

**THE ASSESSMENT OF NON-MONETARY REWARDS ON MINING
INDUSTRY EMPLOYEES' PERFORMANCE: A CASE OF GEITA
GOLD MINING COMPANY LIMITED IN GEITA**

CECILIA NKANABO

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation entitled: “**The Assessment of Non-Monetary Rewards on Mining Industry Employees’ Performance: A Case of Geita Gold Mining Company Limited in Geita**”, in partial fulfillment of the requirements for the degree of Master of Human Resource Management (MHRM) of the Open University of Tanzania.

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Dr. Chacha Alfred Matoka
(Supervisor)

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Date

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DECLARATION

I, **Nkanabo Cecilia**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Master of Human Resource Management (MHRM).

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Signature

.....

Date

DEDICATION

I would like to dedicate this report to my mentor, late Frank Mvunjapori who supported and encouraged me while pursuing this study as well as during writing this academic work when he was alive.

ACKNOWLEDGEMENT

The construction of this research report has been resulted from moral support, inspiration, and consultation of many individual persons. Many individuals were involved in the completion and success of this research.

I would like to thank individuals and management of Geita Gold Mining Limited who to make this research successful, though is not possible to mention all of them.

Special thanks should go to my major supervisor Dr. Chacha Matoka for his heartfelt guidance and who made this research successful.

ABSTRACT

The study sought to assess the effects of nonmonetary rewards on the employee's performance at GGML, a case of Geita. Six objectives of the study were, to assess the influence of flexible work hours, recognition, working environment, and training, insurance, and free services on the employees' performance. The study used descriptive survey design. Questionnaire was used as to collect data. The study used GGML as a case study whereby samples of 113 employees were involved picked by systematic sampling. Descriptive statistics and Pearson correlation analysis were used to analyze data. The findings indicated that recognition, flexible working hours, working condition, health insurance has weak positive significantly correlation to employee performance and free services has moderate positive significant correlated to employee performance. From those findings the study recommends that GGML has to understand that planning well the work hours will relieve employees from fatigue and serve them from danger of injuries. This in turn will help the employees to keep on working and produce for the organization. Organizations are advised to strictly observe safe work rules and environment for better health of employees. Recognition events are seen to create high budget of the organization. The organization should deliberate plan for the recognition events like sport bonanza, sport day and leisure and recreation events to improve the work morale of employees. Further the company needs to conduct regular training on safe working practice so as to reduce danger or injuries during mineral extraction operations.

Keywords: Non-Monetary Rewards, Employees Performance

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LIST OF ABBREVIATIONS AND ACRONYMS

EP	Employee Performance
FLEX	Flexibility
FREE	Free Services
GGML	Geita Gold Mining Limited
HEALTH	Health services
RECO	Recognition
SACCOS	Savings and Credit Cooperatives
TRAIN	Training
WORKENVIN	Working Environment

CHAPTER ONE

INTRODUCTION

1.1 Overview

The chapter presents the background information about non-monetary incentives towards influencing the employees' performance at Geita Gold Mining Limited in Geita. It further presents the statement of the problem, the research objectives, and research questions. Furthermore, the chapter covers on definition of terms and delimitation and limitation of the study.

1.2 Background of the Study

Employees' performance is fundamental component that facilitate organization growth and accountability, especially being affected by the reward system employed in an organization (Ngulube, 2003). Over the last decades the world business environment has undergone a radical transformation. The world has become smaller not physically but in term of communication, competitions, and economics. This has radically changed the way successful organizations do business and how they look at their employees. This transformation has impacted the private sector significantly and is impacting the public sector as well both indirect and direct ways. Global organization are becoming now more responsive to their customer, reducing costs and improving quality (Elbasi, 2012). Today's customers demand values in both products as well as services.

Even more significantly customers do not have to tolerate, sub-par performance because they can readily turn to alternative source that offers faster cheaper, better and

more innovative products and service. The organization that are succeeding in this global innovative are those that have recognize that their people are greatest factors in their success, new organizations that are involving place a great value of the employees than organizations had in the past and they achieve more by creating a process for employees to have in the results they help achieve. Thus, today's successful organization match theory employees reward system to the strategies, goal and values (Bullentive, 2007).

Geita Gold Mining is a big company dealing with mining digging in Geita, Tanzania. The GGML is determined to be a world class mining company that operate minerals product and contribute to the tax pay to transform the country to middle level economy. For example, over five years, GGML has invested USD mill 731. This investment is expected to transform the national economy and improve the national economy. The GGML aspiration is not only to contributing to tax of the country (following wining certificate of the best prayer of the year), but it's determined to bring changes in social health and economy of individual communities. The company being related to intensive open pit mining, its function and operation solely depends on the well-motivated employees who complete the production chain and make the company continues to produce good quality gold and keep market competition of their products in the world market. It is for these reasons all types of rewards system being important, if the GGML has to keep production of product high.

However, as GGML plans to continue paying tax, contribute to the national economic development and transformation the national to middle level become economy, it's not clear how the GGML utilizes non- monetary reward to boost its employees

performance who are expected to handle company production; the current study wants to investigate by assessing non-monetary reward on the employees performance in mining industry, a case of GGML in Geita district.

1.3 Statement of the Problem

Kithure (2014) found that the employees in Kenya agreed that they were provided with medical treatment to a moderate extent. The study found that, career advancement would improve their job to a great extent. The study also found that, the organization released employees from regular work to attend training and even sponsored employees where possible to a great extent.

The study also found that, they were being praised and recognized in public for good work to a great extent. Amina (2014) indicates that non-monetary incentive like recognition, promotion, personal growth, good working environment are important in motivating employees to increase their performance in organization. The above studies on the employees' performance have little to explain the issues of non-monetary reward to the employees' performance in Geita, GGML. The observation done at GGML show, that the employees have to adopt danger work environment while digging minerals (open and interior pit mining).

The company is affected with chemical that makes the work environment difficult for workers. The workers are to work long work hours to earn money while risking their health, and others taking too long without additional training and non-recognition from the management on their contribution to the company's successes. All these are the some of the non-monetary variables that the GGML needs to understand well and

apply them well to improve its mineral production. The current study wants to assess how the non-monetary reward affects the employees' performance of GGML at Geita.

1.4 General Objective

The general objective is to assess non-monetary rewards towards employees' performance, a case of Geita Gold Mining limited employees in Geita district.

1.4.1 Specific Objectives

- (i) To determine how flexible work hours affects employees' performance at Geita gold mining
- (ii) To find out effects of recognition on the employees' performance in Geita gold mining
- (iii) To determine the effects of health insurance on the employees' performance at Geita gold mining
- (iv) To determine effects of training on the employees' performance at Geita gold mining
- (v) To determine effects of good work environment on the employees' performance on Geita gold mining
- (vi) To find out the effects of free services at work on the employees' performance at Geita Gold mining.

1.5 Research Questions

- (i) How flexible work hours influence employees' performance at Geita gold mining?

- (ii) How recognition influences employees' performance in Geita gold mining?
- (iii) How health insurance influences employees' performance at Geita gold mining?
- (iv) How training influence employees' performance at Geita gold mining?
- (v) How good work environment influence the employees' performance on Geita gold mining?
- (vi) How free services at work influence employees' performance at Geita Gold mining?

1.6 Significance of the Study

The study is anticipated to generate results on type of most preferred non-monetary rewards the Geita Gold Mining Limited use to create good work environment to increase the company's production and realize profits. The study is likely to reveal effects the non monetary rewards has over motivating employees at Geita Gold Mining Limited and redesign the best way the company managers can use it to further motivate its employees. The study likely to contribute to knowledge on challenges that the management at Geita Gold Mining Limited faces in delivery of the non-monetary rewards; and thus design best way to use to motivate better the employees.

1.7 Organization of the Study

The study was organized in five chapters. The first covered the introduction and background. The second chapter will cover the literature review. The third chapter covered on the research methodology to be used in a study. Chapter four presented data analysis and discussion. Chapter five covered the summary, conclusion, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

The chapter two presents the Review of relevant Theories: Abraham Maslow's Hierarchy of Needs is used. The chapter further presents the empirical literature review using related studies on the non-monetary reward in influencing the employee's performance in the context of Global, Africa and Tanzania in particular. The chapter ends with the establishment of the research gap.

2.2 Definition of Key Concepts

2.2.1 Reward

The literally meaning of the word is defined from the oxford advanced learners dictionary as a thing that you are given because you have done something good worked hard. In the same manner rewards has been defined as benefits and services that employees receive as part of their total compensation package (Wherther, and Davis, 1993) in relation to this study rewards also are defined as a monetary or non monetary recognition that are spontaneous and sincere appreciation of individual or group efforts towards the work done.

2.2.2 Non Monetary Rewards

According to Rose (1998) non monetary rewards is a non cash award given in recognition of a high level of accomplishment of performance such as customer care or support to colleagues, which is not dependent on achievement of pre-determined target, these are small, and mostly non costly reward given to employees in

recognition of job well done. Likewise, Michael, (2006) defined non-monetary rewards as all of the psychological contract that an organization provides for its employees in exchange for the work they perform instead of payments. This study will adopt the meaning of non-monetary rewards as all nonfinancial benefits an employee receives in an appreciation for a given performance attained.

2.3 Review of Relevant Theories

2.3.1 Hierarchy of Needs

According to the theory developed by Abraham Maslow, human motivation is born by the emerged unsatisfied needs one tries to satisfy. (1943). This theory is presented in this study as it is considered to be one of the fundamental motivation theories to which other need theories of motivation have been built on and it is still vividly used and applied in organizational contexts (Robbins, 2003). The theory is based on five human needs: physiological, safety, social, esteem and self-fulfillment. The needs are arranged from the basic human needs to the higher level needs in the shape of a triangle. The basic needs are the ones, which can be satisfied externally i.e. physiological and safety needs. On the opposite the higher-level needs including social, ego and self-actualization needs can be satisfied internally, (Robbins, 2003).

Ramlall (2004) mentioned in his article that Maslow found that humans have unmet or emerging needs which should be satisfied as soon as possible and in an organizational context manager should try to motivate employees by providing rewards which could satisfy the arisen needs as soon as those emerge. Ramlall continued that Champagne and McAfee (1989) mentioned in their book that those managers who are able to understand the individual employee needs and how to satisfy those needs and arisen

unsatisfied needs are the most successful ones and are able to create better work environments and better motivated employees. The current study is interesting in assessing the non-monetary rewards towards affecting employees' performance at GGML. It is important for the manager to know how psychological and safety needs are important and if met they equally satisfy the employees. This calls for frequent sport programmes at work, recognition parties, appreciation events, and month employee winner.

However, Maslow theory has not avoided criticism. Robbins (2003) referred to Wahba and Bridwell (1976) who claimed that there is lack of evidence that the needs are organized as Maslow presented i.e., in a hierarchical manner and it is unclear whether the unsatisfied needs create any motivation or that once an individual has satisfied a need level does this activate an individual to seek for another, higher level need satisfaction? Hall & Nougaim (1968), Lawler & Suttle (1972) and Rauschenberger et al (1980) were unable to validate Maslow's theory in practice, (Robbins, 2003).

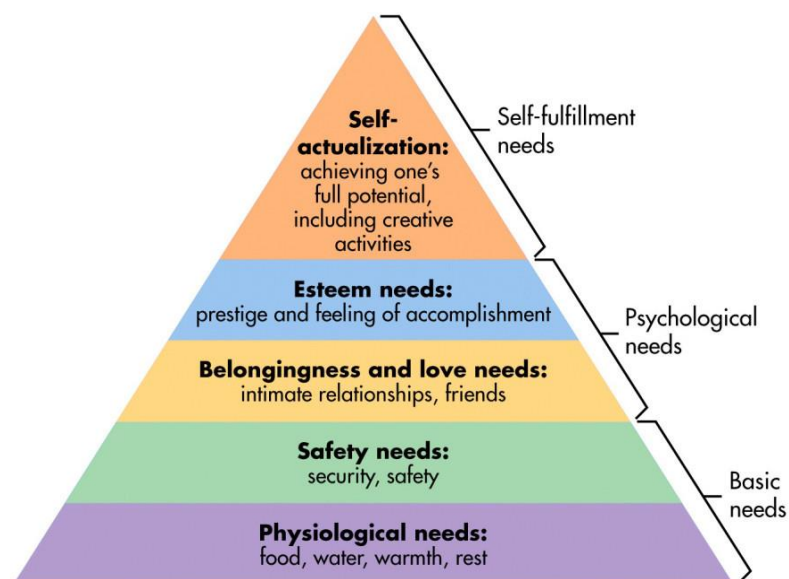


Figure 2.1: Maslow's Hierarchy of Needs

2.4 Empirical Literature Review

2.4.1 World Wide Context Review

Abdullah (2013) investigated the relationships between non-monetary incentives and job satisfaction in influencing job performance in Malaysia. The study used theoretical and empirical studies to support the hypotheses that non-monetary incentives and job satisfaction influence job performance. The study proposes that non-monetary incentives and job satisfaction significantly and positively influence job performance particularly when varieties of non-monetary incentives are used among satisfied employees in an organization. The paper recommended three propositions to be tested. Testing these relationships would help supplement means of improving employee job performance in practical terms.

Mohammad (2019) investigated the effects of monetary reward, non-monetary reward, and distributive fairness on employee performance: a study of the phosphate mines co. Jordan. The cross-sectional surveys through questionnaire were used to fulfill the objectives of this research. Data was generated from 246 employees who were selected by simple random sampling. Descriptive, correlation and regression analysis were used to analyze data and to test the hypotheses. The overall finding indicated that monetary, non-monetary and distributive fairness had a significant correlation with employee performance.

However, only distributive fairness had influenced the employee performance in Phosphate Mines Co, Jordan. The findings suggest that to increase the employees performance in this organization, the management should re-evaluate the justices of the employment policies related to the employee's rights. This will enhance the

employee performance and can be one of the competitive advantages for Phosphate Mines Co, Jordan.

Waqas (2014) explored the concept of employee engagement and how employee engagement can be strengthened by offering monetary and non-monetary rewards to employees. Testing hypothesis data were collected through questionnaires from 250 respondents. Hierarchical linear regression was used to estimate the effect of rewards on firm performance mediated through employee engagement. Results disclosed the fact that monetary and non-monetary rewards can increase the level of employee engagement and high level of employee engagement is an important cause for high firm performance. The study recommends that investment in trainings and development of employees can enhance the capabilities of employees and in turn employees will perform in an efficient and innovative way. The rewards can give deep satisfaction related to the inner desires of employees related to money and it can be helpful to employees to improving themselves in the performance of duties.

Khan et al (2014) current study investigated the relationship between non-monetary rewards (Recognition, Job Enrichment and Growth opportunities) and employees' motivation in Pakistan telecommunications company Limited. Using a cross sectional research design, a sample of 210 employees' has been selected from Pakistan Telecommunication Company Limited. The data has been collected through self-administered questionnaire; further data has been analyzed through descriptive and inferential statistics. The findings of current study shows that there is a positive significant relationship between non monetary benefits (i.e., Recognition, Job Enrichment and Growth opportunities) and employees' motivation. It is therefore

concluded that the organizations should focus on improving their reward and incentive system to boost up employees' motivation.

Farooq (2013) examined on non-monetary rewards on employees motivation in different banks in Karachi, Pakistan. The study follows a quantitative approach to achieve the objectives of this study, which is descriptive in nature. There are five independent variables taken for this study; training, recognition for performance, opportunities for career advancement, effective communication channels and job security to identify their impact over employee's job related motivation. A standardized and well-structured questionnaire was used to gauge the responses on a five level scale. Questionnaire contents were adopted from (Spector, 1985).

Employees' recognition program handbook questionnaire was sent to 550 respondents through e-mail and in printed form. Data was analyzed using Statistical Package for the Social Sciences (SPSS). The descriptive statistics utilized was based on chi-square tests and graphical illustrations were used to provide information on key demographic variables in this study. The study confirmed existence of positive significant relationship between three of the five non-monetary rewards. The context against which relationship of two independent variables i.e., training and performance recognition has not been found significant has been discussed in the findings. The study recommends design of effective compensation package to retain their competent employees. Management can improve the use of effective rewards and recognition system in the feedback process of their performance management system in order to motivate their employees.

2.5 African Context Review

Zachary (2014) assessed the influence of recognition, career development, and employee independence and flexible schedules on employee performance in Murang'a water and sanitation company, Murang'a Count. The study used descriptive survey research design by using quantitative as well as qualitative research methods. The target population of this study was all the 87 employees working at Murang'a Water and Sanitation Company, comprising of three top managers, 21 middle level employees and 63 lower level employees from Murang'a Water and Sanitation Company. This study used a census survey method of selecting the sample size, a sampling method that targets all the respondents indicated in the study population for effective information, and also because the number of respondents is small.

Therefore, the sample size for this study was 87 respondents. Data was collected using a questionnaire as the primary data collection instrument, which was administered by the researcher to achieve a higher feedback rate. Analysis of the collected data was done via qualitative content analysis for open-ended questions, and quantitative data analyzed by the use of SPSS (statistical package for social sciences), and frequency tables, charts and percentages were used to present and interpret the data. This study had expected to establish how non-monetary rewards could be used to improve employee performance. This study found out that there is a strong relationship between employee independence and performance.

In addition, the study found out that recognition has a significant impact on employee's satisfaction and productivity, and that employees attach great value to recognition as part of rewards. In addition, the study found out that a high level of

level of organizational effectiveness is achieved when organizations adopt career development as a way of boosting employee performance largely. Finally, the study found out that flexible working schedules render employees great flexibility in how their jobs are done, creating good morale can help in keeping stress at low levels, and so employees are not only happier but also healthier, lead to improved productivity.

This study recommends that the management in organizations minimize its emphasis on monetary rewards like bonuses, to capitalize on non-monetary rewards, majorly by recognizing, allowing independence, offering flexible working hours as well as promoting career development for their employees, because these forms of rewards are likely to boost employee performance to a great extent, and in turn enhance organizational performance.

Ndungu (2017) conducted to determine the effects of reward and recognition on employee job performance in Kenyatta University. A descriptive research design was used in the investigation of the effects of rewards and recognition on Kenyatta University staff performance. Stratified random sampling and purposive random sampling were used in sampling design. Questionnaire as research instrument was used and was distributed to 360 employees of Kenyatta University. In total, 332 usable responses were received which were analyzed through SPSS 20.0. Standard procedures were used to process and represent findings. Inferential statistics (person correlation analysis) and multiple regressions were then applied. Results showed significantly positive relationship between reward and recognition, with employee performance. In addition, a very positive and significant relationship was also observed between job performance and the independent variables (extrinsic rewards,

intrinsic rewards and financial rewards, recognition rewards, working environment and leadership styles). Results also showed that salaries and fringe benefits as well as job security to be weak in Kenyatta University, caused dissatisfaction, and affected employee performance.

Furthermore, there are low levels of teamwork, communication, and participation. Kenyatta University employees have very low satisfaction with responsibilities assumed and promotional opportunities available. Recommendations of the study for Kenyatta University management and policy makers in the context of human resource practices include making sure those employees who demonstrate increasing levels of ability are given increasing levels of responsibility, providing employees with more organizational freedom and autonomy and engaging employees in decision making so that they feel that their opinions are important for development of Kenyatta University.

Kathure (2014) did a study on the influence of non-financial rewards on employee commitment at Kenya Tea Development Agency. The research design adopted was descriptive survey design. This consisted of all the employees of Kenya Tea Development Agency who were based at the agency headquarters. The population of interest was 294. The researcher used stratified sampling because of ease of classifying the population into stratas. The sample comprised of 30% from each strata of the target population hence sampled to 90. The study used primary data that is collected through self-administered questionnaires containing both open ended and closed questions. The data collected was analyzed using descriptive statistics. Data was analyzed using statistical package for social sciences based on the questionnaires.

Results were presented in tables and charts. The study found that the employees agreed that they were provided with medical treatment to a moderate extent. The study found that, career advancement would improve their job to a great extent. The study also found that, the organization released employees from regular work to attend training and even sponsored employees where possible to a great extent. The study found that, they were being praised and recognized in public for good work to a great extent. The study concludes that career development, development opportunities offered, and employee recognition are the tools that management can use to motivate employees in order for them to perform effectively and efficiently.

The study recommends that since career development influenced employees' commitment, organizations would be interested in providing opportunities for career development. Institutions such as KTDA have an increasingly competitive operating environment, so by revising their non-monetary reward policies it may lead to a positive influence on employee commitment; this will in turn improve retention and performance.

Narsee (2012) examined the impact of the reward systems and programmes, monetary and non-monetary rewards, as a means of motivating employees to achieve organizations identified strategic objectives. Many organizations face the dilemma around what the ideal reward programmes should be in order to increase employee motivation and at the same time achieve the organizational objectives. A questionnaire was developed using reward categories from the World at Work Total Reward Model and the Towers Perrin Total Rewards Effectiveness Blueprint. This was administered to a sample of past and present MBA students from a Johannesburg

based business school in order to elicit responses around the aspects of their individual reward preferences and their organizations reward preferences. Data was gathered to understand the preferences between the various monetary and non-monetary reward categories and elements. The sample group of 180 respondents participated through a self-administered on-line survey. Statistical analysis was conducted on the data, which involved both descriptive and inferential statistics. The results of the survey indicated that both organizations and employees recommend financial benefits as being the most important reward category.

However, there was more of a preference from employees for career development, coaching/mentoring, and work life balance than there was from the organizations. Furthermore, it is evident from the results that organizations are utilizing a combination of both monetary and non-monetary rewards, as a share of the reward package in relation to the varying needs of the labour force. Given the current economic climate, there is a major case for providing more value on non-monetary rewards to motivate employees, given the cost pressures faced by organizations.

Although monetary rewards were rated as being the most important, there is an opportunity to combine them with non-monetary rewards and presented to an individual as a reward package. The reward approach can only be maximized by organizations if they understand the needs of employees based on the understanding of employee preferences, the dynamic nature of the work force and the potential impact on external factors. It is recommended that a new reward framework be designed to incorporate the reward preferences and expectations of both the employee and the organization whilst taking into account the effect of the external environment,

the job design and the link between the expectations from the organization and the individual.

Lumumba (2011) assessed the effectiveness of non-monetary incentives in motivating SACCO society staff. The study used descriptive analysis. The study revealed that SACCOS used non-financial reward systems to motivate their employees such as status, use of titles, recognition, job security, satisfying work conditions, teamwork, and job rotation. Training emerged to be one of the greatest motivators as it prepares employees towards higher positions, is also increase staff involvement, and finally enhances career development and facilitates change. Promotion and good working conditions also motivated employees. SACCOS have a well-defined promotion path to the employees and their jobs require the use of different aspects of knowledge. Employees were also motivated by the provision of fringe benefits such as pension schemes; life insurance, health insurance, workers compensation, and educational fees benefit program are those, which greatly motivated employees (Lumumba, 2011).

Moruri et al (2018) assessed the effects of non-financial motivators on employee performance, taking a case of Baringo County Referral Hospital. The study adopted a descriptive research design. The sample comprised 50 employees out of the 250 working in different departments within the Hospital. The sample was selected using the Central Limit Theorem. To collect data, questionnaires were used. The collected data was then analyzed using study descriptive statistics to with the aid of computer software Statistical Package for Social Science (SPSS). From the findings of the study, there were some non-financial motivators at the hospital, namely communication, training and working environment. Most of the respondents stated

that there was inadequate use of non-financial motivators and only a few were of contrary opinion. It was found that the majority of the employees felt there was no free flow of information in the hospital. In conclusion, it was found that there is no free flow of information and there are communication barriers within the institution.

Concerning working environment, the health and safety policy is in existence but most of the staff are not aware. The training committee should base their recommendations on training projections and the five-day training policy so that it may enhance staff performance. In recommendations, the institution should enhance free flow of information. On work environment the employees should be sensitized on health and safety policy. The researchers recognized the functionality of training committee. However, they should have a clear criterion of recommending employees for training to ensure equity achieved upon the staff.

Ihabour (2013) investigated the impact of incentives on the productivity of firms in Ghana. To achieve these goals, a questionnaire was designed based on the objectives. The completed questionnaires were processed and analyzed using Simple Percentage and Frequency. The findings of this study revealed that there was a positive relationship between incentives and productivity, alongside monetary incentives, another key factor in motivating employees is to involve them in the process aimed at attaining organizational effectiveness because without their co-operation the organization cannot perform. The study concluded that non-monetary factors like health, equipment use among other things counted more than monetary rewards. The study recommends the establishment of a unit to look at issues of incentives that will enhance productivity.

Kefay et al (2019) investigated the effect of non-financial incentive scheme on employees motivation. Therefore, the study was descriptive as well as explanatory, which used primary source of data. By that 162 questionnaires were distribute and all of them were returned and used for the study and stratified and simple random sampling methods were applied to determine respondent for the study. The result of regression analysis shows that; promotion, recognition, training was a significant predictors of employees motivation. Also, of that, a significant portion of employees was at good motivation level to perform their job. It is recommended to review the bank's recognition practice to increase the current motivation level of employees.

Hirut (2016) discusses the relationship between non-monetary rewards and motivation towards employee's job performance. The methodology used is descriptive through primary data. Structured questionnaire with five point Likert scale was a main tool. In organizing and analyzing the collected data, the descriptive and analytical methods of data analysis, that use charts and tables, were used to explicitly show real effect of motivation on job performance of World Learning Ethiopia (WLE). The finding of the study reveals that non-monetary rewards have an immense contribution in employees' motivation and boosting job performance. This, in turn, leads to organizational growth. Furthermore, inclusion of a policy on non-monetary rewards was the major findings of the study. Thus, the study concludes that WLE should design policies, rules and procedures that give space and time to the employees to work well and appreciate them on their tasks fulfillment and achievements. Furthermore, a strategy should be developed on how the organization should invest on empowering employee and get the best job performance is the key recommendation.

2.5.1 Tanzania Context Review

Haule (2014) assessed the effects of non-monetary rewards to employees' performance in the public higher learning institutions in Tanzania. The study was conducted with the following. Data were collected through Questionnaires, Interviews and Documentary Review, the analysis of responses, the employees' value non-monetary rewards highly, even in the absence of monetary incentives. Among the non-monetary incentives, job related non-monetary incentives are more preferred as the incentive that would increase the employees' interests in their jobs the most. It is recommended that the Higher learning institutions in Tanzania should adopt a clearly laid out non-monetary rewarding scheme for the employees in the Higher Learning Institutions.

Since non-monetary rewarding scheme existing in the Higher Learning Institutions are ineffective, proper policies should be implemented to enable fair promotions to uplift the employee motivations. The study also recommends that for the Higher Learning Institutions to realize the best from its employees, proper training must be provided to enhance productivity/performance. Specifically, the Higher Learning Institutions should conduct regular staff training to help them further their knowledge and skills and enable employees to perform better after the training. The study concludes with direction for future research.

Amina (2014) assessed the relationship between non-financial incentives and employees working performance. This research employed descriptive research design. The study area was Vodacom Mlimani City Office, and it focused on Management and Administrative staff, Supervisors and Technicians. A sample of 70 respondents

was selected using purposive sampling technique and stratified random sampling. The researcher collected primary data from respondents through questionnaires and interviews while secondary data were obtained through reviewing of various documents. Questionnaires and literature reviews have led to confirmation that majority of the respondents seemed to be aware of the nature of incentives that were used by the organization (Vodacom).

Also once asked about non-financial incentives majority of the respondents seemed to be also very aware of it in terms of its application and benefits. In terms of the relationship between the employee's performance and non-financial incentives majority of the respondents were under the impression that, once given the non-financial incentives, they will improve their performance.

The study recommends the use of non-monetary such as recognition, flexible work hours and training advancement to improve the employees performance. Ukki (2013) studied on how Non-financial incentives are engaged to teachers. The study was conducted at Public Secondary School in Zanzibar Unguja urban district. Four secondary schools selected for the study and about 70 respondents were involved as study sample.

According to the results of the study, most of the teachers accept that non-financial incentives had great contribution towards motivation, also the results shows that the level of employment of non-financial incentives in most public secondary school was inadequate. The study suggests that the non-financial incentives have a great value to such an extent it can be concluded that non-financial incentives have potential positive contribution to teachers motivation.

Aveline (2015) assessed the use of non- financial motivation as a strategy to improve teacher performance. The study carried out in Ilala municipality in Dar es Salaam region. A case study employed a descriptive mixed research design, using a sample of 80 teachers, which included eight heads of schools and 72 teachers from eight selected community secondary schools in Ilala municipality who were selected using two sampling techniques namely purposive and simple random sampling. Data collection instruments used were questionnaire, interview, and documentary analysis. Qualitative and quantitative techniques were used for data analysis; and data were presented in tables and pie charts by simple descriptive statistics in frequencies, whereas percentages were used to present the findings.

This study found that there is direct relationship between provision of non-financial motivation and performance of teachers. The study recommends that local government as the teacher employer should ensure, create and provide good accommodation, in service training, and promotion of teachers in appropriate time; develop a fair reward system, and communication style; and give recognition and respect in order to improve teacher's performance.

2.6 Research Gap

There many studies done in Europe, Asia, Africa, and Tanzania on the role of non monetary motivation towards improving employees' performance. The non-monetary rewards have been used to sustain interest in the employees' performance and rise the firm productivity. Though these studies show no monetary reward towards the employees' performance, there is no such study at Geita Gold mining, this study intends to address this gap.

2.7 Conceptual Framework

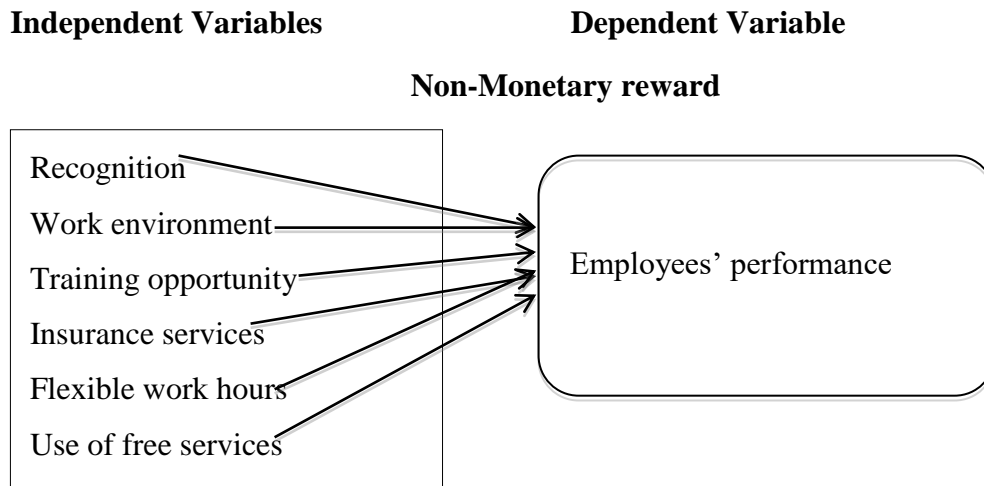


Figure 2.2: Conceptual Framework

Conceptual Framework

Dependent variables

In this study it is expected that the literature shows that if the managers uses well the independent variables of training opportunity, work environment, insurance, flexible work hours, uses of free services; these variables are likely to influence the employees' performance and improve their performance, this variable is **called independent variable** as it depends on those six dependent variables. For example, well recognized employees will feel sense of belongingness and try hard to work better for the organization, thus improve their performance and vice versa is true. This is the reason that the managers are encouraged to know and use the non-monetary incentives to improve the work performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

The chapter presented the research philosophy used in the study. It presented research approach, design and study area with its justification, population, sample and sampling method used in this chapter. The chapter further presented the data collection methods, data analysis plan, validity and reliability and research ethics followed.

3.2 Research Philosophy

3.2.1 Positivism

The positivism as suggested by Patton (2009); Silverman (1997) are research done to test variables and establishes the conclusion based on the numerical indices. The positivism holds that the reality needs to be tested by scientific investigation and use of hypothesis. The study of this nature uses large sample and use of survey to generate conclusion on the studied issues. Since this study intended to investigate the way the non-monetary rewards influence employees performance at Geita gold mining, the current philosophy is rational and was employed to read the investigation.

3.3 Research Approach

The research approach covers the how methods and strategy will be combined to conduct the study. The current study employed survey design approach (questionnaire) to inform the study. The reason is that the topic on the role of non monetary rewards on the employees performance require to capture opinion using

survey design, questionnaire and at the same time explore how the employees performance are influenced by work variables such as recognition, health, services and training. Since the intention was to obtain the opinion of the employees from large sample, the use survey approach was deemed necessary as recommended by (Gray 2019).

3.4 Research Design and Strategy

Research Design is a plan on how the data will be collected, analyzed, and presented, it covers which methods and sample to be used in the study, (Patton, 2009)). Research design for study was survey design. The study intends to capture opinion from a large sample on their opinion about the effect of non- monetary rewards towards employee's performance. Fulfilling this objective, it needs a current researcher to consider large sample from respondents, thus use of survey design, using questionnaire is suggested by Gray (2009).

3.5 Study Area

The study was conducted in Geita district. The Geita Gold Mining is situated in Geita district and it deals with Gold Mining. The research at one time worked with Geita Gold Mining as the experience of working there enabled to build rapport, which assisted me to collect data about the current topic. This is in line with Gray (2009) who recommends that rapport is important for the researcher as it assists him to know culture and relationship, which may guide and help easy interaction for data collection. Since now the current researcher works in Mwanza, it could be easier to reach Geita Gold Mining for research process and thus significantly reduce time and costs in data collection. Lastly, the chosen topic is about mining employees, not many

areas are blessed with minerals and of organized employees like Geita Gold Mining. Therefore, the feature of large organization dealing with minerals suited the current topic objectives.

3.6 Target Population

Target population is population which researcher needs to simplify the results of a research (Mugenda & Mugenda, 2003). The target population in a study encompasses all those possible participants that may possibly make up a study group (Kothari, 2004). Population for that reason involves all the cases or persons that fit exactly for being sources of the data essential in addressing the research problem. The target population is defined as that population to which a researcher wants to generalize the results of the study (Sekaran, 2010). The populations of the study were all 400 employees working at GGML.

Table 3.1: Target Population

S/N	Type of employees	Number of employees
1	Managers	43
2	Machine operators	198
3	Accountants	60
4	Engineers	99
Total		400

Source: Researcher, (2021)

3.6.1 Sample and Sampling Techniques

The sample in this study was simple systematic sampling method to define the sample size. This technique was favored because all respondents in the GGML were given equal chance of being selected and this minimized/reduced biasness (Kothari, 2004).

The sample of 120 respondents was generated by randomly sampling 30% of the respondents in GGML. According to Mugenda and Mugenda (2003) a sample of 10-30% is adequate and is a true representation of the population.

Table 3.2: Sample and Sampling Techniques

Sn	Type of employees	Number employees	Sample	Percent
1.	Manager	43	12	28%
2.	Machine operators	198	60	30%
3.	Accountants	60	18	30%
4.	Engineers	99	30	30%
Total		400	120	

Source: Researcher (2020)

However the response rate and after data cleaning the sample remained 112.

3.7 Data Collection Methods

3.7.1 Questionnaire

Questionnaire is a method of collecting opinion by using written questions or administered questions (Sliverman, 1997). Questionnaire has power to cover large area for data collection and its cost is relatively cheaper than use of intensive interviews. The questionnaire for this study was constructed and it followed objective themes, related to the effect of recognition on the employees' performance, the use of flexible work hour on employees' performance, the effect of insurance on the employees' performance, the training of employees on the employees performance and the work environment effect on the employees performance. The employees' performance as a result of nonmonetary reward was also opined in a questionnaire.

3.8 Data Analysis

According to (Creswell et al., 2010) data analysis is the systematic organization and synthesis of the research data and the testing of research hypotheses, using those data. Data analysis also entails categorizing, ordering, manipulating, and summarizing the data and describing them in meaningful terms. The questionnaire was composed on six independent variables that is recognition, training opportunity, work environment, flexible work hours, insurance services and free services use. The five-point Likert scale was used showing strongly agree (1), to strongly disagree (5). The employee performance was also measured as well using similar scale. With the support of computer excel the data were computed into percentage and these percentage were used to do analysis of the questionnaire items.

3.9 Validity

Validity refers to the thoroughness of the research tools used within research process (Bogdan and Bicklen, 1998). The current study checked validity by exposing the research questions to supervisor, who commented on the relevancy of asked questions guide against objectives. The tools were then tested to the employees working at the GGML to check if the language and content indented were those targeted by the current researcher. it was however noted during the piloting, very minor changes were made.

3.10 Reliability

Reliability is about consistency of the research procedures (Creswell, 2009); Kothari (2004). Research reliability for the study was attained by consideration of

triangulation approach. Triangulation of methods demands that to increase credibility and consistency of research, data must be collected from more than one method. This study used questionnaire, and documents. Another method to observe reliability was the use of multiple operators of machine, accountants, security, and market officers. This assisted to get reliable information on the non-monetary reward at Geita Gold Mining, and then only one sample could have been used.

3.11 Research Ethics

Research clearance was obtained from the Open University of Tanzania to allow the current researcher to conduct research at Geita Gold Mining in Geita. The current researcher hopes to observe confidentiality for the purpose of protection respondents' opinion and avoid harm or insult from the top arrangement following their opinion about the non-monetary rewards to employees at GGML. The researcher protected names of respondents and gave codes to protect their opinion. The researcher explained to respondents that, the information they volunteered was to be used for purpose of research only.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Overview

The chapter presents the data gathered using questionnaire. It present data using tables and uses mean and standard deviation to advance the description and analysis using themes of the objectives. Discussion is attached with reference to empirical literature done in chapter two.

4.2 Sample Descriptions

The sex composition of the GGML sample talks much about high composition of the male employees (82.3%) that are involved in the production of minerals in different sectors. This holds that many of the operation such as security digging minerals and machine operations are heavy work duties that are why there is high proportion of the male employees than female employees (17.7%).

More than 25.7% of the GGML employees have experience of 10 to 15 years at the company. This takes much of the awareness of these employees on policy at work including non-incentive rewards thus when they are asked to opine on the non-incentive rewards they do so with experience at work. This is likely to have contributed to fair response for the study and increase the credibility of the research results.

The composition shows that GGML have a good number of employees who can manage the mineral production as they have qualification starting from certificate to

master personalities cohorts equally can give solid opinion on how the nonmonetary reward can improve employees performance.

Table 4.1: Sample Description

S/N	Variables	N	%	Mean	Std. Deviation.
1	Gender	113	100	1.1769	0.3833
	Male	93	82.30	1	0.00
	Female	20	17.70	2	0.00
2	Academic Qualification	112	100	2.1504	0.9085
	Secondary	36	31.86	1	0.00
	Diploma	27	23.89	2	0.00
	Bachelor's degree	47	41.59	3	0.00
	Master's Degree	3	2.65	4	0.00
3	Work Experience	112	100	2.21	0.3836
	0 – 5	41	36.28	1	0.00
	6 – 10	25	22.12	2	0.00
	11 – 15	29	25.66	3	0.00
	Above 15	18	15.93	4	0.00

Source: Field data (2021)

4.3 Descriptive Statistics

The study used mean and standard deviation to explain the factors under each objective of the study. A factor with high mean was considered to have more degree of being accepted by the respondents as against low mean.

4.4 Recognition

The results in the Table 4.2 indicate recognition makes me feel belong to the company and my efforts are appreciated scores high (M= 1.57, S. D= 0.75). Employment of the month makes me proud and dedicated to increase efforts in working better scores (M=1.9, S. D= 0.82). Further results indicated that leisure hours at the organization increase my happiness, scored high mean of 2.26, S. D=1.08). Recognition at sport day stimulates my work morale scores high (M=1.9 and S. D=1.01). Recognition by

heads of department makes feel my contribution valued at work scores low (M= 1.6, S. D=1.071), where recognition on sport Bonanza makes me joyful and relax for next duty assigned scores (M=2.2, S. D=1.045. Lastly low (M=1.7, S. D=1) was scored for certificate of recognition encourage me to keep work spirit high.

Table 4.2: Contribution of Recognition towards Employees Performances

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Recognition makes me feel I belong to the company and effort are appreciated	113	1	4	1.57	.756
Employer of the month makes me proud and dedicated to increase efforts in working better	113	1	5	1.92	.892
Leisure hour at the organization increase my happiness	113	1	5	2.27	1.082
Recognition at sport day stimulates my work morale	113	1	5	1.98	1.022
Recognition by the heads of departments makes me feel my contribution are valued at work	113	1	5	1.69	1.074
Recognition at sports bonanza makes me joyful and relax for next duty assigned	113	1	5	2.21	1.043
Certificate of recognition encourage me to keep work spirit high.	113	1	5	1.72	1.067

Source Field Data, (2021)

4.5 Flexible Work Hours

The results indicated that flexible work hours allow one to relax and once go back to work is really motivated scored (M=2.1, S. D=1.4). Addition annual leave makes me feel that my boss respects my leisure time ready for coming back to wok scores high (M=2, S.D=1.2). Further results showed that well balanced shift work hours enable me to return to work energetically scored average (M=1.8, S. D=1.2). Rest hours allows me to rest and plan well for next task scored average (M=1.7, =S.D=1.4). A

flexible work hour allows me to attend other family matter scored high (M=2.1, S.D=1.2). Flexible work hours reduce fatigue score low (M=1.6, S.D=1.0). Lastly, flexible work hours reduce injuries scored high (M=1.9, S.D=1.1).

Table 4.3: Contribution of Flexible Working Hours towards Employees Performances

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Flexible work hours allow one to relax and once go to work is really motivated	112	1	5	2.18	1.416
Additional annual leave makes me feel that may boss respects my leisure time ready for coming up to work	112	1	5	2.46	1.259
Well balance shift work hours enable me to return to work energetically	112	1	5	1.86	1.287
Rest hour allows me to rest and plan well for next task at work	112	1	5	1.71	1.026
Flexible work hour allows me to attend other family matters	112	1	5	2.13	1.295
Flexible work hour reduce fatigue	112	1	5	1.68	1.059
Flexible work hour reduce injury at work	112	1	6	1.97	1.365

Source Field Data, (2021)

4.5.1 Training Opportunity

Training opportunity makes me add skill to do my job scores low (M=1.7, S.D=1.2). Training in computer enables me organize payment scores high (M=2.6, S.D=1.3). Training in security issue helps me avoid injury during operations in the pits scores high (M=2.2, S.D=1.3). Training in leadership makes me manage conflicts at work scores high (M=2.04, S.D=1.2). The company pays full for my training (certificates, first degree and masters) scores high (M=2.5, S.D=1.4). GGML offers on job training

to improve employee's performance scores average (M=1.8, S.D=1.2). Lastly, average (M=1.7, S.D=1.0) standard was scored for training helps me to increase ability to plan and allocate work and follow results to realize work targets.

Table 4.4: Contribution of Training opportunity towards Employees Performances

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Training opportunity makes me add skill to do better my job	112	1	5	1.74	1.293
Training in computer enable me organize payments at the organization	112	1	5	2.70	1.381
Training in security issues helps me avoid injury during operations in the pits	112	1	5	2.25	1.392
Training in leadership makes me manage conflicts at work	112	1	5	2.04	1.297
The company pays full for my training at work (certificate, first degree master)	112	1	5	2.55	1.438
GGM offers on job training to improve employees performance	112	1	5	1.87	1.227
Training helps me to increase ability to plan the work and allocate work and follow results to realize work targets	112	1	5	1.72	1.100

Source Field Data 2021

4.6 Health Insurance

The results under this table indicate that all items score high mean and standard deviation. For example, health insurance makes me secured health wise and work dedicatedly toward company's goal scores ((M=1.98, S.D=1.3) standard deviation, health insurance is fully covered by GGML (M=2.1,S, D=1.3). We are not forced to use personal income for treatment at any stage of the treatment scores (M=2.2, S.D=1.4). We work delicately because our health is secured scored mean of (M=2.04, S.D=1.4). Health insurance covers all treatment scored high (M=2.2 S.D=1.2). Health

covers all treatment scored high (M=2.7, S.D=1.3). Finally, GGML facilitates all costs with referred to higher hospital scored high (M=1, S.D=1.1).

Table 4.5: Contribution of Health Insurance towards Employees Performances

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Health insurances makes me secured health wise and I work dedicatedly toward company's goal	112	1	6	1.97	1.385
Health insurance is fully covered by GGM	112	1	6	2.14	1.307
We are not forced to use personal income for treatment at any stage of the treatment	112	1	6	2.21	1.409
We work dedicatedly because our health is secured	112	1	6	2.04	1.407
Health insurance covers all treatment	112	1	6	2.21	1.295
Health insurance covers all family members of the employees	112	1	6	2.74	1.380
When we are referred to higher hospitals GGM facilitates the process of treatment	110	1	6	1.93	1.147

Source Field Data 2021

4.7 Work Environment

The results in the Table 4.6 indicates that (M=2.2, S.D=1.3) were scored for statement of respondents to be assumed of the security equipment's while digging minerals internally; we are assumed of security in working environment attack from indigenous scored (M=1.8, S.D=1.1). We are trained to escape risk before doing major exploration and digging scored (M=1.9, S.D=1.2). The company has the security system to check and provide signed for any danger outbreak scored (M=1.9, S.D=1.2). We are educated on safe working rules scores (M=.8, S.D=1.2). We are given lunch and tea cores (M=1.9, S.D=1.4) and lastly, workstations are well protected with rescue team whenever land slide happens scored high M=2.2, S.D=1.4).

Table 4.6: Contribution of Work Environment towards Employees Performances

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
We are assured of the security equipment while digging minerals internally	112	1	6	2.26	1.347
We are assured of our security in the working environment, (attack from indigenous)	112	1	6	1.82	1.195
We are trained to escape risk before doing major exploration and digging	112	1	6	1.95	1.207
The company has the security system to check and provide signal for any danger outbreak	112	1	6	1.94	1.240
We are educated on the safe working rules as we work in minerals extraction	112	1	6	1.84	1.227
We are given lunch and tea	112	1	6	1.97	1.423
The workstations are well protected with rescue team whenever landslides happen	112	1	6	2.23	1.483

Source Field Data 2021

4.8 Free Services

The results indicated that housing allocation makes me motivated scores high (M=2.02, S.D=1.3). Free water services enable me to enjoy the services and use my income on other personal development M=2.4, S.D=1.4). Free fuel allows me not use salary for transport purpose scores (M=2.8, S.D=1.6). Free flight ticket during leave enables me to feel respected and valued scores high (M=2.8, S.D=1.5). Free furniture makes me proud and decorate my house scores highest (M=3.16, S.D=1.6). Free airtime allows me to work and communicate effectively scores (M=2.2, SD=1.6). Lastly, free clothes and schools services allow me to be safe at work scores (M=2.02, S.D=1.4).

Table 4.7: Contribution of Free Services towards Employees Performances

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Housing allocation makes me motivated as i do not use salary to pay rent bill	112	1	6	2.06	1.390
Free water services enable me to enjoy the services and use may income for other personal development	112	1	6	2.40	1.467
Free fuel allows me not to use salary for transport purposes.	112	1	6	2.80	1.665
Free Fright ticket during leave enables me to feel respected and valued.	112	1	6	2.83	1.542
Free furniture makes me proud and decorate my house	112	1	6	3.16	1.647
Free airtime allows me to work and communicate effectively	112	1	6	2.22	1.615
Free clothes and shoes services allows me to be safe at work	112	1	6	2.01	1.473

Source Field Data, (2021)

4.9 Employee Performance Descriptive Statistics

The results showed that non-monetary has influenced the employees' performance under the following variables: There has been increase of quality of work at GGML as a result nonmonetary rewards to employees scored (M=2.2, SD=1.5). Timelines in task performance at GGML has improved as a result of non-monetary rewards scored (M=2.23, SD =1.35). Absenteeism has decreased at GGML due to use of non-monetary rewards to employees scored (M=2.56, SD=1.3). More employees have been reported to surpass their targets at GGML due to non-monetary rewards to employees scored (M=2.5, SD=1.3). The employees are strictly using time for work due to use of non-monetary rewards to employees at GGML scored (M=2.2,SD=1.2). The employees at GGML are dedicated to their work due to use of non-monetary

rewards scored ($M=2.5$, $SD=1.3$). Innovation has improved at GGML due to use of non-monetary rewards to employees scored ($M=2.3$, $SD=1.4$).

Table 4.8: Employees Performances Due to Non-monetary Reward

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
There has been increase of quality of work at GGM as a result nonmonetary rewards to employees	112	1	6	2.22	1.529
Timelines in task performance at GGM has improved as a result of non monetary rewards	112	1	6	2.23	1.356
Absenteeism has decreased at GGM due to use of non monetary rewards to employees	112	1	6	2.56	1.327
More employees have been reported to surpass their targets at GGM due to non monetary rewards to employees	112	1	6	2.53	1.322
The employees are strictly using time for work due to use of non monetary rewards to employees at GGM	112	1	6	2.27	1.223
The employees at GGM are dedicated to their work due to use of non-monetary rewards	112	1	6	2.54	1.388
Innovation has improved at GGM due to use of non monetary rewards to employees	112	1	6	2.31	1.427

Source Filed Data, (2021)

4.10 Variables Descriptive Statistics for Means Std Deviation and Correlation

Analysis Results

Descriptive statistics means score and standard deviation were computed for recognition, flexible working hours, training, health services, working environment and free services on employees performance as dependent variable using the cut-off points suggested in Albdour & Altaraweh (2014), adjusted to 7-point rating levels.

Results (Table 4.9) indicate that the recognition was positive significant but low ($M = 1.91$, $SD = .69$). Flexible working hours was positive significant but also low ($M = 2.00$, $SD = .98$), Training was positive significant but also Low ($M = 2.13$, $SD = .95$), Health services was positive significant but also low ($M = 2.14$, $SD = 1.06$). Working environment scored positive means score significant also low ($M = 2.00$, $SD = 1.10$) and the free services when computed means score the results was positive, significant, and Low ($M = 2.50$, $SD = 1.23$).

Using the original cut offs of Albdour and Altarawneh (2014) recognition on the employees performance was significantly positively, weak correlated with employees performance ($r = .82^{***}$, $p < .001$). Flexibility was positively, weak correlated with employee performance ($r = .48^{***}$ $p < .001$). Training was also positively, weak and significantly related to employees performance ($r = .38^{**}$ $p < .01$). Health insurance was found positive, weak and significant correlated to employee performance ($r = .38$, $p < .001$). Working environment was found positive, strong and significant correlated with employee performance ($r = .37$, $p < .01$). Free services at work was found to have a positive, weak and significant correlated with employee performance ($r = .24^*$ $p < .01$).

Scale test for reliability analysis was carried out to determine the internal consistency of the measurements scales. Cronbach's alphas (Table 4.9) in the diagonal show good internal consistency for the variables namely recognition .78, flexibility .83, training .92, health insurance .75, working environment .89, and free services .77 (George and Mallery, 2014).

Table 4.9: Variables Descriptive Statistics for Means Std Deviation and Correlation Analysis Results

		MEAN	Std. Deviation							
RECO	Pearson Correlation	1.91	.69	.78						
FLEX	Pearson Correlation	2.00	.98	.65**	.83					
TRAIN	Pearson Correlation	2.13	.95	.55**	.69**	.92				
HEALTH	Pearson Correlation	2.14	1.06	.55**	.72**	.78**	.75			
WORKE	Pearson Correlation	2.00	1.10	.40**	.55**	.70**	.70**	.89		
NVI										
FREE	Pearson Correlation	2.50	1.23	.35**	.37**	.50**	.38**	.485**	.77	
EP	Pearson Correlation	2.38	1.21	.24*	.37**	.38***	.38**	.48***	.82***	.86

*p < 0.05 (two – tailed), **p < 0.01 (two – tailed) ***p < 0.001 (two – tailed)

*. Correlation is significant at the 0.05 level (2-tailed).

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

NOTES: RECO = Recognition, FLEX = Flexibility, TRAIN = Training, HEALTH = Health services, WORKENVIN = Working Environment FREE = Free Services and EP = Employee Performance

Source: Field data (2021)

4.11 Discussion of Findings

The section presents the discussion of the findings using the data generated from chapter four; the results are presented in comparing and contrasting with the past literature to establish the base of the findings.

4.11.1 Recognition

This study found that recognition has weak positive and significant correlated to the employees' performance. This means they are recognized as good nonmonetary factors influencing employees' performance at GGML. Employees not only value the cash, but they value the way an organization appreciates their effort in an

organization. The managers have to know how to use sports bonanza, recognition party, employee of the month and leisure time to make the staff relax and when go back to work are happier and energetic since organization of leisure and recreation and sport bonanza may have cost implication; this calls for employers like GGML to plan and allocated funds for this event at least once a year. In addition, recognition practice result to feeling belongingness to the company happiness, joy and motivated as well as keeping work spirit high. These variables are translated to better employees' commitment to work towards organizational goal of digging minerals and processing them. Khan et al (2014) had observed similar findings when established that, telecommunication company limited in Pakistan observed that their relationship between nonmonetary rewards (recognition job enrichment and growth opportunities) and employees performance.

Kithure (2014) established similar findings in Kenya tea development agency, when the organization employees' motivation was improved by using such nonmonetary incentive by planning recognition events such as certification and employees of the month. Similarity of the results between GGML and Pakistan telecommunications company and Kenya tea company on recognition practice may tell the ability of the three organizations to have stable planning in recognitions events and financial stability as the events require funding, which most if the young organisation may not have ability to plan and afford.

4.11.2 Flexible Work hours

This study found flexible working hours has weak, positive and significantly related to the working performance. The results indicates that majority of the respondents

agreed that flexible work hours influence employee performance of GGML at GGML. This was evidenced with employed to favor relaxation hours, annual leave, balanced shift work, time to attend other family matter, reducing fatigue and reducing injury. Industry or organizations are always focusing on increasing production; so, their employees are forced to responds to long work hours. This in turn makes employees develop fatigue and loose interest in work. With the nature of mining activities which involves danger work of machine operation, if employees are not given enough time to rest and reduce fatigue, they may fail to produce to the expectations of the organization. Hence managers must develop work schedules considering these types of non-monetary incentive in order to improve and sustain organization productivity.

The above findings are in line with Zachary's study findings (2014) who established that flexible working hours schedule render employees great flexibility how their jobs are done, creating stress at low levels and so employees are not only happier but also healthier, leading to improved productivity. Again, the current finding on the acceptability of flexible work hours to improve employees' performance at GGML was supported and established by Amina (2014), when established that, the Vodacom Mlimani City employees improved their performance due to use of recognition and flexible work hours.

4.11.3 Health Insurance

This study found that health insurance has weak positive and significantly correlated to the employees' performance. The mining environment is not always safe for employees. The chemical used to process minerals are said to cause cancer to employees. Dust environment are also danger and cause of respiratory diseases. The

employees seemed to score high mean for this factor as they feel that the GGML despite of such health challenges the health insurance is conducive to make employees continue to work and stay healthy. For example, respondents in table 4.4 said they have good health to work for the organization, health insurance covers them fully, they do not incur cost at any stage of treatment, insurance covers even family members and the GGML covers cost during referral.

Similar results were also observed by Musheshe (2019) when established that Humuliza employees were motivated by such health insurance to work hard for the organization in Muleba, Bukoba, Tanzania. The results notes further that many organizations now days have taken health as a top agenda. They are trying to improve health insurance to protect their employees in order to keep work morale high. This is the reason why the two organizations are coinciding on their decision to use health insurance as a factor to influence employees' performance in their work set ups.

4.11.4 Training Opportunities

This study found that training opportunity has a weak positive significantly correlated to employee performance. Training opportunities to influence employees' performance at GGML employees was established in table 4.9. This was evidenced in the way their variable pulled high mean. The variables were training add skills for doing better job, training enables employee manage staff payments, training enables employees to managed security, training leadership make one to manage conflict, training of job improve performance and training enable employees to plan and allocated work better. It has to be taken into consideration that production efficiency can come to the organization through innovation and training. This goal can be achieved only if human

resources are constantly training and retraining to learn new ways of production, security and use of technology. It is those benefits that made employees pull for high mean, on the other side the organization has to set enough budget and schedule to do on training to increase production and realize its goals. The above findings on the use of nonmonetary training to improve employees' performance in an organization was once established in Amina's study (2014) where established that Vodacom company at Mlimani city in Tanzania used nonmonetary reward such as recognition, flexible work hours and training advancement to improve employees' performance.

4.11.5 Work Environment

This study found that work environment has weak positive and significant correlated to employee performance. Table 4.9 indicated the responses of respondent pulling high mean for the sub factors on work environment. The data indicated the work environment was good; the area which showed good work environment were security of equipment; security of individual (no attack from indigenous); training to escape danger, company has security system alert during danger outbreak employees educated on safe work rules; employees given lunch and tea and the workstation has rescues team during danger like landslide.

The above sub factors seemed to influence employees' performance to continue produce for the company and increased production. The above finding correlates with Lumumba (2011) when said that, the SACCOS employees in Kenya was really motivated to work for the organization because of conducive work environment at the organization.

4.11.6 Free Services

This study found that free services has moderate positive and significantly correlated to employees' performance. The results in the Table 4.9 indicated highest mean for may service that GGML offers and that influence the employees performance. These were water free service, flight ticket, housing allocation, free fuel, free airtime and free clothes at work. With rising costs of living water bill, housing and costs of fuel pressing the employees on difficulty position to divide their income to meet these living costs.

The GGML offering these services free encourage the employees and a big relief and motivate them to wok dedicatedly for the company. Related finding was established by Nancy (2016) when established that one SACCOS in Kenya used house allowance allocation to motivate its employees to improve their performance. Looking at the finding one would note that the two organizations are having profit in their businesses, so setting aside the small portion of the profit for improving staff welfare through non monetary reward like housing allocation was possible decision to be taken by such organizations as compared to organizations which are nonprofit making to manage housing allocations to its staff.

4.11.7 The Influence of Non Monetary Rewards on the Employee's Performance

The data and results showed that the GGML employees have been influenced by non-monetary rewards in their performance. The results showed that the non monetary increased the quality of work, timeliness of doing task, reduced absenteeism, improved the employees to work on targets, they used time well and they improved innovation in their work.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Overview

The chapter presents the last section of the study; it presents the summary, the summary of the findings, conclusion and recommendation for further study.

5.2 Summary of the Study

The study was conducted in Geita at Geita Gold Mining (GGML) to assess their influence of on nonmonetary rewards on the employees' performances. The study was guided by six objectives namely, to assess flexible work hours, recognition, health insurances, training opportunities; work environments and free services influence the employees' performances at GGML. The study was guided by descriptive research design where questionnaire was used as method for data collection. The study employed managers, machine operators, accountants and engineers as sample drawn from 400 employees at GGML. The study used random sampling method in the study. 120 respondents were estimated total sample used for the study.

5.3 Summary of Findings

The following section presents the summary of finding of the study using six objectives that were discussed in the previous chapter.

5.3.1 Flexible work hours

The first research question inquired on how flexible work hours affect employee's performance at GGML. The discussion developed in chapter four indicated the

GGML employees agreed in many aspects about the flexible work hours to influence positively their work performances. These variables were evidenced by employees were relaxation hours, annual leave, balanced work time to attend other family matters, reducing fatigues and reducing injury as a result of flexible work hours.

5.3.2 Recognition

The second research question inquired on how recognition influences employees' performance of GGML employees. The findings indicated that leisure time to employees at GGML. Recognition of employees at sport day, recognition by head of department, recognition at sport bonanza all pulled high mean and standard deviation and these were evidenced influencing employee at GGML to perform better in their duties.

These results confirm the research of Maslow theory, which argues that love, is an aspect, which is highly needed by all human, begins. This has to say when employees are recognized by the management through various planned events feel to be appreciated and they feel their efforts in the organization is wealth valued, all these environments keep work spirit high and influence the individual performance.

5.3.3 Health Insurance

The third research question inquired on how health insurance influences employees' performance at GGML. The results indicated that, indeed the mining environments at GGML are characterized by unsafe working environment due to dust, gases and chemical used in the minerals possessing. However, despite these conditions, the GGML employees have accepted that, the health insurance is supporting better health

for them. This was noted employees have good health to work for the organization, health insurance covers their medical bills fully, they do not incur cost at any stage of treatment and insurance covers employee's family members

5.3.4 Training Opportunities

The fourth research question inquired on how training opportunities influence employees' performances at GGML. The results indicated that, employees are given addition training to improve them work, training enable them manage staff payments, training enables them manage employees work and training enable employees manage conflicts.

5.3.5 Work Environment

The results generally under this research question that the working environment that GGML was good. The area which showed good work environment were, security of equipment's, security of individual of individual (no attack from indigenious), employees are training on danger when it is about to happen, company has security system alert during danger outbreak, employees are educated on safe work rules and employed are given lunch and tea and the workstation has rescues team during land slide. All their variables on environment influenced the employees to continue work for the organization.

5.3.6 Free Service

The last research question inquired on how free service influence employees performance at GGML. The results showed that, the employees at GGML were enjoying free services like free housing, free water bills, free fuel, free airtime with

behaviors of human being to be satisfied when get basic needs like water, security and food and housings, the employees at GGML were of good welfare to improve performance as they were relieved of high cost of living associated with such bills, housing being first.

5.4 Conclusion

The organization managers have been in most cases considering cash or monetary factors to be most influence employees' performance. Through this rigorous study done at GGML, it has been proved from the data and ensuing discussion results that indeed nonmonetary rewards influence the employees to performance their duties and increase the organization productivity, which in this context is mineral production. The nonmonetary reward observed to influence employee performance at GGML were flexible work hours, recognition practice, work environment, training opportunities, insurance service and free service at organization. Generally, the results of this study have confirmed that, human being are not only satisfied by cash money but also nonmonetary like flexible working hours, recognition, good work environment, training opportunities, insurance, and free services.

5.5 Recommendations

The GGML has to understand that planning well the work hours will relieve employees from fatigue and serve them from danger of injuries. This in turn will help the employees to keep on working and produce for the organization.

The work environment at the GGML some were observed to be not conducive due to excessive dust and some gases and chemicals which are dangerous to human health,

the organization is advised to strictly observe safe work rules and environment for better health of employees.

The organization should plan and prepare budget for improving its employee's technical knowhow on minerals production and other specification. This will in turn improve mineral production.

Recognition events are seen to create high budget of the organization. The organization should deliberate plan for the recognition events like sport bonanza, sport day and leisure and recreation events to improve the work morale of employees.

The employees can be given plots and facilitated to build their own houses; this will motivate further the employees of GGML.

The organization needs to conduct regular training on safe working practice so as to reduce danger or injuries during mineral extraction operations.

5.6 Recommendation for Further Studies

The study focused on the assessment of non-momentary rewards on employees' performance at GGML. The new study is recommended to see how the same population and sample can be influence by cash or monetary as they performed their duties at GGML. Another study is also recommended to other sites of mineral production in Tanzania and see how nonmonetary reward can influence their employees performance.

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APPENDICES

Appendix I: Background Information

I am Cecilia Nkanabo, a Master student at Open University of Tanzania. I am doing research on the assessment of non-monetary rewards on mining industry employees' performance'. You are being part of the Geita Gold Mining employees I anticipate you have very potential information that can assist me to complete the research task ahead of me. Please cooperate.

Sex

Sex	No	Frequency
M	60	
F	30	

Work Experience

SN	YEARS	Frequencies	PERCENTAGE
1	0-5	40	
2	5-10	30	
3	10-15	15	
4	15- Above	5	

Academic qualifications

SN	TYPES OF EDUCATION	NO	PERCENTAGE
1	Secondary	25	
2	Diploma	30	
3	Degree	20	
4	Masters	15	

Q.2 Questionnaire (Engineers, Machine Operators, Accountants, Security Guards, Managers)

Key Sa-Strongly Agree-1, A- Agree-2, Ud-Uncided-3, D-Disagree-4 and Sd-Strongly Disagre-5

Q2. Influence of non-monetary toward employees' performance at Geita gold mining company

SN	Statement on influence of nonmonetary to employees performance	1	2	3	4	5
	Recognition					
1	Recognition makes me feel I belong to the company and my effort are appreciated					
2	Employer of the month makes me proud and dedicated to increase efforts in working better					
3	Leisure hour at the organization increase my happiness					
4	Recognition at sport day stimulates my work morale					
5	Recognition by the heads of departments makes me feel my contribution are valued at work					
6	Recognition at sports bonanza makes me joyful and relax for next duty assigned					
7	Certificate of recognition encourage me to keep work spirit high.					
	Flexibility in work hours					
1	Flexible work hours allow one to relax and once go to work is really motivated					

2	Additional annual leave makes me feel that my boss respects my leisure time ready for coming up to work					
3	Well balance shift work hours enable me to return to work energetically					
4	Rest hour allows me to rest and plan well for next task at work					
5	Flexible work hour allows me to attend other family matters					
6	Flexible work hour reduce fatigue					
7	Flexible work hour reduce injury at work					
	Training opportunity					
1	Training opportunity makes me add skill to do better my job					
2	Training in computer enable me organize payments at the organization					
3	Training in security issues helps me avoid injury during operations in the pits					
4	Training in leadership makes me manage conflicts at work					
5	The company pays full for my training at work (certificate, first degree master)					
6	GGML offers on job training to improve employees performance					
7	Training helps me to increase ability to plan the work and allocate work and follow results to realize work targets					
	Health Insurance					
1	Health insurances makes me secured health wise and I work dedicatedly toward company's goal					
2	Health insurance is fully covered by GGML					
3	We are not forced to use personal income for treatment at any stage of the treatment					

4	We work dedicatedly because our health is secured.					
5	Health insurance covers all treatment					
6	Health insurance covers all family members of the employees					
7	When we are referred to higher hospitals GGML facilitates the process of treatment					
	Good work environment					
1	We are assured of the security equipment while digging minerals internally					
2	We are assured of our security in the working environment, (attack from indigenous)					
3	We are trained to escape risk before doing major exploration and digging					
4	The company has the security system to check and provide signal for any danger outbreak					
5	We are educated on the safe working rules as we work in minerals extraction					
6	We are given lunch and tea					
7	The workstations are well protected with rescue team whenever landslides happen					
	Free services at GGML					
1	Housing allocation makes me motivated as i do not use salary to pay rent bill					
2	Free water services enable me to enjoy the services and use may income for other personal development					
3	Free fuel allows me not to use salary for transport purposes.					
4	Free Fright ticket during leave enables me to feel respected and valued.					
5	Free furniture makes me proud and decorate my house					

6	Free airtime allows me to work and communicate effectively					
7	Free clothes and shoes services allows me to be safe at work					

Q2. Employees Performance Questionnaire: Engineers, Machine Operators, Accountants, Security Guards, Managers)

SN	Employees performance	1	2	3	4	5
1.	There has been increase of quality of work at GGML as a result nonmonetary rewards to employees					
2.	Timelines in task performance at GGML has improved as a result of non monetary rewards					
3.	Absenteeism has decreased at GGML due to use of non monetary rewards to employees					
4.	More employees have been reported to surpass their targets at GGML due to non monetary rewards to employees					
5.	The employees are strictly using time for work due to use of non monetary rewards to employees at GGML					
6.	The employees at GGML are dedicated to their work due to use of non-monetary rewards					
7.	Innovation has improved at GGML due to use of non monetary rewards to employees					