

# IMPACT OF MONETARY AND NON-MONETARY INCENTIVES ON EMPLOYEES' WORKPLACE PERFORMANCE WITH SPECIAL REFERENCE TO THE JOB ENRICHMENT AT THE WORKPLACE

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## **Abstract**

This study's findings of the impact of monetary and non-monetary incentives on employees' workplace performance with special reference to the job enrichment at the workplace shed light on the relationship between the incentives of the monetary and non-monetary incentives with employees' job enrichment. This study was conducted to prove the ideal to reconcile it with reality. This relation has a direct influence on the employees' job enrichment which leads to job performance. Thus, the following literature shows the impact of the findings, such as the influence factors (monetary and non-monetary incentives) and job enrichment within the organization. That manipulates the employee's performance within the work environment by virtue of monetary incentives and non-monetary incentives. Plus, it leads to either a high level or low level of job enrichment. The findings came to prove the theoretical basis with the structural equation model. Further, to show where the monetary and non-monetary incentives impact the relationship between employee job performance and job enrichment. The questionnaire responded by 249 employees working in eight different branches of Oman College of Health Sciences variety. Though, the study's results showed that job enrichment is influenced by incentives system management as well. Job enrichment indicates the employees' satisfaction along with their performance that could contribute meaningfully to the organizational development. The results operated by the Statistical Analysis Software- Statistical Package for the Social Sciences (SPSS). The results proved that the of the organizational incentives influence the multi dimension into the organization, especially the organizational performance. The responses analyzed by SPSS apparent the demand of employee job enrichment with their demographic factors to improve the direct relationship between employee satisfaction, employee job performance, and job enrichment. Eventually, organizational development is strongly relying on high job enrichment and incentives programs.

**Keywords:** Incentives, Performance, Satisfaction, Job Enrichment, Organizational Challenges, Leading Improvement.

## **INTRODUCTION**

The recent results came in the fourth step of the practical approach to job enrichment in accordance with monetary incentives and non-monetary incentives, especially in the governmental College of Health Sciences. The results show the job enrichment influences and the findings which impact on the whole performance. These results are a primary experience in the key for performance influences focusing on job enrichment. That suggests applying the system of incentives in the current study. Too, that shows the strong relationship between the job enrichment and monetary and non-monetary incentives in the College of Health Sciences in Oman.

## LITERATURE REVIEW

Hence, the results of DeVaro's study (2022); Swanson, 2022 suggested that the well-known productivity of employees is enhanced by performance pay. Alignment between the objectives of an organization and those of its members is considered the most important aspect to improve the efficiency of an organization and its performance implicitly (Boswell et al. 2006). Truly, for both public sector organizations and private organizations. It is well known that a firm's performance is modified by the use of economic motivation (Bannò and Sgobbi 2010). While this study is launching a college in the public sector, focusing on incentives: in certain monetary and non-monetary incentives. Thus, the balance reached by operating on their architecture has been enriched. Those with all conceptual tools that research into Human Resource Management (HRM) which has developed over time. The ability to identify the consequences of the incentives scheme design to be adopted is highly dependent on how services are defined and measured (Levitats and Vigoda-Gadot 2019). Consequently, improvements in performance are often carried out through behavioral conditioning, which might be changed and improved by the performers (Swanson, 2022).

The results of the study operated by (AMOS) software had a positive impact on employee performance, as well as job satisfaction and its components (job stability and job enrichment). However, the mediator of job satisfaction eventually played a crucial role on employee engagement (Alsafadi & Altafat, 2021). Therefore, incentives can really work to accomplish the goals of an organization. Monetary incentives provide short term effect on the motivation level of employees although these incentives are imperative for motivation. Non-monetary incentives also motivate employees to perform better, some of these incentives include making employees authoritative, ensure their participation in management, job enrichment and holidays etc. have long term impact on motivation level of employees (Ali and Tugay, 2012; Govender et al., 2018). Naturally, organizations need to drive their people's work performance because that is their human resources practitioner's apprehension towards stimulation. Moreover, that encourages the gaining the market share and sustainability in the market. However, that shows the conditional employees' performance which could progress by the efficient incentives' programs within the organization (Hemakumara, 2020).

Based on this the present study has been proposed by the researcher. The present study entitled as "Monetary and non-monetary incentives impact on employees' performance with the mediating effect of job satisfaction and the moderating role of demographic factors" have focused on finding the practices of incentives and its impact on employee performance in Oman College of health sciences, Oman. Among the various factors that affect employees job performance, this study is centered on incentives as a motivational factor, both monetary and non-monetary incentives taken into consideration and the study is conducted at Oman College of Health Sciences, Oman. As an example: the managers in the goods and services sector are getting a share benefit (Cavenaile, 2021).

Subsequently, the focus of this research is to study the effect of monetary incentives and non-monetary incentives existence at Oman College of Health sciences, Oman paying particular attention on job satisfaction and performance of employees as well as it analyses the

moderating role of demographic factors like age, gender, educational qualification, and tenure (length of service) on the relationship between incentives, job satisfaction and employee performances. Based on the findings of this study, it will be helpful in establishing a strong incentive policy in the education sector to enrich the performance among both academic and non-academic employees by retaining and motivating the skillful human resources (Parta & Mahayasa, 2021).

Hussain et al., (2019) the only issue that is certain about this is that multiplicities of interdependent factors are involved in motivating employees ranging from monetary to nonmonetary. Another stream of analyses points out that people never rate money as their main motivator, most achievements are reached for reasons other than money, and it is a factor that attracts people but does not play a big role in retaining and motivating. For example, by Locke (1998) on the four methods of motivating employees indicated that money rated the second among lower-level employees. Such evidence demonstrates that money may not be the only motivator, but it's difficult to argue that it doesn't motivate. Therefore, this opens the debate that non-monetary rewards such as recognition, decision making, and job security have a role to play in the internal motivation of employees that monetary incentive could not address. Aguinis et al. (2021) report that monetary rewards do not always provide desired results. However, it is difficult to tie monetary incentives to other dimensions of performance, for example: how well you can cooperate in a team.

### **Statement of the Study's Problem**

Besides, the problem statement of the main research, this study's results discuss an opportunity for future research. That is a key determining factor that influences the entire performance through work enrichment in higher education sector of Oman. Although, the important business contemporary issue is job enrichment within the organization.

Briefly, the terms non-monetary rewards, non-monetary incentives and non-monetary compensation are used interchangeably. Besides the monetary incentives, there are certain non-monetary incentives which can satisfy the ego and self-actualization needs of employees. The incentives which cannot be measured in terms of money are under the category of "non-monetary incentives". Whenever a manager has to satisfy the psychological needs of the subordinates, he makes use of non-financial incentives. Studies show that recognition has a positive impact on performance, either alone or in conjunction with financial rewards. Employees are therefore increasingly using performance-based recognition programs today. According to one survey, 78% of CEOs and 58% of HR vice presidents said their firms were using performance recognition programs. Organizations use non-monetary incentives to increase their employees' efficiency and performance to achieve their goals and in turn organizations' productivity also increases. Those incentives include job security, pension plans, training, suggestion schemes, praises, job enrichment, promotion opportunities, vacations & holidays, leaves (sick, medical leave, prenatal leave, flexible timings, retirement benefits, and much more (Dima et al., 2019).

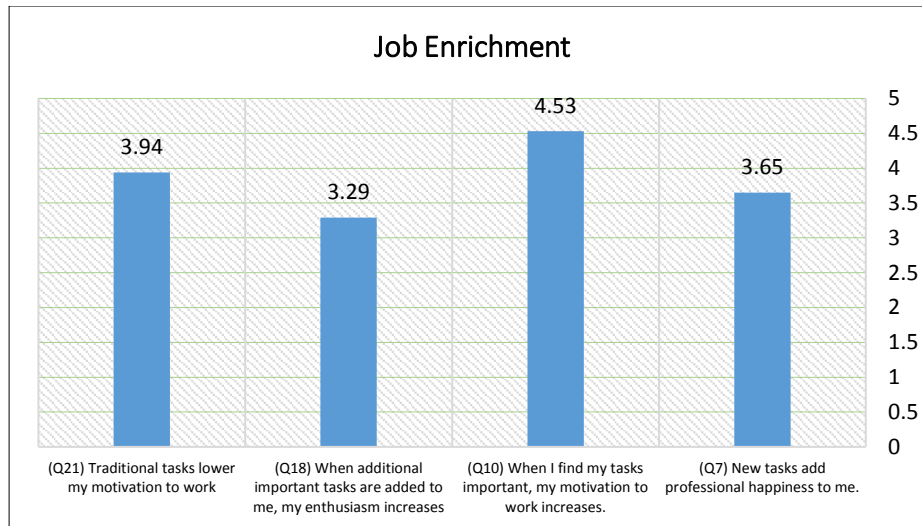
## Job Enrichment

Job enrichment is when the job of an employee can be enriched. This can be made by increasing his responsibilities, giving him key designation (Niehoff et al., 2001). While money is one way to motivate employees, more and more workers want to be appreciated for the work they do. Allowing employees to have more control over their work taps into their natural desire to succeed. Some employees feel a high level of boredom from their current job responsibilities and want a change in their job descriptions. They feel less motivated because of performing the same type of activities over the long term. Such activities become part of their jobs and offer less opportunity to learn and grow professionally. When there is minimum to learn from the current job, low level of technical expertise, highly standardized job, same pattern of activities over three years, then job enrichment becomes the best strategy to convince and motivate employees to keep working towards attainment of the organizational goals and objectives. Principally, employees held positive feelings and satisfaction toward tending to carry out their tasks well (Wolomasi et al., 2019).

**Table: 1**

Items	Content	N/%	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D.	RII	Level	Rank
7	New tasks add professional happiness to me.	N.	23	30	32	91	73	3.65	1.271	0.729	above average	3
		%	9.2	12.0	12.9	36.5	29.3					
10	When I find my tasks important, my motivation to work increases.	N.	1	1	5	100	142	4.53	0.602	0.906	High	1
		%	0.4	0.4	2.0	40.2	57.0					
18	When additional important tasks are added to me, my enthusiasm increases	N.	22	45	73	58	51	3.29	1.229	0.657	above average	4
		%	8.8	18.1	29.3	23.3	20.5					
21	Traditional tasks lower my motivation to work	N.	3	20	49	93	84	3.94	0.982	0.789	above average	2
		%	1.2	8.0	19.7	37.3	33.7					
Total Job Enrichment								15.406	2.962	0.770	above average	

Figure: 1



From the results shown in table (1), it is clear that the general level of the impact of non-monetary incentives (job enrichment) on the performance and job satisfaction of employees at the Oman College of Health Sciences in the Sultanate of Oman came at an above average level. Where the value of the relative weight of the axis as a whole was (0.777), a value that falls within the "above average" range of the levels of evaluation of the relative weight of the five-point scale. The level of impact of non-monetary incentives (job enrichment) for each item on the performance and job satisfaction of employees can be explained in the following.

### Studies on incentives

Lubis, (2020) they are rewards that an individual experience and are directly related to the job itself. Furthermore, motivational promotions, periodical promotions, or sharing some of the organizations gains such as: gifts for overtime tasks. Much more: psychological rewards are responsibility, achievement, autonomy, personal growth, challenge, complete work, and feedback components of the job. Physical rewards are training, welfare services, flexitime, promotions, interpersonal relationships, conducive environments, job enrichment, etc. (Falola, et al, 2022; Kinicki and Williams, 2003).

Achie, S. T., & Kurah, J. T. (2016) conducted research on the role of financial incentives as a motivator in employee's productivity in Nigeria electricity Distribution Company. Sample of 45 employees were selected to collect data using stratified random sampling technique. Data was analyzed using chi square and frequency distribution. The results of the study 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 researcher recommends the need for the organization to increase the incentives to all strata of the staff to effectively enhance high productivity. Elumah Lucas, O., Ibrahim Olaniyi, M., & Shobayo Peter, B. (2016) examined the impact of financial incentives and moral incentives on organizational performance on employees of the Nigerian

Universities with the sample size of 218 employees and analysis was done using SPSS. The key findings indicated that there is an adequate level of incentives provided to employees in Nigerian universities. Financial incentives ranked 1<sup>st</sup> while moral incentives ranked 2<sup>nd</sup>. It was also found that there is a high level of organizational performance. There was also a negative relationship between financial and moral incentives and organizational performance. Finally, this study has verified further research opportunities that could enrich the understanding of Incentives and organizational Performance in Nigerian universities.

### **Studies on Leading Job Enrichment**

Besides the monetary incentives, there are certain non-financial incentives which can satisfy the ego and self-actualization needs of employees. The incentives which cannot be measured in terms of money are under the category of “non-monetary incentives”. Studies exhibited that recognition has a positive impact on performance, either alone or in concurrence with financial rewards. Employees are therefore increasingly using performance-based recognition programs nowadays. Organizations practice non-monetary incentives to increase their employees’ efficiency and performance to achieve their goals and in turn organizations’ productivity also increases. This ensured how motivation and reward impact an employee’s job performance. Therefore, mediating effect of job satisfaction leads to higher job performance through non-monetary incentives (Din, Shahani, & Baloch, 2021).

Nabli & Nugent in 1989, those incentives include job security, pension plans, insurance (both life and medical), training, suggestion schemes, praises, job enrichment, promotion opportunities, vacations & holidays, leaves (sick, medical leave, prenatal leave, flexible timings, retirement benefits etc. Performance in relation to effectiveness: Formal Organizations are intricately linked with the environment around them as they are not working in a vacuum. The environment around work organizations affects how does an organization operates, what it produces and what is its performance. For example: in Romania, increasing the interest of the employees in the employment requirement for work flexibility as a motivating sense, leads to modernizing the law of flexible working hours. Consequently, it is a supplement to the labor force that casts in the organizations’ approach and strategies. Such as by offering their employees flexible working hours, extra leave, paid holidays, working from home (WFH) and so on (Davidescu et al., 2020).

The non-monetary incentives result in task enjoyment and job engagement, thence reflecting on the real work efforts which could play a smarter role in the employees’ performance (Erkal et al., 2018). Non-monetary incentives play a crucial role in the perception of the employee regarding the reward climate in the workplace (Kumari et al., 2021). Many researchers have different opinions regarding non-monetary incentives. Employees value recognition as the attention they receive, for instance WFH during the pandemic of COVID-19 (Habib, Abbas, & Noman, 2019). Guilbault, (2018), paid holidays, training programs, and praise were all perceived to be nonmonetary rewards, that would enhance organizational performance. At most, organizations facilitate to reach competitive incentives that non-monetary rewards include praise, recognition and benefits and pointed out that non-monetary incentives can be positively utilized to enhance performance (Jeni et al., 2020). Partially, working from home



rather than working at the organization's site had been considered an outstanding option to increase professional relations and social relations, especially the organization's performance (Long & Xuan, 2019).

Gabriel, J. M. O., & Nwaeke, L. I, (2015) examined the association of non-financial incentives and employee's job satisfaction of Hotel Workers in Port Harcourt. Questionnaire was used for data collection, and the hypotheses were tested through the Spearman's Rank Order Correlations Coefficient by the SPSS. The results showed that there is a significant relationship between job enrichment, job autonomy and promotion and employee job satisfaction. The study concluded that employees are more interested in the non-monetary attention granted them by their superiors on a daily basis. Hence treating them rightly everyday effectively communicates how valued, trusted, and important they are in the organization (Parashakti and Ekhsan, 2020).

As well, Bari et al (2013) mentioned that feedback to employees, freedom, career development plan, and valuation of employees, learning programs, open & comfortable work environment and good supervisory relations have positive bearing on employee attitude and performance. Employees are more satisfied with non-financial rewards rather than financial rewards and thus non-financial rewards impacts performance. Moreover, increase productivity and profitable growth of the organization as well.

Plus, Tausif (2012) observed that non-monetary reward consisting of promotion, job enrichment and job autonomy correlate with job satisfaction for the educational sector of Pakistan. In addition, the older employees are more satisfied with non-financial rewards than younger employees. Still, Al-Nsour (2012) in his research investigated the incentives approach and the level of performance in Jordanian Universities. Descriptive analysis was used to analyze the data and five Universities were selected for this study. The results showed a significant relationship between moral incentives and learning and growth in Jordanian Universities, further there is a high level of organizational performance. Either internal business process is ranked in the second place followed by learning or growth.

## **RESEARCH METHODOLOGY**

Dealt with the research design, area of the study, sample design like population size, sample size calculation, sampling technique adopted, variables used in the study, instrument design, validity, and reliability of the instrument and statistical tools and techniques used in the study.

That seeks to review theoretical literature for the study being undertaken. Empirical findings by other researchers and theorists who conducted research in the field of incentives, job satisfaction and employee performance are critically analyzed by the researcher. This analysis gives the researcher a better understanding of the research problem and acquaints himself with the idea of other researchers in the same subject area by referring to books, journals, articles, and much more. This quantitative review provides a clear insight into the past and present developments in the field of objective study. The researcher used an English questionnaire for the whole groups in the pilot study and the main research. As they regularly used the English

language in several professional communications. At most, they are fluent, and the language that is used in questionnaires is very simple. To answer this question, the researcher carried out two procedures:

1. Using the t-test to reveal the significance of the differences between the averages of two independent samples, in order to reveal the significance of the differences between the perspectives of male and female employees in their perception of the relationship between monetary and non-monetary incentives on performance and job satisfaction at work.
2. Calculate the effect size value and determine its level (Eta Squared). This is to find out the effect of the gender variable (male/female) on realizing the impact of monetary and non-monetary incentives on performance and job satisfaction. The results of the statistical treatment using the statistical package for social sciences SPSS version 28 resulted in the results shown in table number (2).

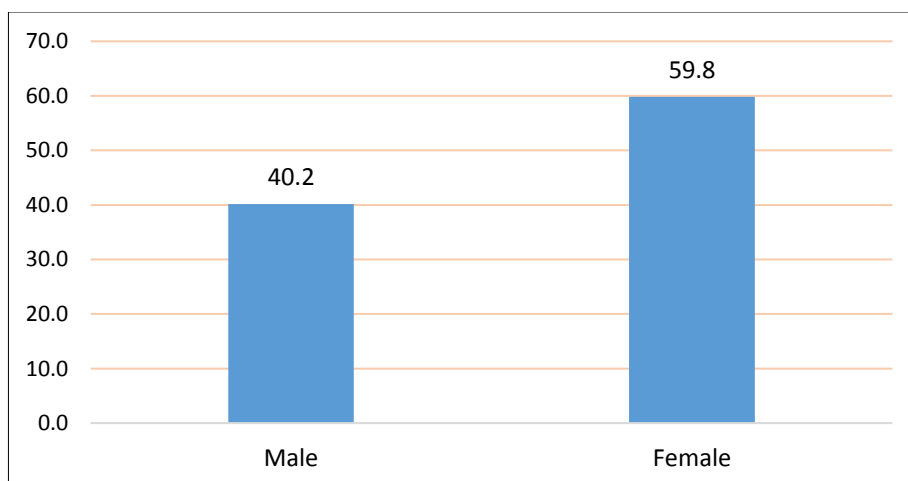
To conclude, the percentage of variation of the dependent variable that is due to the independent variable to show the strength of the relationship between the two variables; the effect size represents the practical significance of the statistical differences or the relationships between the variables, and whether that practical significance is large enough to justify taking its results.

### Study sample by type

**Table: 2**

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	100	40.2	40.2	40.2
Female	149	59.8	59.8	100.0
Total	249	100.0	100.0	

**Figure: 2**





### Second axis in the study's questionnaire (Non-Monetary)

It is something related to job enrichment is the process of adding incentives to existing roles in order to increase employee satisfaction and productivity by adding dimensions to existing jobs. To give them importance and meaning so that they become more motivating to their occupants. Such adding values for the job, increasing the variety of employee's skills that needed to perform the job responsibilities. Plus, creating job transparency adds meaning to the organizational tasks especially when the employees are getting 360° feedback on their performance. That would be measured by the following questions in the questionnaire.

7	New tasks add professional happiness to me
10	When I find my tasks important, my motivation to work increases.
18	When additional important tasks are added to me, my enthusiasm increases
21	Traditional tasks lower my motivation to work

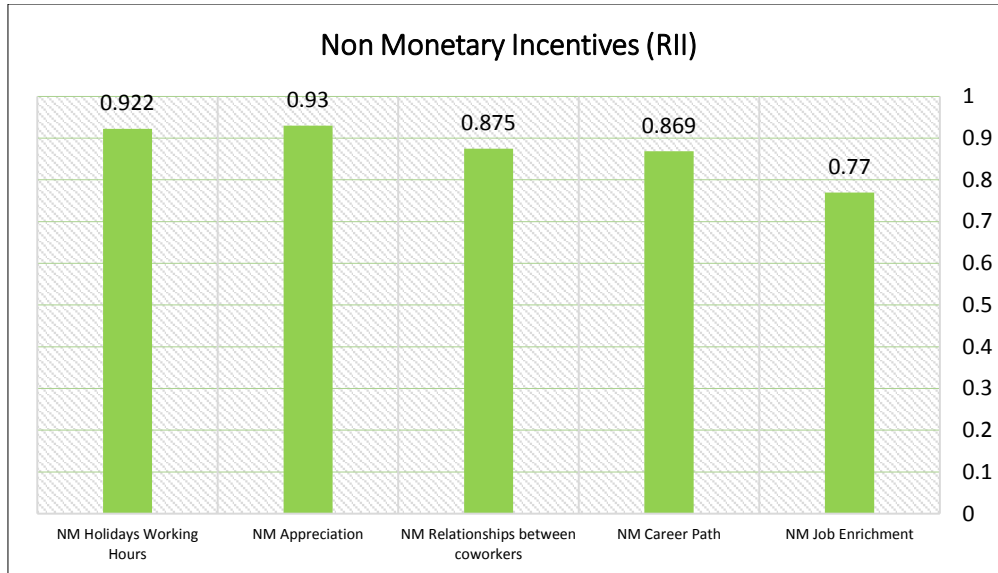
- Item 7: (New tasks add professional happiness to me) ranked with an “above average” level of influence and came in the third rank for the level of influence in relation to the axis.
- Item 10: (When I find my tasks important, my motivation to work increases), it came with a “high” level of impact, and it came in the first rank with regard to the level of impact in this axis.
- Item 18: (When additional important tasks are added to me, my enthusiasm increases), it came with an “above average” level of impact, and it ranked fourth with regard to the level of impact in this axis.
- Item 21: (Traditional tasks lower my motivation to work), it came with an “above average” level of impact and came in the second rank with regard to the level of impact in this axis.

Eventually, the impact level of the sub-themes and the axis as a whole for non-monetary incentives appear in the following.

**Table: 3**

Dimensions	Number Items	Minimum	Maximum	Mean	Std. Deviation	RII	Level	Rank
NM_Job_Enrichment	4	8.00	20.00	15.406	2.962	0.770	above average	5
NM_Career_Path	3	7.00	15.00	13.028	1.921	0.869	High	4
NM_Relationships_between_Workers	4	7.00	20.00	17.502	2.095	0.875	High	3
NM_Appreciation	4	12.00	20.00	18.602	1.591	0.930	High	1
NM_Holidays_Working_Hours	4	8.00	20.00	18.446	1.975	0.922	High	2
<b>Total_Non_Monetary</b>	<b>19</b>	<b>58.00</b>	<b>95.00</b>	<b>82.984</b>	<b>7.951</b>	<b>0.874</b>	High	

Figure: 3



Thus, it is clear from table (3) that the level of impact of non-monetary incentives in general on the performance and job satisfaction of employees came at a "high" level. Where the general average value of the axis of the impact of non-monetary incentives as a whole was (82.98), and the value of the relative weight for the same axis was (0.875). It is a value that falls within the high level of influence of the levels of evaluation of the relative weight of the five-point evaluation scale. The sub-axis (Appreciation) came first in terms of the level of influence with a relative weight of (0.930). It is followed by the sub-axis (Holidays and Working Hours) in terms of the level of influence, with a relative weight of (0.922). While the sub-axis (Relationships between Workers) ranked third in terms of the level of influence, with a relative weight of (0.875). While the sub-axis (Career Path) ranked fourth in terms of the level of influence, with a relative weight of (0.869). Finally, the sub-axis (Job Enrichment) ranked fifth in terms of the level of influence, with a relative weight of (0.770).

**Third axis in the study's questionnaire (Monetary Incentives)**

Again, the monetary incentives, for instance the salary system is enriching the process of adding incentives to existing roles in order to increase employee satisfaction and productivity by adding dimensions to existing jobs. Especially to the employees who are giving priority to that, importance, and meaning, therefore they will be becoming more motivated in their tasks. Though, would be measured by the following questions in the questionnaire.

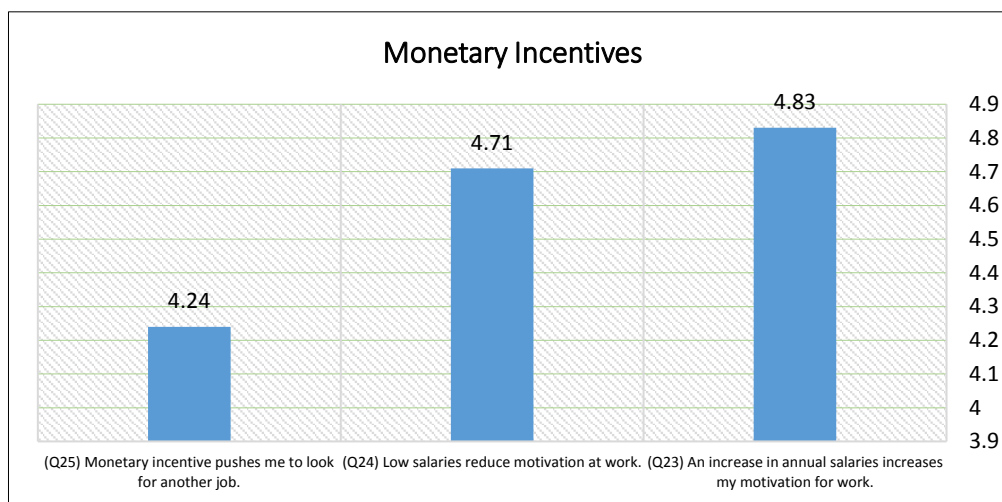
23	An increase in annual salaries increases my motivation for work
24	Low salaries reduce motivation at work
25	Monetary incentive pushes me to look for another job

The level of impact of monetary incentives on employee performance as appearing in the following details:

Table: 4

Items	Content	N%	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D.	RII	Level	Rank
23	An increase in annual salaries increases my motivation for work.	N.	0.0	1	1	37	210	4.83	0.416	0.966	High	1
		%	0.0	0.4	0.4	14.9	84.3					
24	Low salaries reduce motivation at work.	N.	0.0	1	8	52	188	4.71	0.542	0.943	High	2
		%	0.0	0.4	3.2	20.9	75.5					
25	Monetary incentive pushes me to look for another job.	N.	4	15	30	69	131	4.24	0.990	0.847	High	3
		%	1.6	6.0	12.0	27.7	52.6					
Total Salary System								13.783	1.500	0.919	High	

Figure: 4



From the results shown in table (4), it is clear that the general level of the impact of monetary incentives (the Salary System) on the performance and job satisfaction of employees at the Oman College of Health Sciences in the Sultanate of Oman came at a “high” level. Where the value of the relative weight for the axis as a whole was (0.919), which is a value that falls within the “high” range of the levels of evaluation of the relative weight of the five-point scale.

The level of impact of cash incentives (Monetary Incentives) for each item on performance and job satisfaction of employees can be explained as follows:

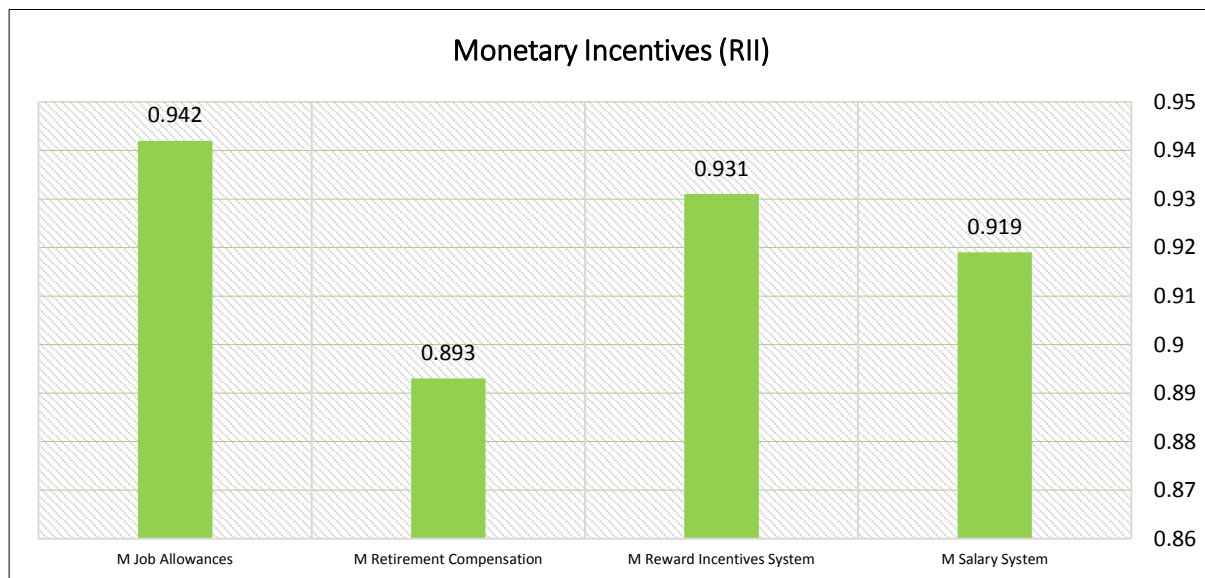
- Item 23: (An increase in annual salaries increases my motivation for work), it came with a “high” level of impact, and it came in the first rank with regard to the level of impact in this axis.
- Item24 : (Low salaries reduce motivation at work), it came with a “high” level of impact, and it came in second place with regard to the level of impact in this axis.
- Item 25: (Monetary incentive pushes me to look for another job), it came with a "high" level of impact, and it came in the third rank with regard to the level of impact in this axis.

The impact level of the sub-axes and the axis as a whole for monetary incentives

**Table: 5**

Dimensions	Number Items	Minimum	Maximum	Mean	Std. Deviation	RII	Level	Rank
M_Salary_System	3	8.00	15.00	13.783	1.500	0.919	High	3
M_Reward_Incentives_System	3	6.00	15.00	13.968	1.475	0.931	High	2
M_Retirement_Compensation	2	3.00	10.00	8.928	1.336	0.893	High	4
M_Job_Allowances	4	8.00	20.00	18.839	1.885	0.942	High	1
<b>Total_Monetary</b>	<b>12</b>	<b>35.00</b>	<b>60.00</b>	<b>55.518</b>	<b>4.808</b>	<b>0.925</b>	High	

**Figure: 5**



## CONCLUSION

Thus, it is clear from table number (5) that the level of the impact of monetary incentives in general on the performance and job satisfaction of employees came at a high level; the general average value of the monetary incentives axis as a whole was (55.51). The value of the relative weight for the same axis was (0.925), which is a value that falls within the high level of influence of the levels of evaluation of the relative weight of the five-point scale. The sub-axis (Job Allowances) came first in terms of the level of influence with a relative weight of (0.942). It is followed in second place by the sub-axis (Reward Incentives System) in terms of the level of influence, with a relative weight of (0.931). While the sub-axis (Salary System) ranked third in terms of the level of influence, with a relative weight of (0.919). Finally, the sub-axis (Retirement Compensation) ranked fourth in terms of the level of influence, with a relative weight of (0.893).

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