

The significance of non-monetary incentives and its relationship with employee motivation: A case of civil service employees in Bosnia and Herzegovina

Emir Srna

*International Burch University
Bosnia and Herzegovina
emirsrna@yahoo.com*

M. Sait Dinc

*International Burch University
Bosnia and Herzegovina
m.sait.dinc@ibu.edu.ba*

Abstract: *The purpose of this paper is to examine the perceived importance of non-monetary incentives as well as the degree of their current utilization within the civil service sector in Bosnia and Herzegovina. One of the aims of the study is to explore if non-monetary incentives have prospective to increase employee's motivation in comparison to monetary rewards. Such finding could play a beneficial role in understanding the fact that an individual's behaviour and motivation can be greatly influenced by alternative and cost-friendly non-financial motivating factors. The study is conducted on a sample of 129 civil servants of all categories at the state level. The relationships between the variables were evaluated by descriptive statistics, correlations and non-parametric independent samples test. The study findings demonstrate that the non-monetary incentives are not sufficiently utilized in the civil service sector. Furthermore, according to the findings, non-monetary incentives represent a very strong motivating factor and could be widely and actively used in order to secure increased motivation of the civil servants in Bosnia and Herzegovina.*

Keywords: *Non-monetary incentives, Motivation, Civil service, monetary incentives.*

1 Introduction

The human capital is the brain of any process organized in the form of an institution, corporation or organization, private or public one. In this regard, the organization success depends on its workforce. Unfolding this process to the level of employees, it can be said that one of the greatest factors for the employee success is motivation. Therefore, due attention must be given to this factor. Organizations, in order to achieve success and reach their strategic goals, must have motivated employees, the ones who work with enthusiasm, energy and dedication. On the other

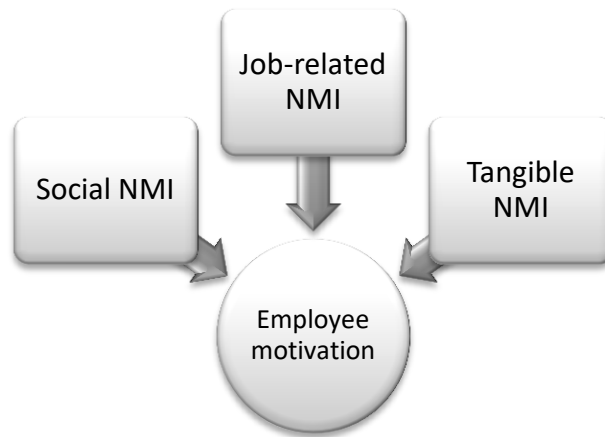
hand, the organizational management must do everything in order to establish and bring into force healthy and motivated employees.

The first assumption that comes to mind when word “incentive“ is mentioned is usually some form of monetary reward for employees. However, it can be noted that incentive in fact is the thing that encourages or motivates someone to perform a certain action. Besides well-known monetary incentives, there are other stimuli that boost our performance and in the end, support the accomplishments of the goals. Therefore, the importance of such stimuli or incentives should not be neglected or undermined by company managers or employees who should take proactive role in seeking the establishment of the incentive system. The reason behind the introduction and use of such incentives can be manifold: commitment enhancement, productivity increase, psychological satisfaction of employees leading to job satisfaction, higher work enthusiasm and many others.

Although companies in developed countries have been aware of the benefits of use of non-monetary incentives, it can be easily said that the culture of use of non-monetary incentives in developing countries is at a low level. Bosnia and Herzegovina (BiH) is one of those developing countries. After brutal war, BiH started recovering its economy and is now working to join the European Union. But managers in this country are still not fully aware of the potential that such incentives may have on employee’s job satisfaction and motivation to drive them to better performance. Since there is a very scarce literature as well as research conducted on this issue in Bosnia and Herzegovina (Dinc & Plakalovic, 2016), it is deemed appropriate to instigate a study in this regard and further research the current use as well as possible effects of the increased use of non-monetary incentives. It is also well known in our society that the possibility of use of monetary rewards in public institutions is stipulated by different laws in Bosnia and Herzegovina and the fact is that these rules and regulations greatly limit the use of monetary rewards, especially having in mind the financial crisis in the last decade.

This fact multiplies the importance of other, alternative means of employee motivation and that is actually why this study focuses primarily on the non-monetary incentives. In the wake of limitations on the use of monetary incentives in public service in Bosnia and Herzegovina, this study tries to identify the value of non-monetary incentives and their link with the motivation and performance of employees (See Figure 1). This is especially important having in mind that little or no evidence exists regarding the effects of non-monetary incentives on motivation in Bosnia and Herzegovina and its civil service.

Figure 1 Proposed Research model



2 Literature review

Motivation represents anything that ignites our physical and mental capacities to move towards a certain accomplishments or objectives. Max A. Eggert (1999), who has worked on the complex subject of motivation, stated “Motivation is like a jellyfish. Everyone knows what it is but it is difficult to describe or define”. In essence, various authors have different views on the concept of motivation. However, all these offered definitions share few common points: all are tackling the “factors or events that energize, channel, and sustain human behaviour over time “(Steers, Mowday, & Shapiro, 2004).

The starting point in the motivational process are the needs, followed by the process of sending signals, thus triggering our behaviour in the direction of reaching and meeting the objectives that we believe will satisfy our needs.

If motivation is induced internally, originated from an individual, such type of motivation is called intrinsic motivation. Many of the authors consider this type of motivation to be the most important. According to Deci and Ryan (2000), the intrinsic motivation develops out of the psychological needs, such as a need for competency, autonomy and self-determination.

On the opposite, the extrinsic motivation is when employees perform the activities to realize a certain outcome with showing no personal interest in the specified activity. The only interest of the employee in this context is related to tangible incentives he may earn by repeating some specific action or process. For example, the only motivation for employee to stay another three hours overtime is to get a full day off, or to receive some other kind of monetary or other reward. Job satisfaction is not equal to motivation but it is rather linked to it. One of the most commonly used definition of job satisfaction is given by Locke (1976) who defines it as “a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences “. Employee

satisfaction is very important in order for employees to remain happy and to perform to the maximum of their capabilities. There are several important factors that may impact satisfaction: work itself, benefits, promotions, peers and colleagues (Locke, 1976). According to Lut (2012), both motivation and satisfaction relate to job performance and they can influence it either positively or negatively.

The companies should approach each individual employee in order to establish the type of their dominant needs and act accordingly – giving the proper value to non-monetary incentives (Alderfer, 1972).

In support to non-monetary incentives importance and value, McClelland (1975) differentiated three types of needs in the organizations: need for power, need for affiliation and need for achievement.

2.1 Non-monetary incentives versus monetary incentives

While monetary incentive is a money based reward, non-monetary, as its name implies, is a reward that is not directly associated with the financial means. It is not to say that non-monetary incentives have no monetary value, on the contrary.

Many researches argue that the use of non-monetary incentives, especially in jobs with cognitive requirements, have a longer lasting effect on employee motivation. McKinsey global survey of 1047 executives, managers and employees from different sectors established that three non-financial incentives are even more effective motivators than the three top-rated monetary incentives (Dewhurst, Guthridge and Mohr, 2009). The top three non-monetary incentives identified by the report were: praise and commendation, attention by managers and new tasks opportunity.

A performance study found that even a task requiring very limited cognitive efforts, a larger monetary reward led to a poorer performance (Ariely, 2008). This study was replicated several times and the results were consistent throughout. The people offered medium monetary bonuses performed equal to those offered low bonuses and interestingly enough, the people offered the highest bonuses performed worse than other two groups.

In conclusion, it seems that the high monetary rewards may cause additional costs for institutions but may also have a demotivating or discouraging effect on employees.

2.1.1 Social non-monetary incentives

Social non-monetary incentives are related to relationship between the superior and the employee in the work environment. These incentives are important since they have crucial impact on satisfying the needs such as relatedness and growth which represents the top two types of needs (Alderfer, 1972). One of the most powerful incentives within this category is recognition or praise. Providing recognition to the employees for certain performance has very strong motivational effect. In addition to that, it results in no additional cost to the managers of the institution.

2.1.2 Job-related non-monetary incentives

Job-related NMI are closely connected, stem from the job itself and these intrinsically motivate employees. The employees exercise more effort in order to perform at their job because the achievement itself provides them with pleasure and motivates them further.

McClelland (1975) in his achievement and acquired need theory argues that the need for achievement represents the need for reaching challenging goals. The best rewards for such employees certainly are not connected with any kind of monetary rewards, since such employees are exclusively driven by the sense of pleasure after accomplishments. Some of the most important job-related non-monetary incentives are: promotion, goal setting, job empowerment, job enrichment, job enlargement, job rotation, participation in decision-making processes and opportunities for further growth.

2.1.3 Tangible non-monetary incentives

Tangible non-monetary incentives are goods and services given by managers in order to reward and motivate employees. These incentives are considered non-cash in nature, but should be regarded as extrinsic motivators since they are provided by a source other than individual in question (Jeffrey & Shaffer, 2007). Furthermore, there are four psychological phenomena associated with these type of incentives: justifiability, social reinforcement, separability and evaluability. The value of the incentive is directly proportionate to the difficulty the employee would face to justify the purchase of the specific goods with his own money. Social reinforcement is directly related to the visibility – the effects of such incentive do not come from the incentive itself but rather from other people's respect and their knowledge of employee's good performance. Evaluability is referred to the fact that employee who received the reward evaluates the award differently. The employees tend to value positive aspects of rewards rather than negative ones that are associated with any specific reward.

Meacham and Wiesen (1969) have offered classification on non-monetary incentives in two categories, social and pre mack. The first category included informal recognition, formal

acknowledgement and friendly greetings, while the other category included job rotation, extended breaks and job with more responsibility.

These categories were redesigned in order to establish final three categories of non-monetary incentives: social, tangible non-monetary incentives and job related non-monetary incentives (Yavuz, 2004).

3 Hypotheses

Recent studies have demonstrated that the non-financial recognition is the most effective of rewards (Silverman, 2004). The latest research and empirical evidence indicate that intrinsic motivation decreases while extrinsic work motivation seems to decrease with age (de Lange, Bal, Van der Heijden, de Jong, & Schaufeli, 2011). Several other researches confirmed these findings, including Jurkiewicz and Brown (1998) who conducted a study amongst public service employees in the U.S. According to the Warr proposal (1997) the older employees have reduced need for high job demands, job variety and feedback. Finally, it is argued that there is significant difference between the superiors and subordinates average ranking of incentives contributing to their willingness to produce more effort in their jobs (Yavuz, 2004).

The following hypotheses are posited in this study:

Hypothesis 1: Monetary and non-monetary incentives are equally important motivating factor both for senior civil servants and for civil servants.

Hypothesis 2: The effect of job-related, social and tangible incentives on motivation decreases with the years of age.

Hypothesis 3: There is no statistically significant difference in the effect of job factors on motivation based on gender.

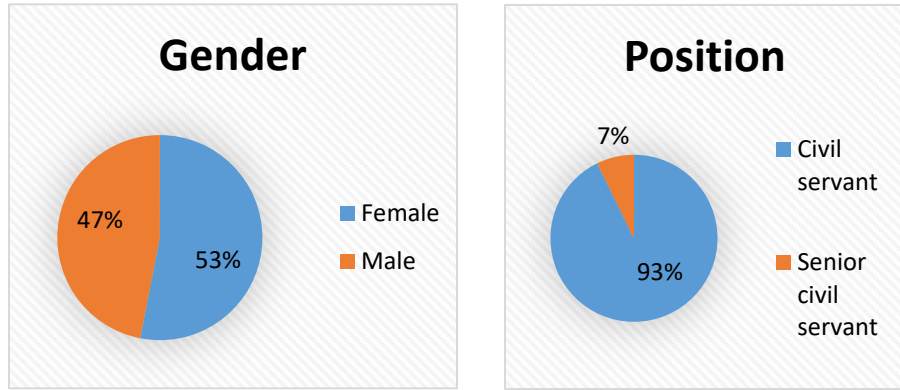
Hypothesis 4: There is no statistically significant difference in the effect of job-related, social and tangible incentives on motivation based on position or rank.

4 Research method

4.1 Sample and data collection

In accordance with the information provided by the Civil Service Agency of Bosnia and Herzegovina, the total number of state institutions employing civil servants amounts to 69. A total of 3700 civil servants are employed in these institutions. The following tables offer further disaggregation of the employed civil servants by gender and their rank:

Figure 2. Actual ratio of civil servants by gender and rank



A questionnaire using the web tool was distributed to civil service institutions while certain number of questionnaires were given in a hard copy. A total of 129 employees reverted with the fully completed questionnaire. A summary of sample characteristics is presented in Table 1. The majority of the respondents were female (57.4%) while 62.8% of the respondents were between 31 and 40 years old. The majority of respondents (87.6 %) were Civil servants while the rest belong to senior civil servant category.

Table 1. Sample Characteristics

Variable	Demographics	Number	Valid Percent (%)
Gender	Female	74	57.4
	Male	55	42.6
Age	21-30 years	3	2.3
	31-40 years	81	62.8
	41-50 years	31	24
	51-60 years	14	10.9
Tenure in the institution	under 12 months	2	1.6
	1-5 years	14	10.9
	6-10 years	70	54.3
	11-15 years	43	33.3
Total job tenure	under 5 years	6	4.7
	5-10 years	29	22.5
	11-15 years	43	33.3
	over 16 years	51	39.5
Rank	Senior civil servant	16	12.4
	Civil servant	113	87.6

4.2 Instruments and measures

A three-page questionnaire was used to collect the data. The first set of items is designed to assess the current level of utilization of non-monetary incentives within the respondent's institutions. The following set of items is related to the most important job factors that contribute to the motivation from the perspective of the respondents. Another set of items the employees were asked to indicate the degree of importance of specific incentives belonging to one of the three non-monetary incentive categories. Finally, the last part included demographic questions such as age, gender, rank, job tenure with the current institution and the total job tenure.

The survey was initially prepared in the English language, but before forwarding it to the study population, it was translated into Bosnian language. In order to assess the validity of the study, the pilot study of the survey was performed on 25 civil service employees at the High Judicial and Prosecutorial Council of BiH.

In order to measure the job-related, social and tangible incentives, the scale developed by Morgeson & Humphrey (2006) and Yavuz (2004) was used which was additionally modified. The questionnaire consisted of 39 items. Current utilization of the non-monetary incentives is evaluated using 20 items. The respondents were asked to rate the current status of utilization of job-related, social and tangible incentives, broken down into twenty specific incentives belonging to one of these three categories. These items were measured using a 5-point Likert scale (5=strongly agree; 1= strongly disagree).

Most important factors affecting motivation are measured using 13 items. These items were measured also using 5- point Likert scale.

In order to evaluate employee incentive preference, 1 item with 14 incentives was listed and evaluated using 5- point Likert scale (5=very important; 1=not important).

4.3 Data analysis

The data was analysed using the SPSS (version 23) software as well as STATA (release 14). Reliability of the scales was assessed by Cronbach's alpha. Sample characteristics of respondents were summed up running a descriptive statistic. Independent sample t-test was used to understand whether there is difference in motivation by monetary and non-monetary incentives between two groups of rank: senior civil servants and civil servants. Polychoric correlations were used to show the correlation between three non-monetary incentives and age. In order to determine difference in distribution/effect of job factors across two gender categories, nonparametric independent samples Mann-Whitney U test was used. Finally, nonparametric independent samples Mann-Whitney U test was used to show the difference in the effect of each

of the non-monetary incentive category - job-related, social and tangible on motivation based on position or rank of the civil servants.

5. Results

5.1 Initial results

As it was demonstrated in Table 2, the Cronbach's Alpha for the first part of questionnaire targeting the current overall use of non-monetary incentives was 0.895 while the Cronbach's Alpha for non-monetary incentives was 0.880.

Table 2. Reliability Coefficients

	Cronbach's Alpha
Current incentive utilization (20 items)	0.895
Non-monetary incentives (14 items)	0.880

5.2 The results of the employees' perception of the current use of non-monetary incentives in institutions

Descriptive statistics – frequencies were used to summarize and present the level of satisfaction of employees with the usage of non-monetary incentives in their respective institutions. The participant employees consider that the current use of these incentives is at unsatisfactory level. 47.3% employees strongly or moderately disagree with the statement that the use of non-monetary incentives is at satisfactory level. 36.4% of employees have a neutral opinion while only 16.3% are satisfied with the level of utilization of non-monetary incentives currently.

5.3. Hypotheses testing

In the testing of the first hypothesis, in line with the mean results, both groups, senior civil servants and civil servants ranked non-monetary incentives as the most important motivating factor. Independent samples t-test was used for each of the incentive and for grouping variable - senior civil servants and civil servants in order to test if there is statistically significant difference between mean scores between these two categories of staff. For the non-monetary incentives, the t-test had a p-value of 0.175 (equal variances assumed). For the monetary incentives, the t-test had a p-value of 0.242 (equal variance assumed). As a result, the hypotheses 1 is supported with the conclusion that there is no difference in the importance of monetary and non-monetary incentives based on rank of civil servants.

Table 3. Mean scores of the two incentives based on rank

		<i>Senior civil servants</i>	<i>Civil servants</i>	<i>p value</i>
Monetary incentives	Mean	2.93	3.28	0.242
Non-monetary incentives	Mean	3.87	3.48	0.175

The second hypothesis stated that the effect of job-related, social and tangible incentives on motivation decreases with the years of age. For this purpose, the polychoric correlation tests in STATA package were carried out with the aim to estimate the degree of correlation between categorical ordinal variables. They have been used in line with the justified assumption that in fact the ordinal variables are basically truncated versions of their underlying continuous variables. Table 5 shows that polychoric correlation between the tangible incentives and age is negative, and as indicated by goodness of fit tests statistically significant, which means that with the age progression the effects of tangible incentives on motivation decreases. Furthermore, polychoric correlation between social incentives and age is positive, and statistically significant as indicated by goodness of fit tests, which means that with the age increase, the effects of social incentives on motivation increase accordingly. Polychoric correlation between job-related incentives and age is not statistically significant.

Table 4. Correlation between incentives and age

	Rho.	Goodness of fits test	
		<i>Pearson G2</i>	<i>Likelihood ratio X2</i>
Tangible incentives	-.04558337	23.430325	16.76458
Social incentives	.2409996	44.361491	32.26361
Job-related incentives	.09423693	10.821232	7.8695617

The third hypothesis indicated that there is no significant difference in distribution/effect of job factors across two gender categories. Nonparametric Independent samples Mann-Whitney U test was carried out since this test analyses the equality of the distribution in both of subsamples. The results are listed in the Table 6. According to the results, there is no statistically significant difference in the ability of tangible, social, monetary factors and good interpersonal relationships to increase motivation across male and female employees. Furthermore, the results indicated there is significant difference in the influence of wage on motivation (Mann-Whitney U=1401; $p < 0.05$) between male and female employees. The effect of wages on motivation is higher with female population (mean rank=73.57) when compared to male population (mean rank=53.473). There is also a significant difference in the influence of job-related factor on motivation between male and female employees (Man-Whitney U=1798; $p < 0.05$). Likewise, the influence of this factor on motivation is higher with female population (mean rank=70.43) compared to male

population (mean rank=57.69). Finally, the results indicated that there is also significant difference in the influence of job security on motivation based on gender (Man-Whitney=1091.5; $p < 0.05$). The effect is higher with female population (mean rank=77.75) when compared to male population (mean rank=47.85).

Table 5. Difference in the effect of job factors on motivation across gender

		Mean rank	p value
Tangible incentives	N		0,219
Female	74	61.63	
Male	55	69.54	
Satisfactory wage			0.001
Female	74	73.57	
Male	55	53.47	
Social incentives			0,441
Female	74	67.09	
Male	55	62.19	
Job-related incentives			0,040
Female	74	70.43	
Male	55	57.69	
Monetary incentives			0,509
Female	74	63.27	
Male	55	67.33	
Job security			0.000
Female	74	77.75	
Male	55	47.85	
Good interpersonal relationship			0,196
Female	74	68.20	
Male	55	60.69	

The Hypothesis 4, stated that there is no statistically significant difference in the effects of each of the non-monetary incentive categories - job-related, social and tangible on motivation based on position or rank of the civil servants. Nonparametric Independent samples Mann-Whitney U test was carried out and the results are listed in the Table 7. According to the results, there is no statistically significant difference in the effect of social, tangible and job-related incentives on motivation between senior civil servants and civil servants. This finding supports the Hypothesis 4. The mean rank from the table below indicates which group of employees is more motivated by each of these three categories of non-monetary incentives.

Table 6. Impact of job-related, social and tangible incentives on motivation based on rank of the civil servants

		Mean rank	p value
Job-related incentives	N		0.453
Senior civil servant	16	58.88	
Civil servant	113	65.87	
Social incentives			0.445
Senior civil servant	16	58.63	
Civil servant	113	65.90	
Tangible incentives			0.799
Senior civil servant	16	67.16	
Civil servant	113	64.69	

6. Conclusions and Limitations

As mentioned earlier in the text, the human capital is the most important value of any institution or company. All institutions need motivated employees in order to successfully operate and perform their activities. In our case of civil service employees, it is evident that civil servants have fixed salaries and monetary compensations, with little or no room for any sort of monetary incentives to be granted to employees.

It transpires from the research and its results, that the respondents' first and primary focus is to satisfy their physiological requirements. Hence the satisfactory wage was rated as the most important of seven factors motivating good performance. The next most crucial factor is job security followed by the good interpersonal relationships with colleagues. Job-related aspects of work that are closely connected to and stem from the job itself and intrinsically motivate employees are also very important. In this case, the least important incentives that motivate the employees are tangible – materialistic incentives and monetary incentives.

After conducting extensive employee survey in Czech Republic, Vaskova (2006) concluded that financial compensation in the form of basic-pay is the most important factor, followed by positive relations and social incentives.

It is meaningful to conclude that civil servants in Bosnia and Herzegovina, almost completely adhere to the Maslow hierarchy of needs, ranking and giving priority to the most basic needs and then moving up the pyramid with other above identified needs consequently. This finding is completely in line with the Pink (2009) theory of what motivates employees. The theory states that in cognitive professions, upon receiving proper and satisfactory wages, employees are no longer motivated by money and monetary incentives.

Another set of questions in the questionnaire showed the wage as the factor of importance with the aim to show and present the distribution of the perceived importance only between the monetary and non-monetary incentives as well as to show whether these two categories are equally important when compared to each other. The majority of employees (72.1%) stated that non-monetary incentives can elevate the interest of employee in the job even in cases when monetary incentives cannot be utilized. Moreover, when compared separately with monetary incentives, non-monetary incentives are valued slightly more than monetary incentives which indeed confirms they represent a significant motivating factor, allowing for an argument that civil service employees are not completely satisfied with the wage levels, therefore the issue of money is still important for them.

Still, job security, good relationships and job recognition and appreciation continue to be the most important motivating factors. Furthermore, approximately half of the respondents are not satisfied with the current utilization of the non-monetary incentives in their institutions with only 16% of employees who are in fact satisfied with its use.

The results of the research imply that there is a strong and unequivocal relationship between non-monetary incentives and motivation and civil service sector management should work relentlessly in order to increase the use of non-monetary incentives especially having in mind the ease and economy of their use.

The research also found that the ability of tangible incentives to motivate us to perform better decreases with the age while the ability of social incentives to motivate increases with the age. According to the results, the following factors equally motivate male and female employees: tangible, social, monetary factors and good interpersonal relationships. The results furthermore show that female employees are more motivated by wages when compared to their male counterparts. Moreover, job-related sources of satisfaction represent a more important motivating factor for female employees. Finally, the results indicated that female employees value more job-security aspects when compared to their male colleagues. Therefore, it can be concluded that distribution of all kind of incentives should be tailored to match the needs or choices of different gender categories.

Finally, even though this research has helped us better understand motivating factors of specific group of employees, it has few limitations. The results were obtained from a limited number of employees and a survey of a larger sample size could possibly give different findings. Another limitation could perhaps be the scarcity of literature. Additional research should aim to review the actual legal aspects and possibilities of use of monetary and non-monetary incentives in the civil service in BiH. Additionally, the future research should examine the direct relationship between the performance and extrinsic and intrinsic motivating factors and therefore give a proper tool to managers to use and apply different types of incentives.

References

- Alderfer, C. P. (1972). *Existence, relatedness, and growth*. New York: Free press.
- Ariely, D. (2008). What is the value of Big Bonus? *New York times*.
- de Lange, A. H., Bal, M. P., Van der Heijden, B. I., de Jong, N., & Schaufeli, W. B. (2011). When I'm 64: Psychological contract breach, work motivation and the moderating roles of future time perspective and regulatory focus. *Work & Stress*.
- Deci, E. L., & Ryan, R. (2000). Intrinsic and Extrinsic Motivations: Classic Definitions and New Direction. *Contemporary Educational Psychology* 25, 54-67.
- Dewhurst, M., Guthridge, M., & Mohr, E. (2009). *Motivating people: Getting beyond money*. New York: McKinsey and Company .
- Dinc, S. M., & Plakalovic, V. (2016). Impact of Caring Climate, Job satisfaction, and Affective Commitment on Employees' Performance in the Banking Sector Of Bosnia and Herzegovina. *Eurasian Journal of Business and Economics*, 1-16.
- Eggert, M. A. (1999). *The motivation pocketbook*. Hants: Management Pocketbooks Ltd.
- Jeffrey, S. A., & Shaffer, V. (2007). The Motivational Properties of Tangible Incentives. *Compensation and Benefits Review*, 44-50.
- Jurkiewicz, C. L., & Brown, R. G. (1998). GenXer's vs. boomers vs. matures: Generational comparisons of public employees' motivation. *Review of Public Personnel Administration*, 18-37.
- Kanfer, R., & Ackerman, P. L. (2004). Aging, adult development, and work motivation. *Academy of management review*, 440-458.
- Locke, E. A. (1976). The nature and causes of job satisfaction. *Handbook of Industrial and organizational psychology*, 1297-1349.
- Lut , D. M. (2012). Connection between Job Motivation, Job Satisfaction and. *Annals of "Dunarea de Jos"*, 45-50.
- McClelland, D. C. (1975). *Power: the inner experience*. New York: Irvington publishers.
- Meacham, M. L., & Wiesen, A. E. (1969). *Changing Classroom Behavior: A Manual for Precision Teaching*. Scranton: International Textbook Company.
- Morgeson, F. P., & Humphrey, S. E. (2006). The Work Design Questionnaire (WDQ): Developing and Validating a Comprehensive Measure for Assessing Job Design and the Nature of Work. *American Psychological Association*, 1321-1339.
- Pink, D. H. (2009). *Drive: The surprising truth about what motivates us*. New York: Riverhead books.

- Silverman, M. (2004). Non-Financial Recognition The Most Effective of Rewards? *Institute for employment studies*.
- Steers, R. M., Mowday, R. T., & Shapiro, D. L. (2004). The future of work motivation theory. *Academy of Management Review*, 379.
- Vaskova, R. (2006). *Gender differences in performance motivation*. Prague: Research Institute of Labour and Social Affairs.
- Warr, P. (1997). Age, work, and mental health. *The impact of work on older adults*: (pp. 252-296). New York: Springer.
- Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. Minnesota: Industrial Relations Center .
- Yavuz, N. (2004, July 20). The Use of Non-Monetary Incentives as a Motivational Tool: A Survey Study in a Public Organization in Turkey. Ankara, Turkey.