

Beyond Monetary Rewards: Exploring the Impact of Nonfinancial Rewards on Job Satisfaction and Performance in Small Medium Fast Food Outlets in the UK

Okugbo Christian David*

York St John University, Department Of Leadership And Management, UK.

***Corresponding Author:** Okugbo Christian David, York St John University, Department Of Leadership And Management, UK.

Abstract: This study provides a critical examination of the impact of non-financial rewards on employee job satisfaction and job performance within fast-food Small and Medium-sized Enterprises SMEs, in the UK. The fast-food sector is a significant and growing part of the UK economy, but independent SMEs face intense competition from larger, global brands. A major challenge for these businesses is high staff turnover, which poses a serious threat to sustainable productivity. While financial compensation has traditionally been the primary motivator, this research addresses a gap in the existing literature regarding the nuanced application and effectiveness of non-monetary rewards in this specific context, particularly within the independent SME market. The study's primary objectives were to identify the types of non-financial rewards that employees value most, investigate the benefits and limitations of their implementation, and analyze how they contribute to staff motivation, job satisfaction, and overall performance.

To achieve these aims, a qualitative research approach was employed. The study utilized semi-structured interviews with six employees who had worked for at least six months at fast-food SMEs in Bradford. This tenure was chosen to ensure participants had sufficient experience with the company's compensation and reward structures. The data was analyzed using an interpretivist approach to gain an in-depth understanding of the participants' subjective perceptions and experiences. The findings are expected to offer valuable insights for SME owners and managers, providing them with evidence-based strategies to design and implement effective non-financial reward schemes.

Keywords: Employee motivation, Non-monetary rewards, Job satisfaction, Employee performance, Fast-food SMEs

1. INTRODUCTION

1.1. Background of Study

Fast-food outlets have become a very vital and lucrative subsector in the UK business and there are a large population of workers deployed in the outlets, manning the operations. Statistical Research Department (2023) reported that autonomous fast-food outlets which includes takeaway, constitute the majority of fast-food outlets in the UK. Over 26 thousand autonomous shops were reported to be in operation. Same year the figures revealed fast-food restaurants were more than service-led restaurants. Even though fast-food outlets were more than branded restaurants, the traditional food brands like KFC are among the biggest in the sector. These branded restaurants in addition to those focused on delivery, constitute more than 8.5 billion pounds of market value. The UK fast-food sector is the biggest in Europe according to Gorade (2024), on Global Food service market review. In a report, Caddy (2023) stated that by June 2023 there was increase in consumers who patronized the fast-food outlets in UK. Growth has been positive and over a fifth of persons between the ages of 16-34 prefer fast-food outlets to cooking. This study shall focus narrowly on the independent fast-food SMES since the big players are global brands with thousands of employees which do not fall within the definition of SMEs.

1.2. Rationale of the Study

There is paucity of literature addressing the nuanced insights on efficient use of non-financial rewards within the UK context. According to Jeffrey, (2003) career development schemes, are influential in

motivating staff but there is a dearth of literature and empirical studies on their effective implementation in fast-food outlets in the UK. The empirical studies were majorly case studies on branded global brands like KFC which as earlier mentioned are fewer than the independent fast-food outlets SMEs. This research focuses on the SMEs within the sector to explore the dynamics involved in these outlets. Njanja et al, based on their case study on reward's impact on staff performance, suggested more studies be carried out focusing on the impact of other types of rewards on workers performance and on ways of identifying other variables that influence staff performance (Njanja, et al 2013).

This limitation is a hindrance to the management of fast-food outlets SMEs in UK to the implementation of effective rewards packages that tend towards improvement of staff satisfaction and performance not reliant alone on financial benefits. The challenge is complicated because the fast-food outlets must design strategies that effectively utilize available funds to execute the reward schemes. This research seeks to identify and examine the non-monetary reward methods which can enhance staff satisfaction and performance and how their implementation could reduce high staff turnover. The research intends to present deep insights to fast-food SMEs on ways to effectively use non-monetary rewards as an instrument that engenders an increasingly energized efficient staff.

1.3. Aims and Objectives

This study shall focus on exploring how non-financial rewards impact job satisfaction and performance in the context of fast-food outlets SMEs in the United Kingdom.

1. What kinds of non-financial rewards do SME employees value most? The types of non-financial rewards the Fast-food employees prefer, or value shall be identified and investigated. Non-financial rewards are non-cash benefits in the company like recognition training and leave of study, etc. (Chi et al 2023).
2. What are the benefits and limitations involved in the implementation of non-financial rewards? To investigate and identify the benefits and limitations or challenges involved in the process of implementing these rewards in the organizations under study.
3. How do non-financial rewards impact how staff of SMEs are motivated? To analyze how staff in the SMEs are motivated by these reward packages. What are the perspectives of the employees on these non-financial rewards as they relate to their job satisfaction and performance?

1.4. Contribution of Study

Drawing from the present studies on intrinsic forms of employee rewards, this study will provide deep insight to the understanding of the impact of non-financial rewards within the Fast-food Outlets SMEs in the UK where thousands of workers contribute towards the economy. Prior research has focused mainly on larger organizations and on financial rewards and their influence on staff performance and other dependent variables. It is expected that this research will reveal intricate influences of the non-financial reward package fast-food outlets are presently implementing or have implemented and how they have enhanced staff performance and job satisfaction.

Insights gained will be useful to organizations in designing non-financial rewards packages and effective techniques in implementing non-financial rewards schemes that will have lasting positive impact of the performance of staff and enhance their staff motivation.

2. METHODOLOGY

2.1. Research Method

In his work, Long (2014), posited that the kind of research method a researcher chooses is the basic means and basis for theory they deploy in guiding the research work. This research adopts the qualitative research method to explore the impact of non-financial rewards in fast-food SMEs on job satisfaction and performance and the benefits and limitations in the implementation of the rewards. Qualitative approach is suitable for this purpose because it provides a means to comprehend the personal experiences of each participant in relation to a particular concept (Boddy, 2019).

2.2. Data Collection Methods

Data collection was done with semi-structured interview questions in line with the aims and objectives of the research. This is well suited for the interpretivist philosophy (Creswell, 2013).

2.3. Interview Instrument and Design

The interview questions were designed to cover the aims and objectives of the research so as to give nuance insights from participants' responses. The questions were designed and broken down into four themes namely, types of non-financial rewards, impact on job satisfaction, impact on job performance and implementation of non-financial rewards. Prompts were inserted serving like sub questions to help the participants understand and give insightful details (Baskarada, 2014). See (appendix 1) for interview questions. There were 17 questions in all comprising Theme 1 - four questions, Theme 2 - five questions, Theme 3 - four questions and Theme 4 - four questions.

2.4. Ethical Considerations for Study

The researcher made ensured that ethical considerations were duly addressed since job satisfaction and performance are very sensitive issues within the Fast-food work place. In line with the principles of ethic participants' rights and safety were protected (Schwartz-Shea and Yanow, 2013). The ethics form was approved by the relevant authority before the researcher embarked on collection of data.

2.5. Informed consent considerations

The researcher got permission from the managers of each company to approve the interview of one member of staff. They were given the Gatekeepers form which they completed and also verbally gave approval. Participants were issued informed consent form and participant form detailing the purpose, right to participate or opt out, and the procedures involved in the research work. Reassurance was given to them that if they wish to withdraw participating in the interviews at any time there will be no adverse consequence. If interviewees decide to withdraw participation the researcher has to stop communicating as relates to the research and destroy all data collected (Gaus, 2017).

2.6. Confidentiality and Anonymity considerations

The researcher assured the participants that according to the ethics rules their identity will not be disclosed but their information was anonymized and kept confidential. Pseudonyms were used in writing the findings. Data gathered were safely stored and left accessible only to the researcher and permitted team members.

3. DISCUSSION AND ANALYSIS

This research adopts a thematic analysis approach in discussion and analyzing the data collected during the research work. Clarke and Braun (2017) define Thematic Analysis is a technique of identification, analysis and interpretation of meaningful patterns from qualitative data. Thematic analysis they added is useful because it is flexible and accessible. Flexibility implied that TA is not just for theoretical applications but for research aims or questions, sample size and nature data gathering technique and ways meanings are generated. It is very useful in identification of patterns in and through data related to interviewees 'notions, actions and experiences.

3.1. Types of Non-Financial Rewards

3.1.1. Recognition

Non-financial rewards are non-non-pecuniary benefits in the place of work like recognition, appreciation awards, professional growth continuous development secured job etc. (Armstrong and Murlis, 2007 ;Lusier,2019). The researcher observed that all 6 interviewees claimed that recognition is a type of non-financial reward in their fast-food outlets SMEs (see Appendix 1).

When asked "mention and describe the non-financial rewards in your company", P4 replied

"When you talk about money, that will include how much you are appreciated, you are given bonuses sometimes if your company is doing well because of you, because your good attitude is bringing more customers in, sometimes you are given free food for your family, sometimes you take home something at the end of the day."

P1 has this to say:

“non-monetary rewards can include free staff meals, recognition across the Company on our social media groups or on our WhatsApp groups, special shout out.”

P5:

“words of appreciation, extra time off recognized.”

This notion is supported by these literatures (Mehta & Dahl, 2018; Sims, 2002) which posits that management recognition of performance of staff motivates workers to improve daily activities in the company. Other non-financial rewards mentioned were praise, staff of the month and free food, promotion, but recognition stood out amongst them as the most popular and common. Butler and Hammer (2020 cited Islam, 2012) researchers have demonstrated more concern for recognition, the main thought which is self-esteem when one participates in social interactions like employment is established inter subjectively. This viewpoint reveals that not expected but important non-monetary rewards could raise intrinsic motivation revealing worker inputs get appreciated and recognized (Islam, 2012 cited in Butler and Hammer, 2020)

Participants when asked (question 3) if they have received non-financial rewards personally at their present or past fast-food SMEs outlets they worked.

P3:

“Black history month for 200 or more we put in effort to see things went well later appreciation sent to us .We were short of staff but met the target.”

P6:

“I was rewarded with a certificate and four vouchers for performance.”

P1:

“I do get occasionally a pat on the back”.

Examining the above replies, it is noticeable that some form of recognition of staff performance of their duties,

In response to question 2 of the first theme which is “Which in particular of the non-financial rewards motivates you and why are you so motivated?”

P4 replied,

“The way we are talked to, the way they (manager) behave encourages me”

P5:

“words of appreciation is what I like”.

P1:

“recognition, shout out in front of others that you have done a good job”.

All the responses from the participants indicate that they mostly prefer recognition especially when given in front of other staff or customers. Recognition fosters self-esteem and competency (Bartol and Srivastava, 2002). Onwuama and Obiora (2020) posited that expectancy involves a worker making choice when given incentives for performance depending on how preferable is an outcome .Data collected aligns with the position of (Ryan and Deci, 2008) on the relationship between social environment and motivation as fellow staff, team members and supervisors could project intrinsic motivation through promoting need for been autonomous and, competency and relatedness. The response by P4 is characteristically explained by the social exchange theory which is about the exchange of tangible or intangible resources e.g. trust, affection etc., the employee has been offering his service voluntarily which is valuable to the manager which has earned him the trust of the manager. Reciprocity on their perceptions and in kind is about the most popular principles of exchange (Cropanzano and Mitchell, 2005).

Participants were interviewed (question 4) to find out how they perceive financial reward in comparison to non-financial reward most of them were of the opinion that non-financial rewards had more lasting and deeply satisfying effect on the job.

P5 replied:

“I don’t think financial motivate staff it will make people concentrate on money not job, others like non-financial motivate on the job words of encouragement tend to make staff encouraged and support each other, non-financial rewards builds team”.

P6:

“financial rewards you get your wage and spend as you want, money comes or goes but non-financial rewards you take home and your family ask you about it and that goes home”

These views above have nuanced perspectives because both financial and non-financial rewards are presented as important and useful although in varied ways non-financial rewards are revealed as adding to joy and satisfaction. A non-financial prize may raise projected usefulness of a reward, the value related to getting it even to the extent of increasing the input of the staff unit by unit (Jeffrey 2004). He further revealed that lots of researchers asserted that the expected enjoyment is derived from an item that has utility, so whatever enhances the predictability of the utility of such reward leads towards more drive towards getting the reward. (Vroom, 1964, Naylor et al,1980). Organizations usually use hedonistic items or services as non-financial awards, those which give experiences producing pleasure instead of more practical or useful ones (Dhar and Wertenbroch,2000). This hedonic quality of the items causes an affective reaction to the reward resulting in it becoming more important attribute above cash value of that award. This fact makes workers to depend on how they feel about information in determination of the value of such award (Hsee, 1996; Loewenstein, Weber, Hsee and Welch 2001). Since the feelings are hard to monetize, forces of cognition and motivation let the perception value of these incentives to be exaggerated. Berger et al. (2000) opined in support stating non-financial rewards can replace financial rewards, if a company seeks to improve performance and gain expected goals, these rewards could be projected and displayed to acquaintances and family members and are highly noticeable.

3.2. Impact on Job Satisfaction

3.2.1. Appreciation, Recognition and Teamwork

Several non-financial rewards packages are implemented in the fast-food SMEs selected these include recognition, best chef award, praise, free food, bonuses, extra time off and appreciation. Staff derived a sense of belonging and satisfaction from these. Staff were awarded because of dedication and performance of their jobs effectively. Participants reported that there was camaraderie and teamwork. Camaraderie is vital for a worker to have job satisfaction. SDT asserts that at the time workers have a feeling of connection with teammates and experience appreciation from managers their job satisfaction and intrinsic motivation is enhanced (Deci and Ryan, 2012).

Response from participants revealed the need for a positive work environment. The manager or supervisor is expected to take a leading role within the team of employees in creating an environment that is safe friendly and give workers a sense of belonging. Below we see response to question one -

P1:

“I had a very busy day, week, I put a lot of hard work I was praised in front of my boss being praised in front of him, gave me a sense of belonging .I ensured everything was right and I made a lot of money.”

P6:

“when a customer came to complain manager was not there, I dealt with it in professional way like my manager, when he came customer told my manager, he praised me and told my colleagues to always with issues the way I handled this one.”

We again see that recognition, praise and other non-financial rewards like conducive workplace and camaraderie are present and influencing job satisfaction of workers in the fast-food outlets studied. Deci et al (2001) study supports this suggesting that, in the context of whatsoever culture, the extent to which workers encounter satisfaction at their workplace predicts vital areas of organization’s efficiency and staff wellbeing, it is predicted that the variable of managerial autonomy support leads

towards all round satisfaction of need which further produces higher task engagement and wellbeing psychologically.

P5 introduced another dimension of viewpoint stating that “I believe money is just a number, if I have a certificate I can show my kids, I can’t mention that I made money.” Job satisfaction is the positive state of emotion that results when a worker is appraised or from her experience (Glisson and Durick 1988). However this is not to say money is of no significance to rewarding staff as supported by the comment of P2 who insisted that “financial reward is the biggest consideration, it is why I work. I am in university, the non-financial here are quite flexible though less important”. All the respondents generally agreed that non-financial rewards is very impactful on their job satisfaction. P3 Said “everyone wants to be recognized, promoted, people do look at financial side of things for economic reasons and that is a high agenda for everyone now but non-financial benefits in the sense they enjoy their work, they want to continue their work”.

Job satisfaction continues to be a major question in the organizational context and business management studies. When workers are motivated resultant effects include loyalty, reduced turnover, increased productivity that greatly enhances company’s development (Lai, 2009). The Staff of Fast-food SMEs carry out their duties from day to day hoping to accomplish personal growth and fulfilment as elucidated in expectancy theory. Considering the aims and objectives of this study, the researcher asked the participants in what ways can non-financial rewards influence retention of workers in fast-food SMEs?

Participants were asked in question 2, “describe when you felt you not appreciated and how it affected you?”

P1:

“Sometimes you work very hard and are tired, you get home and get a praise, sometimes you get it, sometimes you don’t, I can’t really be emotional.”

P4:

“It affects me, I have done extra work but unhappy customer complained and we try to have a win-win situation, when you do your best and it is not appreciated. I want promotion of course.”

Some response revealed that the participants wanted to grow because they had desire to perform and did put in the effort to perform. They had challenges earlier in the job trying to enhance their capacity in the job. They eventually improved through learning and training. Training was one of the recommendations some participants made, which serves as non-financial rewards for better performance and job satisfaction and job performance. We will discuss this later under the fourth theme. Below is the answer given by two participants to the question –

P3:

“early days when you are new in the industry and you are not picking things as you should you get demotivated when you get criticized“.

P2:

“when you are new you just don’t have that kind of comfort, a couple of weeks I had better I had better relationship with colleagues, I got over it”.

What is observed here is that negative feedback was affecting the participants. In accordance with SDT that as a person’s autonomy, relatedness and competency get fulfilled the higher his motivation is intrinsic (Deci and Ryan, 1985) they added that studies have revealed that social environment and communication strategy impact motivation, performance and staff needs.

Question 3 was crucial therefore in helping to gain insight to what ways non-financial rewards influence retention of workers in fast-food outlets. Why have they worked so long although the fast-food outlets SMEs are known to have high turnover.

P5:

“working as a team helps to retain workers because workload is lighter”

P4:

"If they have reporting where the employee can tell what the problem is, they look at the problem, resolve the problem that helps employee to stay for a longer period of time. My dad worked for 25 years in a company and had no reason to leave because they were looking after him. Employee won't leave if he is looked after, I think that is common sense".

An important goal for HR managers is how to retention of skilled personnel (Vivek and Satyanarayana, 2016). There is great demand for employees in fast-food sector, trained employees are difficult to get (Kundu and Lata, 2017). Teamwork in a friendly environment in addition to recognition and praise and appreciation have been reported as key factors that motivate workers to stay for long in the fast-food outlets. Vroom's expectancy theory (1964) argued that workers do demanded work to get desired results.

3.3. Impact on Employee Performance

3.3.1. Managerial Support and Recognition

The third theme shall examine the influence of non-monetary rewards on job performance. Findings from the interview reveals the non-monetary benefits improve job satisfaction in addition results in better job performance within the fast-food outlets investigated. Interviewees reported that recognition and appreciation directly and positively impacted employees' job performance.

Question one went thus: "can you name examples of the non –monetary rewards your organization implements and how they impact staff sense of belonging and performance?"

P1:

"non-monetary rewards can include free staff meals, recognition across the company on our social media groups, on our WhatsApp groups, special "shout out" to the employee of that week quarter, and of course like performance reviews that we like to conduct like every 4 months, where we tell them if they are doing well on their job. Recognition is very crucial, it is used to let us know how we performed."

P2:

"we are limited in our kinds of non-financial reward, recognition, we have wages and some other financial benefits but not much non-financial, there is camaraderie, team spirit really strong here, I think it really makes me work harder."

When managers take time to meet and recognize employees who have performed well, it plays a big role in enhancing employees' performance (Torrington & Hall, 2006). Thorpe and Homan (2000) confirmed that non-financial rewards including recognition, greater status and responsivity, is beneficial to workers but provides opportunity for increased performance. Again Expectancy theory (Vroom, 1964) is in alignment with this because it asserts recognition serves as positive reinforcement which leads to better employee performance.

The interviewees were asked "can you mention and explain ways non-financial rewards influence your job performance?"

P1:

"It all about your psychology, everyone is a human being, everyone wants to know if they are doing well, if you are getting that special recognition, if you are manager knows staff are doing well, if I (manager) don't tell them "you are working very hard, you are doing well, you are meeting this target they are going to think either I am not working well or the manager is not a pleasant person."

P2:

"if I put in a lot of work that will impress the manager, team spirit, camaraderie, everyone is doing what they should be doing, it helps me work more comfortably, it helps me work efficiently as well."

In the above feedbacks we can see a pattern typified by the word," drive". P1 used the word "psychology", all this aligns with SDT. The greater a person's need for autonomy, relatedness and

competency are met the greater intrinsic motivation. (Deci and Ryan, 1985), this means a person majorly driven by external factors is most probably to be more eternally motivated.

3.4. Implementation of Non-Financial Rewards

3.4.1. Group Recognition Forum

The fourth theme focused on the intricacies of the implementation of non-monetary rewards in the fast-food SMEs in the United Kingdom. Data gathered showed that although workers greatly value non-cash rewards how effective its implementation was is majorly dependent on the ways non-financial packages are implemented. Participants generally reported that the non-monetary rewards implementation was mostly done informally and, in some cases, spontaneously. Lai, Saridakis and Johnstone (2017, citing Sheehan ,2014) argued that formal HR practices might not be effective because of the peculiar nature of SMEs like non-hierarchical structure and more informal pattern of operation(Jack et al,2006). Artz (2008) found out SMEs rarely make use of formal appraising methods and sometimes when used has more disadvantages to benefits. This probably may be that SME worker's performance could be observed without the use of formal systems for managing performance. Such management practices may be regarded as ways to control and monitor than motivate (Marsden et al., 2000).

In response to question one on how does the management communicate and implement non-financial rewards in your company?

P1:

"we have a WhatsApp group, if it is a very busy day, at the end of the day the manager says "customers are very happy, you guys have done a very good job". We have performance reviews one-on-one".

P2:

"it often comes from the manager; it is not regular".

P5:

" physical staff meetings".

Other studies showed that workers of SMEs have improved intrinsic work value, that is flexible and informal in relation to information transfer, and in the making of decisions than others in bigger companies (Storey et al.,2010;Tsai et al ,2007).,

3.4.2. Fairness in Recognition

Most participants reported that there was no discrimination on implementation across varied roles, levels and units. In reply to question two,

P4:

"We are all human beings before we are who we are, appreciation brings good impact to brain, and there should be no discrimination because you are human before you are a manager."

P6:

"No, no, it's all done equally, no discrimination, there is no hierarchy, the hierarchy is automatically developed."

This is supported by previous findings that there was teamwork and camaraderie in the fast-food outlets. The organizational culture was one of teamwork. Katzenbach and Smith (2008) argued that since each company is concerned about staff related productivity teams are the best way to deal with them.

3.4.3. Training and Well Structured Communication

Participants were asked to recommend ways on how to make non-financial rewards more effective in boosting job satisfaction and workers in the fast-food outlets SMEs.

P5:

”They should find a way to train under organizations that train or license trainees.”

Management was recommended to involve staff in design and implementation of non-financial rewards to make it more effective in motivating staff. According to P1:”The answer to that is quite limited, you have acknowledgement, shout-outs, every day there should be acknowledgement and involve staff. “Armstrong and Murlis (2007) posited that the privilege of employee being heard or contributing in communication depicts “respect equation “, with a part known as “employee voice”, a term Boxall and Purcell (2003) posited is increasingly applied in different processes and structures that encourage workers to directly or indirectly contribute in decision-making processes in the organizations. Managers must create training in line with the company’s goals so as to derive desired results (Johnson, Park and Bartlett, 2018). Cross et al (2008) argued that slow decision could result from building of excessive could lead to slow decisions, people’s time consumed by lots of meetings and entitlement mentality towards participation in every part of the process of making decision, a suggestion of a participant went thus.

P6:

”I would recommend gifts, certification, appreciation is for life even when you leave, reward is still with you.”

In the words of Clark (2000) appreciation could be the real desire of workers. While Katusak (2003) posited that gifts, certificates and cards can enhance staff performance.

4. CONCLUSION

In conclusion, the data collected for this research as so far analyzed reveals that non-monetary rewards have a great impact on employee’s job satisfaction and job performance. Participants generally reported that recognition was the most common non-financial reward implemented. This answered the first aim of the study. Recognition is not only common in fast-food outlets but is preferred because of its motivational effect on workers. But According to Njanja et al (2013 citing Sarvadi, 2010) each company’s system of reward must concentrate on benefits, compensation, appreciation and recognition. Fair, consistent and effective implementation of these may have a significant impact on the motivation of staff motivation and build a very conducive workplace. The table of themes that code (see Appendix 1) participants’ reports revealed non-financial rewards are key motivational variables that impact employees’ job satisfaction and performance in fast-food SMEs in the UK.

For a business to be successful, managers in fast-food outlets require appropriate skills for attraction and retention of workers (Sarker and Ashrafi, 2018). Non-financial rewards were found to be beneficial because non-financial rewards not only boost workers’ morale but promotes retention in combination with teamwork, camaraderie and safe workplace. No major hindrances on implementation were reported other than irregularity and inconsistency in implementation. Thus the second aim was addressed. The third aim question was addressed by research which found out participants are motivated to work hard which gives them a sense of belonging and achievement by recognition and other non-financial rewards. Employees see the non-monetary rewards as useful incentives that make them enjoy their work and find satisfaction in their job.

APPENDIX 1: CODES AND THEMES

Data segment	Code	Category/theme	Comments
Several participants highlighted that recognition is presently implemented in their outlet.	Recognition	Types of non-financial rewards	All six participants mentioned recognition.

Beyond Monetary Rewards: Exploring the Impact of Nonfinancial Rewards on Job Satisfaction and Performance in Small Medium Fast Food Outlets in the UK

1."Appreciation is when they hold a debrief, you discuss what your problems are, it helps take some problems off your chest". 2."working as a team helps to retain workers because workload is lighter. "Should be harmonious."	Appreciation, recognition and teamwork.	Impact on job satisfaction	Positive environment of appreciation, recognition and teamwork improves job satisfaction
1."When you talk with the manager he listens and resolves the problems" 2."when you are happy at job you perform better" 3."If you appreciate the cleaner, it improves everything"	Managerial support, recognition	Impact on job performance	Recognition and other non-financial rewards and managerial support impact job performance
1. Most participants responded that there was recognition in mostly informal meetings. 2. Most participants reported that there was no discrimination in implementation recognition, and it is mostly verbal 3(a) "they should find a way to train." (b) "they should have a more regular framework in terms of improvement, have a robust system"	Group recognition forum, informal communication, non-consistent recognition. Fairness in recognition, Verbal acknowledgment Development and training, regular and well-structured communication	Implementation of non-financial rewards	Although staff are recognized and appreciated it is not done regularly and not well structured. Non-financial rewards given without discrimination generally Management to establish a regular and organized system of feedback and training for staff development

REFERENCES

Armstrong, M., & Murlis, H. (2007). *Reward management: A handbook of remuneration strategy and practice*. Kogan Page.

Artz B (2008). The role of firm size and performance pay in determining employee job satisfaction brief: Firm size, performance pay and job satisfaction. *Labor* 22(2): 315-343.

Bambarandage, V.B.D.P.V. and Priyankara, W.A.C., (2018). Impact of financial and non-financial rewards on employee job satisfaction. *Global Scientific Journal*, 6(7), pp.416-420.

Bartol, K. M. and Srivastava, A. (2002). 'Encouraging knowledge sharing: the role of organizational reward systems'. *Journal of Leadership and Organization Studies*, 9, 64–76

Baskarada, S. (2014). Qualitative case study guidelines. Qualitative Report, 19(24), 1-18. Retrieved from <http://www.nova.edu/ssss/QR/QR19/baskarada24.pdf>

Berger, A.L. and Berger, D.R. (2000) *The Compensation handbook- A state of the Art- Guide to Compensation to Compensation Strategies and Design*, 4th edn, New York: McGraw-Hill.

Boddy, C. (2019). Qualitative research for breakthrough innovation. *Qualitative Market Research*, 22, 5, 796-804. <https://doi.org/10.1108/QMR-06-2018-0063>.

Boxall, P and Purcell, J. (2003). *Strategic Human Resource Management*, London: Routledge

Butler, P. and Hammer, A., (2022). HR practice in a fast-food MNC: exploring the low discretion, high commitment phenomenon. *The International Journal of Human Resource Management*, 33(4), pp.763-783.

- Butler, P., & Hammer, A. (2020). HR practice in a fast-food MNC: exploring the low discretion, high commitment phenomenon. *The International Journal of Human Resource Management*, 33(4), 763–783. <https://doi.org/10.1080/09585192.2020.1751239>.
- Caddy, T. (2023) *Mintel.com*. Available at: <https://store.mintel.com/report/uk-fast-food-restaurant>. (Accessed: 27 Aug 2024).
- Chi et al., (2023) *Cogent Business & Management* 10: 2173850 <https://doi.org/10.1080/23311975.2023.2173850>.
- Chiang, F. F. T., & Birtch, T. A. (2012). The performance implications of financial and non-financial rewards: An Asian Nordic comparison. *Journal of Management Studies*, 49(3), 538–570. <https://doi.org/10.1111/j.1467-6486.2011.01018>.
- Clark, T. (2000) Employee Incentives: Can you make them Work for you? *Public Safety Communications*, pp.14-53.
- Clarke, V. and Braun, V., (2017). Thematic analysis. *The journal of positive psychology*, 12(3), pp.297-298.
- Cropanzano, R. and Mitchell, M.S., (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), pp.874-900.
- Cross, R., Ehrlich, K., Dawson, R. and Helderich, J., (2008). Managing collaboration: Improving team effectiveness through a network perspective. *California management review*, 50(4), pp.74-98.
- Deci, E. L., & Ryan, R. M. (1985). *Cognitive Evaluation Theory*. In: *Intrinsic Motivation and Self Determination in Human Behavior* (pp. 48-85). Boston, MA: Springer.
- Deci, E.L. and Ryan, R.M., (2008). Self-determination theory: A Macro theory of human motivation, development, and health. *Canadian psychology/Psychologie canadienne*, 49(3), p.182.
- Deci, E.L. and Ryan, R.M., (2012). Self-determination theory. *Handbook of theories of social psychology*, 1(20), pp.416-436.
- Deci, E.L., et al (2001). Need satisfaction, motivation, and well-being in the work organizations of a former eastern bloc country: A cross-cultural study of self-determination. *Personality and social psychology bulletin*, 27(8), pp.930-942.
- Dhar, R., & Wertenbroch, K. (2000). Consumer choice between hedonic and utilitarian goods. *Journal of Marketing Research*, 37: 60-71
- Gaus, N. (2017). Selecting research approaches and research designs: A reflective essay. *Qualitative Research Journal*, 17, 99-112. <https://doi.org/10.1108/QRJ-07-2016-0041>.
- Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly*, 33(1), 61–81. <https://doi.org/10.2307/2392855>.
- Gorade, H. (2024). Market Research Future Available at: <https://www.marketresearchfuture.com/reports/food-service>. (Accessed 29 Aug 2024).
- Harris Interactive (2011) *Small and Medium Business Consumers' Experience of the Energy Market and their Use of Energy*. Available at: <https://www.ofgem.gov.uk/sites/default/files/docs/2011/06/sme>. (Accessed 29 Aug 2024).
- Hsee, C. K. (1996). The evaluability hypothesis: An explanation for preference reversals between joint and separate evaluations for alternatives. *Organizational Behavior and Human Decision Processes*, 67: 247-257
- Islam, G. (2012). Recognition, reification, and practices of forgetting: Ethical implications of human resource management. *Journal of Business Ethics*, 111(1), 37–48. <https://doi.org/10.1007/s10551-012-1433-0>.
- Jack S, Hyman J and Osborne F (2006) Small entrepreneurial ventures culture, change and the impact on HRM: A critical review. *Human Resource Management Review* 16(4): 456-466
- Jeffrey, S. (2003). Executive White Paper: The Benefits of Tangible Non-monetary Incentives', *University Of Chicago, Graduate School of Business*, 5.
- Jeffrey, S. (2004.) The benefits of tangible non-monetary incentives. *University Of Chicago, Graduate School of Business*.5, Available at: <https://www.researchgate.net/profile/Scott-Jeffrey-4/publication/228592061>.
- Johnson, K., Park, S., & Bartlett, K. (2018). Perceptions of customer service orientation, training, and employee engagement in Jamaica's hospitality sector. *European Journal of Training and Development*, 42, 191-209. <https://doi.org/10.1108/EJTD-11-2017-0094>.
- Katusak, J. (2003) Incentives, Motivation and Workplace Performance. Available from: <http://www.incentivecentral.org/IncentivesMotivationWorkplacePerformance.462.0.html>. [Accessed: 23 Aug 2024].

- Katzenbach, J.R. and Smith, D.K., (2008). *The discipline of teams*. USA: Harvard Business Press.
- Kotlik, J.W., Bartlett J.C. and Higgins, C.C., (2001). Organizational research: Determining appropriate sample size in survey research appropriate sample size in survey research. *Information technology, learning, and performance journal*, 19(1), p.43.
- Kundu, C., & Lata, K. (2017). Effects of supportive work environment on employee retention. *International Journal of Organizational Analysis: Bingley*, 25, 703-722. <https://doi.org/10.1108/IJOA-12-2016-1100>.
- Lai, Y., Saridakis, G. and Johnstone, S., (2009). Human resource practices, employee attitudes and small firm performance. *International Small Business Journal*, 35(4), pp.470-494.
- Locke, E.A. (1988). *The nature and causes of job satisfaction*. In M.D. Donnette (Ed.), *Handbook of industrial and organizational psychology*. Chicago: Rand McNally
- Locke, E.A. and Latham, G.P., (2004). What should we do about motivation theory? Six recommendations for the twenty-first century. *Academy of management review*, 29(3), pp.388-403.
- Locke, E.A., & Henne, D. (1986). Work motivation theories. In C. Cooper & I. Robertson (Eds.), *International review of industrial and organizational psychology*. Chichester, England: Wiley Ltd.
- Loewenstein, G., Weber, E. U., Hsee, C. K., & Welch, E. S. (2001). Risk as feelings. *Psychological Bulletin*, 127: 267-286.
- Long, H. (2014). An empirical review of research methodologies and methods in creativity studies (2003-2012). *Creativity Research Journal*, 26, 427- 438. <https://doi.org/10.1080/10400419.2014.96178>.
- Marsden D, French S and Kobi K (2000) Why does performance pay demotivate? Financial incentives versus performance appraisal. Published by Centre for Economic Performance, *London School of Economics and Political Science*.
- Mehta, R., & Dahl, D. (2018). Creativity: Past, present, and future. *Society for Consumer Psychology*, 2, 30-49. Available at: <https://doi.org/10.1002/arc.1044>.
- Naylor, J. C., Pritchard, R. D., & ILgen, D. R. (1980). *A Theory of Behavior in Organizations*. New York: Academic Press
- Njanja, L. W., Maina, R. N., Kibet, L. K., & Njagi, K. (2013). Effect of reward on employee performance: A case of Kenya power and lighting company Ltd., Nakuru, Kenya. *International Journal of Business and Management*, 8(21), 41–49.
- Njanja, L.W., Maina, R.N., Kibet, L.K. and Njagi, K., (2013). Effect of reward on employee performance: A case of Kenya Power and Lighting Company Ltd., Nakuru, Kenya. *International Journal of Business and Management*; Vol. 8(21). ISSN 1833-3850.
- Onwuama, E.M. and Obiora, A., (2020.) Ethical development and the growth of the public sector in Nigeria. *International Journal of Research and Management Fields*, 4(2), pp.1-18.
- Ryan, R.M. and Deci, E.L., (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary educational psychology*, 25(1), pp.54-67
- Sarvadi, P. (2010). The Best Ways to Reward Employees. *Entrepreneur Magazine*. Available at: <http://www.entrepreneur.com/humanresources/article75340.html>.
- Schwartz-Shea, P. and Yanow, D., (2013). *Interpretive research design: Concepts and processes*. London: Routledge.
- Senge, P.M., (1990). *The fifth discipline: The art and practice of the learning organization*. New York: Double Day.
- Sheehan M (2014) Human resource management and performance: Evidence from small and medium-sized firms. *International Small Business Journal* 32(5): 545-570.
- Sims, R. (2002), *Organizational Success through effective Human Resource Management*, WestPort CT: Quorum Books.
- Storey DJ, Saridakis G, Sen-Gupta S, Edwards PK and Blackburn RA (2010) Linking HR formality with employee job quality: the role of firm and workplace size. *Human Resource Management* 49(2): 305-329.
- Thorpe, R. and Homan, G. (2000) *Strategic reward systems*. Essex: Pearson Education Limited.
- Tsai CJ, Sen-Gupta S and Edwards P (2007) When and why is small beautiful? The experience of work in the small firm. *Human Relations* 60(12):1779-1808.
- Vivek, S., & Satyanarayana, A. (2016). A study on employee retention in private sector banks. *ITIHAS-The Journal of Indian Management*, 6, 82-89.
- Vroom, V. H. (1964). *Work and motivation*. New York: Wiley

AUTHORS' BIOGRAPHY



Christian David Okugbo is an accomplished scholar and Sociologist, holding a BSc in Sociology and Anthropology and an MSc in Leadership and Management from York St John University. His educational foundation in social sciences underpins his approach to complex issues, having engaged in extensive research projects throughout his academic career. Drawing on over 20 years of diverse professional experience, including significant corporate time in client engagement within a leading institution in the Nigerian pension industry, Okugbo is now a highly valued educational practitioner, working through Randstad Education.

Citation: Okugbo Christian David, “Beyond Monetary Rewards: Exploring the Impact of Nonfinancial Rewards on Job Satisfaction and Performance in Small Medium Fast Food Outlets in the UK” *International Journal of Humanities Social Sciences and Education (IJHSSE)*, vol 12, no. 11, 2025, pp. 21-33. DOI: <https://doi.org/10.20431/2349-0381.1211003>.

Copyright: © 2025 Author. This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.