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The Impact of Salary and Incentives: Given the Equity of Human Reliance

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Abstract: *In these difficult times, businesses are constantly looking for strategies to improve their fate. Employees, who are the most important resource at work, must be appropriately motivated in order to improve their performance and, as a result, the success of the company. In light of the equality of human dependency, this study investigated the impact of pay and incentives during difficult times. It has been noted that incentives and rewards are important tools for assuring successful work results as well as for enhancing organizational performance. Thus, it was determined that amid difficult times, developing incentive and remuneration packages that are highly motivating will aid in boosting the organization's success at work. The study suggested, among other things, that organizations make sure that salaries are paid on time in order to decrease unproductive behaviour and increase productive behaviour.*

Keywords: Equity of Human Reliance, Positive/Negative Work Behaviour, Incentive, Salary.

INTRODUCTION

Today's businesses rely heavily on their workforce to improve both their performance and overall well-being. Employees' ability to develop and maintain a good attitude, however, can be influenced by a number of variables, including intrinsic and extrinsic motivation. Due to intense competition and prevailing economic uncertainty, it is more important than ever to inspire employees to deliver their best effort in the current corporate environment. People are what can differentiate an organization in this challenging market, whether it is in the public or a private sector, thus building and keeping a solid staff is a top priority for the human resource department. Since productivity and motivation are directly correlated, employee motivation is crucial. Only by motivating their staff members can managers' help their organizations increase profitability, maintain viability during difficult times, and even thrive (Ahiabor, 2013). Every business, no matter how big or little is created to accomplish a specific goal or goals, and that organization's goals can only be fulfilled through the hiring and retention of talented human resources. It is necessary to use certain motivational aspects to encourage people to give their best effort at work in order to meet organizational goals and objectives. Many times, urges that reside in the conscious mind and push people to behave in particular ways go unnoticed. If this need is repressed, frustration sets in, and if nothing is done, despair sets in and the person's fervour wanes. The quantity of incentives offered to employees by their employer or management is determined by their behaviour in every business, according to Joshua and Kurah's (2016) analysis of all incentive tendencies' effects on people's behaviour patterns. Ironically, Whitting (1963) asserts that despite the fact that human resources make up a larger portion of an organization's overall assets, most businesses actually fail because they are unable to effectively encourage their staff to increase productivity. The management of financial incentives is a highly important topic that shouldn't be ignored because failing to address it could result in work process interruption, lost sales and service delivery, and ultimately financial losses.

However, this study examined how salary and incentives impacts several outcomes in tough times given the equity of human reliance.

REVIEW OF RELATED LITERATURE

Conceptual Review

Salary

A salary is what a company pays an employee as compensation for his or her work. The majority of it takes the form of money. The factors that go into determining a salary include labor skills, work experience, labor intensity, responsibility levels, etc. Salary is the term used to describe both the amount of monetary compensation that an employee receives and the degree to which that compensation is deemed to be fair. Earnings and compensation are considered to be a complex, multifaceted component in job satisfaction. According to Luthans (1998), incomes play a crucial role in helping people meet their higher-level wants as well as their basic ones. According to Yeseen (2013), highly paid employees perform better than those who are not. Nick (2010), referenced in Ali, Edwin, and Tirimba (2015), claims that the study was concerned with the ways in which various compensation components affect the perception of employee reward satisfaction. It found that the wage structure had a strong correlation with staff excitement and satisfaction. Salaries are important because they allow employees the ability to meet both their fundamental demands and their more advanced needs. The disparity between the perceived pay level and the amount that staff or workers believe their pay should be is probably a factor in salary level and employee satisfaction. However, a person might not be content if they believe their pay is below what they should be receiving. A wage structure inside an organization has the power to keep a worker there, boost morale, and subsequently lessen turnover intentions. According to Malik, Danish, and Munir (2012), pay is a crucial component of job satisfaction. According to Erasmus, Vanwyk, and Schenk (2001), a salary is the compensation an employee receives for performing their duties, which are mostly pecuniary in character. Salary may serve as a good gauge of employee motivation. According to Barton (2012), organizations should provide financial compensation, such as wage, adequate consideration because it has a significant impact on employee motivation and retention. An organization's primary duty is to see that the wages of its employees are paid on time. The company must be sure that the salaries it pays will meet the basic physiological and safety demands of its workers, because when such needs are met, one can count on them to give their all to meet the organization's goals. Therefore, the term "salary" refers to a set recurring payment that is often made to employees of a given firm every month or once a year. A salary could be an agreed-upon sum of money that is paid to the employee at the end of each month in consideration of the services to be provided. Although it is typically paid monthly and is unrelated to the number of hours worked, salaries are remuneration paid based on an annual rate of pay (Sule & Iyabo, 2014). One of the most significant motivating factors is pay. The primary motivation for taking up a paid position is the ability to support oneself through a pay check or wage. Paying reasonable salary on time means paying them as soon as they become due and promptly as well. The organization should make it clear to the employees when such compensation will be paid. Once more, there needs to be some consistency in how these salaries are distributed to the employees. The organization must take into account aspects like the cost of living, the company's ability to pay, the company's capability to pay, etc. when determining salaries (Chukwudi, Odogwu, & Adedehinbo, 2012). Salary is also the process of rewarding employees of an organization in accordance with established policies and procedures. Monitoring and reviewing every employee's remuneration to make sure they are being paid fairly, both in comparison to other employees of the same organization and to the market as a whole, is an essential part of a successful firm's salary and wage administration strategy. However, in general, the larger the organization, the more probable it is that salary administration will be handled by a separate department. Salary administration is frequently an inherent component of the organization's human resources department.

A salary is a set sum of money or other remuneration that a company gives to an employee in exchange for work completed. Salary is frequently paid at predetermined periods, such as monthly instalments equal to one-twelfth of the annual salary. Typically, market pay rates for workers doing comparable work in comparable industries in the same region are compared to determine salary. Levelling the pay scales and salary ranges defined by each firm also determines salary. The quantity of candidates for a particular position in the employer's employment location also has an impact on salary. Because markets are dynamic, it's crucial to carry out regular salary audits to make sure that salary ranges accurately reflect current compensation patterns in a given sector. Finding out how competitive those specific professions are and what the external market requires is the aim of an audit. Due to the risk of losing valuable staff due to a failure to keep up with the competition, it is critical to stay current and pay attention to market changes. To make sure that employee pay is competitive with that of other firms, salary ranges must be developed. Establish a wage structure and benchmark similar occupations within the same industry in order to remain competitive (Patricia, 2009). As part of the system of total remuneration that businesses offer to employees, the idea of a salary is still evolving today. Salary, which is also now referred to as fixed pay, is beginning to be seen as a component of a "total rewards" system that also includes commissions, incentives, bonuses, benefits, and other perquisites (or perks), as well as a number of other tools that assist employers in connecting rewards to an employee's measured performance (Stevens, Bavetta, & Marilyn, 1993). remuneration has gradually changed, going from immediate fixed short-term remuneration to outcomes-based compensation that is both fixed and flexible.

ELEMENTS OF SALARY

The elements of salary are the periodic payroll and monitoring/evaluating employee’s compensation.

Periodic Payroll

The Periodic payroll is a vital part of any operating organization, is the initial component of salary. The employer could theoretically fail if the payroll is processed ineptly. Payment on time is essential to employees' personal budgets and plans, so when payment is late, short, or missed even once, morale suffers and employees lose faith in the stability of their firm. Whether an employer uses a third-party payroll provider or manages all payroll tasks internally, it normally invests a lot of effort and money into ensuring that employees are paid correctly and on time.

Monitoring and Evaluating Employee’s Compensation

Monitoring and reviewing an employee's remuneration is a continuous function that falls under the second category of salary and wage administration. This entails assessing the components of each job within the organization and categorizing it in accordance with a variety of different standards, such as the nature of the work itself, the level of supervision required, the typical physical effort involved in the job, and the amount of training required to perform the job competently. The overarching goal is to approximate each job's value to the employer and compensate for the findings of this monitoring and evaluation process, which will lead to modifications being made to wages and pay. Although other factors may influence salary changes, these evaluations will be crucial in a context of collective bargaining when determining any such modifications. An employment contract may contain details on the wage that an employer will pay to an employee. In contrast, piece wages are paid separately for each job, hour, or other unit rather than on a regular schedule. Salary can also be seen from the perspective of operating a corporation as the expense of obtaining and keeping employees to carry out operations; this is known as a personnel expense or salary expense. Payroll accounts are used in accounting to record salaries (Okpara, 2005).

Incentives

Things that provide incentives encourage people to take certain actions. As a reward provided for improved productivity, they may be used to inspire or have a tendency to inspire action or more effort. It can also be argued that it serves as a motivating factor for someone to accomplish a particular objective. Therefore, incentives serve as job motivation. They could be monetary or non-monetary benefits. Incentives can be divided into two categories: compensation incentives, which can include things like pay increases, bonuses, profit sharing, signing bonuses, and stock options; and recognition incentives, which can include things like saying "thank you" to employees, "well done!", giving them a certificate of achievement, or sharing an accomplishment at a company meeting. Rewards and incentives can also include gifts, money, presents for service awards, gift certificates, and events like company parties and celebrations, paid family outings, birthday celebrations, sporting events, paid group lunches, and sponsored sports teams (Heathfield, 2013). Financial incentives may be used to influence employees' decisions, according to Robinson (1999). It is a problem for funders or payers to put together the right combination of financial incentive laws and staff productivity-boosting monitoring measures. The less likely it is that financial incentives will be applied, the more expensive these activities are. The effectiveness of any financial incentive program in causing changes in employee productivity depends not only on the amount and type of payment, such as staff preference for monetary rewards over other incentives like autonomy, security, a supportive work environment, and opportunities for self-development. Because of the conventional managerial understanding that money is what truly counts and that it takes time from managers to implement non-financial incentives, many firms are hesitant to adopt them despite the fact that they are cost-effective. In his research, Zwick (2004) discovered a beneficial relationship between incentive and productivity that is founded in Germany on trust and collaboration and advantageous to the outcomes of a participative labor organization. According to other researchers Elke & Zwick (2008), financial incentives are ineffective for increasing productivity. It would seem that non-monetary incentives should be taken into account instead of monetary ones as a means of boosting productivity. Incentives are a sort of external persuasion that motivates people to work harder and achieve the standards set by the organization in order to receive the incentive. Additionally, incentives are described as concrete and moral ways to satiate people's material and moral goals as well as ways that organizations utilize to motivate staff to work with a positive attitude. Incentives, as described by Palmer (2012), are external temptations and motivating elements that cause someone to work more. They are given as rewards for a person's good performance since a person will work harder and produce more effectively if he is satisfied in the institution.

In addition, incentives can also be described as taking into account exemplary performance, presuming that the worker's compensation is sufficient to enable him to recognize the value of his employment and to meet his fundamental needs (Palmer, 2012). Because the way employees are rewarded and paid determines whether an organization will survive, incentives are essential for maintaining its existence (Lawler, 2003). The degree of a worker's attitude toward their employment will depend on how stimulating and motivating incentives are (Olubusayo, Stephen, & Maxwell, 2014).

Simply said, incentives are a motivating factor provided to personnel in exchange for superior performance. Employee incentives that are well managed foster a positive work environment where employees are encouraged to give their all to the advancement of their companies. According to Arnold (2013), incentives are essential since they help retain the most productive workers and get the best performance out of the workforce. Armstrong (2007) believed that providing incentives to workers is important. He added that incentives stimulate proactive behaviour and the proper attitude toward work, which increases corporate production. Nelson (2003) added that employees use incentives strategies to make sure that the top employees are retained in the company. According to Babara, Bucklin, and Alyce (2003), incentives impact and motivate employees' attitudes in the workplace via improving communication between them. Incentives are mostly used to reward and motivate employees based on their performance. To ensure the intended outcome, incentives should be carefully devised. Condly, Clark, and Stolovitch (2003) pointed out that companies should think about using the best employee incentives to achieve the desired objectives, which is consistent with this argument. Incentives may be financial or non-financial in nature. The monetary forms of incentives include base pay, insurance, overtime compensation, retirement plans, performance bonuses, profit sharing safety incentives, etc. (Cole, 2002). Awards, promotions, formal dinners, etc. are examples of non-financial incentives (Chaing & Birtch, 2008). Whatever the form of the incentives, they must be designed to improve individual behaviour in the company's best interests.

Additionally, incentives are defined as both practical and ethical ways to fulfil people's material and moral needs as well as strategies employed by organizations to motivate personnel to work with a positive attitude. In addition, incentives can also be described as taking into account exemplary performance, presuming that the worker's compensation is sufficient to enable him to recognize the value of his employment and to meet his fundamental needs (Palmer, 2012). Because incentives have a significant influence in employees' productivity, the concept of incentives is given careful consideration, especially when hiring skilled personnel who can efficiently accomplish the institution's goals. The necessity of rewarding and appreciating employees for their efforts underlies the significance of incentives. Actually, one of the most important factors in satiating a person's inner needs is rewarding others for their efforts by giving them incentives. The talents of the individual are insufficient to enable them to operate with high productivity unless there is an incentive structure that supports their internal motivations and then drives extremely devoted efforts (Locke & Braver, 2008).

A successful company is one that can effectively utilize the abilities and credentials of its workforce. Therefore, researchers have put a lot of effort into developing a thorough explanation of how to improve the professionalism of the workforce, how management selects active individuals, and how to link the institutional goals to the personal goals of the individuals in order to improve performance. It is reasonable to assume that successful businesses establish an active incentive system that is capable of having an impact on employees' performance in a way that motivates them to work harder and uphold the institution's goals. Additionally, it is evident that inspiring workers can enable them to go past many workplace challenges (Palmer, 2012). On the other hand, the manager must make an honest and sincere effort to foster confidence and an atmosphere of peace, security, and respect in order to utilize incentive packages for the firms' optimal performance. Incentives, in the words of Palmer (2012), are ideas of material and moral values that serve as a focal point for various actions in contemporary institutions and workplaces. Direct pay schemes, such as salaries, rates, and bonuses, are examples of tangible incentives. On the other hand, moral incentives are referred to as indirect compensation systems and include things like stable employment, involvement in decision-making, dedication, relevance, promotion, and acknowledging and appreciating employees' efforts. This demonstrates that incentives take exceptional performance into account and that this consideration can be made in terms of the quality, quantity, or abundance of the work being done. Different sorts of incentives exist, and they frequently cause interference. Researchers have categorized them into several categories and methods that the administration can employ to extract the highest level of qualification from human performance. After extensive research, it has been determined that there are two main categories of incentives: incentives based on the purpose and incentives based on the type of incentive itself. Some have categorized them according to their impact on each individual, while others have done so based on how they are given out, their goals, or other factors (Robbins, Judge & Sanghi, 2008).

IMPORTANCE OF INCENTIVES

As a result of the fact that incentives have a significant impact on employees' productivity, the concept of incentives is given careful consideration throughout the hiring process, especially when looking for qualified candidates who can successfully meet the institution's goals. The necessity for an employee to be acknowledged and rewarded for their efforts gives incentives their significance. In reality, giving individuals rewards in exchange for their work is a really important way to show people that you appreciate what they've done and that you value their efforts. The talents of the individual are insufficient to enable them to work with high productivity unless there is an incentive structure that supports their internal motivations and then drives extremely devoted efforts (Locke and Braver, 2008). A successful organization is one that can effectively utilize the abilities and skills of its personnel. As a result, researchers have put a lot of effort into developing a thorough explanation of how to increase employee professionalism, how management selects active individuals, and how to link the institutional goals with the personal goals of the individuals to improve performance. It is conceivable to claim that successful businesses have an active incentive system that is capable of impacting workers' performance in a way that motivates them to put in more effort and uphold the institution's objectives.

Additionally, it is evident that inspiring workers can enable them to go past many workplace challenges (Palmer, 2012). On the other hand, the administrator must make an honest and sincere effort to foster trust and an atmosphere of peace, security, and respect if he is to be motivating. Knowing that applauding others' accomplishments and valuing their effort does not effect one's own success, one should only do this in front of a group of people or to the person(s) who deserve it (Locke & Braver, 2008).

TYPES OF INCENTIVES

Incentive is concept of material and moral values and they are also a central point for different activities in the modern institutions and work environments. Concrete incentives are called direct compensation systems such as salaries, rates and bonuses. On the other hand, moral incentives are called indirect compensation systems such as the stability of the work, participating in decision-making, commitment, pertinence, promotion and appreciating the employees' performance by thanking them. This shows that incentives are the consideration of excellent performance, which could be in the quality, quantity or abundance in the work's time or even in the costs (Palmer, 2012). Incentives have been classified into different types, and they tend to interfere. They have been classified by researchers into different ways and techniques that can be used by the administration to get the highest amount of qualification from the human performance. Some have classified them depending on their effect on each individual, while some based them on the way they are given out, or on their goals and other ways of classifications which after a long way of research can be put under two main types of incentives which are: incentives based on the purpose and incentives based on the kind of the incentive itself (Robbins &

Judge, 2007).
Firstly: *incentives based on the purpose of the incentive, classified into two types:*

The first is positive incentives, which are means of changing people's behaviour by meeting their wants, such as assuring workers of monetary bonuses once they attain a certain level of highly competent performance. Such incentives are beneficial for both the needs and interests of the employees and those of the institution because they result in positive outcomes for the institution, which in turn provides its employees with tangible, moral, or social incentives. These positive outcomes include increased production, improved quality, working to high standards, developing inventories along with high responsibilities (Robbins and Judge, 2007).

The second group of incentives depending on their intended use is known as "negative incentives," which refers to methods of changing people's behaviour by threatening employees with losing privileges like a portion of their compensation if they disobey any work-related rules. These are techniques employed by management to curtail undesirable behaviours and conduct among employees, such as blind obedience to orders, a lack of accountability, and laziness. These techniques include giving warnings and cautions, denying the employee certain privileges for a set period of time, postponing promotions or even decreasing the employment rank, and moving employees to different divisions. These techniques are applied in accordance with the severity of the offense; these deterrent incentives are referred to as such. However, using negative incentives can occasionally be necessary to boost production efficiency, particularly when dealing with disobedient workers (Palmer, 2012).

Secondly: *incentives based on the type of the incentive itself; are classified into two types*:
1- Concrete incentives including classified into three types:

(a) The most significant incentive is the tangible one since it is seen as the only means of support and serves as the cornerstone upon which people rely to meet their most basic requirements and feel secure. This category of rewards consists of pay rates, enticing cash bonuses, commissions, recurring promotions, motivating promotions, and sharing in some of the institutions' earnings in addition to rewards for extra labour.

(b) Real guarantees that forbid abuse toward the employee if he violates the rules provide security and stability at work. These assurances foster a stable and secure environment while also lowering employee morale and boosting productivity. The institution must therefore draw a link between the employee's consistency and his contribution to the institution's increased production. Only productive workers who put in a lot of effort receive this stability (Robbins & Judge, 2007).

(c) Employee morale is boosted by enrolling them in training sessions, which also gives them adequate working circumstances and motivates them to put in more effort. This is a result of the aspects of service that significantly raise institution-wide manners performance levels (Abu Shaikhah, 2000).

When there are reasonable rates that meet each person's needs, concrete incentives could generally be regarded as one of the most successful methods of encouraging people to work honestly. Contrarily, when the offered rates don't meet the needs of the individual, they play a significant role in disregarding the necessary work and low productivity (Robbins & Judge, 2007). It is also important to mention that concrete rewards are one of the time-tested incentives because they are quick and immediate and they acknowledge an individual's achievements right away. Additionally, concrete incentives may be advantageous, such as bonuses, help, promotions, and exceptional extra money over income, or they may be disadvantageous, such as denying employees of bonuses and promotions or even cutting salaries (Helal, 2009).

2- Moral incentives which include:
i) A fantastic reward for them that recognizes their strengths and fosters confidence in their performance is for the chief to give his subordinates some of his authority. Although delegation of some authority reduces workloads and increases flexibility, it must be accompanied by physical and legal constraints in order to be effective.

ii) When an employee feels content and valued in his position, it is seen to be a significant motivator for him to increase performance. Knowing the results of one's efforts inspires pride and greatness in the individual.

iii) Appreciative promotions
iv) Honors and medals to appreciate the achievements and innovations accomplished by the employee.

v) Appreciation and thanking speeches directed to the employee.

vi) Honor boards in order to list the hardworking employees. (Robbins & Judge, 2007).

It is important to note that moral incentives in the workplace that meet people's needs are what draw people to employment since they do so by meeting a particular need for the person. Therefore, the government shouldn't just focus on financial incentives, which

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only provide one need for the person and inadvertently ignore other social and psychological demands. Therefore, moral incentives are what motivate an individual and meet other social and psychological demands. This in turn fosters a sense of loyalty to one's work and inspires cooperation among co-workers. In summary, moral incentives are equally important to concrete ones in terms of their impact on enhancing employee productivity within an organization, as some concrete incentives may not be effective unless they are coupled with moral ones (Abu Shaikhah, 2000).

THEORETICAL FRAMEWORK

This study is anchored on the theories below;

Abraham Maslow Theory

One of the most well-known theories of motivation is Maslow's idea of the hierarchy of needs, which serves as the foundation for the model used in this study. According to Aldag and Kuzuhara (2002), a need is something that a person needs to be satisfied. Motivation is the act of attempting to satisfy a need. Employees' needs can be broken down into five categories, according to Maslow (1954), and these categories are arranged in a hierarchy from the most basic to the most complex. Maslow emphasizes that no need can ever be totally met and that once a need is at least partially met, it no longer serves as a drive. As a result, they search for something that meets a greater need (Drummond, 2000).

According to Maslow's theory, an employee must first have their basic needs met before being motivated to meet their next, more important need (Armstrong, 2010). Maslow came to the conclusion that in order to meet an employee's requirements, an employer must be aware of the hierarchy of needs to which the employee belongs. According to Maslow (1954), listed from the lowest level of needs to the top are categorized as follows:

Physiological needs: These are needs that focus on sustaining human life such as the need for oxygen, food, water and sex. Maslow stated that until these basic needs are satisfied to a large extent, no other motivating factor can operate (Armstrong, 2006).

Security or Safety Needs: These are the next in hierarchy and focus on being free of physical danger and the fear of losing a job, property, food or shelter as well as protection against emotional disappointment.

Social Needs: These are the needs that deal with the social aspect of man such as the need to belong and be accepted by others. It is the need for love, affection and acceptance as belonging to a group.

Esteem needs: As soon as people satisfy the need to belong and be accepted by others, the next higher level of need is the need to be held in high esteem by themselves and others (Maslow, 1954). It goes on to state that these kinds of need produce satisfaction through power, prestige, status and self-confidence. It includes internal esteem factors such as self-respect, autonomy, achievements and external factors such as status, recognition and attention.

Self- Fulfilment (Self-actualization): This is the highest need in the hierarchy. It is the drive to become what one is capable of becoming, to maximize one’s full potential and to accomplish something. It includes needs such as growth, achieving one’s potential and self-fulfilment.

Maslow (1954) claimed that once a need is met, it ceases to be a powerful motivator and the need at the highest level takes its place as the "motivator". Maslow also establishes a distinction that is essential for fresh conceptions of employment motivation (Smith, 1994). According to Maslow, the lower wants become weaker upon satisfying while the higher order needs, such as esteem and self-fulfillment, become stronger because they serve as the strongest motivators of behavior (Warr, 1998). Maslow recognizes the esteem-need level as a crucial transition zone for human incentive when applying his hierarchy of needs to the workplace (Smith, 1994).

Herzberg's Theory

Herzberg's theory's tenets have been universally regarded as applicable to encouraging individuals to offer their best effort in organizations. According to further study, the employee is more driven by internal elements, which Herzberg defined as motivational needs (Kwasi & Aamoaka, 2011), than by any other type of motivation. The bureaucratic approach typically fosters a cold organizational climate that is frequently unfavorable to the accomplishment of organizational objectives. As a result, the workers act like automatons, obeying instructions without making decisions for themselves (Kwasi & Aamoaka, 2011). According to Kippis (1976), this impersonal and mechanistic environment alienates workers from both their tasks and the organizations. Because of this, employees frequently act in a way that serves their own needs rather than the requirements of the company.

Herzberg's theory of motivation and its effects on workers are strongly supported by a Gallup Organization study, which Marcus Buckingham describes in his book "First, break all the Rules: What the World's Great Managers Do." The study appears to support the division of satisfaction and dissatisfaction into two separate scales. This book's author describes how the study's identification of twelve questions created a framework for identifying high-performing people and organizations. While it was shown that hygienic considerations had little influence on inspiring high performance, these twelve questions are directly related to Herzberg's motivational elements.

It takes more than just motivational variables to inspire employees, and it takes more than just hygiene considerations to eliminate unhappiness, as Herzberg outlined in his theory. Managers must successfully combine the components to meet the unique demands of their staff members if they are to encourage and satisfy workers (Kwasi & Amoaka, 2011).

CONCLUSION

Companies are constantly looking for methods to improve their operations, increase their efficacy, and increase their track record of success. The compensation and incentives that employees receive at the company encourage them to work more to ensure the firm performs better. When there are reasonable rates that meet each employee's demands, concrete incentives are generally thought to be one of the most effective ways to motivate them to perform honestly. On the other hand, when the offered rates do not meet the needs of the individual, they are a significant contributor to disregarding the necessary work and low productivity. Salaries have a critical role in fostering positive workplace behaviors and minimizing the degree to which employees engage in unproductive behaviors. Employee cynicism's affective and cognitive characteristics are inversely connected with pay. This suggests that when salaries rise at work, the degree to which employees perceive cynical behaviour will gradually decrease. On the other side, a lack of a fair or adequate compensation will lead to more pessimistic behaviour among the organization's staff. Therefore, designing wage and incentive packages that are highly motivating would aid in enhancing the organization's success at work.

RECOMMENDATION

The following recommendations were proffered based on the conclusion;

1. To stop disruptive behaviour and promote productive behaviour at work, organizations should make sure that salaries are paid on time.
2. Organizations should make sure that any incentives given to workers are free of bias because this will help to promote positive workplace behaviour.
3. Employers should make sure that workers receive salary that is in line with their level of living because this will improve their morale and performance.

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