman, 2008). Because of global competition, most companies have shifted from traditional way of rewarding employees as they now reward employees on basis of competency, performance and skills knowledge (Lawler, 2000) which attracts new workforce on market and it motivates employees to be more committed. (Milkovich and Newman, 2008). If properly implemented it results in increased teamwork, employee performance and motivation (Drucker and White, 2000). Results of this study shows that there is a positive correlation between employee's commitment and non-monetary rewards.

2.7 Theoretical Framework

2.7.1 Introduction

The researcher chose one theory of commitment as the foundation of explaining the problem of employee commitment working for government facing serious financial problems. The Three Component Model of Commitment model were explored in connection with the relationship between non-monetary benefits and commitment at workplace

2.7.2 The Three Component Model of Commitment

John Meyer and Natalie Allen developed their Three Component Model of Commitment and published it in the 1991 "Human Resource Management Review." The model explains that

commitment to an organization is a psychological state, and that it has three distinct components that affect how employees feel about the organization that they work for. This model helps to increase commitment and engagement of employees, while also helping people to experience a greater feeling of well-being and job satisfaction.

2.7.2.1 Affection for your job (Affective Commitment)

Meyer et al (1991) Affection for your job is employees feeling a strong emotional bond to firm. Affective commitment makes subordinates identify with the firm's goals and values thereby making employees genuinely committed. If employees enjoy their work, they are likely to feel good and satisfied with their work. In turn, increased job satisfaction has potential to add employees' feelings of affective commitment.

Nujjoo (2012) said employees' psychological perceptions of incentives are directly related to their intrinsic motivation and affective commitment, which is usually associated with staff turnover. Affective commitment is emotional association of workers with their organization and objectives (Mowday et al, 1997). Porter et al. (1974) states that affective commitment is thus based on (1) "faith of the employees in the organization's objectives (2) their readiness to put forth the effort in order to achieve organizational objectives, and (3) a strong wish to be a part of the organization". Meyer et al (1984) Affective Commitment is based on how much individual 'want' to remain in the organization

2.7.3 Fear of Loss (Continuance Commitment)

Meyer et al (1991) argued that this type of commitment occurs when you weigh up the pros and cons of leaving your organization. One may feel that he/she needs to stay at his/her company, because the loss he would experience by leaving it is greater than the benefit you think you might gain in a new role. These perceived losses, or "side bets," can be non-monetary (you'd lose company car and house) professional (you might lose seniority or role-related skills that you've spent years acquiring); or social (you'd lose friendships or allies). The severity of these "losses" of ten increases with age and experience. One is more likely to experience continuance commitment if you're in an established, successful role, or if you've had several promotions within one organization.

Continuance commitment is the readiness of employees to be with an organization because of the cost associated with leaving the organization (Reichers, 1985) and further state that continuance commitment based on years of employment in the organization, job tenure and financial incentives rewarded to employees Meyer et al (1984) Continuance Commitment refers to an awareness of the costs associated with leaving the organization. Continuance commitment based on individual having to remain with the organization lost their previous investment before gone.

2.7.4 Sense of Obligation to Stay (Normative Commitment)

Meyer et al (1984) Normative Commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization. Meyer et al (1991) This type of commitment occurs when employees feel a sense of obligation to their organization, even if they're unhappy in their role, or even if they want to pursue better opportunities. One feels that he/she should stay with their organization, because it's the right thing to do.

This sense of obligation can stem from several factors. One might feel that he should remain with his organization because he has invested money or time in his training (apprentice) or perhaps it provided a reward in advance, such as giving employee coupons and airtime for whole month. This obligation can also result from employee upbringing, e.g. family might have stressed that he/she should stay loyal to his/her organization. According to Normative commitment employees want to remain in the organization due to the pressures resulting from organizational obligations (Bolon, 1994)

2.7.5 Why using the Three Component Model of Commitment

Meyer et al (1991) By applying the Three Component Model, one can help employees develop greater positive, affective commitment. By doing this, employees are likely to feel an increased commitment to the team and organization, and they'll probably feel more positive and more motivated; and experience greater job satisfaction.

The joint model, compromise and satisfaction, has traditionally been considered correlated and, even if longitudinal investigations attempted to determine whether one can be the cause of the other, no solid and meaningful results have so far been found in this sense. Curri van (1999) proposed ambitious research that suggested four possible causal models (satisfaction comes before commitment, commitment comes before satisfaction, satisfaction and commitment have a reciprocal relationship, and satisfaction and commitment have no significant relationship), assuming the view dominant up to now, that job satisfaction was the cause of greater organisational commitment. The results could not determine this causality significantly. Hence, the continuing view is that both work together in obtaining high correlations in cross-sectional models, in other words, according to the Affective Attachments Theory (Lowler, 1992), both are correlated since the more immediate positive emotions such as satisfaction cause more lasting affiliative attitudes such as organisational commitment. Examples of this influence are found in many investigations (e.g. Williams & Hazer, 1986)..

2.8 Knowledge Gap

The researcher observed that previous studies mainly focused on impact of financial incentives on employee commitment, and those on non-monetary benefits were done in economically stable nations and at organisation of good cooperate governance unlike Zimbabwe civil service where there is high rate of white collar crimes, mismanagement, government taking advantage that Zimbabweans fear streets protests etc.

Previous researches have been mainly done in United States of America, South Africa, United Arab Emirates, Namibia, Kenya, Pakistan and United Kingdom, thus, there is need to do a study that is Zimbabwean based which will also encourage other Zimbabweans to further research this study.

Most researches on this topic were done in countries where the economy is performing well, where there is competition for workforce available on the market and where it is every business priority to keep the existing workforce so as to maintain producing quality goods and services. These studies were done in countries where high salaries and financial incentives are used to attract best workforce. My research was focusing on a country like Zimbabwe which has high literacy rate, where there are more qualified job seekers than the jobs available on the market. Unlike in U.S.A, South Africa and United Arab Emirates states where there is competition for qualified educated personnel but in Zimbabwe its vice-versa

because there is competition for job opportunities. This is mainly because of Zimbabwean private and state universities, polytechnics and private colleges which are providing the nation with more than 13 000 graduates annually.

2.9 Summary

The chapter focused on the relevant literature on the relationship between non-monetary benefits and employee commitment at workplace. Also, the theory of Three Component Model of Commitment by John Meyer and Natalie Allen was also explored. The knowledge gap to fill was also described

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology used in identifying the relationship between non-monetary benefits and employee commitment. It encompasses the research instrument, research design, sample size, method, and techniques used in data analysis, data collection, and ethics of the research. The appropriateness of the design to the topic was explored.

3.2 Research Approach

The research was quantitative in nature. A quantitative research is a type of research that explains a phenomenon by collecting numerical data that is analysed using mathematically based methods (Creswell, 1994). Given (2008) argued that in Psychology and Sociology, quantitative research refers to the systematic empirical investigation of social phenomena via mathematical or numerical data, statistical or computational techniques.

3.2.1 Strengths of Quantitative Research

Anderson (2009) the greatest strength of quantitative research is that it produces quantifiable, reliable data that are usually generalizable to some larger population. Quantitative analysis also allows researchers to test specific hypotheses, in contrast to qualitative research, which is more exploratory.

3.2.2 Weakness of Quantitative Research

The greatest weakness of the quantitative approach is that it decontextualizes human behavior in a way that removes the event from its real-world setting and ignores the effects of variables that have not been included in the model (Creswell: 1994).

3.3 Research Design

A research design refers to a plan that specifies the type of data to be collected, the source of data, data collection procedures and how data is to be analysed (Maxwell, 2008).

3.3.1 Correlational

Waters (2005) argued that in general, a correlational study is a quantitative method of research in which you have 2 or more quantitative variables from the same group of subjects and you are trying to determine if there is a relationship (or co-variation) between the 2 variables (a similarity between them, not a difference between their means). Theoretically any 2 quantitative variables can be correlated (for example, midterm scores and number of body piercings) as long as you have scores on these variables from the same participants; however, it is probably a waste of time to collect and analyze data when there is little reason to think these two variables would be related to each other.

Cherry (2013) argued that Correlational studies are used to look for relationships between variables. There are three possible results of a correlational study: a positive correlation, a negative correlation, and no correlation. The correlation coefficient is a measure of correlation strength and can range from -1.00 to $+1.00$.

While correlational studies can suggest that there is a relationship between two variables, they cannot prove that one variable causes a change in another variable. In other words, correlation does not equal causation (Grimm et al 2000).

3.4 Target Population

Population is the inclusion of all people or items with the characteristics one wishes to understand (Coyle, 2007). The target population will be all DLPD employees at Division of Livestock and Veterinary Service Head Office at Harare Beaven Building Harare and those at Gweru's Midlands DLPD Provincial Office.

3.5 Sample and Sampling Technique

A sample is a subset of a population that is used to represent the entire group as a whole (Shaughnessy et al, 2012). Simple random sampling was used. Simple random sampling is when subjects in the population are sampled by a random process so that each person has a probability of being selected for the sample (Coyle, 2007). Simple random sampling ensures an unbiased representation of the target group.

In the study, two instruments will be employed to measure one independent variable (non-monetary benefits), one dependent variable (employee commitment)

The study population comprised employees of DLPD. The DLPD management was encouraged by the researcher to make every employee to participate in the study in return for feedback on the findings, but stipulating that none of the participants would be identified in any way. This stipulation prevented longitudinal design or the collection of data from sources other than the employees on topics such as performance, absenteeism, or turnover.

Data collection was limited to DLPD employees at Division of Livestock and Veterinary Service Head Office at Harare Beaven Building Harare and those at Gweru's Midlands Provincial Office at New Government Complex Building. Data was collected from employees working in different departments. The researcher personally distributed and collected the questionnaires to avoid workers to think it's part of strategies the management want to use for performance appraisal and for bonuses at the end of the year. The questionnaires were distributed during working hours and for those employees on night duty, the researcher negotiated for favour from the management to distribute them on his behalf. The average time for completing a questionnaire was also calculated by the researcher especially on employees who completed the questionnaires in small groups

No incentives were given to the employees, so management encouragement employees to complete and participate in the study .All employees who were present on the day(s) the data was collected in their department were all given questionnaires. The number of questionnaires distributed was written down and the numbers of filled and not filled questionnaire were also noted down.

Respondents' demographic characteristics were calculated in percentages i.e. percentage of the respondents in females and males, the average age, and the average tenure in DLPD and in the present job, family status, number of children and educational level.

Devos et al, (2007) arguedthat the guidelines for sampling size and sampling as between 20-30% for a population of 200-500. Thus, 20% of the total target population was taken as the sample. Henceforth, the sample size was 57

3.6 Research Instrument

A research instrument is the tool that is going to be used to collect the data for the research. The researcher made use of a closed ended questionnaire in a Likert form (**Appendix E**).

3.6.1 Closed ended questionnaire

A questionnaire is a set of printed or written questions with a choice of answers, devised for the purposes of survey or statistical study (Coyle, 2007). Closed ended questionnaires were easier to analyse and were presented in a systematic manner which reduced bias.

Dillman(2009) argued that a closed-ended question is a question format that limits respondents with a list of answer choices from which they must choose to answer the question. Schuman (1979) argued that at the same time, there are close-ended questions which are sometimes impossible to answer correctly with a yes or no without confusion, for example: "Have you stopped taking heroin?" (if you never took it)

3.6.2 Likert scale

A "Likert scale" is actually the sum of responses to several Likert items. The scale is balanced on both sides of a neutral option, creating a less biased measurement. The actual scale labels, as well as the numeric scale, may vary. (Vanek : 2012)

It was appropriate for the study because it measured the extent of factors that motivate employees to be more committed to government which sometimes fail to pay them on payday agreed on employment agreement. A four point scale with the options strongly agree, agree, disagree and strongly disagree was utilised. Dillman (2009) noted that respondents were asked to decide where they fit along a scale continuum. These questions contain an ordered set of answers. A common ordinal scale asks about levels of satisfaction

3.7 Pilot study

The pilot study was done at Division of Livestock and Veterinary Service Head Office at Harare Beaven Building Harare and at Gweru's Midlands Provincial Office at New Government Complex Building.. The main purpose was put the research instrument into final form. The pilot study proved that there were some questions which needed restructuring.

3.8 Data Collection Procedures

Data collection is the systematic process of gathering information relevant to the study (Burns & Grove, 2005). The investigator obtained a research clearance letter from Midlands State University Psychology Department (**Appendix A**). The letter was taken to the Department for

Livestock Production and Development (DLPD) for permission to conduct the study (Appendix B and C). After obtaining the authority to do the research, the researcher started to do the data collection process. Informed consent sheets asking for authority from employees to participate, stating why the survey is being carried out, the main use of the information collected and not forgetting the importance of confidentiality were addressed in the sample (Appendix D). The researcher distributed questionnaires to the sample after being granted written consent. Human Resources Officer, Human Resources Assistants and Provincial Livestock Specialist helped the researcher in collecting the data as they handed out the questionnaires to employees of different designations.

3.9 Data Presentation and Data Analysis

Data analysis according to Coyle (2007) is the act in which data collected during the research process is transformed into meaningful information and conclusions. The data was numerically coded and the codes were 1 point for No response and 2 point for Yes response with the highest number reflecting the highest level of agreement. The data was entered on the Microsoft Excel spreadsheet to calculate the percentages of each response and also to calculate the Pearson product moment correlation ($=\text{correl}(a1:a57,b1:b57)$). Factors with Yes responses meant that the tangible, social and job related non-monetary benefits are best motivating factors to employee commitment at DLPD. Data was presented on bar graphs, pie charts and tables. For working to see if the two variables non-monetary benefits and commitment correlate, the Pearson product-moment correlation coefficient was used since it measures linear correlation (dependence) between two variables X and Y which in turn give values between +1 and -1 inclusive. 1 is total positive correlation, -1 is total negative correlation and 0 is no correlation.

3.10 Ethical Considerations

Ethics are a set of rules and standards governing the research. During the research process the research was governed by the following ethics:

3.10.1 Informed consent

The principle of *voluntary participation* was applied and it was clearly stated that participants were free to withdraw from the research study anytime they felt so.

Closely related to voluntary participation is the requirement of *informed consent*. These

fully informed prospective participants about risks and procedures involved in this research and they must give their consent to participate William (2006). Participants were entitled to be fully informed about the reasons, aims and purposes of the investigation. They were told what exactly was involved and will happen to be data collected (**Appendix D**).

3.10.2 Confidentiality

Almost all research guarantees the participant's **confidentiality** -- they are assured that identifying information will not be made available to anyone who is not directly involved in the study. Data was treated as confidential as possible. Names were not to be revealed.

3.10.3 Protection from harm

Ethical standards also require that researchers not put participants in a situation where they might be at **risk of harm** as a result of their participation. Harm can be defined as both physical and psychological. (William:2006). The researcher ensured that the data collection procedure did not threaten one's psychological well-being or cause any discomfort in any way.

3.10.4 Right to withdraw

Participants were free to withdraw from the research if they felt uncomfortable.

3.11 Summary

This chapter focused on the research design, population, sample, sampling technique, research instrument, data collection, data analysis and ethical considerations used in the study

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

In this chapter the research outcomes are analysed, presented and interpreted. The data was presented in pie charts, bar graphs and tables and was analysed using correlation and percentages. Factors with Yes responses meant that the tangible, social and job related non-monetary benefits are best motivating factors to employee commitment at DLPD.

- ❖ Tangible non-monetary benefits have low relationship with employee commitment at workplace compared to social and job related non-monetary benefits
- ❖ Social non-monetary benefits have strong (high) correlation with employee commitment at workplace compared to tangible and job related non-monetary benefits.
- ❖ Job related non-monetary benefits have moderate correlation with employee commitment at workplace

The questionnaire used to gather data was divided into subsections and data was analysed in the same order; Section A comprised of demographic information and Section B comprised of employee perception on non-monetary benefits in relation to job and workplace commitment

4.2 Response rate to the Questionnaires

The researcher administered the questionnaires with the aid of Human Resources Assistants to 60 participants. The other 2 refused to participate and the other spoiled the questionnaires. Hence, the response rate was 95 %.

4.3 Demographic factors

The demographic factors included station (location), designation, sex, age group, marital status, work experience, educational qualification. The demographic factors are presented underneath:

Table 4.1: Participant's demographic data

N=57

VARIABLE	FREQUENCY	PERCENTAGE (%)
Station		
Harare	30	53
Gweru	27	47
Designation/Job Title/Post		
Director/ Deputy Director /Snr Executive	4	7
Administration Assistant/Officer	6	11
Human Resources Assistant/Officer	6	11
Accounting Assistant/ Accountant	6	10.5
IT Officer/ Assistant	3	5
Records and Information Assistant	6	10.5
Driver	3	5
Office Orderly	6	10.5
Small Stock and Large livestock Specialist	10	17.5
Livestock Extension Workers	7	12
Gender/ Sex		
Male	35	61
Female	22	39
Age Group		
18-23	3	5
24-28	10	17.5
29-33	13	23
34-38	12	21
39-43	6	10.5
44-48	9	16
49-53	3	5
54+	1	2

Marital Status		
Married	35	61
Single	14	25
Widowed	6	10.5
Divorced	2	3.5
Work Experience		
Below 1 year	2	3.5
1-5	18	31.5
6-10	20	35
11-15	9	16
16-20	6	10.5
21-25	2	3.5
26-30	0	0
31+	0	0
Educational Qualification		
PhD	0	0
Masters	12	21
Degree	18	31.5
Diploma	14	24.5
Certificate	4	7
A' Level	2	3.5
O' Level	5	9
Others Specify	2	3.5

4.3.1 Station

Participants from Harare were 30 (53%) and those from Gweru were 27 (47%). This could mean there was positive responses from employees from both cities were the research was carried out. This therefore means employees know the importance of research studies because majority of them who took part in this research are diploma to masters' holders

4.3.2 Designation

From *table 4.1*, The questionnaires were equally distributed to employees of different designations and who receive different salaries according to government grading system. This research gave a well-balanced investigation as perceived values of rewards from the highest paid to the lowest paid employee are always different. The participants were as follows Director, Deputy Director, Senior Executive were 4 (7%), Administration Assistant /Officer Participants were 6 (11%), Human Resources Assistant/Officer were 6 (11%) Accounting Assistant/ Accountant were 6 (10.5%), IT Officer/ Assistant were 3 (5%), Records and Information Assistant were 6 (10.5%) Driver were 3 (5%), Office Orderly were 6 (10.5%) Small Stock and Large livestock Specialist were 10 (17.5%) and Livestock Extension Workers were 7 (12%)

4.3.3 Gender/ Sex

From *table 4.1*, Male participants were 35(61%) and female participants were 22(39%). This could mean that DLPD employ more males than females or it could be issue of brain laterization theory which argues that females are good in less demanding jobs like teaching, counselling and male are good in high demanding tasks like which involves arithmetic and sciences as DLPD is more of biological science institute (animal science-veterinary)

4.3.4 Age Group

From *table 4.1*, Of the 57 respondents 3 (5%) were aged between 18-23, 10 (17.5%) were aged between 24-28, 13 (23%) were aged between 29-33, 12 (21%) were aged between 34-38, 6 (10.5%) , were aged between 39-43, 9 (16%) were aged between 44-48, 3 (5%) were aged between 49-53 and one (2%) was 54years and above. This therefore mean the low number of youth aged between 18-23 might be caused by Government vacancy freeze as it is struggling to pay civil servants already on their payroll or it might be caused by negative attitude with youth these days that working for government is a sign of being desperate for a job.

4.3.5 Marital Status

From *table 4.1*, There were 35(61%) participants who reported to be married, 2(3.5%) divorced, 6(10.5%) widowed and 14(25%) single. This therefore shows that the sample comprised more married employees meaning more responsibilities, hence the need to keep the job (normative commitment)

4.3.6 Work Experience

From *table 4.1*, For working experience 2 (3.5%) participants have 1 year and below, 18 (31.5%) have work experience of 1-5 years, 20 (35%) have work experience of 6-10 years, 9 (16%) have work experience of 11-15 years, 6 (10.5%) have work experience of 16-20 years, 2 (3.5%) have work experience of 21-25 and of the participants, no one has work experience of 26 years plus. There, the fact that there are more employees who have a working experience of above 5 years it shows that non-monetary benefits play a huge part in employee commitment as every year civil servants threaten to strike so as to push the government to review their salaries but with their high experience they end up report for work.

4.3.7 Education Qualification

From *table 4.1*, Majority of the participants attained tertiary education which consists of 0 (0%) for PhD holders, 12 (21%) Masters holders, 18 (31.5) Degree holders, 14 (24.5%) Diploma holders, 4 (7%) certificate holders and there were 2 (3.5%) A' Levels, 5 (9%) O' Levels and 2(3.5%) represent other qualifications not mentioned like Higher National Diploma and Experience. This data therefore shows that the department is highly qualified and majority of the participants have big chance to go to any organisation which pays handsomely monetary wise but they choose to remain part of DLDP (commitment)

4.4 Employee perception on non-monetary benefits in relation to job and workplace commitment

The researcher investigated how the following, tangible non-monetary benefits, social non-monetary benefits and job-related non-monetary benefits can motivate employees to be more committed to their jobs and workplace at the same

Table 4.4.1 shows responses of employees to each Tangible Non-Monetary Benefit/Incentive

Item	Yes (frequency)	%	No (frequency)	%
Office Furniture e.g. desks, accessories	30	53	27	47
Clothing (D.L.P.D Branded) kits, khakis, t shirts	45	79	12	21
Free/Cheap Food	55	96	2	4
Department Car	57	100	0	0
Department House	57	100	0	0

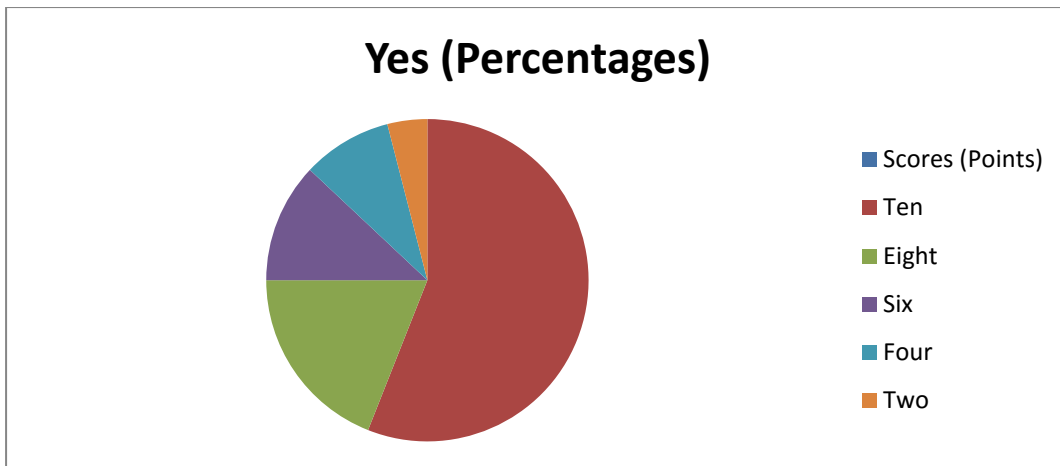
The above table shows that Office furniture 30(53%) is least motivating tangible non-monetary benefits. This might be because of the research study which included more least-paid employees like drivers, livestock extension worker, office orderly who don't have offices. Clothing 45 (79%) shows that it makes employees feel sense of belonging and shows that the department provides it, Free/cheap food 55(96%) and Department House 57 (100%) proves that physiological needs to be satisfied first before anything else and Department car 57 (100%) shows that with the way Zimbabwean have bought cars, everyone wish to own one, it's now more of a basic commodity in urban areas (Harare and Gweru). Therefore there is need for firms to offer free transport to their employees e.g. use of company bus

Below a response of Yes was given two points and a response of No was given one point

Table 4.4.2 shows points scored by employees on Tangible Non-Monetary Benefit/Incentive on table 4.4.1

Scores (Points)	Yes (frequency)	%	Scores (Points)	No (frequency)	%
Ten	32	56	Five	0	0
Eight	11	19	Four	2	4
Six	7	12	Three	5	9
Four	5	9	Two	7	12
Two	2	4	One	11	19

Figure 4.1 showing percentages of YES points scored on Tangible Non-Monetary Benefits



From the graph (Fig 4.1) it shows that just above half of the participants scored Ten 32(56%) which on Likert scale shows that to moderate extent tangible non-monetary benefits motivate employees to be committed to their organisation. Participants who scored Eight points 11 (19%) on Likert scale they range on little extent meaning they are not really motivated with non-tangible benefits and those who scored Six (12%), Four (9%), Two (4%) shows that they not at all motivated with tangible non-monetary benefits. This therefore mean there is a positive correlation between tangible non-monetary benefits and employee commitment

Figure 4.2 showing percentages of No points scored on Tangible Non-Monetary Benefits

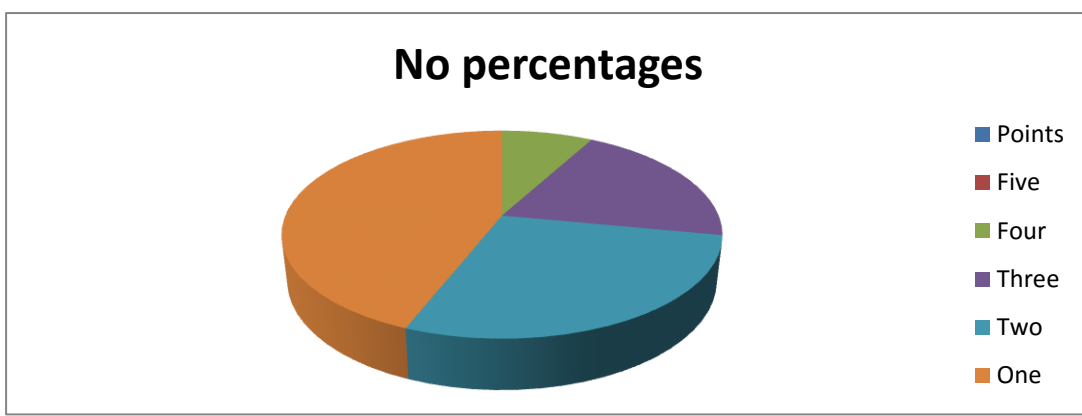


Fig 4.2 is not reflecting the percentage of Five points 0(0%) point score because all participants had at least one tangible non-monetary benefit that motivated them. Four points 2 (4%), Three points 5 (9%), Two points 7(12%) and One point 11(19%) on Likert scale fall under no or little extent. This therefore shows that there is a positive relationship between tangible non-monetary benefits and workplace commitment

Table 4.4.3 shows responses of employees to each Social Non-Monetary Benefits/Incentives

Item	Yes (Frequency)	%	No (Frequency)	%
Supervisory support	50	88	7	12
Communication (<i>subordinate to management</i>)	57	100	0	0
Valuation of Opinions e.g. <i>'thus a point...'</i>	57	100	0	0
Verbal Praises e.g. <i>'well done'</i>	55	96	2	4
Social Support e.g. stress, illness, funerals, ,recreation	57	100	0	0

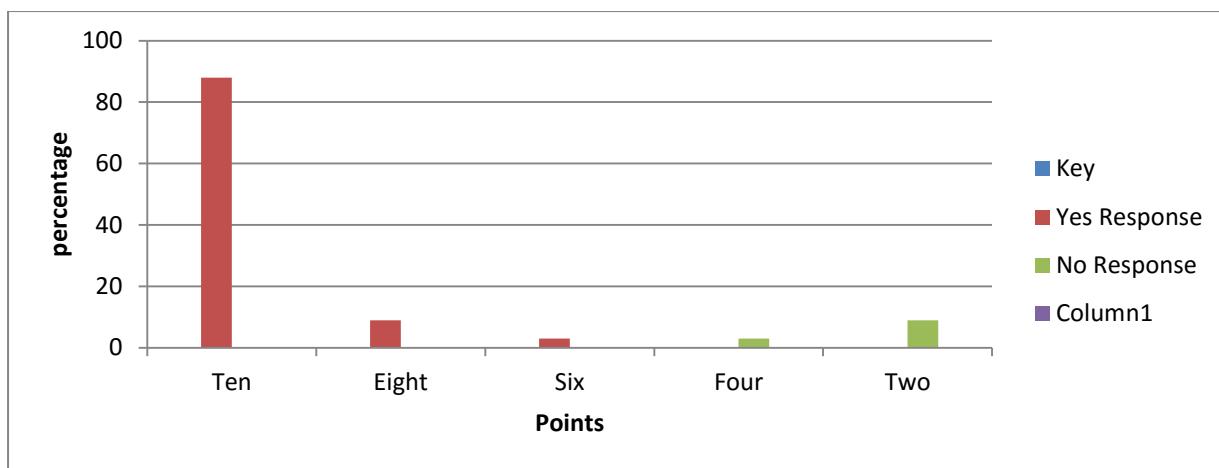
From the Table 4.4.3 shows that Supervisory support 50(88%) is key to good working environment, Communication 57 (100%) proved that it is the life blood of the organisation, without good communication organisation goals and objectives cannot be achieved, Valuation of Opinions 57 (57%) shows that when employees are involved in contributing ideas they are bounty to be motivated and committed to their work, Verbal Praises 55(96%) show that just appreciating work done can motivate an employee rather than wasting too much resources to make someone committed to workplace and Social Support 57 (57%) proved that it makes employees feel loved and sense of belonging because it really makes them being part of the organisation (affective commitment).This therefore mean that it is not always costly to motivate employees as just a word of mouth and good deeds can motivate employees to be more committed to their organisation

Below a response of Yes was given two points and a response of No was given one point

Table 4.4.4 shows points scored by employees on Social Non-Monetary Benefit/Incentive on table 4.4.3

Scores (Points)	Yes (frequency)	%	Scores (Points)	No (frequency)	%
Ten	50	88	Five	0	0
Eight	5	9	Four	0	0
Six	2	3	Three	3	0
Four	0	0	Two	2	3
Two	0	0	One	5	9

Figure 4.3 a bar graph showing percentages of Yes and No points scored on Social Non-Monetary Benefits



From the *Table 4.4a* Yes response was given two points and a response of No was given one point, so on this graph a No Response with Green colour should be divided by two meaning Four point on green is two point and two points is one point. However on the graph a score of Ten point 50 (88%) for Yes response shows that social non-monetary benefits are the best employee motivator to commitment .This shows that subordinates and supervisors working relationship is crucial for organisation success, prevent employee turnover etc. Eight points for Yes Response 5 (9%) also prove the strength of social non-monetary benefits in relation to employee commitment and Six point 2 (3%) show moderate influence of social non-monetary benefits to employee commitment. The Yes responses on Likert scale range from moderate to large extent, therefore proving that DLPD employees really understand the economic hardships facing the government (employer)

Table 4.4.5 shows responses of employees to each Job Related Non-Monetary Benefits/Incentives

Item	Yes (Frequency)	%	No (Frequency)	%
Flexible working hours	57	100	0	0
Responsibilities	45	79	12	21
Decision making	48	84	9	16
Profession development	57	100	0	0
On and Off the Job Training	50	88	7	12

From the *Table 4.4.5* shows that Flexible working hour 57 (100%) shows that it is every employee desire to have flexible working hours as this will also compensate some time spent on high demanding tasks, responsibilities 45 (79%) shows that it also motivate employees

becomes it gives them chance to experiment some other tusks not on their job analysis, Decision making 48 (84%) also makes employees to be committed because it makes them also feel part of the organisation and also make them feel involved in the direction of organisation success, Profession development 57 (100%) shows that it is every employee desire to be more specialised with his/her current job, so organisations are recommended to offer more job related non-monetary benefits and on and off the job training non-monetary benefits 50 (88%) are essential for employee profession development as this helps in specialising in their jobs by enhancing their knowledge. This therefore means job-related non-monetary benefits need to be addressed because they are directly related to organisation's goals and objectives. Addressing of these job-related non-monetary benefits makes organisation goals to be achieved quickly

Below a response of Yes was given two points and a response of No was given one point

Table 4.4.6 shows points scored by employees on Job Related Non-Monetary Benefit/Incentive on table 4.4.5

Item	Yes (frequency)	%	Scores (Points)	No (frequency)	%
Ten	35	61.3	Five	0	0
Eight	10	17.5	Four	0	0
Six	7	12.2	Three	5	9
Four	5	9	Two	7	12.2

The above table shows that participant who scored Ten points 35 (61.3%) on job related non-monetary benefits and social non-monetary benefits ten 50 (88%) support the hypothesis of this research study that employee commitment is more related to social and job related non-monetary benefits than tangible non-monetary benefits as evidenced by the number of participants who scored ten points on tangible non-monetary incentives 32(56%).The fact that most participants scored above 5 (mode) as Eight point had 10(17.5%) and Six point had 7 (12.2%) shows that most participants strongly agree that job related non-monetary benefits motivates and commit them to their organisation. This therefore means there is need for

managers to offer more job-related non-monetary benefits because they contribute to good working conditions and good working place

4.5 Measuring Employees commitment

Organisational Commitment

Questions	Yes	No
I discovered that my personal values and my workplace values are almost the same		
I really know how my job post contribute to this organisation's objectives and goals		
I am well equipped with information of the direction of this organisation		
I am not ashamed to tell everyone that I work for this organisation		
I personally think this is the best workplace		
I would be happy to work for another firm thus if, am given my current job(post)		
I don't need much time to think about leaving this organisation		
I personally feel sense of belonging at this organisation		
I love this organisation because performance appraisal is free and fair		
The moral of almost every employee here is high		
I market my organisation to my colleagues		
I really care about success or failure of this organisation		
I recommend school leavers to work for this firm		
This organisation has improved its working conditions these past three years		
This organisation has best workforce		
Total		

“YES Response” Scale (Points)

0-6	7-12	13-18	19-24	25-30
Strongly Disagree	Disagree	Agree/Disagree Maybe (Mode)	Agree	Strongly Agree

Table 4.5.1: statistics of yes responses measured on Likert scale (extent)

Item	0-6	7-12	13-18	19-24	25-30
Extent	Strongly Disagree	Disagree	Agree/Disagree Maybe	Agree	Strongly Agree
Frequency (f)	0	0	2	15	40
Percentages (%)	0	0	4	26	70

As for measuring commitment the researcher measured total number of Yes responses out of 30 because a Yes response has also a score of two points and a No response has a score of one point. Each total score was measured on Likert scale which measured from strongly disagree to strongly agree with values below on *table 4.5.1*

The *table 4.5.1* shows that majority of participants who took part in this research study are more motivated and committed to their workplace (DLPD). Strong Agree 8 (14%) shows that this is why there are fewer strikes by civil servants of Zimbabwe compared to those of South Africa and Botswana, the existence of Agree 35 (61%) is a clear indication that non-monetary benefits play a huge part in motivating civil servants so that they will remain committed to work for the government, the Mode 10(18%) show that they are also committed to their organisation. The presence of Strongly disagree 0(0%) shows that civil servants of Zimbabwe are one of the best committed workforce in the region. This therefore means the participants who took part in this research study have a strong psychological bond with DLPD.

4.6 Measuring the relationship between non-monetary benefits and employee organisational commitment with Pearson product moment (correlation)

For Pearson product moment there is need two variable independent variable (non-monetary benefits) and dependent variable (commitment). This study will use total number of yes responses on non-monetary and also total number of yes responses on measurement of organisational commitment of each and every questionnaire.

Nb. a Yes response has a score of two points

Table 4.6.1 shows total number of Yes responses on both Non-monetary benefits scores(X) and organisational commitment scores(Y)

X	30	30	30	22	26	30	26	24	30	26	26	30	30	30	30	24	28	22	30
Y	28	28	26	24	28	28	28	26	28	30	24	28	28	26	28	26	28	24	30

22	20	30	24	26	28	30	28	24	20	26	30	28	24	28	28	24	26
24	20	24	26	20	26	28	30	24	22	28	28	30	22	24	30	22	28

18	28	22	26	20	28	30	18	28	28	30	26	24	28	30	26	24	28	28	30
20	28	24	24	22	30	28	20	28	28	28	30	26	30	26	28	26	30	26	28

On table 4.6.1 Microsoft Excel (spreadsheet) was used to work if the two variables are related (correlation)i.e. non-monetary incentives and employee commitment, the data was entered and correlation was worked through this formula =correl (a1:a57, b1:b57) and then press enter and it produced a strong positive correlation answer $P= 0.706669$.This therefore shows that there is a strong positive relationship between non-monetary benefits and employee commitment and it should be noted that correlation does not equal causation.

4.7 Summary

This chapter focused on presenting and analysing research findings. The study revealed that there is a strong positive relationship between non-monetary benefits and employee motivation and commitment .Each and every type of non-monetary benefits was analysed in percentages and not forgetting demographic information was also presented in percentages

CHAPTER 5: DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the research findings, draws conclusions and suggests recommendations on the relationship between non-monetary benefits and DLPD employees workplace commitment

5.2 Discussion of the findings

The research sought to identify the relationship between non-monetary benefits and Department of Livestock Production and Development employees (civil servants) organisational commitment and motivation.

5.2.1 Performance Appraisal

In this research study, organisational productivity is directly linked to the relationships between employee performance and their levels of commitment. Meyer et al (1993) argued that committed employees performed better because they have high expectations as evidenced with work experience of most Masters holders, 18 (31.5%) and Degree holders, 14 (24.5%) who participated in this study. However some scholars like Meyer and Allen (1997) argued that commitment and performance are not always related as performance can be caused by factors such as the seriousness of supervisor's value on performance management process, valuation of job performance by company (social and job related non-monetary benefits). This research study found out that employees who are committed to their work have high levels of commitment to the organisation evidenced by 40 (70%) Yes responses on measurement of commitment by questions designed by IES Research Fellow

5.2.2 Implications for incentive design and program implementation

From the literature review the issue of good or wrong gift/ incentive was discussed also by *House of Commons, Select Committee on Public Administration (2004)*, the correct incentive and proposed programme to implement that incentive must be done correctly. In chapter four this issue is directly related to tangible and job-related non-monetary benefits. Implications for the award and how to implement the programme covers issues related to award programs implementations, selection of awards, potential drawbacks on non-monetary benefits like tangible non-monetary incentives proved that they support the hypothesis that they least

motivate employees to be committed compared to social and job related non-monetary benefits.

It is therefore important for the award to be given to best or any employee to be very unique. If the award has been offered frequently there is need for management team to quickly review it so that employees don't get used to it as this can reduce the original value of the award. It is important for that award to be hedonic rather than utilitarian in nature.

5.2.3 Impact of Management style and Leadership Qualities

Management styles can influence the commitment level of employees. From Koopman (1991) research study, discovered that type of leadership styles of management was greatly related to employees attitudes and commitment. Nierhoff et al (1990) also supported Koopman (1991) argument that overall leadership culture and style is strongly related to the degree of employee commitment". The correlation ($p = 0.706669$) obtained after calculations of *Table 4.6.1* bring to light the importance of having strong managers that have qualities and attitudes which can motivate employees to be more committed through cost benefiting strategies like use of social non-monetary benefits which motivates employees through good deeds and work of mouth.

5.2.4 Importance of employee sense of belonging

Eisenberger et al (1990) discovered that subordinates who feel sense of belonging or cared by their managers and firms they are not only highly committed but they also more conscious about their responsibilities, they are also very innovative and have great involvement in the firm. This is why there are high percentages on social non-monetary benefits Supervisory support 50(88%), Communication 57 (100%) ,Valuation of Opinions 57 (57%) ,Verbal Praises 55(96%) and Social Support 57 (57%). Line managers and firms must support and reward their employees for the work that they do because this perceived support allows for more trust at the workplace

5.3 Conclusions

While there is money spent on non-monetary benefits, it is usually small percentage spent on motivating the employees. This study has discussed how firms can utilize use of non-monetary benefits so as to motivate employees.

5.3.1 *Advantages of using non-monetary benefits*

The use of non-monetary benefits as strategies to lead to increased employee commitment and retention, it requires less time of management team as results prove to be worth it since it can be implemented by giving acknowledgements, verbal prizes, communication, training and development, feedback etc. In this study, these things proved to be more valued by employees than monetary benefits. With Zimbabwe economy facing hardships and most companies experiencing employee turnover, these strategies can be used in any industry or organisation. The strong correlation value ($p= 0.706669$) obtained in chapter four shows that there is a positive relationship between non-monetary benefits and employee commitment and it can be achieved at a lower cost other than using monetary incentives.

5.3.2 *Strategic management of having a committed workforce*

One important impact of using non-monetary benefits is that it does not only increase engagement levels and service levels but they have positive impact on the organisation bottom line. Turn over reduction costs, increased productivity by committed workforce leads to overall company profits. This is supported by literature review by Meyer et al (1993) in chapter two of this research study. When the Zimbabwe economy starts to come out of recession, it is advisable or important for organisations to have a strong foundation of committed employees to remain competitive; this is because employees are the greatest strategic and competitive advantage an organisation can have

5.3.3 *Monthly reviewing of strategic managements goals*

Retention and keeping employees more committed strategies need to be viewed every month by management like job related non-monetary benefits like Flexible working hour 57 (100%), Profession development 57 (100%), Decision making 48 (84%) , responsibilities 45 (79%) on and off the job training 50 (88%) This is because it's easy to improve company

productivity with current employees than hiring new employees on the market, this at the end cost organisations valuable time and money conducting interviews etc.(Burke ;2002)

5.3.4 Psychological evaluations of awards by employees

This research study shows that psychological evaluation processes have impact in raising the perceived value of the award, the instantaneous decision to apply effort in pursuit of the award and the perceived value of earning that award. Each psychological process that increases motivational power of non-monetary benefits power is both emotional and cognitive and according to Mano (1994) these two work together in decision making and judgement

From the research study it shows that social non-monetary benefits “subordinate to supervisor”, promotes social interactions which is psychological (cognitive) in the sense that subordinates will think about the award earned to discuss good performance. The utility gained from social interactions is cognitive in the sense that employees must think about using the prize earned to discuss good performance, but the utility received from others knowing of your performance is decidedly affective. An emotional rather than cognitive evaluation will tend to enhance the perceived value of a tangible non-monetary incentive but the actual evaluation process where this feeling is converted into value is cognitive. All this is supported by literature review by Meyer et al (1984) from chapter two

There has been much work on whether or not to use extrinsic incentives for employees but relatively little on what type of extrinsic incentive should be used; cash or non-cash. Work in this area can determine the type of incentive to be used, the circumstances under which they should be used, with which type of employees they will be most effective, and how these incentive systems should be implemented. Understanding how non-monetary incentives increase employee motivation has the potential to greatly improve the effectiveness of all incentive programs.

5.3.5 Impact of economic hardships facing Zimbabwe

From literature review in chapter two, the knowledge gap addressed issue of economic hardships Zimbabwe is currently facing. From that literature it has been discovered that in Zimbabwe there are more qualified job seekers on the market compared to jobs/ vacancies

available on the market. With this in mind, employees will not be motivated and committed because of non-monetary benefits offered by his/her organisation but rather by competition from other unemployed job seekers. Zimbabwe is one of the country you can find an unemployed masters holder and thousand degree holder also unemployed. This was also questioned by Minister of Media, Information and Broadcasting Service Jonathan Moyo (The Herald: 2013) when ZBC non-managerial employees went for almost 7 months without salary and its then CEO Happison Muchechetere awarding himself almost US\$300 000 a month. Jonathan Moyo described this attitude by non-managerial employees (coming to work without salary) as an “*abnormal behaviour which is in its kind.*” This therefore means DLPD employees are desperate to keep their job as they don’t have hope to get another paying job anytime soon.

5.4 Recommendations

5.4.1 Non-Monetary Strategies to Improve Employee Retention

Human resources Managers have direct impact on employee commitment and retention. The quality of supervision and leadership qualities causes turnover in most organisations. Below there are cost benefit strategies which this study recommends to C.E.Os, Human Resources managers, General Managers

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5.4.1.1 Clear Communication

Communication is the life blood of every business or organisation. Clear communication can be used as first strategy to engage employees. From chapter four on social non-monetary benefits, communication had 57(100%) a clear sign that it’s one of the very important thing organisations are recommended to implement by all means. Communicating make employees feel that nothing is being hidden from them and it also makes them feel considered as company assets. Supervisors and managers are advised communicate daily with subordinates.

According to Branham (1985), if the management withhold information it makes subordinates feel not value or important to the organisation. From the study it shows aspects

such as valuation of employees' options 57(100%) is important in motivating employees and at the same time making company productivity improve. So for company to survive competition on the market supervisors must encourage employees to bring their ideas and this creates a good working environment .Open communication creates a positive work environment (Maier,2009) and therefore prove in this study why social non-monetary benefits are the best way to keep employees motivated thereby making them committed to their job and workplace at the same time

5.4.1.2 Roles of Managers

Managers are recommended to support informal groups in organisation as this is a clear sign of a committed workforce. There is need for managers to implement grapevine when dealing with informal groups. Informal groups are directly related to job-related non-monetary benefits because it gives employees numerous responsibilities and opportunities which in turn make them feel committed to the organisation. According to Meyer and Allen (1997) noted that employees who have good relationship with their immediate work group have higher levels of commitment

5.4.2 Importance of Monetary Incentives

Even though the research study was mainly focusing on the relationship between non-monetary benefits and commitment, it would not make sense if one completely ignores the importance of cash as a big motivator. Organisations are recommended to offer salaries which are at least slight above PDL .Employees usually start to view the importance of non-monetary benefits after they received a decent salary. Zimbabwe PDL is about \$530 according to Zimstat. Again non-monetary benefits such as tangible and job related non-monetary benefits need money to be implemented and at the same time the main reason why people go to work is the need to get paid in cash after work done and not to be offered non-monetary benefits

5.4.3 Directions for Future Research

Apart from problems addressed in this paper ,perhaps there is need for a research study that will address and confirm the contribution of each of the hypothesized mediators concerning the relationship between non-monetary benefits and employee commitment There may be other alternative ways in which non-monetary benefits can enhance employee work performance. It should be noted by future researchers that non-monetary incentives may have different levels of efficacy across different employees and responsibilities and tasks. Finally, companies and organisations are encouraged to use non-monetary benefits as they are associated with long term benefits like making every employee motivated and committed to his/her job

5.5 Summary

This chapter described discussions, conclusions and recommendations which are all directly linked to other chapters. In this chapter direction for future researchers was also elaborated

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<http://www.zim.gov.zw>

APPENDIX A

Midlands State University

Established 2000

P BAG 9055
GWERU

Telephone: (263) 54 260404 ext 261
Fax: (263) 54 260233/260311



FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF PSYCHOLOGY

Date 16 September 2014

To whom it may concern

Dear Sir/Madam


RE: REQUEST FOR ASSISTANCE WITH DISSERTATION INFORMATION FOR
ONASIS MANDIZVIDZA: R112779E: BSc PSYCHOLOGY HONOURS DEGREE

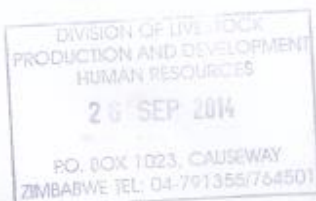
This letter serves to introduce to you the above named student who is studying for a Psychology Honours Degree and is in his/her 4th year. All Midlands State University students are required to do research in their 4th year of study. We therefore kindly request your organisation to assist the above-named student with any information that they require to do their dissertation.

Topic: **THE RELATIONSHIP BETWEEN NON-MONETARY BENEFITS AND DEPARTMENT OF LIVESTOCK PRODUCTION AND DEVELOPMENT (CIVIL SERVART) WORKPLACE COMMITMENT**

For more information regarding the above, feel free to contact the Department.

Yours faithfully


.....
F. Ngwenya
Chairperson



APPENDIX B

DIRECTOR

APPROVED

NOT APPROVED

.....
Approved
.....

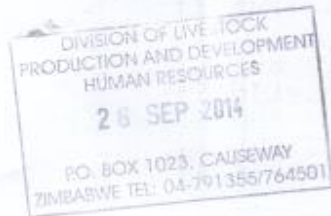
P. Onasis
APPLICATION TO CONDUCT A RESEARCH STUDY AT LIVESTOCK PRODUCTION AND DEVELOPMENT:
MR. ONASIS MANDIZVIDZA: REG NO R112779 E: MIDLANDS STATE UNIVESITY

Mr. Onasis Mandizvidza is a student doing BSc Psychology Honors Degree at Midlands State University. As part of his programme, he is required to do a research study entitled: THE RELATIONSHIP BETWEEN NON-MONETARY BENEFITS AND LIVESTOCK PRODUCTION AND DEVELOPMENT EMPLOYEES COMMITMENT.

Your approval is sought to let the student carry out his research study.


H. Nhambarare.

HUMAN RESOURCES ASSISTANT

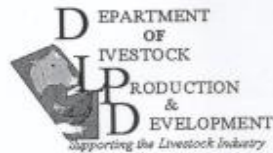


APPENDIX C

All communications should be addressed to the "Director"

**MINISTRY OF AGRICULTURE, MECHANIZATION AND IRRIGATION
DEVELOPMENT**

Head Office
Bevan Building
18 Borrowdale Road
Harare
Email dlpd@africaonline.co.zw



Reference:

P. O. Box CY 2505
Causeway
Harare
Zimbabwe
Telephone: 791355
Fax : 764475

26 September 2014

Onasis Mandizvidza
House No 3488 Old Highfield
Harare

Dear Sir

**RE: PERMISSION TO CONDUCT A RESEARCH IN THE DEPARTMENT OF
LIVESTOCK PRODUCTION AND DEVELOPMENT**

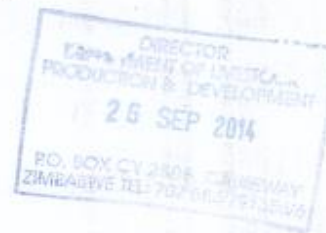
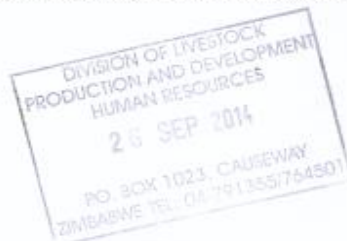
I acknowledge the receipt of your letter dated 16 September 2014 in connection with the above

Permission is granted for you to collect the information: The relationship between non-monetary benefits and Department of Livestock Production and Development (Civil Servants) commitment

For further assistance please liaise with Human Resources Office

Yours faithfully

H. Nhambarare



FOR: DIRECTOR LIVESTOCK PRODUCTION AND DEVELOPMENT

APPENDIX D

Informed Consent

My name is Onasis Vincent Mandizvidza. I am a 4th year student at Midlands State University studying B.Sc. Honours Psychology Degree and am carrying out a research study entitled, THE RELATIONSHIP BETWEEN NON-MONETARY BENEFITS AND DEPARTMENT OF LIVESTOCK PRODUCTION AND DEVELOPMENT EMPLOYEES (CIVIL SERVANTS) COMMITMENT. The main purpose of this research study is to investigate and find out whether these two entities correlate (**non-monetary benefits** and employees' **commitment**). The procedures of this research study are harm free. Your participation is voluntary and you are free to withdraw anytime without any penalty imposed on you. For confidentiality purpose, participants will not write their names on these questionnaires.

Signature of the Investigator.....

Date.....

PARTICIPANTS STATEMENT

This research study described above has been fully explained to me. I voluntarily give consent to participate in this study.

Date

APPENDIX E

QUESTIONNAIRE

Section A: General Information

1) Department

.....

2) Station (Gweru / Harare)

.....

3) Designation/Job Title/Post

.....

4) Gender/ Sex (*Tick were appropriate below*)

Male	Female

5) Age Group (*Tick were appropriate below*)

18-23	24-28	29-33	34-38	39-43	44-48	49-53	54 +

6) Marital Status (*Tick were appropriate below*)

Married	Single	Widowed	Divorced

7) Work Experience (*Tick were appropriate below*)

Below 1year	1-5	6-10	11-15	16-20	21-25	26-30	31+

8) Educational Qualification (*Tick were appropriate below*)

PhD	Masters	Degree	Diploma	Certificate	A' level	O' Level	<i>Others Specify</i>

Section B:

Employee Perception on Non-Monetary Benefits in relation to Job and Workplace

Commitment

Please tick appropriate response (**Yes/ No**) if the non-monetary benefits outlined below would motivate you to be more committed to your work and to your workplace at the same time.

1-Tangible Non-Monetary Benefits/Incentives*(tangible items/things/property)*

Item	Yes	No
Office Furniture e.g. desks, accessories		
Clothing (L.P.D Branded) kits, khakis, t shirts		
Free/Cheap Food		
Department Car		
Department House		

2- Social Non-Monetary Benefits/Incentives*(superior and subordinate relationship)*

Item	Yes	No
Supervisory support		
Communication <i>(subordinate to management)</i>		
Valuation of Opinions e.g. <i>'thus a point...'</i>		
Verbal Praises e.g. <i>'well done'</i>		
Social Support e.g. stress, illness, funerals, ,recreation		

3- Job Related Non-Monetary Benefits/Incentives *(work progress)*

Item	Yes	No
Flexible working hours		
Responsibilities		
Decision making		
Profession development		
On and Off the Job Training		

Section C

Measuring Employees commitment with organisational commitment questions
Organisational Commitment

Questions	Yes	No
I discovered that my personal values and my workplace values are almost the same		
I really know how my job post contribute to this organisation’s objectives and goals		
I am well equipped with information of the direction of this organisation		
I am not ashamed to tell everyone that I work for this organisation		
I personally think this is the best workplace		
I would be happy to work for another firm thus if, am given my current job(post)		
I don’t need much time to think about leaving this organisation		
I personally feel sense of belonging at this organisation		
I love this organisation because performance appraisal is free and fair		
The moral of almost every employee here is high		
I market my organisation to my colleagues		
I really care about success or failure of this organisation		
I recommend school leavers to work for this firm		
This organisation has improved its working conditions these past three years		
This organisation has best workforce		
Total		

For the Researcher Only

“YES” Scale (Points)

Item	0-6	7-12	13-18	19-24	25-30
Extent	Strongly Disagree	Disagree	Agree/Disagree Maybe (Mode)	Agree	Strongly Agree

NB Yes response has 2 points and a No Response has 1 point

