International Journal of Advances in Engineering and Management (IJAEM)
Volume 5, Issue 6 June 2023, pp: 714-722 www.ijaem.net ISSN: 2395-5252

The Role of Financial Incentives to Workers Motivation in Enugu Electricity Distribution Company (Eedc)

Blessing Chineme Okoro, (Ph.D), *Ogochukwu E.S. Nebo*, (Ph.D)
Department of Management, Faculty of Management and Social Sciences, Godfrey OkoyeUniversity, Ugwuomu-Nike, Enugu State, Nigeria
Department of Business Management, Faculty of Management and Social Sciences , Godfrey OkoyeUniversity, Ugwuomu-Nike, Enugu State, Nigeria

Date of Submission: 14-06-2023 Date of Acceptance: 24-06-2023

ABSTRACT
The major objective of any company is to maximize profit and increase shareholders earnings, then the need to increase productivity becomes inevitable. It has been observed by various scholars that the reason why most organizations experienced low productivity is due to the absence of motivational factors to employees with the financial incentives as major factors. The population of the study is entire the staff of Enugu Electricity Distribution Company (EEDC) totaling 65 in number. A sample size of 45 staff was arrived at through the simple random sampling technique. To conduct this research, research questions were drafted and distributed to the staff of the Enugu Zonal office. The result obtained from the analysis of these data revealed that though employees enjoy some financial incentives, opportunities for advancement on the job, they were still not satisfied with the financial incentives, condition of service and management/employees relationship. The result of the research shows that the dimension of the research variable is valid and the variable of financial incentives relationship has a positive effect on employee motivation.Financial incentives, employee Motivation.The researcher recommends the need for the organization to increase the incentives to all strata of the staff to effectively enhance high productivity in Enugu Electricity Distribution Company.
Keywords: Impact, Financial Incentives, Workers Motivation, Enugu Electricity Distribution Company

I. INTRODUCTION

The role of employee who have high motivation and supported skills and knowledge indoing the work is needed. This means that one of the determinants of an increase in company performance is the motivation of its employees. This is supported by (Sani,2018) assertion in his book whichstates that workers motivation is the driving force that creates the excitement of one's work so that they will cooperate, work effectively,and integrate with all their efforts to achieve satisfaction. "Several factors can affect employees'motivation. In recent research, the relationship between jobsatisfaction,motivation and low burnout level between the employees have been verified. Mentoring can positively contribute to career development and motivation, especially in the case of new employees (Ktena, 2018). In any organization, the financial capability of employees is a very important factor as it determines the level or the extent to which he or she is motivated to expand his effort on the job performance.

All incentive inclinations cause people to behave in certain patterns, this means that in every organization the employee'sbehaviour determines the level of the incentives to be giving to them by the employer or the management. This seriously makes relationship between the employees and the employer to be threatened, unless the organizational incentives are understood and used properly. The importance of financial incentives to higher productivity has influence the choice of this research works and data collected analyzed with the findings and recommendation that stand the test of time (Harunavamwe, &Kanengoni, 2019).

Another assumption is that when a reward is tied to a job, employee would be motivated to put in his effort maximally into his job.Therefore, financial incentive helps an organization to increase productivities, improve performance of individual

International Journal of Advances in Engineering and Management (IJAEM)
Volume 5, Issue 6 June 2023, pp: 714-722 www.ijaem.net ISSN: 2395-5252

employees and the organization needs the overall efficiency. Thus financial incentive to worker is very important as it is a motivating factor or scheme in an organization. Because, the extent of an employee's economic (financial) will go a long way to arousing his or her innate ability to do his work.No management system will be effective if it continually emphasizes higher level of performance and improvement, but fails to reward and to reorganize work of the employees. Therefore, managers and workers at all levels should consider productivity and the reward attach to it which is (financial incentives**).**The term "incentives" is used to describe wage-payment plans which tie wage directly or indirectly to productivity standards (Rahim, & David, 2021).

Statement of the Problem

In concrete terms, all of the requirements that the workers need to have are aids that will enhance job performance through increase productivity.Right from the beginning, management of organizations has always been faced with the problem of how to motivate worker in order to increase productivity that leads to profitability. Wealth or profit minimization is the goal of most organizations. This is however only achieved when shareholders or investors funds are invested with a higher return on their investment, which is only possible when that organization is able to effectively motivate its workforce to make profit (Henry 2022).

Whiting (2021) posits that most organizations actually fail due to their inability to adequately motivate their employees for higher productivity ironically; human resources form a greater percentage of the total assets of organizations. The management of financial incentives is a very critical issue that should not be over looked, as its neglect can lead to disruption of work process, sales and service delivery loss and consequently financial losses. The problem at hand therefore is to examine the Enugu Electricity Distribution Company in Enugu State, to see whether they really make use of financial incentive to their employees for higher productivity which transform to high profitability.

Objective of the Study

The overall aim of this study is to evaluate the impact of financial incentive as one of the motivating factors on employee's productivity. Specifically, this study determine the extent at which Enugu Electricity Distribution Company make use of the financial incentives in improving their employee's productivity.

The specific objectives of the study are as follows.
To ascertain the extent of financial incentives operation in Enugu Electricity Distribution Company (EEDC)
Look in to the various financial motivators in EEDC
To ascertain the manner in which financial incentives are carried out successfully inEnugu Electricity Distribution Company(EEDC)

Research Question

Base on the problem in focus in the objectives above, this research study will seek to answer the following questions.

What is the extent of financial incentive operation in Enugu Electricity Distribution Company (EEDC)?
What are the various financial motivators in Enugu Electricity Distribution Company (EEDC)?

Hypotheses

Given our statement of problem and the research questions raised, this study will draw a hypothesis with which we will be able to answer the questions raised as follows.
HO: Financial incentive does not have significant impact in Enugu Electricity Distribution Company (EEDC)

Hi: Financial incentives have significant impact in Enugu Electricity Distribution Company (EEDC

Significance of the Study

The study tries to portray the need for effective maximization of financial incentives in improving employee's productivity. This study will provide thought provoking insight for studies, and serve as an additional material for future research on this area. It will also go a long way to widen the scope of the researcher's knowledge in the subject matter.

The study will also serve as an invaluable contribution to financial incentive as a factor to increase productivity. Therefore researchers and the general public can gain from it.

Scope of the Study

The scope of this study covers financial incentive in higher productivity with particular focus on EEDC in Enugu State Nigeria.

International Journal of Advances in Engineering and Management (IJAEM)
Volume 5, Issue 6 June 2023, pp: 714-722 www.ijaem.net ISSN: 2395-5252

By choosing EEDC, the researcher assess the impact of financial incentives toascertain its contributions, and impact on the productivity of their staff, which also provides a basis for making objective conclusions.

Theoretical Review

This study is anchored on Maslow's hierarchy of needs theory propounded by psychologist Abraham Maslow,(1943) and described people as "wanting beings who constantly want more and what they need hinges on what they already had or possess. According to Owolabi, & Abdul-Hameed, (2019), Maslow's hierarchy of needs have set of needs to satisfy, (i) human needs are organized in a hierarchical sequence of importance from primary to complex (ii) the system of needs for many human beings is complex with different types of needs influencing the behaviour of a person at a particular time (iii) human beings move from lower level of needs to higher level of needs (iv) unsatisfied needs motivate human beings. That is, needs are motivators when they are not unsatisfied. (v) Needs that are satisfied do not motivate. But when one needs to satisfied, another need emerges to take place, so human being are always struggling to meet some needs at every time (vi) In general, needs of lower level are satisfied before needs of higher level are initiated to motivate behaviour (vii) Higher level needs could be satisfied in many ways than lower level needs in work organizations.
This is shown on the figure that follows:

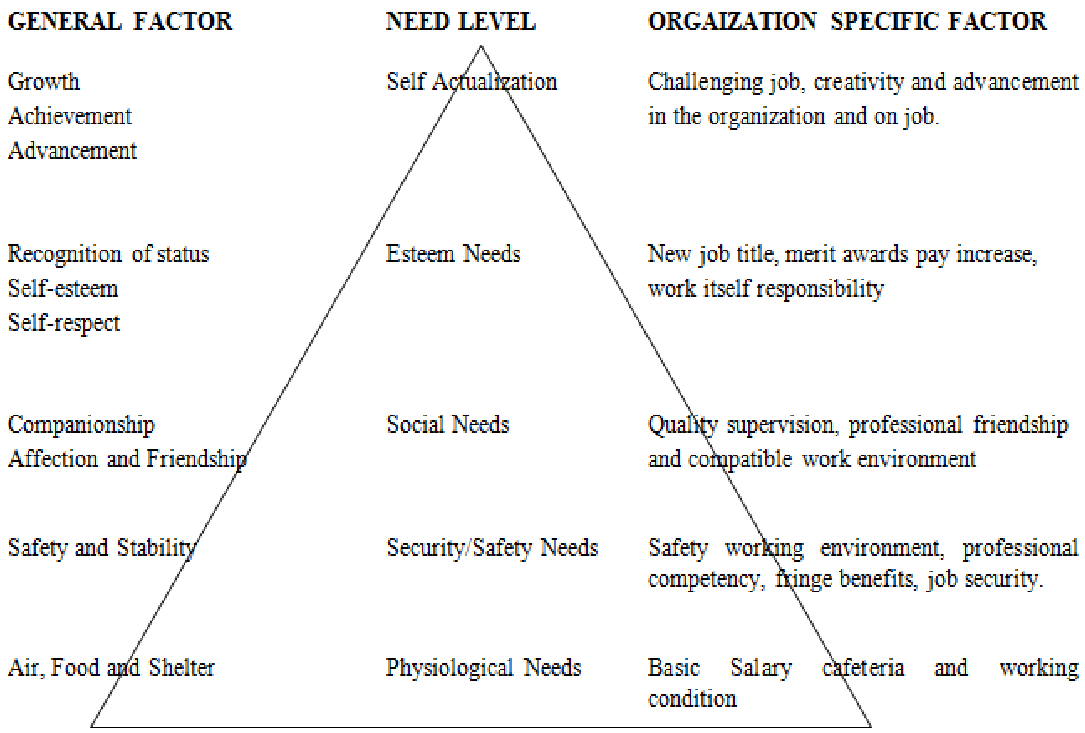

Figure 1.Summarizes the theoretical underpinning for this study.

Maslow (1943), classified human needs into five categories: Physiological needs, safety needs, social needs, esteem needs and self-actualization needs. He called the first three needs deficiency needs or basic or lower level needs. They are characterized as lower level needs, which must be satisfied first for a person to be comfortable and move to next level of needs. While the last two needs are called growth needs or higher order needs which focus on growth and development of an individual.On key implication of Maslow's theory is that non-financial incentives could be most effective on workers who are satisfying their primary needs but fulfillment of such primary needs is not sufficient to motivate them on the job.

Consequently, non-financial incentive plays prominent role in fulfilling other intrinsic needs of workers in the work place which cannot be satisfied by financial incentives.
Maslow's hierarchy of needs theory is based on the idea that motivation come from needs. If need is

met, it is no longer a motivator. So higher level needs becomes the motivators.
Maslow's identify the hierarchy of needs as follows. Nickels, and McHugh, (2006) defined the needs above as follows: Psychological need: this includes basis survival need such as the need for food water and shelter. Safety need: This is the need to feel secure at work and at home. Social need**:** The need for recognition and acknowledgement from others as well as self-respect and sense of status or importance. Esteem need: the need to feel loved and accepted to be part of a group. Self-actualization need: The need to develop to ones fullest potentials. When one need is satisfied, another higher level need emerges and motivates the person to do something to satisfy it. Any satisfied need is no longer a motivator they said.

Fredrick Herzberg Two Factor Theory
Herzberg (2009) and his associates have considered modified Maslow's need approach with their

The motivators: He concluded that motivation consist of factors associated with job satisfaction and they describe people relationship to what they do at work, which include the nature of the tasks or work they perform, responsibility involved and recognition received.

The hygiene factors: The second self-factors which he called hygiene factors serve to prevent dissatisfaction and not foster high performance. They identified the specific factors in hygiene to include: company policy and administration, supervision, working conditions, interpersonal relations, salary status, job security etc.

Theories X and Y .Douglas (2022) developed the idea that as managers make attempts to influence others, they must make assumption about how these people will react to differences in incentives which guide the organizational arrangement they put in place. He believes that every managerial act is based on one of the two assumption of theory X and Y which are about the human nature.

Baumgartner, (2017) sees reward management as the formulation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their values to the organization. He also sees it as consisting of analyzing and controlling employee remuneration, compensation and all of the other benefits for the employees. Dobre, (2020) posits that financial incentives as the term is used in this work can be described as the influence that payment to organization and individuals have on the consumers. In this work, financial incentives are directed towards improving inequality of work in EEDC.

II. EMPIRICAL REVIEW

This is in line with research conduction by Lee (2015) which proves that Financial Incentive is another form of direct compensation beyond salary which in other words is called a performance-based compensation system. According to Dessier (2014), "Financial incentives are rewards or replies in the form of the financial form given to employees whose level of predication exceeds predefined standards". Meanwhile, according to Werther& Davis (1989) added that the incentive system connects employee compensation and work performance by paying according to the results of their work and not because of seniority or length of work. According to Hasibuan (2013) argues that as a means of incentive motivation aims to direct and drive the power and potential of employees to want to work hard and enthusiastic in achieving optimal work, in order to realize the goals that have been determined. The existence of incentives that provide pay based on work performance will enhance employee motivation in the effort to achieve the goal set.

Ali, & Ahmad, (2019), examined the influence of non-monetary incentive on teachers performance in community primary schools in Kisarawe District, Tanzania for a period of eight years involving a sample of 72 teachers selected using random and purposive sampling techniques both were collected through interviews, structured questionnaire and documentary review and analyze using qualitative and quantitative tools. The findings revealed that positive significant correlation exist between provision of non-monetary incentive and teacher's performance in the rural primary school in Kisarawe District of Tanzania.(Falola, Ibidunni, &Olokundun, 2017).

Okwudili (2015),examined the impact of non-monetary incentives on employees' in select public parastatals in Abia State, Nigeria. Survey research design involving random sampling techniques to select the respondents for the study using a structured questionnaire to gather data. Multiple Regression and Pearson correction coefficient statistics were used to analyze the data. Results show the value of Pearson correction coefficient for non-monetary incentives to be positive with employees' productivity at 5% level of significance in Public Parastatals. The researcher proposes the use of non-monetary incentives to motivate employees. The key drawback of the study was the blanked use of non-monetary incentives which has composite variable as if it is a single variable.

Basu& Kiernan (2016), adds that financial incentives affect healthy lifestyle changes. The discussion raised almost identical to the subject of this study regarding motivation. Therefore, the research is also capable of being the trigger for doing this research. It can be concluded that financial Incentive is the result of remuneration received by employees in the form of financial based on contribution and work performance that exceeds the average standard of other employees. Financial incentive is done as a measure of investment by the company of its employees. Beside, incentives aim to motivate employees to do their work which leads to the achievement of company goals.

Incentives though is different from wages such as financial and material, etc. but in this study, we are mostly concerned with financial incentives as expressly exposed by (Ubeku, 2022). It is also referred to as wages incentives. Financial incentives is very important to the wellbeing of an employee as it places a very important role on his job effort. This is because, a lack or fall short of this will negatively affect his attitude to work as a result, the important and the place of financial incentive cannot be undermined.Hence financial incentive is of paramount importance as it is a payment method that enable employees to earn more money for producing more than a certain quota or set standard. (Awad, &Odeh, 2018).

Elnaga, & Imran, (2019) said that Incentive is also regarded or used as a motivating factor in an organization. It is a measure that is employed or been put in place to make a worker put extra effort in his work in other to ensure a high or a maximum productivity.Financial incentive is regarded as a motivating factor for an employee through which its importance can be deciphered in a number of ways. One of the ways is that financial incentive will motivate workers to perform their job effectively to the extent to which they are satisfied with their jobs. (Douglas, 2022)

Ijazi, & Khan, (2021) said that it is greater than the extent to which an employee needs are satisfied, the greater the extent to which he or she will respond in terms of high level of productivity.Another assumption is that when a reward is tied to a job, employee would be motivated to put in his effort maximally into his job. Therefore, financial incentive helps an organization increase productivities, improve performance of individual employees and the organization needs to overall efficiency. Thus financial incentive to worker is very important as it is a motivating factor or scheme in an organization. Because, the extent of an employee's economic (financial) will go a long way to arousing his or her innate ability to do his work.

No management system will be effective if it continually emphasizes higher level of performance and improvement, but fails to reward and to reorganize work of the employees. Therefore, managers and workers at all levels should consider productivity and the reward attach to it .which is financial incentive. (Njanya, Maina, Kibet, &Njagi, 2020).

Okafor, (2019) propose that Every organization whether big or small is formed to achieve specific goal(s) and that such organization's objectives can only be achieved through the employment and retention of qualified human resources at its disposal. In order to achieve the organizational goals and objectives, certain motivational factors must be put in place to spur employees to put in their best in their work place.

Mamdani,&Minhaj (2016) posits that financial incentives mean any inducement involving the payment of money and reduction in price paid for goods or services or any award of credit.

In the theory of human behaviours, it is believed that everyone seems to inherit certain basic drives similar to those found in the nature of animals. People are often unaware of the urges, which lie in the conscious mind that forces people to act in certain ways. If this urge is suppressed, frustration occurs and unless something is done, the person suffers depression and his zeal is weakened. (Henry, 2022)

Al-Belushi, & Khan, (2017) defines productivity as output divided by input. He further stated that productivity is increased when a greater output result from the same input or when greater output is gained from less input without reducing the quality of the end product. He also said that productivity increase is reaching the highest level of performance with the least expenditure of resources.

CheemaSobia, & Raffia, (2019).)posits that financial incentives can be manipulated to affect employee's decisions. The challenge to funders or payers is to assemble the mix or blend of

International Journal of Advances in Engineering and Management (IJAEM)
Volume 5, Issue 6 June 2023, pp: 714-722 www.ijaem.net ISSN: 2395-5252

financial incentive rules and monitoring efforts that result in the employee productivity. The greater the costs of these activities, the less likely that financial incentive are used. The effectiveness of any financial incentive scheme in eliciting changes in employee's productivity depends not only on the amount and type of payment, e.g. staff preference for monetary versus other incentives such as autonomy, security, and conducive working environment and self-development opportunities (Hao W, Shah SMA, Nawaz, Asad, &Iqbal m Zahoo, 2020).

Khan et al. (2016), investigated the relationship between non-monetary incentives and employee commitmentin business organizations for a 10 years' period (2005-2014) using survey research design involving structured questionnaire to gather primary data used for the study. The Spearman's rho correlation and multiple regression analyses were applied for data treatment. Results from the study show that job related non-monetary incentives relatively play significant role in enhancing employees' commitment in an organization, thus motivating workers to higher productivity. From the empirical literature reviewed, most of the studies combine both monetary with mix outcome and some others did not attempt to disaggregate the non-monetary incentives to examine the dimension of specific influence effect, of non-monetary incentives on driving employee's motivation. This study isolates five (5) key of nonfinancial incentives to examine their relationship with workers, motivation in Enugu State Electricity Distribution Company (EEDC).

Wagas, &Saleem, (2020) posits that financial incentives can be manipulated to affect employee's decisions. The challenge to funders or payers is to assemble the mix or blend of financial incentive rules and monitoring efforts that result in the employee productivity. The greater the costs of these activities, the less likely that financial incentive are used. The effectiveness of any financial incentive scheme in eliciting changes in employee's productivity depends not only on the amount and type of payment, e.g. staff preference for monetary versus other incentives such as autonomy, security, and conducive working environment and self-development opportunities.Bandura (2007) posits that although there are potentially very large number of financial incentives that could be utilized a useful distinction is made between the material and the non-material additionally. Material (or tangible) incentive could be broken down further in to monetary and non-monetary. (Kerr, 2022)

Sansone, &Harackieweicz, (2019) said that financial incentives has great impact on employee productivity and can be said to be a tool for competitive advantage as it leads to higher productivity and increase in profitability.The data for this research were collected from primary and secondary sources. Primary data was collected by giving out questionnaires to hospital staff e.g. doctors and nurses. The questionnaires consisted of close-ended questions. In total, 320 questionnaires were collected from respondents and later analyzed. The reason for using a quantitative method to collect data was to make sure that we gathered enough information from the sample, could easily compile data regarding employee perceptions, and easily analyze the data gathered. Where the secondary data was gathered through several sources i.e., articles, and books, the secondary data were used to formulate the literature review and support the description of findings.

III. RESEARCH METHODOLOGY

This section is devoted to explaining the various research methods adopted in conducting the study. The procedures and tactics for collecting information about the research problem and also look at the sources of data used in the study

The population of the study is entire staff of Enugu Electricity Distribution Company (EEDC) totaling 65 in number. A sample size of 45 staff was arrived at through the simple random sampling technique. To conduct this, research questions were drafted and distributed to the staff of the Enugu Zonal office. The result obtained from the analysis of these data revealed that though employees enjoy some financial incentives, opportunities for advancement on the job, they were still not satisfied with the financial incentives, condition of service and management/employees relationship. The result of the research shows that the dimension of the research variable is valid and the variable of financial incentives relationship has a positive effect on employee motivation.

To effectively collect data for this research, the primary and secondary sources of data was used while the instrument for data collection is questionnaire and personal interview.In order to test the hypothesis stated for the study, the multiple regression was carried out. This was imperative to estimate the predictive effect of each of the independent variables on the dependent variables. The results are summarized and presented.Multiple Regression Analysis showing Impact of Financial

International Journal of Advances in Engineering and Management (IJAEM)
Volume 5, Issue 6 June 2023, pp: 714-722 www.ijaem.net ISSN: 2395-5252

Incentives on workers' motivation.The simple percentages table with implication were used to analyze the data and the chi-square was used to validate the result of the analysis.

The chi-square formula is X2 = $\Sigma(Fo-Fe)2fe$
Where X2 -=chi-square Fo = observed frequency

Model Specification and Description of Values
The variables used in this study are expressed in the following economic model which is adopted to test the relationship between the dependent and independent variables:
Y = ʆ (β0 + β1 X1 + β2 X2 + β3 X3 + ……………. + βn Xn + e ……. Model 3.1
Where;
Y = Dependent Variables
ʆ = Functional Notation
β0 = Constant
β1 – βn = Coefficient of Independent Variables
X1 – Xn = independent variables
e = Statistic error term for the purpose of this study, our model stated in a linear form is expressed as:
WM = ∝+ β1CPd + β2PF + β3EE + β4 PDM + β5 TA + e………..model 3.2
Where;
WM = Workers' Motivation (Dependent variable)
CPd = Continuing Professional Development (independent variable) +
PF = Performance Feedback (independent variable) +
EE = Employee Empowerment (independent variable) +

Variables Beta Estimate β Standard Error T-statistic Sig. P-value Remarks
CPD (**∝**) 0.138 0.040 3.450 0.000
CPD 0.239** 0.055 4.313 0.000 Reject Ho1
PF 0.117** 0.033 3.500 0.001 Reject Ho2
EE 0.212** 0.099 2.141 0.001 Reject Ho3
PDM 0.182** 0.062 2.935 0.000 Reject Ho4
TA 0.231** 0.082 2.817 0.005 Reject Ho5
R2 0.752
Adjusted R2 0.632
F-value 48.666
Durbin-Watson Stat. 1.834
Source: Authors' Computation, 2023 using SPSS.20

The regression coefficients estimating the effects of the independent variables on the dependent variable. The R2 value of 0.752 (75.2%) suggest a strong positive relationship between the variables of study. Also, the adjusted R2 of 0.632 (63.2%) explains that variation in workers' motivation in EEDC in Enugu State is accounted for by the non-financial incentives variable.

Decision Rule
With a chi-square off 0.48 and a critical table value of 0.51 it then means that the Hi Hypothesis should be accepted which says that financial incentives increase employee's productivity in EEDC.

Discussion of Finding
After the analysis of the data collected for the research work, the following were discovered.

Financial incentives have positive impact on the improvement of productivity of the employees of EEDC. It was also discovered that the employees of EEDC are always promoted based on performance and qualification. Apart from salaries and financial incentives, there are other motivating factors that enhances employee's productivity in EEDC like training and development, staff medical care and end of year bonus to staff.

IV. SUMMARY CONCLUSION AND RECOMMENDATIONS

Summary

The research work has attempted to examine the impact of financial incentives on employee's productivity in EEDC. Work of this nature cannot be complete without the work of various scholars been reviewed on the impact of financial incentive on workers. The method of the research has been mostly described by validated questionnaires, personal interviews and observation conducted in the course of the work.

Conclusion

From the results obtained from the study it is obvious that, a greater number of the employees are happy with what they are paid as salaries.The financial incentive has a great impact on the productivity of employees in EEDC. Promotion in EEDC is on the basis of performance on the job and qualification. That apart from financial incentives and salaries there are other motivating factors that spur employees to put in their best in an organization.

Recommendations
Based on the findings above, the above recommendations were made:
That there is need for the organization to increase their financial incentives to all levels of staff to have a higher increase on productivity and profitability.

That consideration should be given for a slight increase in salary and other financial incentive to encourage the employees to perform at their highest level.
Those other motivational factors should be made available to the employees for improved performance and productivity in the present dispensation.

REFERENCES

[1]. Abiramee S. A (2016). Study on Employee's Job Satisfaction towards Reward in Private Hospital
[2]. Adeyinka, T., Ageni, C. O. &Popoola, S. O. (2019). Work motivation, job satisfaction and organizational commitment of library personnel in academic and research vibrancies in Oyo State, Nigeria. LibraryPhilosophy and Practice, 3(2): 63-84.
[3]. Al-BelushiF,&Khan F (2017). Impact of monetary incentives on employee's motivation: Shinas College of technology, a case study. Int J ManagInnovEntrep Res 2395–7662. 10.
[4]. Alegbejo, T. B. (2013). A study of non-monetary rewards as a motivation tool for employee performance in Tesco.Unpublished M.Sc. Thesis, University of East London, United Kingdom. 186.
[5]. Ali, R. & Ahmad, M. S. (2019). The impact of non-monetary incentives on employees’ motivation in work organizations.An empirical study.International Review of Business Research Papers, 5(4): 270-379.
[6]. Asare ED (2019). Exploring Job Satisfaction among Nurses in a Hospital within the Volta
[7]. Awad, B. and Odeh, M. (2018).The impact of incentives on Naples hospital employees.Business Administration, Naples, Alnajah National University. 214.
[8]. Baumgartner, J. (2017). Benefits of employee empowerment for service quality and job satisfaction in the hospital, industry.Unpublished B.Sc project, Modul University, Vienna. 115.
[9]. Cheema, F. E.,Sobia, S. & Raffia, A. (2019).Impact of non-monetary rewards on employees’ motivation in commercial banks in Karachi.Journal of Management and Social Sciences, 9(2): 23-30.
[10]. Dobre, O. J. (2020). Employee motivation and organizational performance.Retrieved of Applied Socio-EconomicResearch, 5(1): 53-60.
[11]. Douglas E. L (2022): When trying to win, competition and intrinsic motivation, personality and social psychology bulletin, 7(1), 79-83.
[12]. Elnaga, A. A. & Imran, K. (2019).The impact of employee empowerment on job satisfaction.American Journal ofResearch in Communication, 2(1): 13-26.
[13]. Elqadri ZM. (2015). Effect of leadership style, motivation, and giving incentives on the performance of employees–PT. KurniaWijaya Various Industries IntEduc Stud. 8:183–92. 1
[14]. Ezigbo, C. A. & Court, O. T. (2011).The effect of monetary and non-monetary rewards on the employees ‘performance in manufacturing firms in Rivers State, Nigeria.Journal of Sociology, Psychology andAnthropology in Practice, 3(1): 120-29.
[15]. Falola, H. O., Ibidunni, A. S. &Olokundun, M. (2017).Incentives packages and employees’ attitude to work.A study of selected government parastatals in Ogun State, Nigeria.International Journal Research inBusiness and Social Science, 3(1): 63-75.
[16]. Gunawan, R. G. &Febrianto, H. (2014).The Impact of Monetary and Non-monetary Incentives on Employees'Motivation in PT Xyz's Finance Function in Surabaya.IBUSS Management, 2(2): 60-79.
[17]. Harunavamwe, M. &Kanengoni, H. (2019).The impact of monetary and non-monetary incentive on motivation among lower levels employees in selected retail shops.African Journal of Business Management, 7(38): 3929-35.
[18]. HemaMalini PH,& Washington A. (2014). Employees' motivation and valued rewards as a key to effective QWL-from the perspective of expectancy theory. TSM Bus Rev. 2:45
[19]. Henry (2022).Task characteristic regard contingency and intrinsic motivation. Organizational Behaviour and Human Performance: 16, 294-307.
[20]. Ijazi, M. & Khan, A. (2021).The impact of non-financial incentives on employees’ motivation.Journal of Business and Management, 15(4): 37-46.

[21]. Kerr, S. (2022) Motivation a Global Perspective, eight edition Vikas Publishing House PVT LTD. Jangpura New Delhi
[22]. Mamdani, K. &Minhaj, S. (2016). Effects of motivational incentive of employees' performance: A case study of banks of Karachi, Pakistan. Journal of Applied Psychology, 8(17): 92-114.
[23]. Njanya, W. L., Maina, R. N., Kibet, L. K. &Njagi, K. (2020).Effect of rewards on employee performance in Kenya Power and Lighting companyltd., Nakuru, Kenya.International Journal of Business andManagement, 8(21): 418-31.
[24]. Okafor, L. C. (2019). Motivation and job satisfaction in the Nigeria public service: and research. International Journal of Liberal Arts and Social Science 2(7): 137-47.
[25]. Okwudili, B. E. (2015). Effect of non-monetary rewards on productivity of employees among selected government parastatals in Abia State, Nigeria.Journal of Business and Management, 17(2): 6-11.
[26]. Owolabi, L. K. & Abdul-Hameed, A. S. (2019).Employee involvement in decision making and firm's performance in the manufacturing sector in Nigeria.Serbian Journal of Management, 6(1): 1-15.
[27]. Pandey C, Khare R. (2012) Impact of job satisfaction and organizational commitment on employee loyalty. Int J SocSciInterdisciplinary Res. (2012) 1:26–41.
[28]. PrekoA,&Adjetey J. A (2013), study on the concept of employee loyalty and engagement on the performance of sales executives of commercial banks in Ghana. Int J Bus Res Manag. 4:51–62
[29]. Quadri AA. (2019) Employees Perception on Effective Reward System and Motivating Incentives to Enhance Performance in Irish Owned Restaurants: A Case Study of Reward Management System in Comet Restaurant Dublin
[30]. Rahim, M. A. & David, W. N. (2021). Rewards and motivation among administrators of University Sultan, ZainalAbidin: An empirical study. International Journal of Business and Society, 14(2): 265-86.
[31]. Sani, M. (2018).An assessment of the impact of non-financial incentives on employee performance: A study of Nigeria Communication Commission (NCC). Unpublished M.Sc Dissertation, Ahmadu Bello University,
[32]. Sansone, C. &Harackieweicz, J. M. (2019).Intrinsic and extrinsic motivation: the search for optional motivationand performance. San Diego Academic Press. 480
[33]. Uzair M, Razzaq W, Sarfraz M,&Nisar QA. (2017) Impact of HR practices on employee loyalty and commitment: mediating role of job satisfaction. Int J ManagExcell. 9:1067–73.
[34]. Wagas, Z. &Saleem, S. (2020). The effect of monetary and non-monetary rewards on employee engagement and firm performance.European Journal of Business and Management, 6(3): 73-82.
[35]. WaqasZ,&Saleem S. 2014). The effect of monetary and non-monetary rewards on employee engagement and firm performance. Eur J Bus Manag. 6:73–82