

**THE EFFECT OF MOTIVATIONAL INCENTIVES ON THE PERFORMANCE
OF EMPLOYEES**

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**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
FACULTY OF MANAGEMENT SCIENCES
UNIVERSITY OF BENIN
BENIN CITY**

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**A RESEARCH PROJECT WRITTEN AND SUBMITTED TO THE
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT, FACULTY OF
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PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
BACHELOR OF SCIENCE (B.Sc.) DEGREE IN HUMAN RESOURCE
MANAGEMENT**

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CERTIFICATION

This is to certify that this research work “THE EFFECT OF MOTIVATIONAL INCENTIVES ON THE PERFORMANCE OF EMPLOYEES” done in partial fulfillment of the requirement for the award of a degree of Bachelor of Science (B.Sc.) in the Department of Human Resource Management.

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DEDICATION

This research work is dedicated to my glorious, all sufficient father, the Almighty God, for his grace, mercies and loving kindness, he has shown me all through my academic journey in the University of Benin and for making this research work a success.

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My appreciation goes to Almighty God, who is ever faithful, loving, all sufficient, my guidance and my provider in time of need for giving me the grace and strength to start and finish up my academic pursuit in the University of Benin, Benin City. With sense of gratitude, I want to appreciate my project supervisor Mr Collins for his immense contributions, assistance and corrections towards making this project a reality.

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ABSTRACT

This study was carried out to examine the effects of motivational incentives on employee performance in Nigeria Bottling Company, Benin City. Specifically, the study examined To examine the importance of employee performance to organizational performance. Assess the current level of motivational incentives at the Nigerian bottling company. examine the relationship between motivational incentives and employee performance. examine the impact of motivational incentives on organizational performance.

The study adopted the use of descriptive survey . The population of this study includes all staff of the Nigerian Bottling Company, Benin City. The instrument used for this study was questionnaire and a total of one hundred and fifty questionnaires (150) was administered. Data analysis was carried out using frequency distribution and simple percentage for this study.

From the responses obtained and analysed, the findings revealed that there is a significant relationship between motivational incentive and employee performance, Motivation has a positive impact on employee performance, Motivational incentives shape the behaviour or outlook of subordinate towards work increasing efficiency, Motivational incentives psychologically satisfy a person which leads to job satisfaction and avoid turnover, Motivational incentives drives or arouse a stimulus work, Motivational incentives inculcate zeal and enthusiasm towards work, Motivational incentives enhance commitment in work performance, Motivational incentives increase productivity, The study recommend, there is need for motivational incentive care facilities accessible at all times to help meet with urgent needs, There should be systems for recognition and appreciation of quality efforts in order to motivate the staff to work effectively, The organization should ensure that there is an adequate provision and availability of motivational incentives to help boost workers' performance. Workers should be trained on how to ensure constant supply of skilled labour and there should be an interpersonal relationship that is, the employer - employees relationship in the organization.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Throughout history, individuals in positions of leadership have consistently emerged to guide communities and render judgments. These judgments have frequently determined the contrast between success and failure, having a place to call home or facing homelessness, and sometimes even the distinction between life and death. As society has advanced, remarkable technological progress has brought a substantial level of convenience into our daily lives. Notwithstanding these advancements, the fundamental human needs have remained unaltered. A recurring query posed by corporate managers is, "How can we inspire our workforce to guarantee optimum performance?" The effective motivation of employees to attain a desired outcome ranks among the most critical roles of a business manager. Notably, there are indications that business organizations are grappling with difficulties in retaining their employees, attributed to limited advancement opportunities and the competitive labor market in Nigeria (Herzberg, F., 1986).

Various types of incentive plans are implemented within industries, encompassing elements such as bonuses, conveyance allowances, medical allowances, salary increases, monthly leave entitlements, promotions, and recognition. These incentives serve to

motivate employees, leading to heightened productivity by positively impacting their performance, efficiency, job satisfaction, sense of responsibility, effectiveness, and commitment.

Employees hold a pivotal role in the day-to-day operations of any organization, particularly in highly competitive markets characterized by ever-changing environments—a perspective endorsed by many theorists. The destiny of an organization is frequently intertwined with its employees, underscoring the significance of comprehending employee motivation. When it comes to employee motivation, incentive programs have emerged as the most widely embraced approach by organizations. These programs aim to reward productive performance, reinforce positive behaviors, and kindle the interest of employees.

Performance and its enhancement constitute a focal point of interest for industries and organizations. Consequently, numerous organizational scientists are deeply invested in exploring diverse schemes and techniques related to performance and its growth. Incentives represent one of the strategies employed in workplaces to stimulate employees and elicit the desired performance (Campbell, J.P., 1970).

Motivational incentives come in two primary forms: monetary and non-monetary.

Monetary incentives encompass approaches like merit pay or merit raises, which are salary increases awarded to individual employees based on their performance. Unlike

bonuses, these increases are typically incorporated into the employee's base salary and are ongoing. Advocates of this approach argue that providing pay raises based on merit, rather than uniformly, can spur better performance by showing employees that their efforts are directly tied to rewards. However, detractors point out potential pitfalls. For instance, the fairness and accuracy of performance appraisals can be questionable, potentially leading to unfair merit pay outcomes (Dessler, 2011). Notably, a survey of 300 IT departments discovered that 77% were utilizing bonuses and incentives, including stock options and profit sharing, to motivate IT professionals. Additional non-monetary benefits, such as improved vacation packages, flexible work hours, home office equipment, and enhanced pension plans, were also being offered to attract and retain talent.

Non-monetary incentives, on the other hand, fulfill the ego and self-actualization needs of employees and fall under the category of "Non-monetary incentives." These incentives cannot be quantified in monetary terms and are employed to meet employees' psychological needs. Studies indicate that recognition, whether provided alone or alongside financial rewards, has a positive impact on performance. Consequently, organizations are increasingly implementing performance-based recognition programs. A survey revealed that 78% of CEOs and 58% of HR vice presidents reported the utilization of performance recognition programs within their firms (Condly, S. J., Clark & Stolovitch, 2003).

Organizations utilize non-monetary incentives to boost the efficiency and performance of their employees, ultimately leading to the achievement of organizational goals and increased productivity. These non-monetary incentives encompass various elements, such as job security, pension plans, life and medical insurance, training opportunities, suggestion programs, recognition, job enrichment, promotion prospects, vacations, different types of leaves (sick leave, medical leave, prenatal leave), flexible work schedules, and retirement benefits. Many employers choose to combine both financial and non-financial rewards.

A survey of 235 managers revealed that the most commonly employed incentives to motivate employees, listed in descending order of popularity, were employee recognition, gift certificates, special events, cash rewards, merchandise incentives, email/print communications, training programs, work/life benefits, variable pay, group travel, individual travel, and sweepstakes (McShane & Glinow, 2010).

To achieve these objectives, it is essential for both management and employees to establish a consensus. Management should strive to address the desires and needs of their employees, while employees, in turn, should give their best in terms of performance. Employees require various forms of security, including physical, psychological, and economic, to be effective and efficient. The success and progress of any company or organization can be assessed based on factors such as sound planning, robust administrative systems, effective work processes, adherence to rules and regulations, and

efficient resource management. Beyond these fundamentals, human resource management (H.R.M) plays a critical role, as the availability and effective utilization of human resources are paramount for the success of any organization. Human resources are the linchpin for operating machinery and leveraging other resources for development (Hitt, Miller, & Colella, 2006).

1.2 STATEMENT OF THE GENERAL PROBLEM

Over time, a consistent rise in crises between management and employees has been observed in many Nigerian industries. These crises stem from poor working conditions, stringent regulations, as well as delays and inadequacies in the payment of workers' wages and salaries (Aisha, Hardjomidjojo & Yasseri, 2013).

Additionally, these conflicts can be attributed to the top management's failure to recognize the significance of the human element as the most critical factor in achieving organizational goals and objectives. This oversight leads to employee frustration, which can manifest in various ways among individuals or workers (Armstrong, M., 2006).

It is within this context that this research aims to explore the impact of motivation on employee performance within an organization, using Nigeria Bottling Company Plc as a case study. This study seeks to shed light on the relationship between motivation and employee performance to address the challenges faced by employees and improve their overall work experience.

1.3 RESEARCH QUESTIONS

- 1.What is the importance of employee performance to organizational performance?
- 2.What is the current level of motivational incentives at the Nigerian bottling company?
- 3.What is the relationship between motivational incentives and employee performance?
- 4.What is the impact of motivational incentives on organizational performance?
- 5.What is the relationship between employee performance and organizational performance?
- 6.Are there other ways of enhancing employee performance?

1.4. AIMS AND OBJECTIVES OF THE STUDY

The major aim of the study is to examine the impact of motivational incentives on employee performance. Other specific objectives of the study include;

- 1.To examine the importance of employee performance to organizational performance.
- 2.To assess the current level of motivational incentives at the Nigerian bottling company.
- 3.To examine the relationship between motivational incentives and employee performance.
- 4.To examine the impact of motivational incentives on organizational performance.

1.5 RESEARCH HYPOTHESES

H01: There is no significant relationship between motivational incentives and employee performance.

H02: There is no significant relationship between employee performance and organizational performance.

1.6 SIGNIFICANCE OF THE STUDY

Indeed, the study holds the potential to offer significant benefits to the Nigerian Bottling Company and other organizations, not only in Nigeria but also internationally. The findings can serve as a valuable resource for enhancing productivity and employee performance in the future. Management within these organizations can use the insights to make informed decisions about how to motivate their employees, recognizing that motivation extends beyond monetary incentives to encompass various other factors.

Moreover, the study can provide valuable knowledge and insights for students, researchers, and scholars interested in delving deeper into this subject matter. It can act as a foundation for further studies and research endeavors, contributing to the broader understanding of employee motivation and its impact on organizational performance. This research has the potential to foster positive changes in the way organizations approach and manage their workforce, ultimately leading to improved efficiency and employee satisfaction.

1.7 SCOPE AND LIMITATION OF THE STUDY

The study is restricted to the impact of motivational incentives on employee performance using the Nigeria bottling company in Benin City as a case study

1.8 LIMITATION OF THE STUDY

Financial constraint: Insufficient fund tends to impede the efficiency of the researcher in sourcing for the relevant materials, literature or information and in the process of data collection (internet, questionnaire and interview)

Time constraint: The researcher will simultaneously engage in this study with other academic work. This consequently will cut down on the time devoted for the research work.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

The focus in this chapter is to critically examine relevant literature that would assist in explaining the research problem and furthermore recognize the efforts of scholars who had previously contributed immensely to similar research. The chapter intends to deepen the understanding of the study.

Precisely, the chapter will be considered in four sub-headings: conceptual framework, Theories, Empirical reviews, Research Gap and Theoretical framework

2.1. CONCEPTS OF MOTIVATION

2.1.1 Motivation

Motivation, as defined by Steer and Porter in 1991, can be understood as a set of forces that drive individuals to exhibit specific behaviors. Alternatively, according to Robbins and Judge in 2009, motivation can be seen as the processes that explain the intensity, direction, and persistence of an individual's efforts in pursuit of a goal. This concept of motivation is particularly significant in ensuring the sustained commitment of human resources and other team members.

As a fundamental psychological attribute, motivation plays a pivotal role in influencing the extent of an individual's engagement in their behaviors, as highlighted by Hennessey, Moran, Altringer, and Amabile in 2015. It is an essential factor in driving individuals to apply their efforts consistently and effectively toward achieving their objectives.

TYPES OF MOTIVATION

1) Intrinsic motivation

2) Extrinsic motivation

Intrinsic motivation

refers to motivation that is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on any external pressure. Intrinsic motivation has been studied by social and educational psychologists since the early 1970s. Students are likely to be intrinsically motivated if they: attribute their educational results to internal factors that they can control e.g. the amount of effort they put in, believe they can be effective agents in reaching desired goals i.e. the results are not determined by luck are interested in mastering a topic, rather than just rote-learning to achieve good grades.

Extrinsic motivation

Extrinsic motivation is a type of motivation that originates from external sources, outside of the individual. Common examples of extrinsic motivations include rewards like money

and grades, as well as the use of coercion and the threat of punishment. Competition, in most cases, is considered extrinsic because it drives the performer to win and outperform others, rather than deriving satisfaction from the inherent rewards of the activity. External factors like a crowd cheering for an individual or receiving trophies also serve as extrinsic incentives.

According to self-determination theory, extrinsic motivation can be internalized by the individual if the task aligns with their values and beliefs, thereby helping to fulfill their basic psychological needs. In other words, when an individual sees a personal connection between the extrinsic motivators and their own values or goals, they are more likely to integrate these external incentives into their internal drive and motivation.

2.1.2 EMPLOYEE'S MOTIVATION

Naile and Selesho (2014) define employee motivation as the act of inspiring purposeful behaviors that can drive employees toward achieving the primary objectives of the organization. In essence, it's about encouraging and channeling employees' actions in a way that aligns with the overarching goals of the organization.

Lazaroiu (2015) defines employee motivation as the provision of the driving force needed to empower employees to actively pursue both their professional and organizational goals and objectives. This perspective underscores the role of motivation in propelling

individuals to work towards their own career aspirations and the broader aims of the organization.

IMPORTANCE OF EMPLOYEE'S MOTIVATION

1)Employee motivation is used to provide socialization and promote the tenets of teamwork and collaboration at the workplace.

2)It is used to recognize the inputs and achievements of human resource as a method of satisfying their esteem.

3)Employee motivation is employed to increase employee loyalty. Iqbal,Tofail & Lodhi (2015) explain loyalty itself is an example of commitment where employees are willing to sacrifice their self-interests and further the company's objectives.

4)Employee motivation is vital in augmenting the willingness to remain at a particular institution and desire to achieve its goals needs.

5)It is also used to guarantee the financial security of employees.

6) Employee motivation enhances job satisfaction. Fernandez & Moldogaziev (2015) argue that job satisfaction is pegged on the capability of individuals to benefit from specific motivators.

2.1.3 EMPLOYEE'S COMMITMENT

Employee commitment, as defined by Robbins and Judge in 2001, represents a situation in which an employee is aligned with a specific organization, sharing its goals, and expressing a desire to maintain their association with that organization. In essence, it is about employees' dedication and loyalty to their workplace.

Employee commitment is associated with several vital outcomes, including increased work efficiency, a reduction in job turnover, and higher levels of satisfaction, both at the organizational and professional levels, as highlighted by Elias in 2005. Research in the field has indicated that when employees exhibit higher levels of commitment, it leads to increased satisfaction and motivation and decreases the likelihood of employees leaving the organization, as demonstrated by studies such as that of Huang in 2006.

This commitment is often nurtured by factors such as recognition, promotion, personal growth, and achieving success in one's role, which serve as motivators and reinforce an employee's bond with the organization.

2.1.4 ORGANIZATIONAL CULTURE

Organizational culture is a complex framework that has the potential to enhance employee performance when its underlying principles are comprehended. Consequently, an organization's culture imparts knowledge to employees about the company's historical background and current operational procedures. This knowledge serves as a guide for

employees regarding expected and accepted future behaviors and norms within the organization. According to Bullach (2012), the impacts of organizational culture can be succinctly summarized as follows: First, understanding an organization's culture enables employees to grasp its historical evolution and current operational approaches. Second, organizational culture can nurture a deep commitment to the organization's core principles and values. Third, through its established norms, organizational culture functions as a regulatory mechanism that directs behaviors toward desired outcomes. Lastly, specific types of organizational cultures may have a direct correlation with higher levels of effectiveness and performance in comparison to others.

2.1.5 WORKPLACE ENVIRONMENT AND EMPLOYEES PERFORMANCE

Numerous research studies have investigated the significance of the workplace environment in influencing employee performance. Tamessek (2009) conducted an analysis to gauge the extent to which employees perceive their workplace environment as meeting their intrinsic, extrinsic, and social needs, as well as their inclination to remain with the organization. Furthermore, Tamessek examined how these perceptions of the workplace environment impact employee commitment and turnover within the organization. The conclusion drawn from the study is that when employees experience supportive workplace environments, they tend to exhibit high satisfaction levels, strong commitment to their organization, and consequently, a reduced turnover rate.

Research also supports the idea that enhancing the working environment has a positive effect by decreasing complaints and absenteeism, while simultaneously increasing productivity. Roelofsen (2002) emphasizes that an improved physical workplace environment has the potential to boost employees and, in turn, enhance their overall performance.

2.2. CONCEPT OF INCENTIVES

2.2.1 INCENTIVES

incentives are things that encourages a person to undertake some specific actions whether through cooperation or as an individual Faisal,Mook,Malul & Shoham (2015). Incentives are essential in instituting higher employee engagement which is significant in augmenting organizational productivity (Saks & Gruman, 2014).

2.2.2TYPES OF INCENTIVES

There are two(2) types of incentives which are:

- 1) Financial incentives
- 2)Non financial incentives

FINANCIAL INCENTIVES

Money plays a pivotal role in addressing individuals' social, security, and physiological needs. Consequently, organizations utilize financial incentives as a means to reward hard work and ignite motivation for greater achievements among employees. These incentives manifest in various forms, such as cash bonuses, aiming to motivate employees to meet specific goals or to acknowledge their success in attaining these objectives. These incentives may be calculated as a percentage of sales or provided as fixed amounts. They are often administered through bonus programs or profit-sharing initiatives within organizations. Another variant of financial rewards comes in the form of spot bonuses, frequently used to recognize and encourage attributes like teamwork, consistent attendance, innovation, service excellence, and job performance.

In addition to this, organizations offer competitive pay and benefits as a means to foster employee loyalty and commitment. However, it is important to note that Garbers & Konradt (2014) argue that while monetary rewards can effectively motivate employees up to a certain point, excessive reliance on them may potentially undermine teamwork and cohesiveness. Moreover, financial incentives have limitations when job dissatisfaction is apparent or when employees have reached a level of self-actualization. Therefore, it becomes imperative to incorporate non-financial incentives to complement and enhance employee motivation.

NON FINANCIAL INCENTIVES

To inspire and motivate employees, organizations often employ non-cash-based incentives that add value to the employee experience. Firstly, organizations can cultivate a work environment that is diverse, inclusive, safe, and conducive to productivity. Such an environment fosters high levels of job satisfaction. Creating a positive atmosphere at work is instrumental in promoting knowledge sharing, resolving conflicts, setting goals, and seeking input from employees, all of which are crucial elements for enhancing employee motivation (Khan, 2016).

Another way to enhance employee motivation is through recognition and reward programs that publicly acknowledge and celebrate employees' accomplishments. According to Shaw & Gupta (2015), praising and recognizing employees contributes to creating enjoyable work environments that inspire employees to achieve and generate value for the company. These rewards and recognitions also stimulate employee initiative, creativity, and innovation.

Additionally, employee motivation can be increased by elevating employees' potential for promotion through consistent feedback, providing training and development opportunities, helping employees fulfill their career goals, and keeping them well-informed about the company (Khan, Tarif, and Zubair, 2006). Job enrichment, which involves adding more challenges, scope, and responsibilities, can also motivate

employees as they work towards their career objectives. Moreover, granting employees empowerment and autonomy are essential motivators that encourage the acquisition of positive skills and confidence among subordinates.

2.2.3 IMPACT OR EFFECTS OF INCENTIVES ON EMPLOYEE'S PERFORMANCE

Engaged employees exhibit a strong commitment to safeguarding their organization's interests and approach their work with enthusiasm. Overcoming employee disengagement is critical for achieving higher organizational productivity, addressing issues such as negative organizational culture, ineffective management, limited upward mobility, unengaging job roles, insufficient employee benefits, inadequate salaries, mental well-being challenges, and poor working conditions. Sustaining long-term employee engagement, which is closely linked to increased organizational productivity, can be accomplished through the implementation of incentives in HR management.

- Organizational productivity is boosted through incentive-driven innovation, which encourages creativity via performance-related incentives and rewards for macro-level innovation (Faisal, Mook, Malul & Shobam, 2015).

- Ali & Afridi (2016) argue that incentives like profit sharing and performance-related pay consistently elevate employee job satisfaction, leading to higher worker optimism

and a more rewarding work environment, all of which are associated with increased organizational productivity.

- Increased job satisfaction is directly linked to a 6.6% increase in organizational productivity, as evidenced by a study from the University of Warwick, which suggests that job satisfaction accounts for a 12% boost in organizational productivity. These enhancements are largely driven by incentives that foster dedication to work, a drive for success, and enhanced creativity (Edward, 2016).

- According to Oswald, Proto & SgROI (2015), the use of performance-related pay (PRP) as an incentive intensifies workplace effort. A research study by Lucifora (2015) shows that performance-related incentives elevate labor productivity by 5% among employees and increase organizational productivity by 9%, motivating employees to work at their best and influencing the recruitment of highly talented individuals. Furthermore, these incentives contribute to productivity by encouraging employees to view PRP as a positive and fair exchange that requires them to contribute to the organization's success. Additionally, organizational productivity is enhanced through incentives as they facilitate the selective sorting, hiring, and retention of high-productivity workers.

- Incentives with equitable distribution mechanisms further increase organizational productivity by fostering trust in management, strengthening organizational commitment, and bolstering job satisfaction.

Overall, the strategic implementation of incentives in HR management can significantly enhance employee engagement and, subsequently, lead to higher organizational productivity.

2.3 THEORIES OF MOTIVATIONAL INCENTIVES ON EMPLOYEE'S PERFORMANCE

MASLOW'S HIERARCHY OF NEEDS THEORY:

Within each individual, there is a hierarchy of five needs, and before they seek to fulfill higher-level needs, they must address a set of lower-level needs. These five distinct needs, as identified by Bartol, Martin, Bernardine, and Russell (1998), are as follows:

1. **Physiological Needs:** These pertain to an individual's basic requirements, such as food, water, and shelter. These needs act as the driving force, creating a physiological tension that is manifested in various bodily behaviors. Fulfilling physiological needs is the first step towards moving up the hierarchy.

2. **Safety Needs:** Safety needs involve seeking protection, stability, dependency, and security. In an organizational context, this relates to measures such as health and safety plans, emergency funds, and accident insurance benefits that organizations provide to employees.

3. Belongingness Needs: Also known as social needs, these encompass the desire for belonging and love. These needs can be satisfied through interactions with colleagues, co-workers, friendships, family support, and care.

4 Esteem Needs: Esteem needs, sometimes referred to as egoistic needs, involve seeking self-respect, prestige, reputation, fame, and a sense of accomplishment. Satisfying esteem needs can be challenging in certain organizational settings.

5. Self-Actualization Needs: At the pinnacle of the hierarchy, self-actualization needs involve personal growth, self-realization, and the ability to achieve one's full potential. This includes factors like creativity, moral values, lack of prejudice, spontaneity, and more.

These needs are often represented in diagrams, such as Maslow's Hierarchy of Needs, which depict the hierarchy and interrelation of these fundamental human needs.

The ERG Model:

Alderfer's ERG model revises Maslow's hierarchy, suggesting three categories of needs:

1. Existence Needs: These relate to physical well-being, including physiological and security needs.

2. Relatedness Needs: This category involves the need for satisfactory relationships with others, addressing belongingness needs.

3. Growth Needs: Focusing on personal development and the desire for growth and increased competence, covering self-esteem and self-actualization needs.

The ERG theory allows for the possibility that individuals may be motivated by multiple needs simultaneously and that the satisfaction of lower-level needs is not always a prerequisite for addressing higher-level needs.

Herzberg's Two-Factor Theory:

Herzberg's theory identifies two sets of factors influencing job satisfaction and performance:

1. Motivators: Intrinsic factors that enhance job satisfaction.
2. Hygiene Factors: Extrinsic factors that prevent dissatisfaction. Improving the work environment can motivate employees to perform better.

Herzberg emphasizes the importance of internal job factors as motivating forces and encourages employee involvement in work planning and evaluation.

Theory X and Theory Y:

Douglas McGregor proposed these contrasting assumptions about human nature:

- Theory X: Pessimistic view, assuming people dislike work, need control, avoid responsibility, and prioritize security.

- Theory Y: Optimistic view, assuming work is natural, people are self-directed, can be motivated with positive incentives, and seek responsibility and growth.

Expectancy Theory:

Victor Vroom's Expectancy Theory states that motivation is based on an individual's expectations regarding their ability to perform tasks and receive desired rewards. It includes elements like effort-performance expectancy, performance-outcome expectancy, and valence.

In summary, these various motivational theories and models help us understand the diverse needs and factors that drive individuals' behavior and performance in the workplace. They offer different perspectives on human motivation and can inform how organizations and leaders approach employee engagement and performance management.

2.4 EMPIRICAL REVIEW

The research you've provided explores various aspects of the relationship between incentives, compensation, and employee performance in different organizational contexts. It identifies key findings and research gaps. Let's summarize the key points and the theoretical framework:

Key Findings:

1. Weibel, Rost & Osterlor (2009) found that motivation was a key factor influencing the impact of performance-related pay on employee performance. They also noted hidden costs associated with pay-for-performance systems.
2. Nawab & Bhatti (2011) investigated the influence of employee compensation on organizational commitment and job performance. They emphasized the role of both financial and non-financial rewards in maximizing employee contributions.
3. Hameed & Ramzan (2014) studied the impact of compensation on employee performance in the private banking sector of Pakistan. They found that monetary compensations had a significant positive impact on employee performance.
4. Khan & Shahid (2013) explored the impact of intrinsic and extrinsic rewards on banking employees' job satisfaction and performance. They found that both types of rewards had a significant impact on employee performance.
5. Gichuru (2015) examined the relationship between motivational incentives and employee performance, highlighting how motivation can enhance employee efficiency and performance.

Research Gaps:

The research gaps in the existing literature, as identified in the text, include:

1. The need to address stress and overwork resulting from the use of incentives, with a focus on strategies to ease this stress and improve employee well-being.
2. The reduction of complaints from individuals who were not rewarded in a team effort. Strategies for ensuring that all team members are recognized and rewarded for their contributions.

Theoretical Framework:

The theoretical framework revolves around the effects of motivational incentives on employee performance. It is a strategy aimed at motivating employees and optimizing their performance within an organization. Several theories and concepts underpin this framework:

- Jenkins & Shaw (1990): Their research showed that financial incentives were correlated with the quantity of performance, although not necessarily with the quality of performance.
- Milne (2007); Recognized the positive impact of reward and recognition programs on motivation, performance, and interest within an organization.

Abraham Maslow's Hierarchy of Needs: Money is seen as a fundamental motivator, especially for addressing physiological and safety needs. However, as employees' basic needs are met, other non-monetary factors become more important for motivation.

The theoretical framework suggests that motivational incentives, both financial and non-financial, play a significant role in driving employee performance and engagement. However, it's important to address potential challenges, such as stress, overwork, and complaints arising from incentive systems, to create a balanced and productive work environment.

CHAPTER THREE

RESEARCH METHODOLOGY

Chapter 3 of your research outlines various key elements of your study, including the research design, the population of the study, sampling techniques, sample size, research instrument, data source, instrument validity, instrument reliability, and data analysis method. Here's a summary of these aspects:

3.1 INTRODUCTION:

This chapter provides an overview of the research design and methodology, presenting the key components that will guide your study.

3.2 RESEARCH DESIGN:

You've chosen a descriptive survey as your research design. This design is suitable for providing a current assessment of the impact of motivational incentives on employee performance within the Nigerian Bottling Company, Benin City, Edo State.

3.3 POPULATION OF THE STUDY:

The population under investigation in your study comprises workers from various departments of the Nigerian Bottling Company, Benin City. The total population is 747 workers.

3.4 SAMPLE SIZE AND SAMPLING TECHNIQUES:

A sample size of 150 respondents was selected from the total population of 747 workers. You've employed the convenient sampling method to choose these 150 respondents. Convenient sampling involves selecting participants based on their accessibility and availability for the study.

This chapter provides a foundation for the research methodology you've chosen and the specific approach you've taken to collect data and gain insights into the impact of motivational incentives on employee performance.

Department	Population	Sample
H RM	82	22
Finance	55	24
Marketing	70	27
Production	350	36
Quality control	35	9
Logistics	78	12
Maintenance	45	10
Security	32	10
Total	747	150

3.5 OPERATIONALIZATION OF VARIABLES

The researcher measured the variables using a statistical tool, which made use of the response from the questionnaire on this study.

Table 3.1: Operationalization of variables

S/N	Variable label	Measurements	Questions
1	Sex	Two points categorical scale	Q1
2	Age	Four points interval scale	Q2
3	Marital Status	Four points scale	Q3
4	Educational qualifications	Five points categorical scale	Q4
5	Research question 1	Four points likert scale	Q5 - Q8
6	Research question 2	Four points likert scale	Q9 - Q12
7	Research question 3	Four points likert scale	Q13 - Q16
8	Research question 4	Four points likert scale	Q17 - Q20

3.5 Research Instrument:

- The research instrument used in your study is the questionnaire, titled "the effects of motivational incentives on employees' performance."
- The questionnaire was designed to provide meaningful and confidential answers.
- It consists of two parts: the first part includes demographic data, such as age, sex, educational qualifications, and marital status. The second part aligns with the study objectives and aims to answer the research questions.

3.6 SOURCE OF DATA:

- Data for the study was collected from two sources: primary data and secondary data.
- Primary data collection methods included the use of questionnaires, interviews, and observations. Questionnaires were distributed to workers in the Nigerian Bottling Company for completion and analysis.
- Secondary data was gathered from library resources, internet publications, journal articles, and textbooks.

3.7 VALIDITY OF THE INSTRUMENT:

- The questionnaire was designed by the researcher and reviewed by experts in the field to ensure that it contains only relevant and reliable information for the study.

3.8 RELIABILITY OF THE INSTRUMENT:

- A total of 150 questionnaires were administered and properly distributed, and they were promptly returned by the respondents.

3.9 Method of Data Collection:

- The questionnaire was the primary instrument used for data collection.
- It was administered to the respondents, ensuring that they properly answered the questions and returned the completed questionnaires promptly.

3.10 METHOD OF DATA ANALYSIS:

- **Your research employed a descriptive survey research design.**
- The data collected was analyzed using frequency distribution and simple percentages to facilitate the interpretation of the collected data.

This chapter provides essential information about how data was collected and the methods used for analysis, ensuring the reliability and validity of the research instrument for your study on the impact of motivational incentives on employees' performance in the Nigerian Bottling Company.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This aspect of the study is focused on the data presentation, analysis and interpretation on the findings of the "effects of Motivational incentives on employees performance".

4.2 DATA ANALYSIS AND PRESENTATION

During this study a total of one hundred and fifty (150) questionnaires were administered and were returned completely by the respondents.

4.3 Section A: Demographic features

Table 4.1: shows the frequency distribution and the simple percentage of responses based on their demographic features

S/N	CHARACTERISTICS	CATEGORIES	FREQUENCY	PERCENTAGES
1	Sex	Male	92	61.33%
		Female	58	38.67%
	Total	Total	150	100%

2	Age	20-29	36	24%
		30-39	85	56.67%
		40-49	18	12%
		50years & above	11	7.3%
		Total	Total	150
3	Educational qualifications	SSCE/O'level	15	10%
		OND/NCE	33	22%
		HND/B.SC	75	50%
		Post graduate	24	16%
		Others	3	2%
		Total	Total	150
4	Marital status	Single	72	48%
		Married	75	50%
		Divorced	3	2%
		Widowed	3	2%
		Total	Total	150

The table 4.1 above shows that out of the 150 respondent, 61.33% were male and 38.67% were female .On the aspect of age, 24% were aged 20-29, 56.67% were aged 30-39, 12% were aged 40-49 and 7.3 were aged 50years and above. On the aspect of educational qualifications, 10% had SSCE/O'level degree 22% had OND/NCE degree, 50% had HND/B.SC degree, 16% had Postgraduate degree and Others 2%. On the aspect of Marital status, 48% were single, 50% were married, 2% were divorced and 2% were also separated.

4.4 Section B

Table 4.2: shows the simple percentage of responses based on the objectives of this study

S/N	What is the importance of Motivational incentives on employees performance	SA	A	D	SD
5	It helps in achieving goals	78%	15%	5%	2%
6	It helps in meeting deadlines	56%	32%	9%	3%
7	It boosts sales	88%	10%	2%	0%

8	It build the brand through positive customer interactions	45%	38%	11%	6%
	What is the relationship between Motivational incentives and employees performance	SA	A	D	SD
9	It increases productivity	55%	32%	8%	5%
10	Motivational incentives enhances the commitment in work performance	40%	42%	10%	8%
11	It also inculcates zeal to work	65%	25%	8%	2%
12	Motivational incentives encourages workers to be enthusiastic towards their work	25%	33%	28%	14%
	What is the impact of Motivational incentives on	SA	A	D	SD

	employees performance				
13	It drives or arouses the stimulus to work	34%	38%	25%	3%
14	It psychologically satisfies a person which leads to job satisfaction and avoid turnover	52%	23%	12%	13%
15	It shapens the behavior or outlook of subordinates towards work increasing effeciency	25%	42%	20%	13%
16	Motivational incentives is also a means to increase the revenue of their workers	44%	50%	6%	0%
	What is the current level of motivational incentives at the Nigerian Bottling Company, Benin City	SA	A	D	SD

17	There is quality job security	31%	35%	27%	7%
18	Good monetary incentives	58%	42%	0%	0%
19	The provision of medical and health facilities	38%	42%	15%	5%
20	Physical working conditions is accurate	35%	33%	13%	19%

Your data analysis and presentation in Table 4.2 provide a comprehensive overview of the respondents' opinions on the importance and impact of motivational incentives on employee performance. Here's a summary of the key findings:

****Importance of Motivational Incentives:****

- Regarding the importance of motivational incentives in achieving goals, 78% of the respondents strongly agreed, 15% agreed, 5% disagreed, and 2% strongly disagreed.
- In meeting deadlines, 56% of the respondents strongly agreed, 32% agreed, 9% disagreed, and 3% strongly disagreed.
- For boosting sales, 88% strongly agreed, 10% agreed, and 2% disagreed, with none strongly disagreeing.

- In building the brand through positive customer interactions, 45% of the respondents strongly agreed, 38% agreed, 11% disagreed, and 6% strongly disagreed.

****Relationship Between Motivational Incentives and Employee Performance:****

- In terms of increasing productivity, 55% of the respondents strongly agreed, 32% agreed, 8% disagreed, and 5% strongly disagreed.

- For enhancing commitment in work performance, 40% of the respondents strongly agreed, 42% agreed, 10% disagreed, and 8% strongly disagreed.

- In inculcating the zeal to work, 65% strongly agreed, 25% agreed, 8% disagreed, and 2% strongly disagreed.

- Motivational incentives encouraging workers to be enthusiastic towards their work received mixed responses: 23% strongly agreed, 33% agreed, 28% disagreed, and 14% strongly disagreed.

Impact of Motivational Incentives on Employee Performance:

- In terms of arousing the stimulus to work, 34% of the respondents strongly agreed, 38% agreed, 25% disagreed, and 3% strongly disagreed.

- For psychological satisfaction leading to job satisfaction and reduced turnover, 52% of the respondents strongly agreed, 23% agreed, 12% disagreed, and 13% strongly disagreed.

- Regarding shaping the behavior or outlook of subordinates towards work and increasing efficiency, 25% of the respondents strongly agreed, 42% agreed, 20% disagreed, and 13% strongly disagreed.

- Motivational incentives as a means to increase the revenue of workers received positive responses: 44% strongly agreed, 50% agreed, and 6% disagreed, with none strongly disagreeing.

- In terms of quality job security, 31% of the respondents strongly agreed, 35% agreed, 27% disagreed, and 7% strongly disagreed.

- For good monetary incentives, 58% of the respondents strongly agreed, 42% agreed, with no respondents disagreeing or strongly disagreeing.

- Provision of medical and health facilities received positive responses: 38% of the respondents strongly agreed, 42% agreed, 15% disagreed, and 5% strongly disagreed.

- In the aspect of physical working conditions being accurate, 35% of the respondents strongly agreed, 33% agreed, 13% disagreed, and 19% strongly disagreed.

These findings reflect a range of opinions on the importance and impact of motivational incentives on employee performance, providing a valuable insight into the perceptions of the surveyed employees. Further analysis and discussion of these findings can help draw meaningful conclusions for your research.

4.5 DISCUSSION OF FINDINGS

Your research findings are quite clear and suggest that motivational incentives have a positive and significant influence on employee performance within the Nigerian Bottling Company, Benin City. These findings highlight several important relationships and impacts:

1. **Positive Relationship Between Motivational Incentives and Employee Performance:**

- Your research indicates that there is a positive relationship between motivational incentives and various aspects of employee performance, including increased productivity, commitment, and willingness to work. This suggests that when employees are motivated through incentives, they tend to perform better and are more dedicated to their work.

2. Positive Relationship on the Importance of Motivational Incentives:

- You found that motivational incentives are important for achieving the company's goals, boosting sales, meeting deadlines, and building the brand through positive customer interactions. This emphasizes the significance of motivational incentives in various aspects of the company's operations.

3. Positive Impact of Motivational Incentives:

- Your research reveals that motivational incentives have a positive impact on employees. They drive employees to work, lead to job satisfaction, and shape employee behavior towards increased efficiency. This demonstrates that motivational incentives contribute to both employee well-being and organizational success.

4. Positive Influence of Current Motivational Incentives:

- The current level of motivational incentives in the Nigerian Bottling Company is found to have a positive and significant influence on employee performance. This is seen in terms of job security, good monetary incentives, provision of medical and health facilities, and favorable physical working conditions.

Overall, your research findings support the idea that motivational incentives play a crucial role in enhancing employee performance and job satisfaction within the Nigerian Bottling Company. These insights can be valuable for both the company and other organizations seeking to improve their employees' performance through motivational incentives.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

4.1 INTRODUCTION

This chapter deals on the summary of the findings, the conclusions of the study and also recommendations of this study.

4.2 SUMMARY OF FINDINGS

Based on the findings of this study, this research has been summarize as:

1. To examine the relationship between motivational incentives and employee performance.
2. To examine the impact of motivational incentives on organizational performance.
3. To examine the importance of employee performance to organizational performance,
4. To assess the current level of motivational incentives at the Nigerian bottling company.

4.3 CONCLUSIONS Your research conclusions and recommendations are well-structured and align with the findings of your study. Here's a summary of your conclusions and recommendations:

4.3 CONCLUSIONS:

1. **Significant Relationship:** There is a significant relationship between motivational incentives and employee performance. This conclusion emphasizes the positive impact of motivational incentives on how employees perform in the Nigerian Bottling Company.

2. **Positive Impact:** Motivational incentives have a positive impact on employee performance. This finding underscores the benefits of using motivational incentives as a tool to enhance employee performance.

3. **Positive Influence on Importance:** Motivational incentives have a positive influence on the importance of employee performance. This implies that employees recognize the significance of these incentives in achieving organizational goals and individual job satisfaction.

4. **Job Security:** The study highlights the need for improvement in providing quality job security for workers in the Nigerian Bottling Company.

4.4 RECOMMENDATIONS:

1. **Recognition and Appreciation:** Implement systems for recognizing and appreciating quality efforts to motivate staff to work effectively. Recognition can be a powerful motivational tool.

2. ****Provision of Motivational Incentives:**** Ensure there is an adequate provision and availability of motivational incentives to help boost workers' performance. This includes both monetary and non-monetary incentives.
3. **Interpersonal Relationship:** Foster a positive employer-employee relationship in the organization. A healthy work environment that values communication and collaboration can improve motivation and performance.
4. **Employee Training:** Provide training to enhance the skills and capabilities of workers, ensuring a constant supply of skilled labor. This can contribute to improved job performance.
5. **Motivational Incentive Care Facilities:** Establish motivational incentive care facilities that are accessible at all times to meet the urgent needs of employees. This shows the company's commitment to employee well-being.

These recommendations offer practical steps for the Nigerian Bottling Company to enhance the motivation and performance of its employees. They also reflect the importance of recognizing and appreciating employees' efforts, providing training and support, and ensuring job security and access to care facilities. Implementing these recommendations can lead to a more motivated and productive workforce.

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APPENDIX
QUESTIONNAIRE

I am an undergraduate student of the University of Benin, I'm currently carrying out a research on the impact of motivational incentives on employees performance in the Nigerian Bottling Company, Benin City. I hereby solicit for your assistance in filling this questionnaire so as to enable me ascertain the needed information to carry out my research work. Your reply will be treated confidential. Thank you so much as you respond to this questionnaire.

SECTION A: DEMOGRAPHIC FEATURES

Pls kindly tick [] in the box appropriately

Sex: Male [] Female []

Age: 20 - 29 [] 30 - 39 [] 40 - 49 [] 50 years and above []

Educational qualifications: SSCE/O' level [] OND/NCE [] HND/BSC []

Postgraduates [] Others []

Marital status: Single [] Married [] Divorced [] Widowed []

SECTION B

S/N	What is the importance of Motivational incentives on employees performance	SA	A	D	SD
5	It helps in achieving goals				
6	It helps in meeting deadlines				
7	It boosts sales				
8	It build the brand through positive customer interactions				
	What is the relationship between Motivational incentives and employees performance	SA	A	D	SD
9	It increases productivity				
10	Motivational incentives enhances the commitment in work performance				
11	It also inculcates zeal to work				
12	Motivational incentives encourages workers to be enthusiastic towards their work				
	What is the impact of Motivational incentives on	SA	A	D	SD

	employees performance				
13	It drives or arouses a stimulus work				
14	It psychologically satisfies a person which leads to job satisfaction and avoid turnover				
15	It shapes the behavior or outlook of subordinates towards work increasing efficiency				
16	Motivational incentives is also a means to increase the revenue of their workers				
	What is the current level of motivational incentives at the Nigerian Bottling Company, Benin City	SA	A	D	SD
17	There is quality job security				
18	Good monetary incentives				
19	The provision of medical and health facilities				
20	Physical working conditions is accurate				