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FINANCIAL AND NON- FINANCIAL INCENTIVES BEST PRACTICES IN WORK ORGANISATIONS: A CRITICAL REVIEW OF LITERATURE

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ABSTRACT
Motivation has effects on employee performance in numerous ways. Cognizant of this, companies have established various incentives/motivational packages to enhance employees' morale and hence improve performance. Obviously, workers are motivated by both financial and non-financial rewards. The literature on employee motivation focusing on financial and non-financial incentives is reviewed in this article. The intention is to identify the best practices in connection with these incentives. Using a documentary analysis research process, information was collected from peer-reviewed journal articles, books, and conference proceedings, employing various search engines. Keywords including "motivation," "incentive," "financial rewards," "motivation," "incentive," "reward" "financial incentives," and "non-financial incentives" were used during the search. Publications in English language were the only ones reviewed. The articles which met those criteria were selected and underwent the quality assessment and data extraction. The search identified 1497 publications, abstract screening was done from 1091 qualified publications, and 440 full-texts were screened for eligibility. Only 85 articles reflected the theme of this review. Both financial and non-financial incentives have been found to be crucial in this review, despite the fact that most of people are working hard to retain their economic and social status. Numerous types of financial and non-financial incentives were identified through the review. Managers must ensure that their workers operate in friendly and attractive conditions, according to the findings. This study suggests that managers and other interested parties use the findings as a starting point for identifying and understanding factors motivating workers in their organisations in order to create an atmosphere that supports, promotes, and fosters such factors. It is recommended that the best ways to inspire employees are to build a supportive and exciting working atmosphere, effective communications and strong association, morale-boosting events and commitment to off-the-job life.

Keywords: Financial incentives, non-financial incentives, financial/monetary reward, non-financial reward, motivation

1.0 BACKGROUND INFORMATION
Numerous scholars have attempted to investigate on workplace motivation (Armstrong, 2002; Rynes *et al*., 2004; Halepota, 2005; Armstrong, 2006; Leshabari, *et al*., 2008; Opu, 2008; Oluseyi and Ayo, 2009; Burton, 2012; Barongo, 2013; Osabiya, 2015; Nduka, 2016). This is partly due to the fact that motivation is vital for realisation of businesses goals and objectives. Certainly, organisational goals and objectives are likely to be realised in the context where exists an alignment involving employee's organisational priorities and values with the organisation's mission and vision to foster and sustain a high degree of motivation in all divisions, which can contribute to increased efficiency, better work satisfaction and financial benefits. At some point and levels all organisations have been observed to engage themselves in this important and unavoidable aspect.

Obviously, an individual's success in any organisation is dictated by his or her actions, which, in turn, affects the organisation's outcome. Several factors may affect an individual's or employee's actions, encouraging or discouraging certain activities (Bloisi *et al.*, 2003; Mullins, 2005; Johns, 2006; Armstrong, 2006; Osabiya, 2015). Despite the fact that, payment is one of the most important factor towards employees' motivation (Rynes, *et al.*, 2004; Propper, 2006; Furnham, 2012), however, there are other activities which can obviously be affected by other forms of motivations within the organisation (Rousseau & Ho, 2000; Towers Perrin, 2003; Bates, 2004). It is important to understand the potential of other forms of rewards to the organisations and employees for desired outcomes together with payment. Compensation plays an important role in encouraging workers to offer their best in terms of efficiency, optional effort and participation (Salanova and Kirmanen, 2010); it is however, obvious that when taken into monetary form alone cannot by itself serve all the purposes intended. Unquestionably, also, if a company does not make an effort to encourage its employees through monetary incentives, it is possible that the goal achievement of a challenging job will be decreased to a single metric, including the benefit, without taking into account other factors that contribute to the system's overall performance (Marketing Resource Center, 2009). This is then that organisations should be mindful of both the monetary and non-monetary incentives when it comes to formulation of motivational aspects.

There has long been a perception that the public sector and non-profit organisations should adopt more business-like behaviours and practices (Dart, 2004). As a result, recent reforms of public-sector are distinguished by the adoption of organisation administration strategies and methods established for the private sectors, budgeting methods, market analysis and performance management are only a few examples (Moynihan, 2006).

One of the most significant challenges is the introduction of business-oriented compensation systems, especially "pay for results" schemes in public institutions (Varone and Giauque 2001; Weibel *et al.*, 2010). The basic premise is that properly administered pay for success schemes improves public sector productivity while also positively impacting employee organisations motivation (Propper, 2006). Much as properly administered pay has its own importance but equally non-monetary incentives should not be overlooked.

Globally, financial benefits and promotions are believed to have a positive impact on employee commitment and loyalty. Employees work with an organisation due to the fact the risks of departing from the organisation outweigh the importance of becoming a member of an organisation. Since they provide the framework for high levels of engagement and employee motivation, financial benefits and rewards ensure the continuation of the employment relationship. Financial benefits and rewards, such as promotions, bonuses, benefit sharing or gain sharing and employee stock ownership, must be part of an organisation's strategy (Development and Learning Organisation, 2011).

Many workers today are compensated based on individual performance or have a feature that includes financial payments based on individual performance. Since one's success is difficult to measure, financial rewards are focused on measurable accomplishments. This means that many workers are being rewarded upon their efforts originated from observed performance metrics, particularly at a specific stage Administrators or with a large portion of recognizable success (sales, consulting) (Ambachtshee *et al.* 2008). When the pay is sufficient and capable of fulfilling the individual's needs, financial rewards in the workplace become the most significant and powerful influences in the individual's willingness to perform the work. It is however an observed fact that pay has never been and will perhaps never be sufficient to employee.

Financial incentives alone are insufficient and they cannot stand alone, and they must be supplemented by other forms of incentives (Rousseau and Ho, 2000; Towers Perrin, 2003; Bates, 2004). This is due to the fact that their benefits are inadequate and sometimes limited to meeting individuals' biological needs, and they have no influence once needs have been met. Individuals who are not seeking additional financial benefits from increased production would not be financially driven to contribute to increased output unless they are rewarded for their efforts (Aldubekhi, 1991). Money has not sometimes been considered the most powerful motivator for employees, according to some reports, and in several situations, managers have discovered that money has a discouraging or undesirable consequence upon employee performance (Oburu and Atambo, 2016). As a result, companies that only use financial rewards in their performance compensation plans must also provide non-financial incentives in order to increase employee productivity (Dzuaranin, 2012). Base salary pay, benefit sharing, gain sharing, promotions, project prizes, and superior prizes are all examples of financial incentives provided to employees. Employees are typically granted financial incentives in the form of cash. Financial incentives, on the other hand, provide benefits and special opportunities because they support recipients financially. This article reviews financial and non-financial, also its effects on employee inspiration. It also describes the association between organisational success and presence or absence of such aspects in a work organisation through a review of literature.

2.0 METHODOLOGY

To gather relevant information for this review, a documentary analysis (documentary research method) was used. The documentary method is described as a desk review study in which a researcher categorises, examines and interprets written publications; it entails the examination of documents containing information on or relevant to the issue under investigation (Haule and Muhanga, 2021; Mshingo, and Muhanga, 2021). Using a documentary analysis research process, information was collected from peer-reviewed journal articles, books and conference proceedings, employing various search engines. Keywords including "motivation," "incentive," "financial rewards," “motivation,” “incentive,” “reward” “financial incentives,” and "non-financial incentives" were used during the search. Publications in English language were the only ones reviewed. The articles which met those criteria were selected and underwent the quality assessment and data extraction. The search identified 1497 publications, abstract screening was done from 1091 qualified publications, and 440 full-texts were screened for eligibility. Only 85 articles reflected the theme of this review.

3.0 FINDINGS AND DISCUSSION

3.1 Types of Incentives

There are financial and non-financial incentives which can be categorised into various types based on countries and even sometimes on very specific industries and fields (Rynes *et al.,* 2004; Rynes *et al.,* 2005; Huttu, 2010). Through review of literature, numerous incentives were identified. Table 1 summarises the identified financial and non-financial incentives.

Table 1: Financial and Non-Financial Incentives

S.N	Financial incentives	Non-financial incentives
1	Pure financial incentives	Response/feedback
2	Stock option or co-partnership	Recognition
3	Commission	Participation
4	Special reward	Better work environment
5	Profit sharing	Carrier development
6	Base Pay	Training
7	Gain sharing	Motivation
8	Initiative rewards financial incentives	Employee performance

3.1.1 Financial Incentives

Financial incentives are types of compensation that are related to some forms of monetary incentives or require the payment of money. This type of incentive can take different forms and kinds. The following are the most common financial incentives reviewed from the literature.

3.1.1.1 Pure financial incentives

Most companies are familiar with this type of reward, which is commonly known or called “pay for performance” (P4P) (Oliver, 2014; Levin-Scherz *et al.* 2006). It refers to a salary model in which employees are compensated financially for achieving performance targets objectives. It's a simple instrument that taps into a basic human reaction, as demonstrated by conventional economic theory's relative price mechanism: once an individual is paid to do something, that person is likely to do it. Tanenbaum, (2009) claims that, unfortunately, no one knows how useful P4P is in real-world situations; let alone how cost-effective it is. P4P is likely to be successful in encouraging people to pursue incentivized actions if the reward is significant to them and outweighs the inconveniences that a change in behaviour entails, at least as long as the incentive remains meaningful to them and there is enough space for them to change their behaviour.

3.1.1.2 Base pay

The base pay financial incentive is referred as salary that an employee receives on a regular basis. It is a task-based minimum wage. Base pay isn't really important when it comes to motivating workers since all employees employed on the same job earn the same base pay regardless of performance. Since base pay is lower at the lower organisational level and meeting one's physiological needs is more important at any work organisation, base pay is more important as a motivator at the lower organisational level than it is at the upper level (Stajkovic and Luthans, 2001).

3.1.1.3 Profit sharing

This is the type of financial incentive whereas employees are charged a percentage of the company's pre-tax income, which is known as profit sharing. Profit-sharing is a common financial incentive that is being offered by employers to staff members on top of a regular salary. This is normally a percentage of the organisation's profits given to employees together with their regular wages (Dean, 2015; Dean, 2016). This means that a company or work organisation will award profit share payments based only on the company's profit or other inclusive factors such as customer satisfaction.

Profit sharing has considerable benefits to employees and employers (JMG Insurance Agency, 2020; Estrin *et al* ., 1987). It provides an opportunity to employees to gain a share of company profits. This by itself stands as an effective motivator for employees hence resulting into maximum creative energy to employers. For instance, most companies have been offering to staff an opportunity that leads to benefit from the profits which have been generated through them. It is in this context that while companies have been benefiting through meeting and surpassing profit goals, the employees have been benefiting from the financial advantages created by the extra earnings.

JMG Insurance Agency, (2020) identifies increase in worker loyalty amongst the significant benefits of profit-sharing plans. The main argument being the fact that the decision to share company's earnings with employees provides an avenue out of which workers develop a sense that they form important part of a company.

3.1.1.4 Gain sharing

Gainsharing is "an employee incentive system designed to create continuous improvement within an organisation" Hietpas (2008:1). This incentive system involves "groups of employees in improving performance through better use of labour, capital, materials and energy" (Boyett & Boyett, 2004: l). In return for the improved performance, the company shares part of the resulting savings from the performance gains with the employees in the form of a cash bonus.

Gain sharing incentive bases are the financial incentives that may include a variety of goals or combinations of goals, such as economic main ratios, consumer loyalty, consumer faithfulness, and some basic growth goals. Benefit may also be one among the determining factor for gain sharing financial incentive. However, income must account for less than half of the overall element since incentive rewards in gain sharing schemes are focused on strict expectations of predictable improvements within specific work organisation; gain sharing provides a more difficult connection between compensation and success than benefit sharing.

3.1.1.5 Initiative rewards

Employees are rewarded for their valuable creativity by being provided with initiative incentives. The primary aim of initiative incentives is to inspire workers to strengthen and appreciate their job and work environment. Office incentives, dinner with the bossand free lunch for the team are only a few examples of these benefits in the workplace.

3.1.1.6 Special rewards

Special incentives are non-tangible, non-monetary prizes and rewards that might be almost anything. Journey and tours, passes to sports and games in various locations, as well as event or golf club memberships provided by the employer, are examples of special incentives. Literature (Jeffrey and Shaffer, 2007; Huttu, 2010) report that special incentives can be distributed spontaneously without any additional suggestion in place, and also there might be an incentive strategy in place that dictates how rewards are distributed to the employees within work organisation.

3.1.1.7 Stock options or co-partnership

The Employees Stock Option Plan allows employees to purchase normal company shares at a lower price than the market price for a fixed period of time in the work organisations (Shan and An, 2018; Cadman, *et al.* 2013). These aren't regular deals, and the shares are considered a private arrangement between the employer and the employee. It is through Stock incentives that employees are offered with long-term financial gains that emanate as companies profit from stocks.

Co-partnerships resemble to profit shares whereby employees normally get a percentage from the profits generated in their companies. The difference that exists between the two is the fact that under co-partnership staffs are having a share in management roles. It is under this arrangement that employees have an opportunity to sit in on management meetings also make essential management decisions with respect to company practices. It is through co-partnerships that employees feel more connected with their companies as important team members, hence likely to stay engaged in work related activities and dedicated towards making significant contributions.

3.1.1.8 Commission

This is a monetary reward in which companies pay workers a commission in addition to their wages if they exceed their goals (Barongo, 2013). Commissions are mostly observed types of financial incentives amongst sales professionals. It is provided on top of these professionals' regular wages after selling goods or services. Incentive of this nature, normally avails a specified amount of money in terms of commissions after having sold product or service at a certain level. It may be agreed that a 20% pay may be availed after having sold products exceeding a certain volume.

The commission helps staff to expand the company's client base. Commission adds also to the income of the staff. Sales commissions have been observed to be very effective in terms of motivating members of the sales team. It is in this context that staff works very hard to reach sales objectives, which results into generation of profits to the organisations.

3.1.2. Non-Financial Incentives

This is a type of compensation that does not require direct payment of money. A non-monetary reward may be almost anything material, such as precious stones, accessories, or even a jewellery (Silverman, 2004; Khan *et al* . 2016; Bandiera, *et al.* 2010; Gale, 2002). It is a non-monetary compensation given to an employee in the workplace. Personal attention that communicates interest, approval and appreciation is well-defined as a non-monetary reward (Stajkovic and Luthans, 2001). Business vehicles, recognition, preparation and career advancement are all examples of non-monetary rewards. An employee can, however, be rewarded by being given a better office or a larger budget to manage, or by being given the choice of where to work within the organisation. Non-monetary incentives are designed to encourage positive behaviour change using methods other than money to reward and attract employees; a motivated employee would earn a great contract (Armstrong and Brown, 2016).

A person's psychological and emotional needs are in addition to the financial rewards. Satisfying these needs is also essential for organisational change. Non-monetary rewards, on the other hand, are largely based on satisfying these needs and therefore cannot be calculated in terms of income. However, there is a chance that a non-monetary reward would also have a monetary incentive. For example, when a worker is promoted, his psychological needs are met because s/he gains more power. As a result, prestige rises, but the employee still benefits financially because pay also rises.

3.1.2.1 Feedback

Non-monetary feedback rewards are acts taken by an outside company manager to provide knowledge on certain aspects of a person's task success (Kluger and DeNisi, 1996). Since feedback is provided in the workplace, it is an effective and fast way to motivate employees (Stajkovic and Luthans, 2001). One of the benefits of feedback is that, in addition to motivating employees, it also offers valuable information about their success to the employees themselves (Huttu, 2010). It has an indirect impact on motivation as well. Feedback offers critical information about an employee's efficiency, which in turn assists the employee in setting and achieving previously established goals within the organisation.

3.1.2.2 Participation

Non-financial participation benefits refer to that workers can participate in and influence the activities of the company as well as the content of their private works and tasks (Brown, 1996) (Fernie and Metcalf, 1995). Organisational members' ability to select their own work order or working hours, for example, is an example of work participation (Huttu, 2010).

The ability of workers to contribute in an organisation is a basis source of fundamental motivation. There are higher chances for the employee morale to be activated by participation. Employee participation increases fundamental engagement by involving them in their work and making it more expressive. According to Brown (1996), participation has a positive effect on results, according to job motivation theories such as Maslow's hierarchy of needs cognitive assessment theory. According to Maslow's hierarchy of needs, people's social and self-satisfaction needs can be met by interaction. Participation is also a motivator that boosts motivation and job satisfaction.

Contribution's encouraging influence is supported by incentive theories. Numerous research studies have recognised that engagement has a uncertain optimistic effect on the output of any work organisation.

3.1.2.3 Recognition

Pitts, (2005) as quoted by Agbenyegah (2019: 123) defines recognition as the "demonstration of appreciation for a level of performance, an achievement or a contribution to an objective. It can be confidential or public, casual or formal. Participation has a positive effect on success, according to job motivation theories like Maslow's hierarchy of needs and cognitive assessment theory. Engagement can satisfy people's social and self-satisfaction needs, according to Maslow's hierarchy of needs. As a consequence, it is a manager's acknowledgment of an employee's achievement and commitment to the goals of an organisation and appropriate objectives by paying particular attention to the employee's acts, efforts, and attitudes, which may be physical, psychological, or both.

It is a means of coping with the moods of employees. Employee appreciation is one of the most powerful forms of empowering workers, increasing employee attraction and retention by making them feel valued. Some businesses use publicity to recognize employee accomplishments, while others, use it to boost their company's overall efficiency (Oburu and Atambo, 2016).

Recognition has been considered to be a strong non-financial motivator. Some employees are just moved by the fact that their boss will always appreciate they do well and also encourage them when they face some challenges. Individuals also like to share their achievements with others and have it recognised and celebrated. When this need is satisfied, it works as an excellent motivator. If employers rely on a financial incentive alone to recognise contribution and achievement, it is most possible that the employee's objective will become modified to secure the pay and nothing more and this in turn will lead to a degraded culture of the organisation. When used correctly recognition is a cost-effective way of enhancing achievements and enable people to feel involved in the company culture.

3.1.2.4 Better Work Environment

Employee competence improves as an outcome of an improved working atmosphere because better working environment enhances employee satisfaction and, as a result, improves their performance. A work environment in which workers believe they have reasons to do work and are given priority for doing their job motivates the employee rather than a position that makes them unhappy. However, in working environments where workers do not have enough resources, equipment, training, software, or materials, productivity suffers. Incompetent working environments, such as inadequate ventilation, seats, lighting, and noise, can make workers uncomfortable and reduce productivity.

Employees' motivation and productivity are harmed in the workplace due to a lack of privacy and contact barriers among employee to employee and also sometimes employee to the employer. A healthy workplace with luxury furniture and accessories, good ventilated system that allow plenty flow of fresh air, Air condition during summer season as well as good lighting and practical design, can minimise tension and increase productivity. Employee motivation is harmed when there is a lack of admiration, appreciation and enhancements in the workplace.

3.1.2.5 Career Development

The lack of opportunities for career advancement has an effect on motivation and success. Employees would feel respected and empowered if they are given opportunities to advance their careers by adapting skills, technology and capabilities that are required for performance enhancement and promotion. Employees will be motivated, according to this definition, if their goals for target achievement are linked to concrete actions taken by the organisation's management. As a result, employee productivity will grow because they will be continually reminded that their efforts will not only help them accomplish their objectives, but will also improve their chances of promotion. Motivation is goal-oriented behaviour (Oburu and Atambo, 2016). Employees may be motivated through the establishment of occasions for education and career growth in the workplace (Armstrong, 2001). Organisations place a greater emphasis on their employees' development and motivational components such as self-esteem and self-actualisation. As a result, they will be able to achieve the best possible results. Employee productivity will be increased by enthusiasm if there are similar prospects for job advancement and a fair payment structure and training (Oburu &Atambo, 2016).

3.1.2.6 Training

The prospect of potential financial rewards, Employees are motivated to learn new skills and technology during training through promotions and appreciation. The discrepancy between the trainee's actual and expected outcomes is discussed in a training program which may begin with a requirement's assessment. Following that, training objects are created. After deciding who needs to participate training and what kind of training would be offered, then the training program is introduced and initiated. The final stage is to figure out how successful training programs are (Oburu and Atambo, 2016). If the organisation's manager is not trained, they would be unaware of the skills, capabilities, and experience that are compulsory for development performance and motivation. Usually work organisations introduce training agenda programs in response to active changes trough the market environment, in which improves employee engagement and contributes to employees being rewarded as a result of the training they got. Human resource training increases employee efficiency more than other programs, so businesses that invest more in employee training are more developed.

3.1.2.7 Motivation

The collection of processes that arouse, direct, and sustain human action toward achieving a goal is known as motivation (Greenberg and Baron, 2003). The concept of motivation, according to Greenberg and Baron, can be broken down into three sections. The first segment discusses arousal, which is concerned with the desire or energy that activates a person's behaviour. People are increasingly motivated by their desire to make a positive impression on others, to do interesting work, and to be competitive in their endeavours. The second section is about people's decisions and follow the direction their actions. The ending section emphasis on preserving actions, specifically specifying in what way people must strive to accomplish their objectives in work organisations with proportional to available amount of time.

On the other hand, motivation is characterised as a person's active participation and dedication to achieving the desired results. Since different strategies yield different results at different times, there is no one-size-fits-all solution, and no one approach can guarantee positive results all of the time, motivation is an abstract concept (Halepota, 2005). According to philosophical definitions, employee motivation is defined as the intrinsic drive or push that leads to a specific human action or inaction in a given time period under specific conditions. It's a force that considers a person's inner drive in order to motivate them to do something in return. Motivation normally begins with someone realising a need that isn't being met. Then a target is set to be achieved, and that is how the need is met in work organisation.

3.1.2.8 Employee Performance

Quantity of production, consistency of output, timeliness of output, participation at work and cooperativeness are all measures of employee productivity in the workplace (Gungor, 2011). An organisation's overall performance can be boosted by individual employee performance. Employee performance is described as a list of achievements for each job function over a period of time. a collection of parameters that define an employee's performance pattern over time (Macky and Johnson, 2000). Workplace success refers to how much each organisational member contributes to the achievement of the organisation's objectives (Ying, 2012).

This can be accomplished by the company establishing a performance structure that includes the organisation's mission/strategies being communicated to its staff, as well as the setting of individual performance goals against agreed-upon goals results should be used for production and/or administrative conclusions, and the performance management framework should be reviewed on a regular basis to Ensure that it continues to contribute to the organisation's growth and performance (Macky and Johnson, 2000).

People should be offered rewards and benefits to help them achieve their goals. The motivation level is often affected by the social context. This background involves not only organisational principles and culture, but also leadership and management, as well as the community or team in which an individual works. Consequently, the work organisations must create an atmosphere in a sense that advanced levels of an individual's morale are sustained in order to provide a team of motivated employees.

4.0 Impacts of Incentives on Employee Efficiency and Organisational Performance

Innumerable literature has documented the impacts of non-monetary performance incentives on efficiency of employee (Agbenyegah, 2019; Aktar, *et al*., 2012; Cooper & Schinder, 2007; Corby, *et. al.*, 2005; Delany & Turvey, 2007).

4.1 Impacts of Financial/Monetary Incentives on Employee Efficiency

Without financial benefits, workers may be unable to work at a faster pace due to being unmotivated. It is obvious that sometimes individuals accept certain job positions and use such jobs as means to their ends. This is very likely when these individuals are not satisfied with what their jobs are offering, in absence of an alternative to their current jobs, such workers will continue working but releasing only minimum energy to justify their presence in the respective work organisation not maximum creative energy. Literature (Huttu, 2010; Stajkovic and Luthans 2001)) have thoroughly discussed this important aspect. In a summary, financial /monetary incentives have numerous impacts on employee efficiency, these include but not limited to:-

(i) Enhancements of workers satisfaction
(ii) Recognition individual based performance
(iii) Encourages collaborative teamwork
(iv) Motivates staff to achieve company objectives

Usually companies considered incentives important in motivating employees and making employer more attractive among possible future employees. Employees who are provided with financial incentives are likely to complete their jobs with minimal errors and mistakes. This is emanating from the fact that these financial incentives.

4.2 Impacts of Non-Monetary Performance Incentives On Efficiency of Employee

Non-monetary incentives improve employee productivity in terms of speed and accuracy, while before the incentives; their efficiency did not increase, suggesting that it was poor.

Non-monetary benefits such as training, employee input, career growth, appreciation, employee engagement, and a positive work atmosphere raise employee awareness and help them correct mistakes.

A work atmosphere that encourages a healthy balance between work and personal time is a non-financial opportunity. If you recognize employees' need to have works time table its giving them chance to get enough time, and in turn, offer flexible scheduling for those who must take care of aged dependents.

Using achievement certificates, such as peer recognition and team recognition, to identify good performance in an organisation's structure, these awards, on the other hand, are proposed by the employer's peers and may boost morale by recognizing outstanding results. Employee-of-the-month recognition and gratitude are also used to show workers that they are valued in the workplace. However, reward workers who achieve particular objectives. Employees are given career advancement when they are offered a job; this not only fosters employee satisfaction, but also enhances the skills of the workforce.

4.3 Importance of Incentives in Work Place Organisations

The businesses that excel have mastered the art of making their workers feel respected and appreciated. Workers who win will feel more appreciated and fulfilled at work, and will be less likely to quit, preserving top talent while also protecting them from competing with other employees. Employees are almost sure to improve their working habits, morale, and performance if they were rewarded in this manner.

Employee benefits help to foster a positive working environment. Organisations may have various benefits for their workers, but appreciation is one of the most critical aspects of an incentive package. This contributed to the development of a community in which individuals and organisations are recognised for their excellent success. As a result, every employee will concentrate on thriving the results and the company as a whole for many years to come.

Employee bonuses give sense to the workplace and boost productivity. Employee output was influenced by a variety of factors, the most critical of which was success in substantive jobs. Dig deep and discover what really matters to workers to build meaning and better manage employee success. Create incentive programs around it until you're confident you've found it, and make a connection between the employee's work and the incentives you're offering. The efficiency is greatly improved as a result of these benefits. Jordan (2018) discovered that among other forms of incentives, wages and salaries are the most widely used and powerful, since salaries and incomes have become amongst the most essentials to satisfy peoples' requirements. Employee morale is boosted when this type of reward is used.

Employee incentives provide autonomy. Independence is provided by employee benefits. It is essential to identify incentives that promote individual employee success. This will be critical for developing practical incentive systems that direct actions as well as monitoring organisational programs for improved efficacy, participation, and management.

There are a variety of incentives that can be used to help drive progress in a particular company. This involves both financial and non-financial rewards that are important in encouraging an organisation's service delivery progress. Wages are the most common financial incentives for most organisations, but they are not incentives that can alter employee conduct, because incentives are something that motivates individuals to apply additional effort at work in an organisation, while wages can meet employees whether they are working hard or not working hard, because wages are attained. Performance management is a tool that has become more widely used and practiced in recent years at all types of businesses. Several factors may affect an individual's or employee's actions, encouraging or discouraging certain activities. While payment is clearly one of the most important factors, there are other factors that shape or diminish an individual's or employee's conduct.

7.0 CONCLUSION AND RECOMMENDATIONS

Recognition and empowerment are critical sources of employee motivation in the pursuit of organisational goals or activities. Employees are generally compounded by minor problems rather than major ones. Appreciation for work completed, giving them opportunities to participate in decision-making, providing internal job satisfaction, providing an adequate organisational atmosphere and similar issues incentivize employees. Employee role enhancement improves as a result of these passions and drives. It is critical for an employer to evaluate and enhance work guidelines and descriptions for workers in a company, as well as a matter of urgency, make upward adjustments in salaries, allowances, retirement benefits, leave benefits, and housing scheme for newly hired employees as a beneficial opportunity that will go a long way in growing an organisation's productivity.

Skills gaps and audits should be conducted on a regular basis in order to change in-service preparation for different groups of workers, allowing them to refine and strengthen their intellectual, human relational and technological skills. Often, for the organisation's better and most efficient efficiency, the manager must not only understand employee actions while setting rewards, but also check the service provided to customers. This is because a manager can want to use an incentive that benefits the organisation when the rules and goals are met, but there is no customer satisfaction. For example, if a manager uses only non-financial rewards, such as reporting an organisation's overall results, the manager can use a harsh or strict way of supervising workers, resulting in the achievement of the organisation's target but poor service provision. If a company wishes to provide an integrated system to encourage people for exceptional success, research must be conducted to determine which reward mode should be used on a particular organisation for better goal attainment and customer satisfaction.

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