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## Critical analysis of motivational factors and job performance in the contemporary era

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### Abstract

This study aims to explore different motivational factors and investigate their relationship with job performance. The respective study analyzed secondary data, i.e., articles, reports, periodicals, and books on the subject matter. The study revealed a positive and significant relationship between motivational factors and job performance, as motivation is the key to performance in the contemporary era. It also showed that monetary and non-monetary incentives act as factors that motivate employees to enhance job performance. However, more than financial incentives are needed to improve job performance. The combination of monetary and non-monetary incentives can produce better results in terms of job performance. As cultural variation may change the effectiveness, therefore, the knowledge of culture has efficacy for national and international organizations to formulate and implement appropriate incentive programs. The prospective study will facilitate researchers, managers, and private and public organizations regarding the phenomena under evaluation.

**Keywords:** efficacy, motivation, monetary incentives, non-monetary incentives, job performance

### Introduction



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Employees are the cornerstone of every organization (Allen & McCarthy, 2017; Altman, 2020; Motsett, 2018). Most researchers like Isidorsson and Kubisa (2019), Lucie and Schechner (2020), Marcus (2017), and Murrell (2020) are of the view that in the present global competitive environment, employees are a valuable asset for any organization since they manage organizational operations. Motivated employees play a vital role in an organization's success, as the fate of an organization depends on its employees (Birdie, 2017; Shuck, 2020). Organizational success in achieving its goals depends on employees' performance level (Rothwell et al., 2018). Hence, it is essential to investigate first the factors affecting performance.

Employee performance is an act of motivation and ability. Ability can be acquired through the skills and training necessary for a specific task (Bloom, 2020; Lai, 2009; Mone & London, 2018; Pawar, 2019). Motivation is a procedure that stimulates, leads, and sustains employees' behavior toward goal attainment (Ajang, 2007; Carter, 2017). It is an old saying that one can lead a horse to water, but it will not drink unless thirsty. No one can be forced to act in a certain way. Therefore, it is helpful for organizations to construct highly motivating working environments to enhance employee capability (Birdie, 2017; Ford, 2020). In contrast, capability takes a longer time and persistence than motivation, which can be improved through valuable means in a short time (Champoux, 2020; Guillen, 2020; Jennings et al., 2017).

Irrespective of industry or sector, all organizations need a motivated workforce to perform effectively. Employees are an essential asset that ensures organizational performance, output, and success (Hom et al., 2019; Todd, 2020). Motivated employees are devoted, satisfied, and work actively (Tan, 2019). Employee commitment, retention, and consensus are the outcomes of a motivated workforce. These three elements are crucial to an organization's prosperity and progress (Lai, 2009; Pawar, 2019).

According to Nelson and Quick (2003), Novakovic and Vincent (2019), Rothwell et al. (2018), and Shuck (2020), hygiene factors and highly motivated jobs contribute to enhanced performance. Job performance is as crucial as other aspects; if their parts do not work together to perform effectively, they will not work expeditiously and smoothly (Hom et al., 2019; Motsett, 2018). An organization must maintain a good relationship with its employees to enhance its ability to sustain effectively (Shuck, 2020). Organizations should try to understand the factors affecting employees' performance; this will improve employees' performance and organizational performance in general (Altman, 2020).

Researchers like Immergluck (2018), Novakovic and Vincent (2019), Shuck (2020), and Tan (2019) have shown positive effects of employee performance on the performance of an organization. That is why an individual's performance provides a base for the performance of an organization. An in-depth analysis of factors influencing employee performance can improve organizational outcomes, employee recruitment, and retention processes (Kopelman, 2020; Muhammad & Nimalathan, 2011).



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It has been found that the most effective practiced among organizations is employee incentive programs (Todd, 2020). Incentives are motivating factors that motivate or stimulate employees to do something (Motsett, 2018; Sessa & Bowling, 2020). These incentive programs aim to reinforce employee performance, strengthen positive behavior, develop employee interest, and motivate employees (Rudman, 2020). Employee incentive programs include a variety of rewards, i.e., monetary and non-monetary, and vary in ineffectiveness. Besides all employee incentive programs, researchers indicate a positive and productive effect of specific incentive programs on job performance (Ford, 2020; Harrington, 2017; Mawhinney, 2019).

In today's corporate world, organizations spend billions on employee incentive programs (Marcus, 2017). Programs that need more effectiveness have failed to achieve desired results (Livy, 2020). It is a common mistake by managers within organizations to exercise similar motivational techniques on all employees (Lucie & Schechner, 2020; Marcus, 2017; Mone & London, 2018). Employees are motivated by their specific set of motivational incentives. Some employees are motivated by monetary incentives, i.e., money. At the same time, other employees are motivated by non-monetary incentives, i.e., job autonomy, recognition, and job security. (Hom et al., 2019; Motsett, 2018; Sale & Thomas, 2020). Therefore, every employee is wrongly presumed to share a common motivator (Isidorsson & Kubisa, 2019; Lai, 2009).

Besides employee motivational factors, the keys to an organization's success are discovering important motivational incentive programs, discussing programs with employees to sort out the best possible programs, and eliminating ineffective ones (Harrington, 2017; Lucie & Schechner, 2020). After that, the appropriate program's formulation and implementation will surely enhance job performance (Altman, 2020; Harrington, 2017; Mawhinney, 2019).

## **Problem Statement**

In today's globally competitive environment, organizations are always under immense pressure to hold back their employees (Allen & McCarthy, 2017; Deci, 2013). Well-trained, trustworthy, and experienced workers benefit any organization (Bloom, 2020). A well-motivated workforce may contribute more to high productivity (Birdie, 2017). Nevertheless, Certo (2016) argues that employees' good performance is not because to motivation but also the ability, such as skills, provisions, and training are of great importance in their performance.

Some organizations face high employee turnover despite providing high salaries (Aguinis, 2012; Ford, 2020; Hom et al., 2019). It depicts that there are many ways other than money to motivate employees (Carter, 2017). Further, all employees are not encouraged in the same way. Therefore, it is pertinent for managers to understand how employees motivate employees and not presume that everyone fits the mold method (George & Jones, 2013).

## **Research Justification**

This study will help to acquire information regarding the subject matter under study. According to Guillen (2020), one demanding job related to all research work is not to gather or



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produce further data but to construe and merge already collected data to extract information or knowledge from it.

## Research Significance

The strength of any organization is its employees, so organizations have to ensure that employees are well-treated (Steers & Porter, 2011). Human resources need to be given particular time and attention by the management because they are valuable assets for an organization (Shuck, 2020; Storey, 2013). Hence, the significance of this type of research is beneficial for organizations in recognizing and maximizing ways to motivate employees during extenuating staff turnover and performance deficits. The employee factor makes a real difference compared to other organizational factors (Kreitner & Kinicki, 2013). Human ability and loyalty make the difference between a successful and failed organization (Deci, 2013; Immergluck, 2018; Isidorsson & Kubisa, 2019).

## Research Question

How effective is the relationship between motivational factors and job performance?

## Research Objectives

1. To identify critical motivational factors.
2. To explore the meaning and significance of motivation.
3. To highlight the significance of job performance.
4. To critically analyze the relationship between motivational factors and job performance.

## Research Methodology

The present research is an explanatory and exploratory study based on secondary data analysis, i.e., articles, theses, and books concerned with exploring motivational factors and their relationship with job performance. Different motivational factors were discussed by analyzing existing literature, and the concepts of motivation and job performance were explained. Finally, valuable performance determinants were suggested for the betterment of performance. The topic was hypothesized, and a proposition was formulated and discussed.

## Literature Review

### Motivation

Motivation is derived from the Latin word '*movere*,' which means to proceed or move. Motivation is the degree to which an individual is stimulated to work (Rainey, 1998; Tan, 2019; Todd, 2020). Motivation can be defined as a series of procedures that promote, lead, and sustain employees' behavior toward goal attainment. Greenberg and Baron (2003) have divided this definition into three elements. The first element is the stimulation of the drive regarding an individual's action. People are guided by their interests; in return, they do interesting work and become successful. The second element considers people's choices and their behavior direction. The third and final element concerns behavior sustainability, which describes the persistence of people's efforts in attaining their goals.



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Motivation is " The psychological process that gives behavior purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need, and the will to achieve, respectively" (Lindner, 1998, p.9). According to Guillen (2020), motivation is the force within an individual that accounts for the level, direction, and persistence of effort expended at work. He also asserts that there are numerous ways to define motivation, depending on a person's condition and experience. According to Halepota (2005), motivation is the active participation and commitment to achieve the prescribed result. He also explains that motivation is an abstract concept. It suggests there is no guarantee of getting favorable results with a single plan every time. Therefore, it is necessary to employ different intends to get different outcomes at other times.

According to Antomioni (1999, p.11), motivation is "The number of effort people are willing to put in their workplaces on the degree to which they feel their motivational needs will be satisfied. On the other hand, an individual becomes de-motivated if they feel something in the organization prevents them from attaining good outcomes". Altman (2020) defines motivation only as the degree to which an individual wants and chooses to engage in a particular behavior.

The above definitions reveal that, generally, motivation is related to the factor that precedes, directs, and pushes particular activity or inactivity of individuals in a specified situation. Besides, the above definitions also recommend a need for an invisible force that drives people to perform. The cited definitions also stress that creating a working environment where motivation levels are highly maintained becomes a challenge for the current administration (Murrell, 2020; Rothwell et al., 2018). Motivation is a changing phenomenon; it can change individually, socially, financially, and psychologically (Novakovic & Vincent, 2019).

According to Greenberg and Baron (2003, p.190), motivation is "The set of processes that arouse, direct, and maintain human behavior towards attaining some goal." The motivation level of an individual can be determined through numerous factors. Intrinsic and extrinsic motivations are two simple types of motivation. The motivation that satisfies individual principles and beliefs is called intrinsic motivation. Conversely, the motivation based on tangible financial returns like commodities, acknowledgment, or other services for an individual is called extrinsic motivation (Motsett, 2018; Sale & Thomas, 2020).

Intrinsic motivation occurs because an employee performs an activity for self-satisfaction (Bloom, 2020). On the Contrary, extrinsic motivation occurs when an employee's focus is shifted through rewards to perform an activity (Harrington, 2017; Mawhinney, 2019). Organizations should determine intrinsic and extrinsic motivations. It will benefit managers to organize rewards that employees appreciate (Birdie, 2017). It can be deduced that the core concept of motivation is human behavior. Motivation is a continuous process that begins with human needs, is oriented by goals, and accomplishes these individual needs.

## Monetary Incentives



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Monetary incentives are also termed financial incentives, which are remunerated in cash form. The economic incentives provide a foundation for attaining societal power and status and satisfy employees' physiological needs (Altman, 2020; Birdie, 2017). Various researchers show that monetary incentives satisfy all needs, from lower-level basic needs to higher-level self-actualization (Carter, 2017; Champoux, 2020; Harrington, 2017). Employees seek money as a primary means to satisfy their basic needs (Motsett, 2018). Further, employees consider the amount of salary even before opting to work.

Monetary incentives are provided in many forms, such as individually and collectively. Individual incentives may be paid directly, such as salary, payment for overtime, and commission. Or indirectly, such as medical services, housing facilities, and other benefits (Guillen, 2020; Harrington, 2017). Employees are also paid collectively, and these collectively paid incentives motivate employees collectively. They encourage efforts at the group level and improve coordination among employees (Hom et al., 2019; Motsett, 2018). Examples of these incentives are retirement plans, bonuses, and profit-sharing. (Sale & Thomas, 2020).

Isidorsson and Kubisa (2019); Merchant (2007) point out that the monetary incentive system is not always considered the best reward system, but it is so commonly practiced that it needs specific consideration. In contrast, Kaplan and Atkinson (1998) argue for three proposals regarding monetary incentive systems.

1. Monetary incentive systems must be competitive to retain and appeal to hard-working fellow workers.
2. These incentive systems
3. should strengthen and communicate significant priorities in the company.
4. By rewarding high accomplishments, companies should develop a performance-oriented environment.

According to Anderson and Oliver (1987), Jennings et al. (2017), and Todd (2020), monetary incentives are generally based on the performance of employees. Altman (2020) proposed that performance-based monetary incentives are:

1. Arranging labor expenditures with output.
2. Retaining better work performers.
3. Strengthening organizational objectives.

According to Bloom (2020), for a successful performance-based monetary incentive system, employees have to:

1. If their performance improves, then their pay will increase further.
2. Demand a pay increase.
3. Become capable of physically developing their performance.
4. Believe in the organization to manage plans.

Performance-based monetary incentives can be categorized as short-term or long-term plans and salary increases based on performance (Bloom, 2020). Organizations provide short-



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term incentives such as commissions and cash bonuses to their employees to attain particular goals in a short time (Tan, 2019). The measurement of performance-based incentives over a long period is called long-term incentives. Long-term plans aim to offer incentives to all employees to improve the organization's entire performance by linking employees' long-term incentives to an organization's long-term outcomes (Murrell, 2020). The long-term plans are also helpful in appealing to and retaining competent employees (Ford, 2020; Merchant, 2007).

Besides all other motivational factors, employees consider a performance-based salary increase the best (Hom et al., 2019; Motsett, 2018; Sale & Thomas, 2020). Short-term and long-term plans are commonly practiced at the managerial level and are frequently linked to performance during a particular period (Rudman, 2020).

Monetary incentives offer employees the flexibility to spend money, and it can be helpful for employees to order similar types of rewards in the next year if they employ the same effort as before (Novakovic & Vincent, 2019; Rothwell et al., 2018). The executives, workers of sales, and production units whose hard work is closely linked with significant performance outcomes can get more benefits from monetary incentives (Lai, 2009; Mone & London, 2018).

## **Non-Monetary Incentives**

Non-monetary incentives are divided into tangible, intangible, and job-related categories.

### ***i. Tangible Non-Monetary Incentives***

Tangible non-monetary incentives are very pertinent for employee motivation. Organizations often use these non-monetary incentives to gratify employees' wants and interests, such as a free ticket to a movie, an accessible transport service, and gifts. (Champoux, 2020; Pawar, 2019). Most employees want to satisfy their needs outside the workplace. Therefore, organizations offer these incentives to convey to them that they care & value them. Bloom (2020) emphasizes that many employees struggle to satisfy their families' entertainment activities because of the lack of high income. Hence, tangible non-monetary incentives, such as a ticket, a complimentary lunch or dinner, or a ticket to an amusement park, may provide significant worth to them (Allen & McCarthy, 2017; Altman, 2020).

Conversely, low-income employees prefer to spend on their necessities rather than on entertaining activities (Bloom, 2020; Carter, 2017). The symbolic, tangible, non-monetary incentives (award, trophy, a coffee mug) awarded to employees to recognize their achievement will always remind them of their efforts to achieve it (Ford, 2020).

According to Altman (2020), an item's symbolic quality powerfully affects a reminder of why it was awarded. Yauz (2004) described that social activities' incentives included intangible or social non-monetary incentives. Social activities like lunch and dinner parties, picnic parties, sports, and other social events help employees associate themselves informally. These informal gatherings facilitate improving communication among employees and encourage employees to recognize one another's achievements. As a result, employees may be more likely to work hard toward achieving organizational goals.



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Yauz (2004) also emphasized that the presence of non-monetary incentives, i.e., social activities in a workplace, has a significant effect on the employees' motivation as well as constructing a positive working environment. Altman (2020) is of the view that, in terms of evaluation, tangible non-monetary incentives are more valuable than monetary incentives. The apparent value of tangible non-monetary incentives enhances their attractive appearance. Further, tangible non-monetary incentives replace monetary incentives in gratifying employees' lower-level needs.

## *ii. Intangible Non-Monetary Incentives*

Intangible non-monetary incentives relate to the relationship between superiors and subordinates within the organization (Altman, 2020). These incentives play a crucial role in satisfying the needs of social recognition and association, self-worth, and realization (Bloom, 2020; Carter, 2017). Employee recognition is considered one of the critical issues in discussing non-monetary incentives. It is an influential tool for recognizing excellence and establishing standards that guide employees to succeed (Birdie, 2017).

To the rest of the organization, recognition creates role models and heroes-- and communicates the standards. These are the kinds of things that constitute outstanding performance (Nelson & Quick, 2006). When employees are acknowledged for their efforts, they realize that their efforts would make a difference to the organization (Allen & McCarthy, 2017; Champoux, 2020).

According to Champoux (2020), praise and recognition strengthen employees' beliefs regarding themselves and help make employees think that their performance has become relatively better. Ford (2020) stresses the importance of recognition. He mentions that employees seek recognition for their achievements in and out of the organization. Ford (2020) also specifies that the employees respect the skills and knowledge to satisfy them. Further, he argues that the non-monetary incentives, for instance, the chance to communicate with superiors, allow employees to raise their issues and address them directly to the higher authorities.

Another non-monetary incentive for employees is seeking and utilizing their ideas. Organizations should have helpful mechanisms, such as discussion meetings or suggestion boxes, that motivate employees to express their suggestions and focus on organizational problems easily. With these non-monetary incentives, employees can approach their superiors to address their concerns (Bloom, 2020; Hom et al., 2019). This kind of opportunity helps employees correlate their interests with their objectives (Carter, 2017). According to Yauz (2004), organizations should construct an environment through employee training programs regarding a constructive non-monetary incentive system.

## **Job-Related Non-Monetary Incentives**

Job-related non-monetary incentives are concerned with the issues on the job of employees (Ford, 2020). These incentives can be helpful in employees' intrinsic motivation



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(Steers & Mowday, 1977). Job enrichment, job enlargement, job rotation, empowerment, decision-making, goal setting, and career opportunities are job-related non-monetary incentives.

1. Job rotation means shifting employees from one position or department to another within their core job (Livy, 2020). Employees are assigned various jobs through job rotation without enhancing any single job (Marcus, 2017).
2. Job enlargement is commonly known as horizontal job loading, which means adding additional task components to a present job. It enables employees to perform more diverse tasks (Mawhinney, 2019). Task diversity leads to intellectual growth and reduces repetitiveness (Mone & London, 2018). According to Homans (1961), job enlargement would have a high motivational significance if repetitive actions are directed toward achieving a specific result. According to Chung and Ross (1977), job enlargement creates a challenging but achievable task situation for employees with optimum difficulty levels.
3. Job enrichment means 'Vertical job loading,' i.e., about a work that comprises diverse content and requires a high degree of expertise and knowledge (Immergluck, 2018). Job enrichment gives employees greater responsibility and autonomy to plan and manage their jobs (Isidorsson & Kubisa, 2019). This method is helpful for employees in planning and controlling their work (Marcus, 2017; Todd, 2020). Through this method, employees are provided a sense of individual responsibility for their outcomes and opportunities that help plan objectives for work and decide how they have to do the job (Lucie & Schechner, 2020; Yauz, 2004). Employees who receive more work autonomy and a sense of responsibility will be more fruitful and creative. Job enrichment increases the performance of employees (Guillen, 2020). In other words, job enrichment is directly proportional to job performance.
4. Empowerment is another type of job-related non-monetary incentive. Through empowerment, authority or power is deputed to employees (Howard, 2017; Kopelman, 2020). Research shows that to feel their effectiveness, most people require the capability to generate outcomes (Guillen, 2020). Empowerment helps employees satisfy their high-level needs and uses creativity and decision-making authority to influence the work process (Isidorsson & Kubisa, 2019; Mawhinney, 2019; Mone & London, 2018).
5. A significant job-related non-monetary incentive to motivate employees is participation in decision-making (Marcus, 2017). In this process, employees share their decision-making capability with higher organizational authorities (Champoux, 2020; Motsett, 2018). Through this process, employees perceive that their suggestions are appreciated and provided opportunities to influence the whole work process (Bloom, 2020). This incentive helps organizations benefit from employees' skills and knowledge, making their jobs more appealing and meaningful (Howard, 2017; Livy, 2020; Yauz, 2004).
6. Another noteworthy job-related non-monetary incentive to motivate employees is promotion. It generally refers to advancements in employees' self-worth, self-growth, and



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reputation, which help them fulfill their psychological needs (Kopelman, 2020). Career growth opportunities should be offered through this incentive to motivate organizational employees (Jennings et al., 2017; Yauz, 2004).

7. Goal setting is another job-related non-monetary incentive that establishes employee performance standards that can be observed; therefore, adequate feedback should be provided to employees (Rudman, 2020). There are numerous advantages of goal setting discussed by Perry and Porter (1982) for organizations.
  - i. It is an essential, effective performance assessment tool.
  - ii. It encourages individual importance strengthening and generates a method through which employees can examine their efforts to the organization's success.
  - iii. Goal setting can be used as an alternative to monetary incentives, as it can be challenging to continue with economic incentives in the long run due to the scarcity of resources.

## **Job Performance**

According to Kreisman (2002), high-quality job performance is essential for an organization because its success depends on its employees' loyalty, creativity, and innovation. Daniel et al. (2002) described that employees' collective behavior concerning organizational goals could be vital in defining job performance. Organizations need to know the reasons for improving employees' performance, and hence, in this regard, they strive to understand the reasons behind employees' failure (Muchinsky, 1993). Employee performance is employees' capability to achieve assigned tasks in an organization's context (Bloom, 2020). According to Motowildo et al. (1997), performance is the appraising facet of behavior. This statement represents the influential nature of job performance.

According to Motsett (2018), job performance is affected by internal determinant factors. These factors include two types of elements. The first element is the employees' job abilities and skills. In contrast, the second element is the perception of the role or job requirements to influence work performance. If employees perceive job requirements correctly, their performance will be considered sufficient. On the other hand, ineffective performance is inevitable if they do not perceive their job requirements correctly.

Besides internal factors, external factors, such as working conditions, also influence employees' performance levels (Mawhinney, 2019). Communication can also affect job performance (Altman, 2020; Howard, 2017). Managers' failure to communicate with the employees to know their needs results in lower performance (Ford, 2020). Motivation is the key to improving employee performance and encourages more hard work. It reduces absenteeism, promotes consistency, and makes employees conform to organizational changes (Saleemi & Bagonko, 1997).

According to Sessa and Bowling (2020), the organization's managers are responsible for monitoring the organization's progress in attaining high-performance levels. Hence, this



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entails that the managers should mark performance levels at any time. Organizations ensure that the performance management process helps their employees manufacture the best-quality products (Rothwell et al., 2018). This process also encourages employees in organizational planning and thus plays a vital role in creating motivation for high-performance levels (Isidorsson & Kubisa, 2019; Marcus, 2017).

It is imperative to mention that performance management activities ensure that organizations' goals are being fulfilled systematically in an efficient way (Bloom, 2020; Carter, 2017). Performance management focuses on employees and the department's performance and procedures to manufacture. (Novakovic & Vincent, 2019). Previous research, like Allen and McCarthy (2017), Altman (2020), Champoux (2020), and Pawar (2019) on employee productivity reveals that employees who feel contented with their jobs have high job performance, and their job retention will be higher than that of employees who are displeased with their jobs. Moreover, Kinicki and Kreitner (2007) also noticed high job performance in satisfied employees who feel happy with their employment and administration. It becomes easier to motivate employees to enhance performance and achieve organizational goals.

## Determinants of Job Performance

Job performance is essential to performance evaluation (Pawar, 2019; Shuck, 2020). A job is many related tasks that an employee performs, while performance is a behavioral tendency or an activity that refers to an organization's goals (Tan, 2019). Performance is evaluated through the level of employees' expertise corresponding to the actions employees perform to attain goals (Novakovic & Vincent, 2019; Rothwell et al., 2018). Job performance comprises employees' specific behavioral and functional capabilities (Sale & Thomas, 2020). According to Rudman (2020), the significant determinants of job performance are discussed below.

1. **Knowledge:** The information about any investigation consists of truth and facts. It works as an instrument for employees in order to perform activities in organizational settings. Nevertheless, knowledge can be divided into two forms. First, declarative knowledge is about the information or expertise an employee possesses. Second, procedural knowledge pertains to an employee's capability to do something.
2. **Motivation:** Ability or knowledge alone without motivation cannot ensure job performance. It is merely a function of motivated employees to make a collective effort to carry out a task. An employee is motivated by individual factors, such as recognition, and organization-related factors, such as a feedback-enriched working environment, effectual performance management, support, and leadership encouragement.
3. **Feedback:** Constructive and meaningful feedback encourages employees to perform their job effectively. Through feedback, employees not only recognize their improvement domains but also strive to put more effort in order to surmount performance disruption. The feedback-enriched working environment is essential to enhance employee performance continuously.



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4. **Leadership:** Leadership plays a vital role in influencing employees' motivation and self-confidence and promoting their cultural values. Mainly, it has been observed that qualified and skilled leaders cannot stay longer in the organization because they need to set the organization's culture on the right path. Efficient leaders strive persistently for employee participation to guide the organization. Top-quality leaders always trust their employees and encourage their suggestions and risks while minimizing and enhancing their mental involvement to enhance the organization's performance.
5. **Personality:** Personality is an essential behavior attribute and is the core of an employee's performance. Nevertheless, personality is influenced by a variety of internal and external factors. Personality affects not only behavior but also job performance.

## **Relationship Between Monetary and Non-Monetary Incentives and Job Performance**

Previous studies' review reveals a positive, healthy relationship between monetary and non-monetary incentives and job performance. Al-Hawary and Banat (2017) surveyed to determine the effects of motivation on nurses' job performance in private hospitals. The results showed significant effects of monetary and non-monetary incentives on the nurses' performance. The use of monetary incentives led to the nurses of the hospital indulging in their work. The results revealed that non-monetary incentives make employees feel good in the working environment and give them a sense of responsibility for their work.

Gohari et al. (2013) indicated a significant positive relationship between monetary and non-monetary incentives on employees' job performance in two Malaysian tourism organizations. They expressed that intrinsic rewards affect job performance more than extrinsic rewards. Bloom (2020) found a significant relationship between monetary incentives (remuneration, grants, wages) and job performance in his work on monetary incentives and their impact on job performance. Abdullah and Wan (2013) tested a proposition that non-monetary incentives positively influence non-monetary performance and found a positive relationship. They suggested that this testing would help improve job performance practically.

Mehta (2014), in his empirical study on the impact of monetary rewards on job performance and job satisfaction, found that monetary and non-monetary rewards impact job performance. He found a significant relationship between monetary and non-monetary rewards and job performance. He pointed out that employee performance is affected positively by the increase in monetary rewards. In their empirical research, Chaudhry and Ghosh (2017) studied the impact of monetary and non-monetary incentives. Their study's results verified a significant effect of monetary and non-monetary incentives on job performance. Generally, the results indicated that employees could improve their job performance if provided with additional monetary and non-monetary incentives. They also figured out that the best employee performance can be achieved through suitable incentive programs.

Al-Hawary and Banat (2017) conducted a cross-sectional study on rewards' motivational implications (monetary and non-monetary). Their results showed a positive and significant



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effect of monetary and non-monetary rewards on employees' performance. The employees placed great significance on the rewards provided to them, and as a result, this improved their performance level. They further explained that if employees are not offered these rewards, then poor performance is inevitable.

Livy (2020) found a positive and robust relationship between monetary and non-monetary factors (i.e. pay, job security, training, bonus, promotion) and job performance. According to him, motivation is the key to improving employee performance. If motivation is present, then a high level of job performance will be unavoidable. He also recommended that management review pay and other incentives regularly.

Whatmore and Victoria (2016) analyzed non-monetary and monetary incentives on an organization's employees' performance. The study revealed the positive effects of monetary and non-monetary incentives on the performance of employees. Further, the study concluded that incentives improve employee performance levels. Osa (2014) discovered the effects of monetary incentives on employee performance. The study showed that monetary incentives are not sufficient alone to influence job performance. The amalgamation of both monetary and non-monetary incentives should be used to motivate employees. He also expressed that monetary and non-monetary incentives fluctuate in function, efficiency, and suitability.

Liu et al. (2019) conducted an empirical study to determine employees' attitudes toward non-monetary and monetary incentives. The study's findings showed a relationship between incentives (monetary and non-monetary) and job performance. The study revealed that most employees gave more importance to monetary incentives. This study also disclosed that monetary incentives assured employees of job security.

Mamdani and Minhaj (2016), in their study regarding the effects of motivational incentives on employees' performance, found that positive monetary and non-monetary incentives on job performance. They revealed that more than monetary incentives are needed. The capability enhancement programs should be commenced to make employees' work more challenging and enhance their organizational commitment.

Therefore, based on the above-cited literature, the following proposition could be drawn:

**Proposition:** Motivational factors (monetary and non-monetary incentives) positively and significantly influence job performance.

The conceptual framework in *Figure 1* shows the motivating factors of monetary and non-monetary incentives as independent variables and job performance as the dependent variable. The conceptual framework also indicates a direct relationship between financial and non-monetary incentives and job performance. Motivational factors (monetary and non-monetary incentives) significantly and positively affect job performance.



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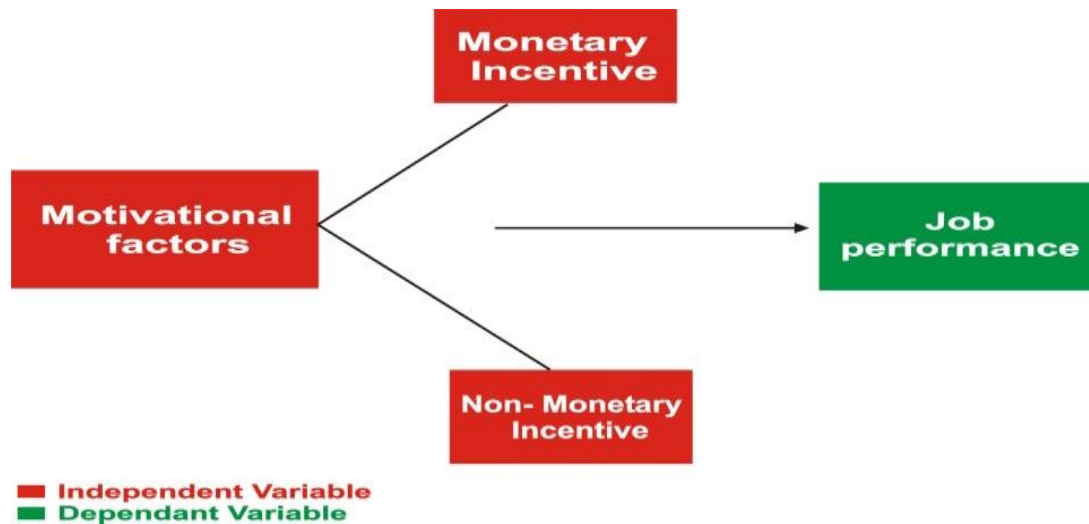


Figure # 1

## Conclusion

The study aimed to explore the motivational factors and determine their relationship with job performance. The research showed a significant positive relationship between motivational factors (monetary and non-monetary incentives) and job performance. All the set objectives of the study were achieved. Motivation plays a vital role in job performance. Motivation and ability are essential for the performance of employees. Motivation, compared to ability, takes less time to improve the performance of employees. It has been observed that monetary incentives are inadequate to enhance job performance.

However, the combination of both non-monetary and monetary incentives brings a positive change in employees' performance. Respective research explored that financial incentives can be used for short-term motivation, while non-monetary incentives can be used for long-term motivation by the management. Non-monetary incentives due to less monetary value serve as the first choice for managers. Further, besides all the benefits of non-monetary incentives, the value of financial incentives cannot be ignored in some cultures. Therefore, both factors, i.e., monetary and non-monetary incentives, influence the performance of employees. However, the variation in culture may change their effectiveness to an extent.

## Recommendations

All employees need different motivators to work effectively in the workplace. Therefore, managers should only exercise similar motivational techniques on some employees. Employees are motivated by their specific set of motivational incentives. First, managers should discover important motivational incentive programs. Second, discuss these programs with employees; only after that should they sort out the best possible programs and eliminate ineffective ones.



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Finally, they should adequately formulate and implement suitable programs that ensure enhanced short- and long-term job performance.

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