



Non-Financial Incentives and Job Satisfaction among Hotel Workers in Port Harcourt

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Authors' contributions

Author JMOG designed the study, wrote the first draft of the manuscript; and analyzed the data, whereas author LIN interpreted the data, discussed the results and formatted the manuscript.

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ABSTRACT

This study examined the association of non-financial incentives and employee's job satisfaction of Hotel Workers in Port Harcourt. Questionnaire was the instrument for data collection, and the data were presented using frequency tables, simple percentages and pie charts whereas hypotheses were tested through the Spearman's Rank Order Correlations Coefficient that was powered by the Statistical Package for Social Sciences (SPSS). The results showed that: (1). There is a significant relationship between job enrichment and employee job satisfaction. (2) There is a significant relationship between job autonomy and employee job satisfaction. (3) There is a significant relationship between promotion and employee job satisfaction. The study concluded that employees are more interested in the non monetary attention granted them by their superiors on a daily basis; hence treating them rightly everyday effectively communicates how valued, trusted and important they are in the organization. The study recommended that: (1) Management should regularly conduct performance appraisals in order to promote those who are due (2) Management should allow employees sufficient freedom to do their jobs without much interference (3) Employees should be recognized and treated as organizations' most valued assets that they are.

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1. INTRODUCTION

Locke [1] describes job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Job satisfaction entails how people feel about the job they engage in and its different aspects. Spector [2] contends that job satisfaction explains the extent to which people like (satisfied) or dislike (dissatisfied) the job they do. When an employee has a high level of job satisfaction, propensity to look for another job and that of leaving an organization decreases. It is likely that the higher the job satisfaction that employee experience, the more positive the attitude towards the jobs and commitment to the organization [3].

[4] maintain that job satisfaction includes multidimensional mental responses to one’s job. These responses have components in the cognitive (evaluative), affective (or emotional), and behavioral dimensions. The concept of employee job satisfaction has great importance in the field of human resource and compensation management. Wide varieties of research studies have been conducted on this area to show that Organizations use different techniques to satisfy and motivate their employees. According to the research study of [5] different types of rewards have relationship with employees’ satisfaction towards job.

Several other scholars have researched on the association of monetary incentives and job satisfaction, but we intend to consider the aspect of non-financial incentives and its association with job satisfaction. Although similar studies have been conducted [6-8], the problem of lack of satisfaction among Hotel workers in Nigeria still persists [9] who concluded that a lot of Hotel workers were only averagely satisfied with their work and [10] who also observed that a good number of workers in this sector are not satisfied with their jobs because they are not motivated while on the job but are rather “used and dumped”.

It is our thinking that situations as these have the potentials to make employees turn to counter-productive –work –behaviours; such as lateness to work, absenteeism, search for alternative employment and overall shabby job performance that are capable of ruining any organization which some Hotels in Port Harcourt are already

experiencing. The objectives of this paper therefore are to: (1) To find out if there is a significant association between job enrichment and employees’ job satisfaction (2) To investigate the relationship of job autonomy on employees’ job satisfaction (3) To examine the association of promotion on employees’ job satisfaction. The study seeks answers to the following hypotheses:

- H₀₁: Job enrichment does not significantly impact on employees’ job satisfaction.
- H₀₂: Job autonomy does not have a significant influence on employees’ job satisfaction.
- H₀₃: Promotion does not significantly impact on employee’s job satisfaction.

2. LITERATURE

2.1 Concepts of Non-Financial Incentives

Non-financial incentives are viewed as “non-cash award given in recognition of high level of accomplishments or performance such as customer care or support to colleagues, which is not dependant on achievement of a pre-determined target” [11]. Non-financial incentives are regarded as cost effective ways to compensate employees, thereby attracting, and motivating and retaining high quality employees. They remain part of the wellness of job environment regardless of the economic situations.

The essence of these incentives is to establish linkage with desired behavior and the outcome that makes an employee feel appreciated [12]. Non-financial rewards play significant roles in the perception of the employee regarding the reward climate in the work place [13]. When organizations pay attention to non-financial tools such as opportunity of increasing holidays and family benefits, the employee may perceive the organization as a supporting and caring organization and thus reciprocate with positive gestures. Rewards are important factors that explain certain job aspects that contribute significantly to the organization such as job satisfaction. Rewards therefore, involve all economic pay, promotion, verbal recognition and responsibilities [14].

According to [15], organizations are bound to face negative consequences, when they ignore

the importance of non-financial incentives. This view was stretched further by [16] who studied incentives in health care organisations and likened non-financial incentives to job advancement and medical aid benefits offered to employees. In a related perspective, [17] cited examples of non-financial rewards as: advancement, autonomy, civilized treatment, environment, exposure to senior people, praise being awarded, Available support, the feeling of being trusted and the feeling of working for a good and reliable organization.

In their submission, monetary rewards have been used to entice employees to accomplish organizational objectives world-wide [18], but non-monetary rewards have shown great potentials in advancing workers job satisfaction. [19] states that the greatest incentives over the long run are non-financial incentives and [20] supported this view by arguing that while financial rewards are significant in the short term, non-financial rewards such as promotion, job enrichment and job autonomy are inclined to sustaining motivation in the long term.

2.2 The Concept of Job Satisfaction

Job satisfaction entails how people feel about the Job they engage in and its different aspects. Spector [2] contend that job satisfaction explains the extent to which people like or dislike the job they do. When an employee has a high level of satisfaction, propensity of looking for another job or leaving the organization decreases; in other words, the higher the job satisfaction employees experience, the more positive their attitude and commitment to the organization.

Job satisfaction from an assessment perspective in being considered an attitudinal variable; attitude is defined as "Summation of sense, beliefs, and thoughts, which the individual form in direction with his perception about his environment" [21]. In the traditional job satisfaction model, employee feelings about the job they engage in were the major focus; however, satisfaction and dissatisfaction are not limited to the nature of the job that one does, but also depends on the perceptions, attitudes and expectations towards the job [22]; putting these right is vital because employees' roles in the organization cannot be underestimated as they remain planners, designers and implementers of organizational progress [23].

Job satisfaction is perceived as being related to absenteeism, turnover and to some extent performance [24]. Job satisfaction could vary from satisfaction with a specific aspect of or facet of a job. Therefore, to get a thorough understanding of the employee's needs, attitude and motives, study on job satisfaction in organizations should focus on the various facets of job satisfaction. [24] argues that what gives satisfaction differs from one employee to another some employees may receive high degree of satisfaction in their jobs from the work itself; some receive greatest level of satisfaction in their jobs from relationship with supervisors and co-workers while, pay package might retain some employees in their jobs though they considered the jobless meaningful and receive mega satisfaction from the job facets.

2.3 Non-Financial Incentives and Job Satisfaction

Studies involving non-financial incentives and job satisfaction show a positive relationship. [25] investigated the relationship between intrinsic motivation and job satisfaction and a positive relationship was found. [26] studied the factors (job characteristics) that have a significant impact on job satisfaction among three private airlines employees and the findings was that supervision, relationship, nature of the job and promotion opportunities relate moderately to job satisfaction.

Similarly, [8] found that intrinsic rewards and job satisfaction are positively correlated. Intrinsic and hygiene factors contribute greatly to employees' satisfaction. [27] investigated the relationship between non-financial incentives and job satisfaction and the result also revealed a positive association. [6] declares that "many people are influenced more by non-financial than monetary consideration". He argues that many people cannot be swayed to leave a job except by providing "higher needs and meta-need satisfaction".

3. Methodology

3.1 Sample and Data Collection

The current study employs a questionnaire survey approach to collect data, and all independent and dependent variables require five-point Likert-style responses ranged from 1 = "strongly disagree", through 3 = "neutral" to 5 =

“strongly agree”. Variables in the questionnaire include background information, non financial incentive and Job Satisfaction and the scale with which they were measured was obtained from www.careerdiagnostics.com/survey. The population comprised employees of five hotels selected from among 159 Hotels that registered with the Rivers State Ministry of Industry and Commerce. 142 copies of questionnaire were distributed to employees randomly sampled from those hotels. Out of which, 122 were retrieved but only 107 were in usable form and that number was used for the quantitative analysis.

3.2 Method of Data Analysis

The collected data were statistically analyzed, using the statistical package for social sciences software (SPSS). Representations like charts and tables were used to ensure easy and quick interpretation of data. Responses were expressed in percentage, Data were checked for consistency. The item were based on the responses given by the respondents and were coded for easy usage in Statistical Package for Social Sciences (SPSS). This method was used because it was deemed as the best instrument to identify, compare, describe and reach a conclusion.

4. Results

4.1 Demographic Analysis

Table 1 indicates that 142 copies of questionnaire were distributed, 122 copies were retrieved; and 107 copies were good enough for use in data analysis. Table 2 and Fig. 1 shows that the males in the study exceed the number of female respondents in the companies by 57 (53%) to 50 (47%)

Table 1. Distribution and retrieval of questionnaire

Number of Questionnaire Distributed	142	100%
Number of Questionnaire Retrieved	122	86%
Number of Usable Questionnaire	107	75%

Source: Data Output

Table 3 and Fig. 2 shows that most respondents fall within the 30 – 39 years age bracket which accounts for 38% of the total respondents. This was followed by the 20 – 29 years age bracket

which accounts for 35% and finally the 40 – 49 years of experience which makes up 26% of the total number of respondents.

Table 4 and Fig. 3 clearly show the marital status of respondents with a greater percentage of respondents falling into the married category (61%) and the singles make up (39%) of the respondents.

Table 5 and Fig. 4 shows that most respondents have worked with the organization between 3 – 6 years (45%) followed by that of less than 3 years (24%) then that of 7 – 10 years (22%) and finally those who have worked for more than 10 years (8%)

Table 6 and Fig. 5 portrayed the educational levels and qualification distribution of the respondents. From the chart it can be observed that a greater percentage of respondents have obtained First Degrees (56%), this is followed by those with Masters Degrees which accounts for about (28%); then those with diploma certificates (16%).

4.2 Primary Data Analysis

In this section, the output of our primary data was presented. Analysis here was carried out on individual variables and their measures. Mean scores and standard deviations were also illustrated. We begin with the independent variable which is non-financial incentives. Its measures include the following: job enrichment, job autonomy and Promotion. After which the dependent variable which is Employee job satisfaction was also analyzed. These are also scaled on the five-point Likert scale with five (5) indicating the strongest degree of agreement and one (1) indicating the strongest degree of disagreement.

The above tables show the output for the analysis of the independent variable, non-financial incentives. The variable was measured on a five point likert scale with five (5) indicating the strongly agree and one (1) indicating strongly disagree. The mean scores clearly show a tendency for agreement and with very low standard deviation scores. The lowest mean score is 4.0644 and the highest standard deviation is 0.78269.

Similarly, Table 7 depicted the descriptive statistics on non-financial incentives, showing their minimum and maximum scores as well as

the mean score and standard deviation values. Table 8 shows the output for the analysis on the dependent variable- Employee job satisfaction. The variable was measured on a five point Likert scale with five (5) indicating the strongly agree and one (1) indicating strongly disagree. The mean scores clearly show a tendency for agreement as indicated on the Likert scale and with very low standard deviation scores. The lowest mean score is 4.0923 and the highest standard deviation is 0.72894.

4.3 Secondary Data Analysis

For the secondary data analysis, all hypotheses are tested and bivariate relationships examined based on the adoption of a 95% confidence interval and a 0.05 level of significance.

Table 9 shows that the relationship between Job enrichment and employee job satisfaction (H_{O1}) is significant at a probability value of 0.000 and a rho value of 0.643. Also that of Job autonomy and Employee job satisfaction (H_{O2}) is significant

with a probability value of 0.000 and a rho value of 0.534. Following this is the relationship between Promotion and Employee job satisfaction (H_{O3}) which is also significant with a probability value of 0.000 and a rho value of 0.552.

Table 10 showed the test of hypotheses one (H_{O1}) to Three (H_{O3}) with respect to the association of job enrichment, job autonomy and promotion in relation to job satisfaction. Table 11 showed the basis for drawing statistical inference; hence all previously stated null hypotheses were, based on our findings and analysis rejected and restated that:

- There is a significant relationship between Job enrichment and employee job satisfaction
- There is a significant relationship between job autonomy and employee job satisfaction
- There is a significant relationship between promotion and employee job satisfaction

Table 2. Gender distribution of the respondents

Frequency	Percent	Valid percent	Cumulative percent
Valid	Male 57	53.3	53.3
	Female 50	46.7	100.0
	Total 107	100.0	

Source: Data Output

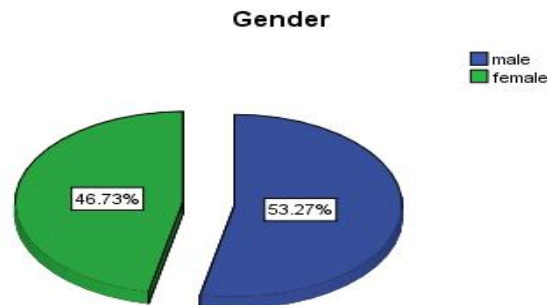


Fig. 1. Pie chart for gender

Table 3. Respondents' age distribution

	Frequency	Percent	Valid percent	Cumulative percent
Valid	20 - 29 years 38	35.5	35.5	35.5
	30 - 39 years 41	38.3	38.3	73.8
	40 - 49 years 28	26.2	26.2	100.0
	Total 107	100.0	100.0	

Source: Data Output

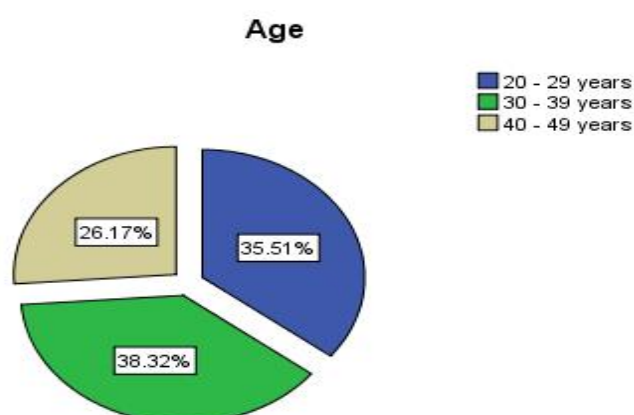


Fig. 2. Pie chart for age of respondents

Table 4. Respondents' marital status

		Frequency	Percent	Valid percent	Cumulative percent
Valid	single	42	39.3	39.3	39.3
	married	65	60.7	60.7	100.0
	Total	107	100.0	100.0	

Source: Data Output

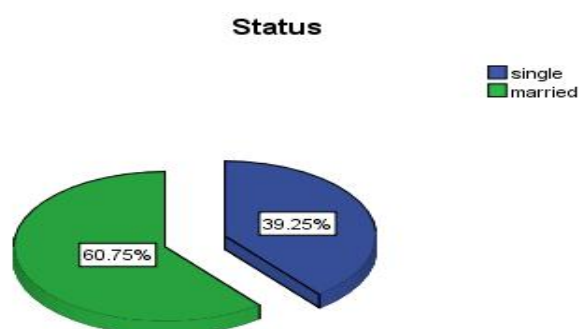


Fig. 3. Pie chart for marital status

Table 5. Respondents' years of service to the organizations

		Frequency	Percent	Valid percent	Cumulative percent
Valid	less than 3 years	26	24.3	24.3	24.3
	3 - 6 years	48	44.9	44.9	69.2
	7 - 10 years	24	22.4	22.4	91.6
	more than 10 years	9	8.4	8.4	100.0
	Total	107	100.0	100.0	

Source: Data Output

Table 6. Academic qualifications of respondents

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Diploma	17	15.9	15.9	15.9
	First degree	60	56.1	56.1	72.0
	Masters	30	28.0	28.0	100.0
	Total	107	100.0	100.0	

Source: SPSS data output

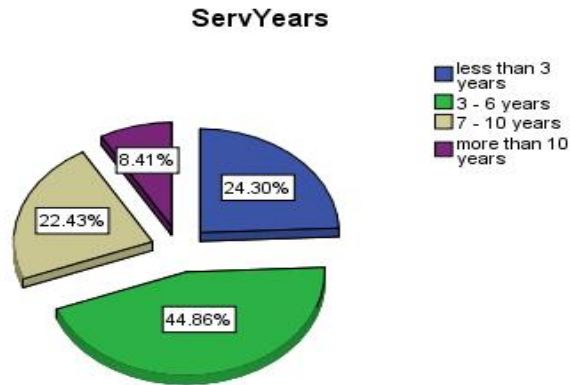


Fig. 4. Pie chart for tenure with the organization

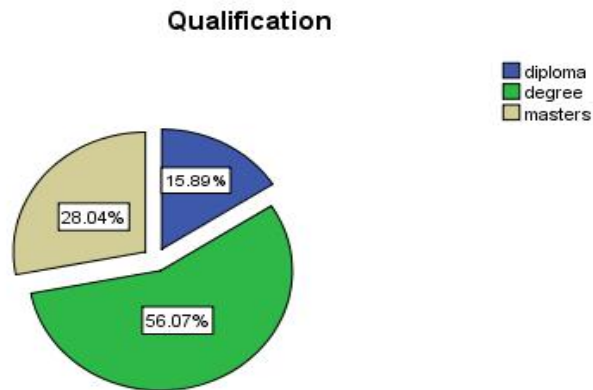


Fig. 5. Pie Chart for academic qualifications

Table 7. Descriptive statistics on non-financial incentives

	N	Minimum	Maximum	Mean	Std. deviation
Job enrichment	107	1.20	5.00	4.1664	.91795
Job autonomy	107	1.17	5.00	4.1262	.78269
Promotion	107	1.11	5.00	4.0644	.78286
Valid N (listwise)	107				

Source: SPSS data output

Table 8. Descriptive analysis for non-financial incentives

	N	Minimum	Maximum	Mean	Std. deviation
Non-financial incentives	107	1.26	4.91	4.1190	.80001
Valid N (listwise)	107				

Source: SPSS data output

Table 9. Descriptive analysis on employee job satisfaction

	N	Minimum	Maximum	Mean	Std. deviation
Employee Job Satisfaction	107	1.26	4.92	4.1115	.73111
Valid N (listwise)	107				

Source: SPSS data output

Table 10. Test of hypotheses one (H_{01}) to Three (H_{03})

			Jobenrich	Jobauto	Promotion
Spearman's rho	JobSatis	Correlation coefficient	.643**	.534**	.552**
		Sig. (2-tailed)	.000	.000	.000
		N	107	107	107

Table 11. Decisions

Hypotheses	Significance (0.05)	Decision
There is no significant relationship between Job enrichment and employee job satisfaction (H_{01})	$P < 0.05$	Reject
There is no significant relationship between job autonomy and employee job satisfaction (H_{02})	$P < 0.05$	Reject
There is no significant relationship between promotion and employee job satisfaction (H_{03})	$P < 0.05$	Reject

5. DISCUSSION

This study found a significant relationship between job enrichment and employees job satisfaction after testing with the Spearman's Rank Order Correlation Coefficient at 0.05 level of significance. Calculated (0.000) is greater than r critical (0.0643). As a result of this and based on the decision rule stated. We then reject the null hypothesis (H_{01}) which states that there is no significant relationship between job enrichment and employee job satisfaction in hospitality industry in Port Harcourt.

Similarly, in the hypothesis that there is no significant relationship between job autonomy and employee job satisfaction as tested using Spearman's Rank Order Correlation Coefficient 0.05 level of significance, r calculated (0.000) is greater than r critical (0.534). As a result of this and based on the decision rule stated, we then reject the null hypothesis (H_{02}) which stated that there is no significant relationship between job autonomy and employee job satisfaction in hospitality industry in Port Harcourt.

Lastly, the hypothesis that there is no significant relationship between promotion and employee job satisfaction was tested using Spearman's Rank Order Correlation Coefficient 0.05 level of significance, r calculated (0.000) is greater than r critical (0.552). As a result of this and based on the decision rule stated we then reject the null hypothesis (H_{03}) which state that there is no significant between promotion and employee job satisfaction. Accordingly, our findings were corroborated by previous studies that suggested that incentives such as effort optimization, employee's autonomy and self-determination enhancement be made readily available in order

to increase job satisfaction of the employees in the organization [28,7].

More so, other studies like those of [6] declared that "many people are influenced more by non-monetary than monetary considerations"; [29] reported that about 70% of employers used non-cash awards in their organisations and [25] also found positive association between intrinsic motivation and job satisfaction. Going by these earlier results, it is not surprising to find similar relationship in our study because Africans in general have a lot of consideration for personal dignity and respect; and non-financial incentives provide them with such needed respect at the workplace.

6. CONCLUSION

This study empirically examined the association of non financial incentives and employees job satisfaction in the Nigeria Hospitality Industry. Three hypotheses tested showed that non financial incentives are associated with employees' job satisfaction. From the going, every organization needs to establish strategic channels of communication/engagement with employees so as to establish appropriate incentives strategy, which are supportive of employees' welfare. For majority of employees, it is how they are dealt with by their managers on a daily basis that is most important factor. Moreover, treating employees rightly everyday effectively communicates that they are valued and trusted and that they are important.

7. RECOMMENDATIONS

1. Managers should ensure that appraisal is regularly done so that employees who are due for promotion are promoted rightly.

2. Managers should allow employees some level of freedom to do their job and this can be achieved by engaging in lesser supervisions. And employees should be allowed to make suggestions that are important to them in the organization.
3. Managers should allow employees more power and authority in their given jobs because it brings inner feelings of satisfaction on the job.
4. Employees should be recognized and treated as organizations' most valued assets that they are.

SUGGESTION FOR FURTHER STUDIES

This study can be replicated in another industry to see if the non financial incentives that motivate employees in hospitality industry can also affect employees of other industry similarly. More so, the financial incentives part can be merged with non financial to see how the outcome would turn out.

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COMPETING INTERESTS

Authors have declared that no competing interests exist.

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