



**THE EFFECT OF NON-FINANCIAL MOTIVATION ON EMPLOYEE  
COMMITMENT IN AN ORGANISATION. (CASE STUDY COCA COLA)**

**BY**

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## ABSTRACT

Nonfinancial motivation has remained one of the neglected measures in increasing employee commitment in an organization which has resulted in significant job dissatisfaction among organizational talents. In recent times, a lot of emphases has been laid as regards nonfinancial approaches which organizations can use, not only in increasing employee commitment but achievement of organizational sustainability. Hence, this study amongst other things is primarily designed to engage in critical analyses of the effect of employee engagement and participation of decision making, employee recognition as well as employee career training and development as a nonfinancial motivation in increasing employee commitments. During the study it was found that unavailability of nonfinancial motivation has resulted in high rate of employee turnover, declining level of commitment and productivity, increased element of grievances, poor employer-employee relationship, poor interpersonal relationship, rising incidence of absenteeism, poor team cooperation as well as other negative attitudinal dispositions of employee in an organization. The study further found that through nonfinancial motivators employee career development as well as career growth can be sustained which is a major plus to human resources manager in building an active team of employee. The study however concludes that that interpersonal relation in organization is a key element of nonfinancial motivation which can be maintained by effectively handling all grievance to reduce workplace disharmony and conflict. Employees need support, mutual respect to have the feeling of belongingness. Also, career training and personal development, employee recognition as well as employee engagement and participation in decision making remains a significant element in building and sustaining high level of commitment.

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# DECLARATION

## Submission of Thesis and Dissertation

**National College of Ireland  
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(Thesis/Author Declaration Form)**

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### Material submitted for award

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the study

Many organizations are seeking for approaches to attract and retain talents. This is unconnected to the indispensable role of human resource in not only facilitating organizational performance but also in assisting towards the realization of organizational sustainability. Hence given the highly competitive nature of contemporary organization, a lot of firms are utilizing several forms of motivators to either attract talents but also to secure commitment and retention of its staff (Bagram, Cunningham et al., 2017).

In recent times and since time immemorial a lot of studies has been conducted as regards the element of talent management including factors that retain and sustain active and committed human resources (Dalton, Hoyle et al., 2013). Majority of these studies has centered in financial motivators as the major determinant of high employee commitment (Harunavamwe & Kanengoni, 2013). Similarly, other studies have identified that not only does financial motivators increase employee commitment it further increases management chance of attracting more talents to the organization (Hassan, 2015). Additionally, through financial motivators, employee is consistently driving satisfaction from their employment which has the capacity of reducing the level of employee turnover, increases chances of employee productivity as well as reduces other minimal adverse employee behavior such as absenteeism (Njoroge, 2015).

Irrespective of the many identified benefits of financial motivators in an organization, there are ample empirical evidence to prove the fact that financial motivators may not serve the entire function of facilitating employee commitment in an organization (Nyan Dema & Were, 2014).

Available evidence indicate that employee require both financial and non-financial motivators in remaining committed to the organization (Rahman & Islam, 2012). This reality has increased the number of scholarly attentions as to demystify the critical essence and contribution of all form of nonfinancial motivators on employee commitment (Pavithra et al., 2013). Recent studies noted that there are various forms of nonfinancial motivators, however the major essence and contribution lies in the fact that it creates a sense of belonging among employee and increases their engagement and participation in facilitating organization growth and performance particularly during period of change (Rizwan, 2010). Hence it can be posited that nonfinancial motivators are one of the major instruments that ensure organizational sustainability particularly in recent times that many organizations are facing critical demands of change and organizational transition. Similarly studies further identified that nonfinancial motivators have remained one of the indispensable human resources management instruments of modern organizations, particularly during times of market volatility as well as declining organizational revenues (Siddique, 2014). Through nonfinancial motivators manager can drive in the needed commitment among employee towards assisting in enabling organizations remains operational and competitive in the markets (Tausif, 2012). Since it's been identified that nonfinancial motivators are a great determinant of employee sense of belongingness, it can therefore be deduced that most employees have embraced various nonfinancial motivation in order to remain competitive in the market particularly during covid19 global pandemic whereby many organizations are facing declining level of revenue (Yousaf, Latif et al., 2014).

As a key function of management, ensuring a sustained employee commitment towards organizational growth and development cannot be overemphasizes. However, this can only be achieved by application of certain principles and measures to ensure employee are satisfied not



only with the work process and environment but with motivational measures (Aktar, Sachu et al., 2012). With the increasing dynamism in today internal organizations environment, employees not only show commitment because of financial rewards (in the form of salary and incentives), more and more employees are becoming increasingly keen about the availability of nonfinancial motivations. In the implementation of financial rewards such as salary and allowances, employees take cognizance of the level of equity in the organization in terms of opportunities for promotion and equitable pay, management programs for training and ensuring their careers development as well as level of engagement in decision making. These nonfinancial element and behaviors to a large extent determine their level of satisfaction which directly impacts on their level of commitment to organizational growth and development (Arnolds and Venter, 2017).

Not only are staff continually seeking for organization that provide financial motivation for its member, but a lot of potential employees are also getting attracted to organization that will facilitate opportunity for career development which can only be achieved in the light of available nonfinancial rewards (Wright, 2002). Thus, it can be established that among the many benefits of nonfinancial motivation is the opportunity for career development which results in organizational sustainability. Similarly, nonfinancial reward further decreases the rate of employee turnover as well as increase retention level and high performance. A lot of benefits avail employers that administer nonfinancial motivation. Not only does it increase the level of productivity, but it creates enabling opportunity for employees to express their creative and innovative attitudes owing to their inclusion and recognition as a major factor in organizational process (Shore and Shore, 2015).

While financial reward has been identified to include extrinsic rewards (such as salary and wages, allowances and incentives, insurance claims and job security as well as bonuses and promotions),

nonfinancial rewards connotes intrinsic rewards (which includes employee engagement, employee appreciation, handshake with the CEO, employee recognition, employees participation in decision making including other caring attitude from employer that create an atmosphere of values in the organizations towards the employee) (Mondy, 2008).

In recent times a lot of argument has been raised as regards the most effective form of motivation that results in higher employee commitments (Malhotra, Budhwar et al, 2007). However, this argument has continued to resonate among scholars owing to the high level of difficulty in deducing which form of motivations increase the tendencies for employee to showcase sustained commitment in an organization. However, Armstrong (2009), argued that in deciding which form of motivation elicits highest commitment, major emphasizes should be based on taking cognize of the actual needs and goals of employees which will aid in deducing what form of motivation will result in the needed level of commitment. Similarly, Bebhuk et al. (2011), further posits that designing effective motivational measures have a significant role to play on determining the capacity of management to mobilize high level of organizational commitment which results in unprecedented success of organizations strategy execution as well as employee productivity (Bagraim, Cunnington et al., 2017).

On this premise it can be established that motivational measures differ based on the capacity of the organization, the size of the organization as well as the prevalent industry and business environment where it operates. Hence the phenomenon of motivation is key both in private and public organization owing to the level of difficulty that it will pose for any organization to operate with a staff strength that is not motivated and committed towards organizational goal and objectives. Effective motivational measure takes into consideration the needs of staff which

remains a major component in achieving not only an effective organizational outcome but also a sustained commitment from employees (Locke and Braver, 2018).

Unavailability of motivation measure (whether financial or nonfinancial) impacts negatively on the level of employee commitment which in the long run reduces the efficiency, effectiveness, productivity, profitability as well as sustainability of business operation (Cohen, 2003). Committed employee remains highly valuable to the organizations since it enables the firm to remain competitive in the industry. Providing employee with motivational programs encourages as well as creates a sense and feeling of belongingness which build on their personal's values (Ricketta 2012; Laschinger 2011). Particularly with non-monetary rewards, organizations often create a feeling of enthusiasm among employee to perform their task when this is administered. Nonfinancial motivation has a high capacity of re-enforcing positive behaviors among employee over a long period of time which increase organizational values (Brickley et al, 2012). Thus, for organization inquiring on the most effective method to attract as well as retain talent in today's highly competitive environment must review the opportunities locked in nonfinancial motivational programs for organizational sustainability (Bagram, Cunnington et al., 2017).

Although financial motivation enables employees achieve job satisfaction at the first instances, nonfinancial motivation serves as the key factor in sustaining job satisfaction for employee as they progress in the organizational hierarchy thereby reducing opportunities for employee turnover, increasing employee productivity as well as reduces level of employee absenteeism (Rizwan and Ali, 2010). Thus, it can be established that financial motivation does not have the capacity to provide the entire element to change optimum job satisfaction among employees particularly with the need to drives employee commitment (Siddique, 2014). Thus, the administration of only financial motivational program cannot sustain employee commitment but a combination of both

will result in sustained employee's commitment even in the face of continually environmental dynamics and change (Rizwan, 2010). Hence as a significant hallmark of multinational organizations as well as top global performing firms, nonfinancial motivators have been highly evident as a key instrument in achieving organizational sustainability in today's highly demanding business environment and transitional process. Most modern organizations on the other hand since the end of Covid-19 are facing very challenging times in sustained increased business returns. Hence the instrument of nonfinancial motivators has remained indispensable, particularly at these times of market volatility (Siddique, 2014).

With reference to the above information, the primary goal of this research is to analyze the impact of nonfinancial motivators on employee's level of commitment in the organization. The study also identifies the various specific effects of different forms of nonfinancial motivators on employee commitment as well as its overall impact on employee commitment and productivity in the organizations.

## **1.2 Problem Statement**

Contemporary organizations' reality has clearly identified that the absence of nonfinancial motivators has continued to result in dissatisfied staff irrespective of the availability of financial motivators. With the unprecedented level and impact of change, most organizations that have failed to deploy nonfinancial motivators are facing significant levels of managerial challenges associated with high rates of employee turnover, declining levels of commitment and productivity, increased elements of grievances, poor employer-employee relationships, poor interpersonal relationships, rising incidence of absenteeism, poor team cooperation as well as other negative attitudinal dispositions of employees in an organization (Aktar, Sachu et al., 2012).

With the increasing attention by organization to retain talent in a highly competitive market the unavailability of nonfinancial motivators has continued to increase the vulnerability of organization to continued employee turnover which impact negatively on financial returns of the company (Armstrong, 2009). Although most organizations have designed financial motivation programs, the unavailability of nonfinancial programs has continued to reduce the ability of management to manage change. This is based on the fact that nonfinancial motivators provide employee with the requires sense of belonging to align with managerial change process owing to their high sense of engagement and participation in organization decision making. Thus, employee engagement and participation has been lacking resulting in high sense of dissatisfaction as well as redundancy with task and responsibility in the organization (Arnolds & Venter, 2017).

Thus, it can be established that covid-19 change management process has clearly indicted the unavailability of nonfinancial motivators which has increased the element of change resistance among employee indicating their lack of knowledge and participation in organizational process that results in positive change in an organization. In addition, some organization has failed to successfully attract the needed talents required to ensure the realization of organizational goal and objectives. This has further reduced the competitive nature of the organization resulting in poor performance outcome (Corby, White et al., 2015).

Similarly, through nonfinancial motivators employee career development as well as career growth can be sustained which is a major plus to human resources manager in building an active team of employee (Delany & Turvey, 2017). It's against the backdrop of the above problem statement that the rest of the research is designed to address and proffer approaches for effective deployment of nonfinancial motivators to ensures improves employee commitment. Although employee commitment is not solely a function of financial and nonfinancial motivators, the study tries to

stretch the significant and indispensable effect of this factor in achieving and sustaining employee commitment in the short and long run basis.

### **1.3 Research Question**

The central research question is to what extent does non-financial motivation affect employee commitment in an organization? The following sub-research questions are deduced.

- a. To what extent does employee recognition improve employee commitment?
- b. To what extent does employee career training and development facilitate employee commitment?
- c. To what extent does employee engagement and participation in decision making increase employee commitment?

### **1.4 Research Objectives**

- a. To examine how employee recognition improves employee commitment,
- b. To establish the relationship between employee career training and development and employee commitment,
- c. To analyze the impact of employee engagement and participation in decision making increase employee commitment.

### **1.5 Research Hypothesis**

**H<sub>1</sub>**: Employee recognition improves employee commitment

**H<sub>0</sub>**: Employee recognition does not improve employee commitment

**H<sub>2</sub>**: Employee career training and development facilitate employee commitment

**H0<sub>2</sub>**: Employee career training and development does not facilitate employee commitment

**H1<sub>3</sub>**: Employee engagement and participation in decision making improves employee commitment

**H0<sub>3</sub>**: Employee engagement and participation in decision making does not improve employee commitment

## **1.6 Significance of Study**

Within contemporary business environment, organizational performance is either affected by internal or external factors. However, the human resources factors remain one of the most significant internal organizational factors that determine organizations performance. However, in recent times very few organizations have taken serious steps to ensure that its human resources element is constantly motivated towards raising their sense of commitment in the organization. Irrespective of the beauty of non-financial motivators, very limited number of scholarly works as well as empirical literature has been conducted towards stretching the importance in achieving employee commitment, thus the essence of this study. The study amongst other things tries to dissect the effect of employee recognition improve employee commitment, the effect of career training and development facilitate employee commitment, as well as the impact of employee engagement and participation in decision making increase employee commitment.

A study of this nature is of many benefits to several categories of stakeholder both in the academic and nonacademic circle. Particularly as it borders on the essence of this study to academic, the finding of this research will add to existing studies on financial and nonfinancial motivation as well as employee commitment and serves as a reference literary work for future studies. In the same light, not only will this research enable organizational manager to identify the specific

essence of nonfinancial motivators, but it also further amongst other things provides insight on the specific forms of nonfinancial motivators utilized by firms as well as its contribution in raising employee sense of commitment. Also, this study will provide insight into the challenges that organization face because of inability to ensure the availability of nonfinancial motivators.

### **1.7 Scope and Limitation of Study**

The conceptual scope of this study border on the effect of nonfinancial motivators on employee commitment in an organization. The study amongst other things examines the extent to which employee recognition improve employee commitment. It also analyses the effect of employee career training and development as a facilitating factor for employee commitment. Similarly, the study also analyses the extent to which employee engagement and participation in decision making increase employee commitment. The time scope covers between 2019 and 2022, which is the period within which most organizations faced significant change effects owing to the impact of covid19. Hence the researcher examines the implication of nonfinancial motivators as a change facilitating instrument in an organization.

The study is limited by certain factors particularly the level of cooperation of respondent in generating data for the study. Owing to the choice of use of qualitative and quantitative research approach, the researcher may face certain challenges with eliciting respondent commitment towards the provision of needed information on the effect of nonfinancial motivator on employee commitment. In addition, financial constraint is a major determinant of the style of questionnaire distributing approach as well as access to secondary material. Hence the researcher utilizes a combination of qualitative and quantitative method of data collection.



## **1.8 Research structure**

The research is divided into five chapter with chapter one containing the introduction, problem statement, statement of research aim, objectives and questions, significance of study as well as scope and limitation of study. The second chapter is literature review, empirical analysis as well as theoretical development. The research methods captured in the third chapter. The fourth chapter on the other hand cover the analysis of data generated as well as makes critical deduction in research findings. The fifth chapter is summary of findings, and the sixth chapter concludes and makes recommendation on the major research issues.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

Increasing the level of employee commitment and productivity has been attributed mainly to the work of motivation. A lot of empirical studies has clearly adduced to the fact that every manager or employer has come to the realization of the need for achieving employee job satisfaction and reward systems which is a major determining of employee rate of retention, turnover, and productivity (Liao, Fei et al., 2017). As rightly posited by Locke and Braver (2018), through motivation employee develop internal conviction that organization places a sense of value on their contribution towards organizational growth. Similarly, Palmer (2012) argued that motivation is a great influencer of employee towards acting in a desired way. On this premise Reilly and Brown (2018) presented a conceptual analysis of motivation as the factors that push employee towards behavior in a desired manner through the administration of certain programs that satisfies their basic needs. Bebhuk & Cremers (2011), argued that irrespective of the availability of many motivational program the effectiveness of each program is strongly determined by the capacity is meeting up with employee demands and basic needs. Thus, it can be established that motivators are an essential instrument in meeting the core values and objectives of the organization. On the other hand, Bhatia & Balani (2015) argued that nonfinancial motivation consists of physical or perceptible incentives adopted by managers to encourage employee to sustain their commitment in the organization. non-financial motivators incudes gift, certificates, clothing, key holders, handshake, dinner with top executives, recognition for exceptional performances, opportunities for Career Development, job Promotion, training etc. (Dabale, Jagero et al., 2014).

The major aim of this chapter is a review of recent and relevant literature, analysis of empirical finding as well as development of theoretical framework for the topic under study. On this regards the remaining section of this chapter is structured as follows, a conceptual framework and analysis, empirical discussion as well as theoretical modeling. It's believed that at the end of the research, an in-depth scholarly position on the phenomenon of nonfinancial motivation and its effect on employee commitment in multinational organizations would be established.

## **2.2 Conceptual Framework and Analysis**

A lot of definition has been developed concerning the concept of motivation, with majority of them positing that motivation simply connotes the force behind specific human activity and behavior (Buelens et al, 2010; Brooks, 2009). Thus, motivation simply refers to the will behind human actions and inactions. However, this definition often connotes that every human behavior is based on specific pattern of inner presence or forces that determine the tendencies for the performance of certain actions or desire not to. In the same vein, the phenomenon of motivation covers the power or motivation behind the performance of specific action by an individual which can be used to predict the realization in a desired way (Armstrong, 2009). These positions were countered by some studies that believe that motivation should be loosely defined as a robotic effect that can be used to structure human behaviors (Liao, Fei, et al., 2017). Hence the phenomenon of motivation was then defined as a reflection of the goal of a person as well as the approaches that can be used to alter human conducts to act in a desired way (Armstrong, 2009). Within this premise, the concept of motivation is conceived d as an array of process that is dependent on certain will or pressure resulting in an altered or improved behavioral outcome directed towards the achievement of certain purpose (Baron and Greenberg, 2018).

In the same vein, motivation can be financial or nonfinancial, monetary, or non-monetary measures. Financial motivation simply depicts the most common form of motivation that results in the use of monetary program and values to pressure human action or inactions towards a desired direction in line with predetermined purpose of objective (Hassan, 2015). Financial motivation can be in the form of monetary rewards, gift items as well as other form of inducement that can be quantified in cash value. Similarly, nonfinancial motivations are often occasionally present and, in some cases, lacking in most organization, but has the major capacity of improving sustained employees' commitment (Njoroge, 2015). Not only does nonfinancial, but motivation also increase employee commitment through job satisfaction, it further results in better job performance. Conceptually nonfinancial motivation refers to a form of motivation that increase the tendencies for employee to act in each manner through the administration of gestures that appeal to the emotional element of an employee. Nonfinancial motivations represent in contemporary times one of the most effective approaches of improving employee work quality. The administration of nonfinancial motivation became more predominant since the human relations school of thought (Franco, et al, 2014).

As defined by Mathauer and Imhoff (2016), the concept of non-financial motivations does not directly involve the use of money, or monetary values or its equivalents to elicit employee commitment. Hence nonfinancial motivations represent those rewards meted to employee that are non-material such as increased job responsibility, availability of equity in an organization in terms of promotion and pay value, employee recognition, praise as well as employee engagement and participation in decision making (Musaazi, 2012). On the contrary, Maicibi (2017), argued that most definition of nonfinancial motivation presents a scenario that is entirely nonmonetary in nature. However, the study contends that nonfinancial motivation entails some indirect element

of financial aspects. This position can be reviewed within the framework of nonfinancial rewards such as promotion which in the long run will result in added responsibility and salary scale for the employee. Thus, it can be deduced that nonfinancial motivation is not entirely non-monetary in nature rather they appeal directly to the emotion of the employee which is often beyond the statutory salary (Palmer, 2012).

Although majority of studies has argued that non-monetary rewards results in positive impact on employee commitment (Rizwan and Ali, 2010), some other studies has contended that it might negatively affect job commitment (Bagram, Cunnington et al., 2017). As posited by Braton and Jeffrey (2018), organizations that ensure the presence of nonmonetary rewards often attract and retain well qualified and competent potential staffs who come and drive the growth and development of organizational goals. On the contrary Thompson et al., (2005), argued that organization that centers on non-monetary rewards may result in counterproductive effect on employee long term career development owing to the inability of the firm to meet up with their financial needs. However, it can be sustained that the primary role of motivation whether financial or nonfinancial is to drive commitment and dedication of staff to work needs. Hence rewarding staff for better performance goes beyond the financial rewards, there are other emotional needs of employee which increase their satisfaction on the job. Through nonfinancial motivation, employees are committed and can even spend extra hours beyond the official time in ensuring that higher productivity is achieved. As noted by Armstrong (2007), one of the means to create a fun as well as challenging work environment is through nonfinancial motivation whereby staff as are empowered to leverage on their engagement and individual abilities towards the realization of organizational goal and objectives (Arnold, 2010).

As rightly noted by Maicibi (2013), there are three major areas whereby nonfinancial motivation are needed in an organization. It identified the power needs; achievement needs as well as affiliation need. From the study, it can be deduced that at the instance whereby an organization desires unfettered commitment of an employee, it must make provisions for their power needs which can be achieved through promotions as well as assigning higher responsibilities and job recognition. In the same vein, Musaazi (2005) added that one of the demoralizing factors in most organization is the inability of management to ensure the presence of effective reward strategy. Not only does these factors result in adverse effect on organizational growth strategy, but it also furthers impacts negatively on the aspirations of staff resulting in low job commitment. Similarly, Ahuja (2012) argued that achieving nonfinancial motivation through promotional measures must be designed in the most transparent manner to communicate the element of equity among employee as a way of keeping employee's effort high as well as positively positioning their minds towards organizational goals. Similarly, in a study by Armstrong (2001), it stated that the power of money in ensuring employee commitment cannot be ignored, however money cannot result in the overall need of the employee, hence the need for additional emotional measures to increase their commitment and satisfaction on their jobs (John and Walker, 2016). The conceptual framework is shown below.

**Diagram 1:** Nonfinancial Motivataion and Employooes Commitment



The diagram shown above clearly depicts the component of nonfinancial motivation as well as its effect on employee's commitment. It can be deduced from the above that employee's nonfinancial motivation includes praises, training, vacation with pay, enabling work environment, effective communication structure, promotion, recognition, as well as career advancement. The overall element largely impacts positively on the level of employee commitment.

### **2.2.1 Employee Commitment**

The concept of commitment simply connotes feeling of loyalty towards the achievement of predetermined goal. Commitment is one of the most utilized concepts in the field of human psychology in depicting the feeling of oneness as well as unfettered dedication in the achievement of a set source of action (Arnold, 2010). As a loosely defined concept (within the field of organizational studies), commitment simply connotes a feeling of loyalty as well as tendency to

act as one particularly in line with organizational goals and objectives (Reilly and Brown, 2018). Organizational commitment is a function of various elements which is mainly aimed at inducing the human resources in a firm to act in a manner that ensures the realization of organizational long-term vision while not undermining their own individual need and goals. Developing measures towards building organizational commitment is mainly linked to the overall policies and procedures of an organization while interacting with employee which are the major agents that implement organizational goals (Pavithra, 2013).

One of the major indispensable elements of committed staff is the high level of interests and passion while carrying out their duty (Cohen, 2003). Hence a passionate staff contributes in a greater percentage to organizational growth beyond the level of an average staff (Saal and Knight, 2017). Committed staff often depict feeling of citizenship, emotional attachment, as well as a feeling of affiliation which has not only positive impact on their career development but on the overall effectiveness and efficiency of organizational outcome (Williams and Anderson, 2011).

Particularly within the organizational setting, the phenomenon of commitment expand beyond personnel needs and goals and encompasses measures aimed at achieving the general good which is still within the framework of personalized good of an individual (Ramlall, 2014). It can however be deduced that commitment is a feeling which requires inducement for its to be achieved. Without financial or nonfinancial pressure to elicit the feeling, commitment may not be achieved. Feeling of commitment of self-motivated through certain organization policies and programs that direct employee effort in line with predetermined organizational vision and missions. The concept of commitment remains instrumental in the achievement of any social economic agenda. Within the organizational setting, through the phenomenon of commitment, both individual and collective organizational goal can be achieved. It's been further established by studies that organizational



commitment is a major variable in determining the prevalence of behavioral turnover, employee's withdrawal tendency as well as the level of organizational citizenship behavior (Sinclair and Wright, 2005).

In most organization the level of interpersonal relations available to a large extent, determines the level of organizational commitments. Interpersonal relation and employee bonds depicts the sense of value as well as attitudinal dispositions of employee. One of the major assets of contemporary organizations is the number of committed employees. On this premise, Mullins (2009) defined employee commitment as an all-encompassing element that results in an employee giving all their effort and time while on their work to achieve organizational development. In the same vein, employee commitment covers the overall time and effort that an employee constructively invests in an organization towards changing or improving the overall outcome of job process.

Committed employees depict behaviors such as keen attention to detail, exerting additional effort to achieve task, accepts, adapts as well as cope with realities of change in an organization, continually enroll for development and training, cooperates with co-worker and management, exhibits trust, shares knowledge, as well as gives support and loyalty to organizational leaders (Dessler, 2009).

Today's business managers are increasingly aware of the importance of employee commitment and are making efforts to assure employees of management recognition of their values. Hence more and more employees prefer to work with firm that recognize the value of employee commitment by meeting the requirement to elicits employee commitment (Scott and Snell, 2014).

The essence of employee commitment has been established in recent studies particularly as it results in many favorable organizational outcomes (Baron and Greenberg, 2008). As a phenomenon that signifies the level of employee identification and commitment to organizational

goals, employee commitment increases not only employee productivity but organizational profitability. This position was further justified by the analysis of Brooks (2009), who noted that sustained productivity can only be achieved in the face of employee commitments. Hence achieving organizational development is dependent on how the human resources are motivated which in turn determine their commitment to the realization of organizational goal. As a social capital through the availability of trust, communication, and confidence, committed employees are consistently designing the growth of their organizations and are willing to work extra time without pay for the benefit of the organizations (Wei, 2010).

Also, employee commitment is defined within the scope of its dedication to their job and the growth of the firm (Robinson, 2009). Often reviewed within the psychological field, employee commitment established a framework for understanding the relationship between staff and the organization (Becker, 2010). Employee perception about their organization is evident in their level of commitment to organizations growth (Cimrin 2004). When employee depict a strong commitment to organizational growth its most likely that they would rarely level the organizing resulting in low rate of employee turnover (Meyer, 2010). Similarly, Balci (2010) noted that staff that are committed to their job depicts high level of productivity, loyalty as well as dedication to the organization (Bayram, 2005). In the same vein, in a study by Becker (2010), it established that most employee find it difficult to emotionally commit to their organizations, owing to lack of nonfinancial motivational measure to drive emotional attachment. Rather they only retain their job to maintain their source of income to meet their daily needs (Gul, 2012).

In a study by Meyer and Allen (2011), it posited that the phenomenon of organizational commitment represents a psychological state that reflects the pattern of relationship between employee's and their organization as well as the effect of such on-employee decisions to continue

working with the organization. Also, Meyer and Allen (2011), further identified three components of organizational commitment which includes normative commitments, affective commitment, and continuance commitment. For affective commitment, this appeal to the emotional attachment, identification as well as involvement of an employee with the organization (Meyer & Allen, 2011). It was deduced that employees that depict affective commitment continue their employment with the organization based on emotional attachment with the firm and also as a result of certain expectations and values held. Similarly, continuance commitment connotes a feeling of awareness as regards the cost of maintaining membership with an organization (Meyer & Allen, 2011). In this instance, this category of employees retains membership with the organization because they need to on the ground of side bets or investments with an organization. Lastly, normative commitment borders on employees' feelings of obligation to remain with the organization owing to their feeling that they ought to continue membership with the firm (Meyer & Allen, 2011).

### **2.2.2 Vacation with Pay**

Employee often embark on vacation which connotes the annual work-life balance program aimed at enabling employee to rejuvenate, mainly provided by the organization. One of the nonfinancial programs for employee is the provision of vacation leave which is expected to improve on the mental and physical wellbeing of the employee. Some vacations are without pay, while other also pay their staff while on vacation (Armstrong, 2009). Some organization often provide vacation annually, every five years, while other just once in the entire work cycle. The benefits of vacation with pays on the emotional and psychological wellbeing of employee cannot be quantified. Particularly for aging staff, vacation often increase their level of productivity whenever they resume their job (Scott and Snell, 2014).

### **2.2.3 Career Advancement**

One of the major elements that attracts and retains employee in an organization is the perception that organizations create enabling environment for career growth and development. Organization that lacks opportunity for career development increase the rate of employee job turnover (Brooks, 2009). Employees perceive a job as a dead-end, they often seeking alternative job opportunity in other organizations. When employee perceive that their job offer entail some element of falsehood in term of opportunity for career development, they readily act counterproductive to organizations development for their own personal interest (Shamsuzzoha, 2007).

In the same vein, working in organization that lacks opportunity for advancement basically through equity and seniority often breeds a high population of dissatisfied staff when may eventually increase the number of redundant staff who may finally quit. As a major element of nonfinancial motivation organizational that lack the required opportunity for career development will lose talented staff to other competing firms (Cascio, 2012).

### **2.2.4 Promotion**

Clearly defined opportunity for employee promotion often increase commitment in an organization (Mosadeghrad *et al.*, 2008). In a study by Al-Ahmadi (2002), it was deduced that there is higher level of job satisfaction among employee in the face of greater personal and professional promotion in their organization. Similarly, Friday and Friday (2013), opined that the element of job satisfaction as well as job promotion remains a major determinant of employees' attitudes concerning organization's policies and practices. The phenomenon of promotion simply connote opportunity for job advancement and added responsibility with increased pay which provide employees opportunities for higher personal and professional growth. Promotion results in more

responsibilities as well as increased social status. When promotion policies and outcome are mainly based on the principle of equality, fairness and competency, employee experienced higher rate of job satisfaction (Sara and Rynes, 2009).

If organizations promotion is fairly done, workers motivation and competitiveness is enhanced as well as increase more enabling environment for organizational growth (Robbins, 2005). Promotion in the organization is mainly a function of employee's compensation or motivation for exceptional task performances. The importance of promotion in an organization is tied to the indispensable role of growth and development in an individual's career. If employee fail to foresee their path of career development in the form of promotion opportunities in the organization, the chance of employee turnover increase (Bratton and Gold, 2013). Promotion results in mutual benefits to the employer and employee in gaining and sustaining competitive advantage in the industry which can only be achieved through talented, competent, and productive employees (Prince, 2015).

### **2.2.5 Communication**

The effect of communication in overall organizational growth and development cannot be overemphasized particularly as a way of increasing employee commitment. As a course of action that determines the process by which information is shared among member of a group organization or society (through common symbols and channels), organization can serve as a motivating factor to increase group and team member commitment to organizational growth (Nelson, 2014). Communication also covers the stream of information, among two or more individual or department of an organization which influences the outcome of an event. One of the important frameworks of an organizational system is its communication process. The importance of communication process can be reviewed within the fact that it greatly influences organizational outcome as a chain of perceptions that directs the organization in achievement of goal and

objectives (Baron and Greenberg, 2008). It would be highly difficulty for organization to overcome any impediment to the realization of its goal of communications is not well designed. It can be established that one of the essential benefits of effective communication is a committed and dedicated staff. As a critical factor in achieving effective employee communication, communication remains a critical factor in ensuring organization sustainability (Navarro, 2008). Hence employee commitment can be improved through a good communication system which further fundamentally and positively shapes employee's productivity and organizational performance (Milapo, 2011).

### **2.2.6 Praise and Recognition**

As a significant form of nonfinancial motivation, praise and recognition refers to a system adopted by management in expressing their appreciation to workers in the event of exceptional task done aimed at influencing the possibility of repeated action for organizational success. As an intimate action reigning praises as well as recognizing staff for work well done continuously increase employee commitment (Robbins, 2015). Available studies posit that all workers conjointly want recognition and praises within the organization which increase the rate of job satisfaction (Chelladurai, 2009). Praises and recognition have been identified an excellent motivator since it serves as an efficient way of increasing success in an organization (Robbins, 2015).

Recognition and praises represent management demonstration of appreciation for high level employee performance and achievement which contributes to overall organizational objective. Employee recognition and proses can be done confidential or in public. Also, employee recognition can be casually or formally done which adds to monetary rewards (Pitts, 2015). Employee praises and rewards increase employee job satisfaction as well as increase tendencies for repetition of the action (Pitts, 2015). In the same vein, showing praises on employee cannot

serve as an alternative to a base pay, rather it adds to it. When properly utilized in an organization, praises and recognition can increase employee emotional commitments thereby resulting in organizations success (Zingheim and Schuster, 2010).

### **2.2.7 Work Environment**

One of the means of improving employee commitment is the availability of enabling work environment through proper employee welfare system. Hence, employee work environment consists of work services and safety, benefits as well as adequacy of work facilities offered to employees to enable in effective task performances (Dessler, 2009). Enabling work environment includes the provision of good reporting system particularly grievance handling mechanism. Enabling work environment can also be achieved through good interpersonal relations. Also, provision of workplace safety and health measures often boost employee commitment and assurance on the fact that management are very interested in their welfare. Enabling work environment can also be established through creation of industrial harmony, insurance against unforeseen eventualities etc. (Ayinde, 2014).

### **2.2.8 Training and Development**

One of the major functions of human resource manager is the organization of training and staff development programs. Training refers to the purposeful and systematic action and programs designed to develop the skill and behavioral attitudes of staff to improve on their task performance outcome (Torjaman, 2012). One of the benefits of training in an organization is the effect it has in changing the skill capacity as well as the behavioral disposition of participants in the workplace. The primary aim of training is to stimulate efficiency and higher performance standards among staff. One of the greatest investments of an organization (in its human capital), is not through salary rather in the process of training which results in that availability of highly competent and skills

employee to drive organizational growth and development (Dessler, 2009). training has been identified as a major nonfinancial motivation which increase employee commitment by setting the foundational ground for career advancement (Dabale, Jagero & Nyauchi, 2014).

Training results in competitive advantages for an organization, by driving creativity and innovations for higher organizational performance. Training also increases productivity, quality as well as market share of an organization. It also reduces rate of employee turnover, conflict and grievances as well as reduces rate of absenteeism (Salas & Cannon-Bowers, 2013; Kochmańska 2016).

### **2.3 Empirical Review**

The relationship between nonfinancial motivation and employee commitment in an organization has been reviewed by variety of studies across different industry (Brickley, Smith et al., 2012). In a study by Luthan, Suzane and Peterson (2006), using qualitative data in the form of survey interview across staff of Virginia Polytechnics Institute. The study tried to examine the impact of non-monetary motivations on the business unit outcome and commitment of employees. The study found that there is a significant positive relationship between non-monetary motivation and employee commitment. The study concludes that the availability of non-monetary such as recognition of achievements, more task as well as sincere praise increase employee commitment and in turn raises organizational revenues.

Malhotra *et al.* (2007) further conducts a study to ascertain the effect of intrinsic non-monetary rewards on affective commitment. Using regression analysis, the study found that intrinsic rewards remain a major factor in increasing employee motivation. In a similarly context, Coetsee (2014), analyze the impact of non-monetary reward on good performance outcome. The study used secondary data from available literature material and concludes that giving of praises and



recognizing exceptional achievement by employee will encourage the employee to work harder. It further opined those non-monetary rewards enable employees develop trust as well as interest in committing their effort toward the realization of organizational goals.

Chiang and Birtch (2009) conducted a study with the aim of identifying the impact of non-financial reward. The study utilized a panel data on staff of railway cooperation in India. The study found that increase in holiday as well as increase in family benefits, to a large extent contribute to employee commitment in the workplace. The study conclude that nonfinancial motivation increases the proportion of employee work effort and work efficiently. In a supportive study, Luthan et al., (2016) posited that employee who see the element of value and reward within their organization that appeals to their emotional, acts in a supportive manner which communicates affective commitment in the realization of organizational goal and objectives.

In a study by Chhabra (2020), it tried to examine the effect of nonfinancial reward on employee performance in public sectors employee in Ghana. Using secondary data, the study found that the commitment of managers towards showing care and support to employee will results in the positive of employee commitment to organizational development. This the study concluded that in exchange for reward provided, employees often reciprocate by raising their commitment to organization growth and development.

Jensen et al., (2017), also tried to examine the effect of intangible rewards and its impact on employee commitment within the banking industry. The study examined the staff of first-generation bank in Kenya, by administering questionnaires to ascertain how intangible reward determine their task performance. The study found that promotion remains their major source of motivation since it increases their affective and continuance commitment to the organizations.

Thus, the study establish that a strong positive relationship exists between employee non-monetary incentives and employee commitment.

Similarly, Ahmed *et al.* (2015), conducted a study by trying to determine the effect of non-financial motivation on employee productivity in the Ministry of Finance headquarters in Hargeisa Somaliland. The study utilized panel data and found that enabling working conditions, adequate training and development opportunities as well as staff recognition increase employee commitment which result in higher employee productivity. The study therefore recommended that continuous training be provided for staff of Ministry of Finance as a way of boosting not only their commitment but also their productivity for organizational success.

Also, Mathauer and Inhoff (2016), carried out a study on health worker in Africa. The aim of the study is to determine which motivational factors to focus on speuckfillsu how in increase staff commitment to dusty. Questionnaire were distributed and it was found that to maximize staff commitments health worker financial and nonfinancial motivation should be sustained since it plays a significant role in increasing motivation of health professionals. The study further underscored the need for effective internal communication as a mean of increasing employee commitment and performances

A study by Owusu-Boateng and Jeduah (2014), tried to examine the effect of organizational communication on employee commitment within Agricultural Development Bank, Tamale. Secondary data was used in generating data and it was found in the course of the study that formal as well as top-down channel of communication is mostly used in the bank. The study therefore concludes that communication is a means of increasing employee commitment particularly through as bottom-up channel of communication in the Agricultural Development Bank, Tamale.

Also, a study by Aarabi *et al.* (2013), examined the relationship between motivational factors and employee's commitment and job performances in Malaysian service industry. Secondary data was used in making deduction and it was found that employee commitment as well as job satisfactions can be achieved through nonfinancial motivation such as job security, promotion, employee discretions, enabling work environment and training. The study concludes that nonfinancial motivation remains a predictors of employee commitment and job performance.

Keitany (2014) conducted a study to examine the relationship between employee welfare programs and employee commitment. The study was conducted in Pipeline Company Kenya using a descriptive research design with a target population all employees of Kenya Pipeline. The study found that provision of enabling work environment has a positive effect on staff commitment of Kenya Pipeline Company. The study further found that room for meetings, leniency sick and maternity leave, health insurance covers, provision of safety garments/apparatus as well as sanitary facilities among others increase the rate of job performance by staff as well as sustained commitment to organizational development. In addition to the study, Keitany (2014) adds that there was a positive nonfinancial incentive positively impacts on commitment and performance of employee of Kenya Pipeline Company through meeting performance targets, loyalty to management, job diligence, as well as good interpersonal communication.

A study by Ngari (2015) tried to investigate the influence of in-service training on employee commitment. The study was conducted among staff of Judiciary South Africa. The primary aim of the study is to determine whether induction, on-the-job, off-job as well as career development training impact on employee commitment. The study utilizes a descriptive survey design in the form of qualitative and quantitative research paradigms. The population used covers all employees of the Judiciary starting from head of stations, magistrates, paralegal staff. The finding of the study

revealed that majority of magistrates that attended induction training are highly motivated and committed. Also, paralegal staff attended induction training which has seen a rise in their commitment to organizational development. It can be established from the study that training is a major factor in increasing employee commitment for positive performance.

Another study by Kennedy (2009) tried to examine the impact of training and development on employee commitment and performance in the Judicial Service of Ghana. Secondary source of data was utilized, and the study found that training remains a major instrument in driving the commitment of employee to a level that result in increased organizational performances in the judicial service of Ghana.

#### **2.4 Theoretical Framework**

The concept of motivation as well as employee commitment has over time elicited a lot of theoretical underpinning which has continued to define the actual effect of the two variables on organizational performances. Maslow's Hierarchy of Needs Theory has been developed and is very popular in trying to determine the pattern of need of employee in an organization. As posited by the theory, the major assumption lies in the fact that there are higher and lower needs of employee which profits with time. According to Maslow's need, employee need starts from physiological, safety needs, social and self-Actualization (Judge and Robbins 2009). Similarly, Herzberg's Two-Factor Theory is also among the popular theoretical model in analyzing the motivation for employee behavior in an organization. According to the Two-factor theory there are satisfiers and dissatisfies which determine employee behavior. The theory however recommends for organizational managers to focus on job satisfaction in term of intrinsic and extrinsic factors that increase employee performance and commitment to organizational growth and development (Herzberg, 1966). Also, the equity theory is based on the assumptions that

organizational justice is a major determining employee motivation and dedication to task. The theory argues that if employee feel they treated fairly, they will remain committed to organizational growth (Arnold *et al.*, 2010). The theory however, argued that employee that perceive the prevalence of poor reward will exert negative influence on the organization which is evident through their level of commitment to organizational growth.

The theoretical framework of this study centers on expectancy theory. The theory emanates from the empirical works of Victor Vroom in 1964 who tried to explain the component factor that motivates an employee in an organization. The underpinning assumption of the theory is that motivation represents a force that energizes, determines, directs as well as sustains behavioral disposition in an individual (Nteere, 2012). The study assumes that employees are often motivated based on the prevailing internal and external conditions. In the same vein, the theory holds that conscious decision is required for motivated performance and that employees are motivated to perform certain tasks that they assume will lead to higher value or probability of rewards on a mutual basis. In the same light the theory holds that an employee can work with the assumption that it will result in expected value outcome. The theory further posits that these assumptions are made based on employee's behavioral expectation and qualification of the factors that influence such behavior (Sanders, 2012).

The expectancy theory further holds that the likelihood that an employee will perform a certain task through motivational measures is more when they assume there will be a reward for such from the employer (Mendonca, 2002). It can be deduced that the theory provides a basis for ascertaining the strength including the attractiveness of an employee's expectation concerning the outcome of an action. The expectancy theory connotes three areas of expectancy, valence, and instrumentality in terms of employees' work (Dobre, 2013).

It can be deduced however that expectancy theory of motivation tries to explain the relationship between motivation and employee commitment towards higher performance. The primary assumption of the theory is that employee commitment and overall performance is a function of the expected rewards (Savaneviciene & Stankeviciute, 2010). The theory further examines why some organizations have committed staff while other do not. The theory shows that employee commitment is determined by the expected rewards (Robbins, 2003). Particularly in an organization that feel that their effort may not be recognized and praised by employer, employees' level of commitment and task performance remains abysmal which represent the most pessimistic view in the organizational context (Franco, Bennett et al., 2014).

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

A research methodology consists of series of approach and process adopted in conducting scientific research. This chapter shows the various strategies and measures adopted in generating and analyzing data. The content of this chapter entails presentation of research approach, research strategy, research population, sampling techniques, sample size, source of data and method of data analysis.

#### **3.2 Research Approach**

A research approach represents a series of procedure and process that guides the implementation of the research. Emanating from a broad assumption, a research approach entails a detailed method of data collection, interpretation, and analysis. A research approach presents the element that guide the research decisions based on certain philosophical assumptions (Cooper and Schinder, 2007). Basically, there are three major research approach which can be used in a scientific study. Research can either adopt or use a combination of qualitative, quantitative, and mixed methods. For qualitative research approach, this procedure of generating and interpreting data engaging in exploring a specific research problem by collecting data through participation setting. It makes conclusion from particular to general. Also, the quantitative research approach is a plan of research that is used in testing objective by examining the interrelationship existing among variables which are measurable. Quantitative research approach makes conclusion about a specific social problem from general to. Similarly, the mixed approach collects data using qualitative and quantitative measures. This method of inquiry assumes and theoretical framework that a combination of both qualitative and quantitative approaches will result in a better understanding and analysis of the

social problem under study (Sekaran, 2003). For this research, the qualitative research approach was utilized. This is based on the choice of making conclusion about a social phenomenon from particular to general. Here a particular case study is selected which will be used to make generalization about the realities of nonfinancial motivational on employee motivation in multinational companies.

### **3.3 Research Strategy**

A research strategy is one of the essential components of scientific research which tries to provide insight into the overall direction adopted by the researcher in processing the study. It further covers the step-by-step plans of action that directs the thought and process of the researcher. The choice of a research strategy is based on the research questions, objectives as well as the philosophical underpinning and resource available to the researcher (Trochim, 2006). A research strategy can experimental, survey, case study, analytical etc. With reference to the topic under study (which covers the effect of nonfinancial motivation on employee commitment in multinational companies), the study adopts the survey research strategy. This is because the researcher engages in conducting survey within the selected research population and sample in order to make deduction about the level of effect which the depends variables has on independent variables.

### **3.4 Research Population**

Population connotes a large collection of object, group, industry, or people which form the major focus of the scientific inquiry. Research population represent the entire group within which the researcher places primary attention for field survey. A population often contain many individuals who may directly or indirectly not have relevant connection with the study (Mugenda and Mugenda, 1999). With reference to the case study, the study population is coca cola. The survey was conducted among the staff and management of coca cola plc. Their responses will be of



immense benefit in making conclusion and evaluations about the level of impact which nonfinancial motivation has on employee commitment in multinational companies.

### **3.5 Sampling Techniques**

Sampling techniques emanates because of the inability to conduct survey on the entire population. Most often than not the population of a study area is large which requires huge human resources as well as time and monetary requirement to ensure its achieved. On this basis., a sampling technique is used to provide a subset of the entire population. On this premise, it can be defined that a sampling technique represents a produced and strategy adopted by a researcher in selecting the sample size from the population of study (Kothari, 2003). The choice of a sample size is dependent on the assurance that every element of the population gets equal change of being represented in the entire research. There are two major sampling techniques which include, probability and nonprobability sampling. Probability sampling techniques include sampling procedure such as simple random sampling, systematic sampling, stratified sampling, clustered sampling etc. On the other hand, nonprobability sampling technique entails conveniences sampling, quota sampling, judgement sampling, snowball sampling etc. (Malhorta and Peterson, 2002). Given the nature of this study, as well as the researcher question, the simple random sampling method is chosen. This sampling technique ensures that each member of the population is chosen by change as well as providing every member of the population equal chance to be represented in the research.

### **3.6 Sample Size**

Sample size simply connotes the act of choosing the volume of research participants based on a sampling technique. As a key element of scientific research, a sample size enables a research make inferences concern the total population of the study. A sample size is therefore a subset of the

entire population (Baridam, 2001). Given the decision to utilize a random sampling technique, the study adopts three hundred and ninety-three participants from the population of coca cola staff and management.

### **3.7 Sources of Data**

The sources of data remain an integral aspects of a scientific research process. Data can be sourced through primary and secondary sources. A primary source of data consists of use of firsthand information in conducting a research activity. One of the benefits of primary data is its high level of validity as well as ability to enable a researcher to make new deduction about a specific research problem. While generating primary data, a researcher can either utilize, survey approach, observation, interview as well as focused group discussion. The choice of one or a combination of instrument of primary data remains a function of the research variable as well as research approach and strategy adopted in the source of the research (Baridam, 2001). For this research questionnaire forms the primary source of primary source of data. Open ended questionnaire was drafted and distributed among the sampled participant to make deduction about the effect of nonfinancial motivation on employee commitment in multinational organizations. Similarly, secondary source of data was also utilized in this research. Information was generated from already available sources in the form of textbook, articles, internet, literature material, journals etc. The choice of secondary source of data were based on this that has a direct correlation on the topic under study. Thus, for this research, a combination of both primary and secondary sources of data in the form of questionnaire and literature material respectively were fully utilized and it's expected to provide the relevant information as regards the research question under study.

### **3.8 Data Analysis Techniques**

There two major approaches in analyzing data in a scientific research, mainly qualitative and quantitative approach. The use of qualitative approach is mainly based in the prevalence of non-measurable data, while quantitative research analysis approach is designed for measurable data (Sekaran, 2003). During this research, it was deduced that the major source of data was qualitative data, hence the qualitative technique for data analysis was adopted. Questionnaire instruments were analyzed using descriptive and statistical analysis while discourse analysis was used in dissecting data generated from secondary sources.

### **3.9 Ethical Issues**

Before embarking in this study, the topic as well as the research instrument of questionnaire were submitted and approved by the supervisors. A consent form was also sent to coca cola management seeking their approval to use their organization for survey purposes. A brief explanation was provided to respondents on the implication as well as the procedure for participating in this researcher. Extreme caution was taken to ensure that the demographic information of represents were not designed in such a way not to violate the confidentiality and anonymity nature of the respondent. The research organization and area were not within the high-risk area for academic research purpose.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

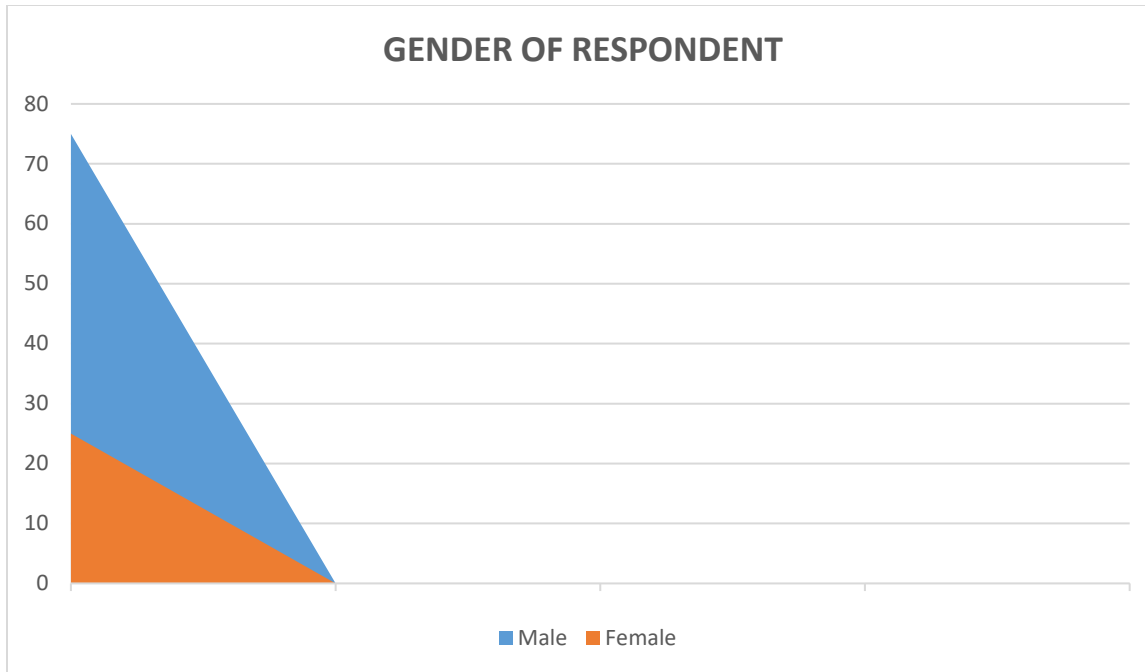
Analytical presentation of data generated through questionnaire were covered in this chapter. During this chapter, data was presented, one which was collected through survey activity. Given the inability to collate all the distributed questionnaire, only 235 were used for this analysis, indicating that about one hundred and fifty-eight questionnaires were found not useful as at the time of conducting this study.

#### 4.2 Demographics Data

##### 4.2.1 Gender of Respondent

Gender	Frequency	Percentage %
Male	176	75
Female	59	25
Total	235	100

**Source:** Field Survey, 2022.

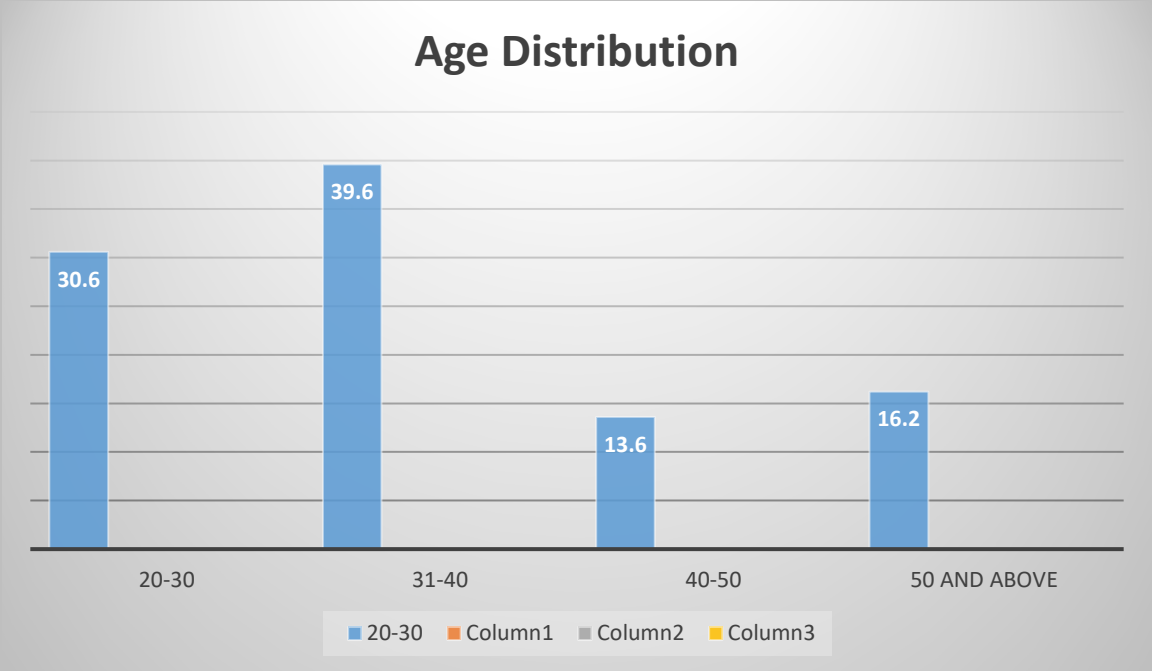


During the data analysis conducted above all gender were represented in the study. It can be deduced that there are more male respondents with an aggregate of 75% and female respondents accounting for 25%.

#### 4.2.2 Age Distribution of Respondents

Age	Frequency	Percentage %
20-30	72	30.6
31-40	93	39.6
41-50	32	13.6
51&above	38	16.2
Total	235	100

**Source:** Field Survey, 2022.

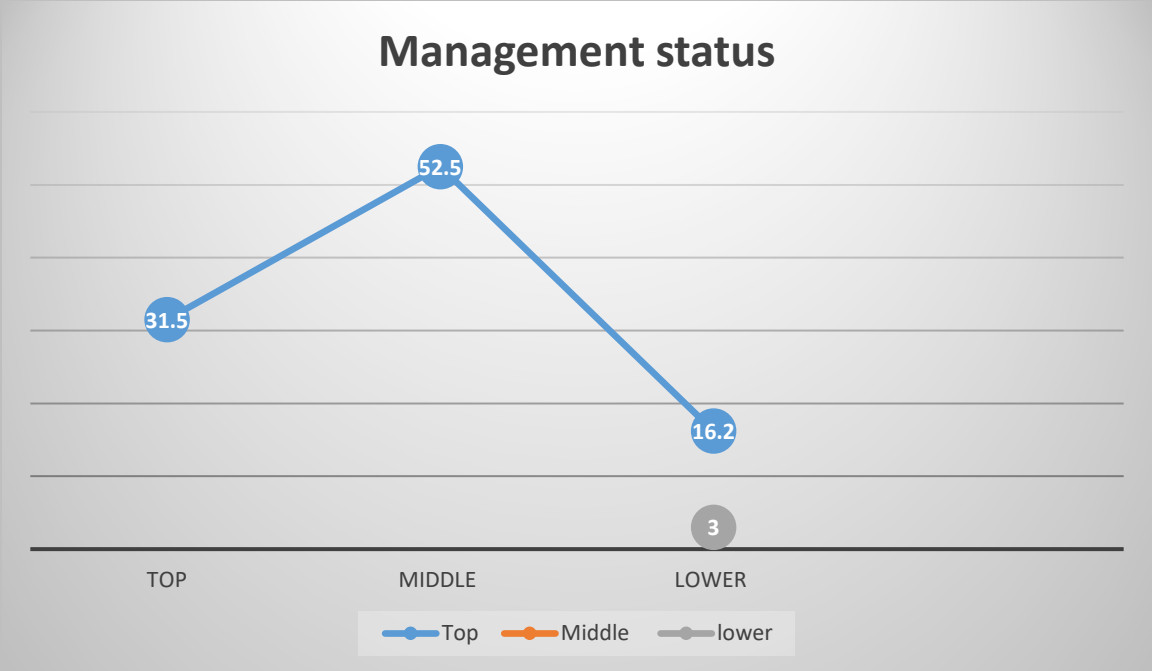


The table shows that the study covers diverse age range, but majority of respondent were within the age group of 20-30 and 31-40 with an aggregate of 30.6% and 39.6% respectively.

**4.2.3 Management Distribution of Respondents**

Management status	Frequency	Percentage %
Top	74	31.5
Middle	123	52.3
Lower	38	16.2
Total	235	100

Source: Field Survey, 2022.



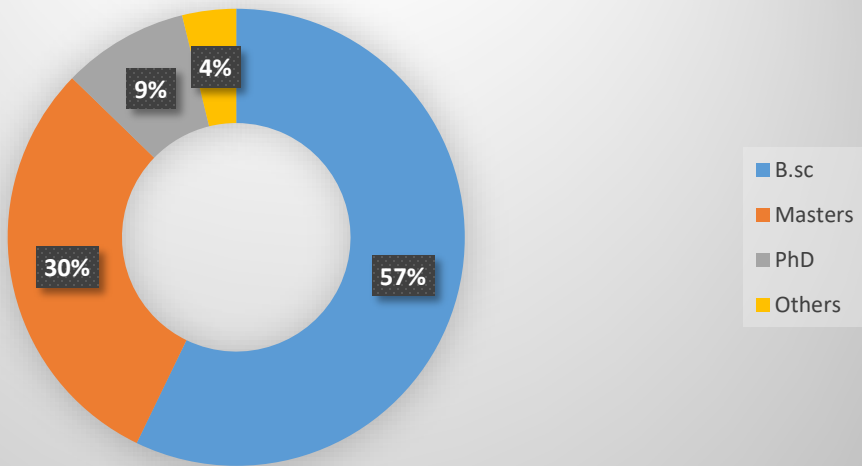
The above table indicates that the study participant spreads across all management level Management with majority of respondent cutting across middles management level.

**4.2.4 Education Distribution**

Educational status	Frequency	Percentage %
B.sc	134	57
Masters	71	30
PhD	21	8.9
Others	9	3.8
Total	235	100

Source: Field Survey, 2022.

## EDUCATIONAL QUALIFICATION



The analysis above further indicates that majority of respondents cuts across a wide range of education qualification with majority of them having first degree and master’s degree. This indicates that respondent deduced will be from educated respondents.

### 4.3 Data Presentation and Analysis

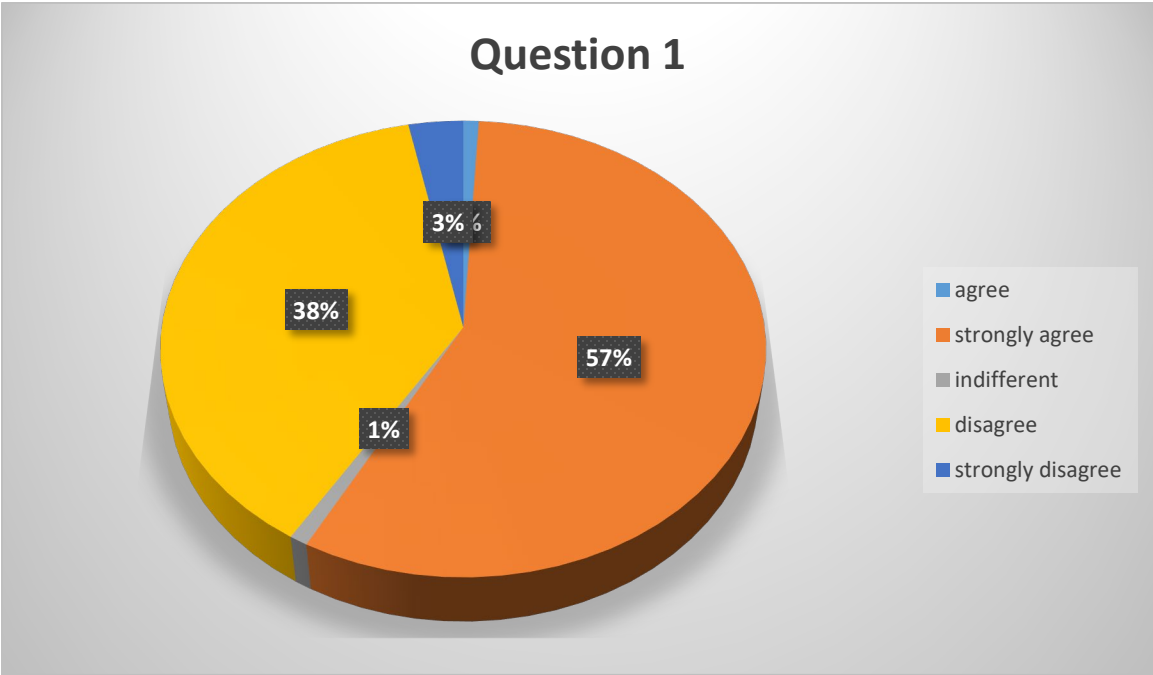
#### 4.3.1 There is standard work environment in my organization

	Frequency	Percentage %	Valid percentage%
Agree	2	0.9	0.9
Strongly agree	134	57	57



Indifferent	2	0.9	0.9
Disagree	89	37.9	38
Strongly disagree	8	3.4	3.2
Total	235	100	100

Source: Field Survey, 2022.



It can be deduced from the above table that most respondents strongly agree that there is standard work environment in my organization with a cumulative percentage of about 57%. The finding is

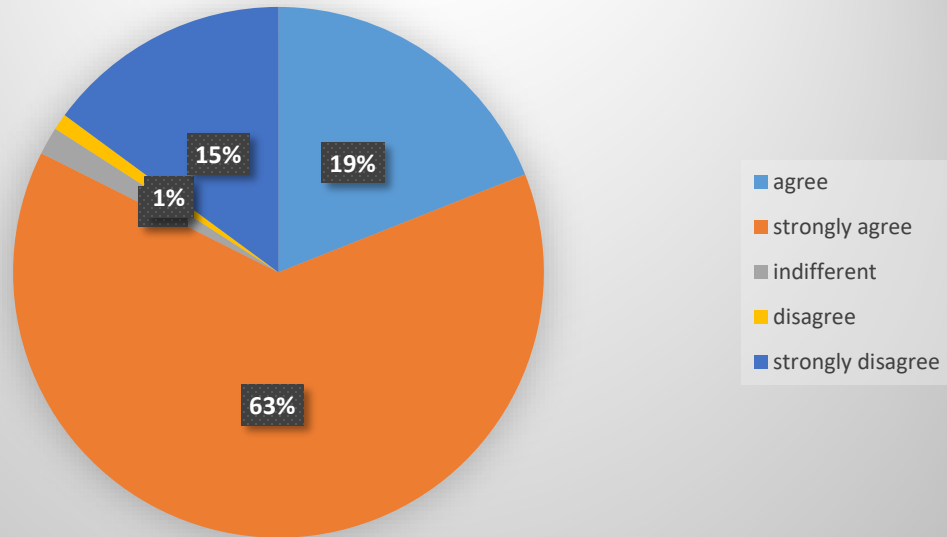
in agreement with the position of Cole (2005) who noted that favorable work environment increase employee commitments in the form of workplace safety and health.

**Table 4.3.2 There is cordial work relationship with co-workers and supervisor**

	Frequen cy	Percentage %	Valid percentage%
Agree	45	19.1	19.1
Strongly agree	150	63.8	63.8
Indifferent	4	1.7	1.7
Disagree	1	0.4	1
Strongly disagree	35	14.9	15
Total	235	100	100

**Source: Field Survey, 2022**

### Question 4.3.2



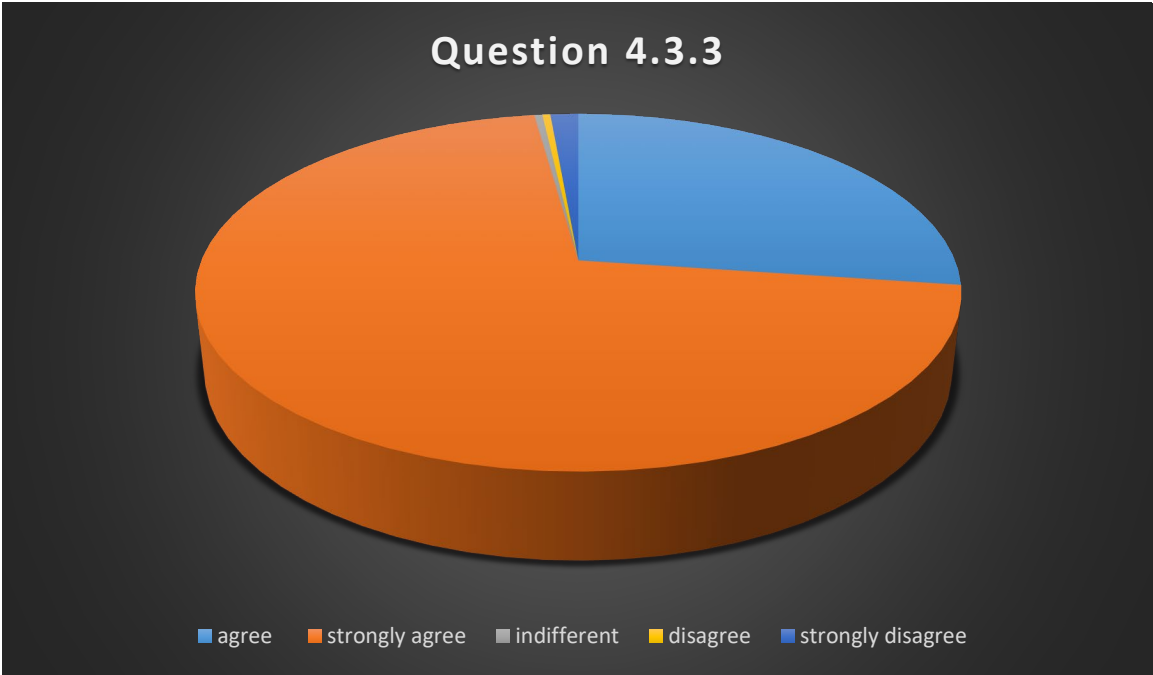
Over half of the respondent strongly agree that there is cordial work relationship with co-workers and supervisor. As a major element in ensuring workplace harmony, Yusoff, and Kian, (2013) argued that interpersonal relation is one of the factors of nonfinancial motivation in an organization.

#### 4.3.3 There are effective communication channels

	Frequency	Percentage %	Valid percentage%
Agree	64	27.2	27.2
Strongly agree	166	70.6	70.6

Indifferent	1	0.4	0.4
Disagree	1	0.4	0.4
Strongly disagree	3	1.3	1.4
Total	235	100	100

Source: Field Survey, 2022

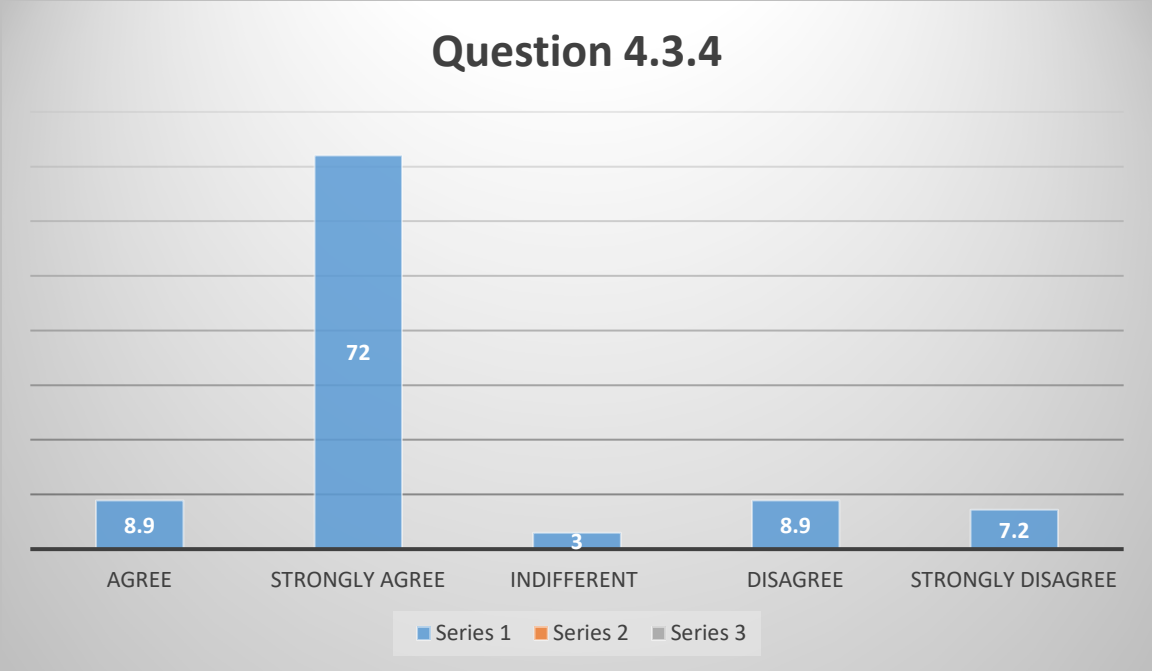


There is a strong agreement that there is effective communication channel in coca cola with an aggregate of about 70.6%. This clearly reveals the presence of nonfinancial motivation in the organization. This position concurs with the finding of Weldegebriel, Ejigu, et al. (2016) who stated that effective communication channels improve work process and staff commitment.

#### 4.3.4 There are work safety protocols and infrastructures in my organization

	Frequency	Percentage %	Valid percentage%
Agree	21	8.9	8.9
Strongly agree	169	71.9	72
Indifferent	7	2.9	3
Disagree	21	8.9	8.9
Strongly disagree	17	7.2	7.2
Total	235	100	100

Source: Field Survey, 2022



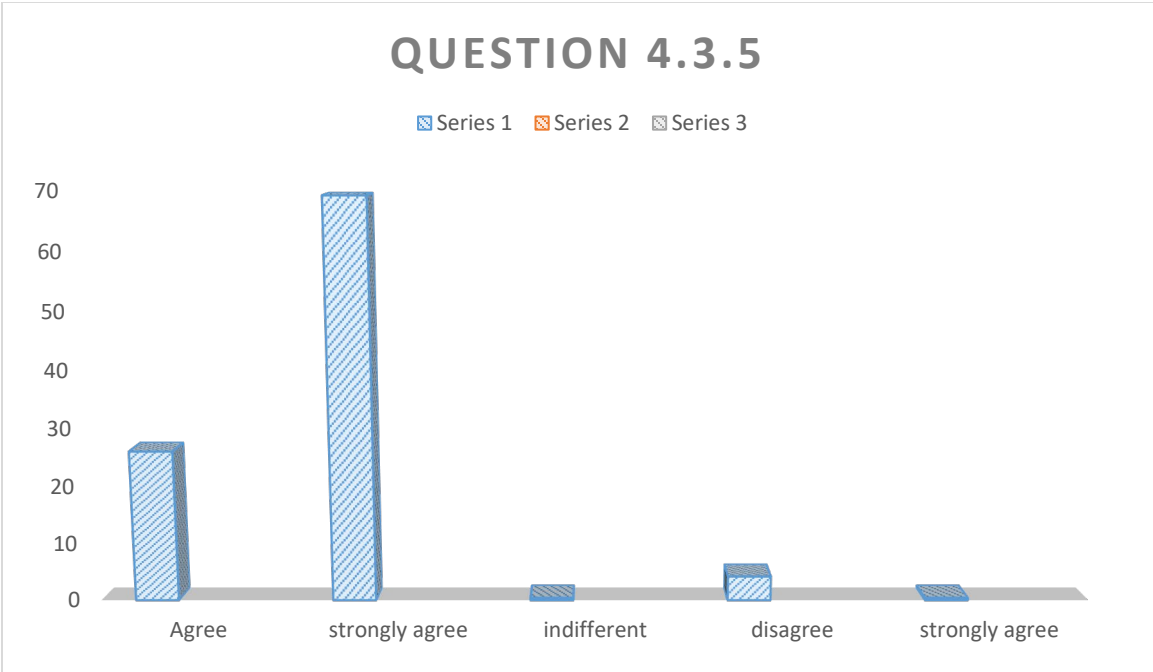
The finding from the table shows that there are work safety protocols and infrastructures in coca cola. As a key element of nonfinancial motivation, Sila (2014) posits that establishing work safety environment is a key factor in increasing employee commitment.

**4.3.5 There are established opportunities for promotion in my organization**

	Frequency	Percentage %	Valid percentage%
Agree	61	26	26
Strongly agree	162	69	69
Indifferent	1	0.4	0.4

Disagree	10	4.3	4.2
Strongly disagree	1	0.4	0.4
Total	235	100	100

Source: Field Survey, 2022



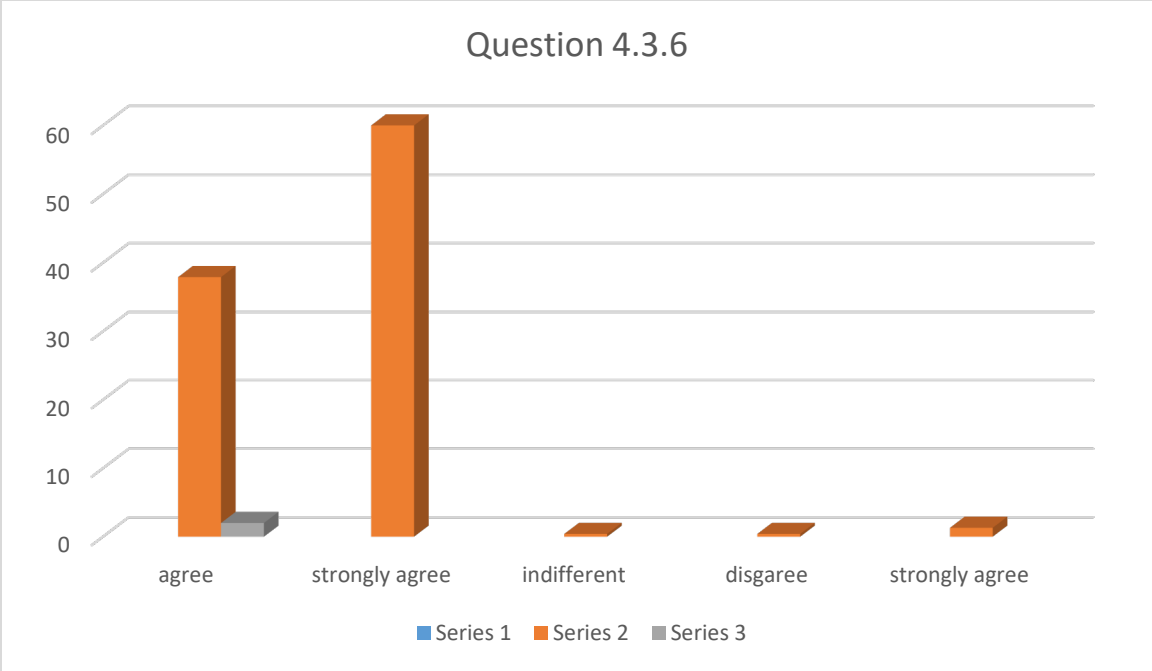
The study found that coca cola has established opportunities for promotion indicating the presence of nonfinancial motivation. This concurs with the opinion of Salas and Cannon-Bowers, (2013) who argued that promotion aids in increasing employee commitment and career advancement.

#### 4.3.6 I receive handshake from management for exceptional performances

	Frequenc y	Percentage %	Valid percentage %
Agree	89	37.9	37.9
Strongly agree	141	60	60
Indifferent	1	0.4	0.4
Disagree	1	0.4	0.4
Strongly disagree	3	1.3	1.3
Total	235	100	100

Source: Field Survey, 2022





The finding from the above shows that staff receive handshake from management for exceptional performances. This reflects the presence of nonfinancial motivation in the organization in line with the position of Peters, Chakraborty et al. (2010).

**4.3.7 I'm recognized anytime I achieve task allocation**

	Frequenc y	Percentage %	Valid percentage %
Agree	94	40	40
Strongly agree	127	54	54

Indifferent	11	4.7	4.7
Disagree	1	0.4	0.4
Strongly disagree	2	0.9	0.9
Total	235	100	100

**Source: Field Survey, 2022**

Coca cola management also recognizes staff anytime they achieve task allocation judging from the finding above. This position concurs with the empirical finding of Owusu-Boateng and Jeduah (2014) that most multinational organization design a culture of recognition and rewards for exceptional performance.

**4.3.8 My organization value my opinion in decision making**

	Frequency	Percentage %	Valid percentage%
Agree	59	25.6	25.6
Strongly agree	172	73.2	73.2

Indifferent	1	0.4	0.4
Disagree	1	0.4	0.4
Strongly disagree	1	0.4	0.4
Total	235	100	100

**Source: Field Survey, 2022**

The findings show that Coca cola values employee opinions in decision making. This finding concurs with the analysis of Otieno, Waiganjo, et al. (2015), who stated that participation in decision making further increase employee commitment.

**4.3.9 I'm provided with more responsibility when i achieve my task**

	Frequency	Percentage %	Valid percentage%
Agree	41	17.4	17.4
Strongly agree	191	81.3	81.4

Indifferent	1	0.4	0.4
Disagree	1	0.4	0.4
Strongly disagree	1	0.4	0.4
Total	235	100	100

**Source: Field Survey, 2022**

One of the nonfinancial motivations in coca cola is creating of additional responsibility to employee when they achieve task. This finding is in line with the position of Okanga and Kamara, (2017) who stated that nonfinancial motivation can come in the form of more task and responsibility.

**4.3.10 There are regular training and development opportunity in my organization**

	Frequenc y	Percentage %	Valid percentage%
Agree	16	6.8	7
Strongly agree	211	89.8	90

Indifferent	5	2.1	2
Disagree	1	0.4	0
Strongly disagree	3	1.3	1
Total	235	100	100

**Source: Field Survey, 2022**

Coca cola organizes regular training and development opportunity for their staff. This position is in line with the finding of Ngari (2015) that identified the greatest source of non-financial motivation as regular training and development opportunity.

**4.3.11 There are opportunity for career advancement in my organization**

	Frequency	Percentage %	Valid percentage%
Agree	17	7.2	7.2
Strongly agree	172	73.2	73.2
Indifferen t	12	5.1	5.1

Disagree	21	8.9	9
Strongly disagree	13	5.5	5.5
Total	235	100	100

**Source: Field Survey, 2022**

Coca cola create opportunity for career advancement. The finding from this study shows that opportunity for career advancement increases employee motivation and commitment to organizational development (Momanyi, Adoyo et al., 2016).

#### **4.3.12 I have enjoyed all-expense paid vacation from my organization**

	Frequency	Percentage %	Valid percentage%
Agree	1	0.4	0.4
Strongly agree	16	6.8	6.8
Indifferent	210	89.4	89.4

Disagree	4	1.7	1.7
Strongly disagree	4	1.7	1.7
Total	235	100	100

**Source: Field Survey, 2022**

Not every organization administered an all-expense paid vacation for staff. This position concurs with the findings of Milapo (2011) who stated that some organization provides paid vacation once or may not at all.

**4.3.13 My organization is concerned about my health and safety**

	Frequency	Percentage %	Valid percentage%
Agree	49	20.8	20.8
Strongly agree	184	78.3	78
Indifferent	1	0.4	0.4

Disagree	1	0.4	0.4
Strongly disagree	1	0.4	0.4
Total	235	100	100

**Source: Field Survey, 2022**

Coca cola takes the issue of employee health and safety seriously which is evident from the response rate. this position concurs with the finding of Kireria and Ngowi, (2007) who noted that employee are health and safety is a form of motivation for higher commitment.

**Table 4.3.14 I feel a sense of job security in my organization**

	Frequency	Percentage %	Valid percentage%
Agree	45	19.1	19.2
Strongly agree	139	59.1	59.1
Indifferent	44	18.7	18.7
Disagree	2	0.9	0.9



Strongly disagree	5	2.1	2.1
Total	235	100	100

**Source: Field Survey, 2022**

The study shows that coca cola creates a sense of job security among its employees. The finding concurs with the analysis of Kennedy (2009), where it was stated that creating a sense of job security in the organization is a means of nonfinancial motivation.

**4.3.15 I have a sense of belonging with my organization**

	Frequency	Percentage %	Valid percentage%
Agree	4	1.7	1.7
Strongly agree	226	96.2	96.2
Indifferent	3	1.3	1.3
Disagree	1	0.4	0.4

Strongly disagree	1	0.4	0.4
Total	235	100	100

**Source: Field Survey, 2022**

The study found that employee of coca cola has a sense of belonging. This is evident from the fact that there is a presence of affective commitment based on available motivational measures (Keitany, 2014).

**4.3.16 I'm highly motivated to build my career with my organization**

	Frequenc y	Percentage %	Valid percentage%
Agree	21	8.9	9
Strongly agree	193	82.1	82.1
Indifferen t	19	8.1	8.1
Disagree	1	0.4	0.4

Strongly disagree	1	0.4	0.4
Total	235	100	100

**Source: Field Survey, 2022**

The findings indicate that staff of coca cola are highly motivated to build their career with the organization. This finding is an affirmation of the position of Dabale, Jagero, et al. (2014) who stated that the presence of nonfinancial motivation increases staff motivation to remain and build, their career in the firm.

#### **4.3.17 I'm committed to performing exceptionally for the growth of my organization**

	Frequency	Percentage %	Valid percentage%
Agree	1	0.4	0.4
Strongly agree	231	98.3	98.4
Indifferent	1	0.4	0.4
Disagree	1	0.4	0.4

Strongly disagree	1	0.4	0.4
Total	235	100	100

**Source: Field Survey, 2022**

Coca cola staff are committed to performing exceptionally for the growth of the organization based on the research findings. This can only happen when employees are provided with financial and no financial motivation (Bhatia and Balani, 2015).

**4.3.18 I feel a sense of responsibility towards facilitating organizational growth and development**

	Frequency	Percentage %	Valid percentage%
Agree	3	1.3	1.4
Strongly agree	229	97.4	97.4
Indifferent	1	0.4	0.4
Disagree	1	0.4	0.4

Strongly disagree	1	0.4	0.4
Total	1235	100	100

**Source: Field Survey, 2022**

Staff of coca cola feel a sense of responsibility towards facilitating organizational growth and development. This is because majority of employees are highly motivated and committed to organizational growth and development (Wei, Tai et al., 2010).

**4.3.19 I feel a sense of loyalty to my organization**

	Frequency	Percentage %	Valid percentage%
Agree	94	40	40.1
Strongly agree	139	59.1	59.1
Indifferent	1	0.4	0.4
Disagree	1	0.4	0.4

Strongly disagree	0	0	0
Total	235	100	100

**Source: Field Survey, 2022**

Staff of coca cola feel a sense of loyalty to the organization. This finding is a confirmation of the position of Wanberg and Banas, (2010), who noted that highly motivated staff depicts element of loyalty to the organization.

**4.3.20 I'm satisfied with the nonfinancial motivation in my organization**

	Frequency	Percentage %	Valid percentage%
Agree	14	6	6
Strongly agree	211	89.8	89.8
Indifferent	5	2.1	2
Disagree	3	1.3	1.3

Strongly disagree	2	0.9	0.9
Total	235	100	100

**Source: Field Survey, 2022**

Although staff of coca cola indicated that they are satisfied with the nonfinancial motivation in the organization, there is need for continues review. This position concurs with the empirical position of Cohen (2013) who stated that there is need for periodical review of organization motivation measure n order to ascertain its relevance to employees.

## CHAPTER FIVE

### Discussion of Findings

#### 5.1 Summary of Findings

The primary aim of the study hovers around the effect of nonfinancial motivation on employee commitment. The study tries to establish the effect of training and development, recognition as well as employee engagement and participation on employee convenient. Survey was conducted with the aim of established the relationship between the dependent and independent variables. In the course of the study, it was found that a strong positive relationship exists between employee career training and development and employee commitment. This position aligns with the studies of Allen, Meyer et al. (2016), where it was noted that one of the means of achieving affective commitment from employee is through career development programs. Employees are more committed to organization that creates a future path for their career as well as create a sense of career growth opportunities. In the same vein, majority of multinational organization often take the phenomenon of training and development for state as a serious human resource function not only as a means of increasing employee commitment but because of the mutually beneficial effect which continues training and development of employee has on the organization. Not only does employee training increase commitment it increases the capacity, but abilities also as well as competencies of employee to contribute towards organizational development. Employee training and development further create opportunity for higher productivity through acquisition of higher skill and abilities. In the same vein, in today highly competitive and dynamic business environment, organization that wants to remain highly competitive must take deliberate actions towards training their employee to perform in line with contemporary talent needs and demand. Similarly, the phenomenon of employee training and development further increase opportunity for



innovation and creativity in the organization. Thus, most firms that continually remains competitive are those that take the element of continuous training of its staff seriously owing to the evolving nature of global business environment (Yu and Egri, 2015).

As noted by Tippet and Kluvers (2009) the phenomenon of training and development does not only entail professional skill acquisition, rather organization that also engage in training employee on their personality development also reaps the benefits of higher commitment. As deduced from Taing, Groff et al (2011), when employees feel that organization care about their personal development, their level of emotional commitment to organizational sustainability increase. Hence, it can be established that there is a strong positive relationship between employee career training and development and employee commitments.

Similarly, the study tried to ascertain the relationship between employee recognition and employee's commitment. The study found that there is employee recognition in coca cola which has over the years increased the level of employee commitment to organizational development. One of the significant impacts of employee recognition is its effect on employee continuances commitment (Stovall, 2013). In the same vein a study by Ssali (2011) found that if employees are exceptional task performance as well as level of productivity is praised and recognized as well as rewarded by manager, the tendency for increased productivity is most likely as well as increment in their commitment to organizational development. Similarly, Romzek (2010), argued that employee recognition can serve as an instrument for motivation other staff to emulate and increase their performance for organizational growth. Also, Riketta (2012) identified the effect of employee recognition and its role as a motivating factor. The study noted that organization that praises and recognizes employee effort not only attract but retain talents. It further noted the employee recognition redundancy the rate of employee turnover as well as reduces the rate of grievance and

conflict in an organization. Employee recognition creates a harmony working environment with healthy competition to increase success of organizational members. Thus, the study established that employee recognition is a nonfinancial motivational element that increase employee commitment (Meyer, Stanley et al., 2012).

The research also tried to ascertain the effect of employee engagement and recognition in decision making and its effect on employee commitment. The finding of the study indicated that a strong positive relationship exists between employee participation and engagement in decision making and employee commitment. The finding aligns with the position of Maicibi (2007), who stated that most often than not one of the most effective means of motivating employee towards increasing their commitment to organizational growth is their active engagement and higher opportunities for participation of decision-making process in an organization. The study found that in most cases employees have a sense of belonging in organization they feel their opinions and inputs are highly valued and included in core decision outcomes. Mostly often than not employee engagement in decision making not only increase the quality of decision outcome but further reduces the risk of hasty and uninformed decision which may have an adverse effect on organizational development. Similarly, the impact of employee engagement on decision making builds on the social status as well as self-actualization need of employee. Employee active engagement reduces the tendencies of employee turnover as well as increase their overall commitment towards organization growth and development (Luthan, Peterson et al., 2016).

Particularly in multinational organization like coca cola, active engagement of employees cannot be undermined owing to the wide range of staff strength, the rate of employee diversity as well as the many subsidiaries holding which makes it difficult to have a centralized decisions making hierarchy. Hence through active engagement of employee in decision making better decision are

made based on the peculiarities of location. Also, employee engagement in decision making create a sense of leadership within employee as well as reduces tendencies for them to pursue their own individual interests (Kosteas, 2010). It can therefore be noted that the three-variable used in the research which are career training and development, employee recognition as well as employee engagement and participation in decision making all have a strong positive impact in increasing employee commitment. Thus, the study holds that nonfinancial motivation increase employee commitment in multinational companies.

## CHAPTER SIX

### CONCLUSION AND RECOMMENDATIONS

#### 6.1 Conclusion

The study established that not only are non-financial motivators a key element in achieving employee commitment it results in organizational productivity, profitability efficiency, effectiveness as well as sustainability and development. Nonfinancial motivation increases organizational performance through several measures such as effective communication, employee participation in decision making, higher responsibility, recognition for exceptional task performances, vacation with pay, enabling and safe working environment, organizational harmony and effective grievance handling mechanism, promotion, training and development, opportunity for career advancement as well as handshake with the CEO. The study further holds that irrespective of the efficacy of nonfinancial motivation on employee commitment, without financial motivation, organization may achieve full commitment from employee. This is a result of the fact that in addition to emotion needs employee also has financial and economic need which if well combined will not only result in higher commitment but will further increase the prevalence of organizational productivity, development, profitability as well as effective and efficient management of its human and material resources for achievement of organizational sustainability. Although the study identifies that coca cola is already practicing nonfinancial motivation, continuous review, and discussion with employee on the actual effect of these practices will increase its impact in sustaining the commitment of employee to perform their work. The study further concludes that interpersonal relation in organization is a key element of nonfinancial motivation which can be maintained by effectively handling all grievance in order to reduce workplace disharmony and conflict. The study concludes that employee need support, mutual

respect to have the feeling of belongingness. The study therefore concludes that career training and personal development, employee recognition as well as employee engagement and participation in decision making remains a significant element in building and sustaining high level of commitment. Employee of coca cola receive non-monetary rewards and are highly committed in not only carrying out their task but surpassing management expectations.

## **6.2 Recommendations**

With the evolving and changing needs of employee as well as the increasing competition within the global talent market, the following recommendations are suggested:

- a. There is need for organizations to sustain interpersonal relationship across boards including supervisor, employees line managers and CEO to create a healthy environment for effective communication.
- b. To increase organizational harmony, there is need for managers to create and sustain a culture of inclusion, openness, employee support.
- c. A periodical assessment and review of financial and nonfinancial motivation is essential to ensure the efficacy of motivational programs.
- d. A culture of equity, fairness and inclusion should be sustained in the administration of its motivational measures to ensure that organizational members are not aggrieved and dissatisfied with the organization
- e. Employee recognition practices should be improved by promoting the employee with higher responsibilities or managerial status to have a significant impact on employees' commitment.
- f. Training should be purposive and not only concerned on job demands, rather on other personal needs of the employee to appeal to the overall interest of the employee. Training

should also include on their health and safety needs in line with recent development within the global security, particularly for expatriate workers.

- g. Employee engagement and participation should be engrained within the overall organizational culture and as a principle of management and leadership. This will attract and retain talent for the organizational
- h. Both financial and nonfinancial motivation should be designed in alignment with organizational mission and visions to ensure that it does not result in counterproductive effect on organizations standards of operation, values, goal, and objectives.

### **6.3 Personal Learning Statement**

This is my first time having to write a full-fledged thesis in Human Resources management.

Undertaking this research, I was able to gain professional abilities and new academic style of learning. Beyond learning from Professors in the academic environment, the research has upgraded my communication skills, improved in capacity of good communication and upgraded my career prospects. I am now able to communicate effectively. It has most definitely made me grow more dedicated and focused to my work.

The Research was a challenging task and quite difficult as I started sourcing and gathering information. My research required me to carry out primary data surveys, which I used questionnaires to carry out these surveys. It was quite stressful and discouraging, but I did not give up, I went back to check that I was reaching out the proper way, reconstructed my words and continued my research. This experience taught me to build up my confidence, communication skills and to able to develop meaningful relationships with people.

During my research I learnt about how nonfinancial motivations can be a great impact on employees comment in an organization.

Overall, my supervisor was understanding, supporting and motivated me throughout the process. He provided the best possible feedback and a deep level of understanding during the process.

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## APPENDIX

I am a master's student in Human Resource Management at the National College of Ireland, I am researching on the topic "**The effect of nonfinancial motivation on employee commitment in an organization (case study coca cola)**". Please assist me in filling the under-listed questions.

You are rest assured that all the responses supplied will be treated with utmost confidentiality.

Thank you.

Please tick and complete the following

### Section A: Respondent personal information

#### 1. Gender

Male

Female

#### ii. AGE

20-30

31-40

41-50

51&bove

#### iii. Management Level

Top Management

Middle Management

Lower staff

**iv. Educational Qualification**

B.sc

Masters

PhD

Others

**Section B:** Information on the effect of nonfinancial motivation on employee commitment.

STRONGLY AGREE (SA), AGREE (A), INDIFFERENT (ID), DISAGREE (D) and STRONGLY DISAGREE (SD)

S/N	Question	SA	A	ID	D	SD
1	There is standard work environment in my organization					
2	There is cordial work relationship with co-workers and supervisor					
3	There are effective communication channels					
4	There are work safety protocols and infrastructures in my organization					
5	There are established opportunities for promotion in my organization					
6	I receive handshake from management for exceptional performances					
7	I'm recognized anytime I achieve task allocation					
8	My organization value my opinion in decision making					
9	I'm provided with more responsibility when i achieve my task					
10	There are regular training and development opportunity in my organization					
11	There are opportunity for career advancement in my organization					

12	I have enjoyed all-expense paid vacation from my organization					
13	My organization is concerned about my health and safety					
14	I feel a sense of job security in my organization					
15	I have a sense of belonging with my organization					
16	I'm highly motivated to build my career with my organization					
17	I'm committed to performing exceptionally for the growth of my organization					
18	I feel a sense of responsibility towards facilitating organizational growth and development					
19	I feel a sense of loyalty to my organization					
20	I'm satisfied with the nonfinancial motivation in my organization					