Motivation and rewards in human resources management: designing effective employee motivation programs

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Abstract: One of the most important fundamentals in Personnel Management is the identification of appropriate and actual ways to motivate employees in organizations. However, motivation is a very important topic, and motivation is one of the basics of work success in the organization, and with low rates of motivation, the productivity of employees decreases and leads to the loss of their rights and the loss of their future. The identification of bonuses and incentives that make an effective impact on the behavior and commitment of employees at work. An individual stimulus represents a dynamic pattern that includes many internal factors of a person that partially escape the powers of an entrepreneur. It can greatly influence the positions in which the employee is located. Motivation is a means and an end to influence the behavior of employees in the organization. The goals and the selection of the most suitable tools for the company based on their characteristics will be outlined in this paper.

Keywords: motivation, hrm, rewards.

1. Introduction
Motivation and rewards in personnel management

One of the central issues in personnel management is the identification of appropriate ways to motivate employees. However, motivation is a very complex topic, not very well understood and usually poorly applied. New workers often come to the company motivated and ready to perform their duties up to standard, but after a while, their enthusiasm tends to get lost and their production decreases if nothing is done to recuperate or maintain it. Identifying the rewards and incentives that make an effective impact on the behavior and commitment of employees in a post-manager recall, though only a rough approximation, quick to run out all rated approaches, promotional programs that rely on the theory of motivation.

We know that individual motivation responds to a dynamic pattern that includes many factors internal to the person and that partly escape the powers of the entrepreneur. They can, however, influence to a considerable extent the situation in which the employee is found. Motivating can be seen essentially as a way to influence the behavior of individuals in a working environment. The purpose of this essay is to suggest the necessary steps to identify the objectives and select the most suitable tools for the company on the basis of its characteristics and peculiarities and lever points that it intends to offer on motivators in order to calibrate the interior activities consistent with them.

1.1. Background and Significance
The notion of motivation has a rich historical background, undergoing a plethora of definitions and interdisciplinary approaches. Some scholars label it as a 'pervasive mediation', pointing out its role as a natural psychosomatic regulator, while others have attempted to understand motivation in the wider spectrum of human cognitive processes, such as purposes, values, or emotions. Other fields have observed motivational constructs as endpoints or reactions to certain stimuli, thus studying relevant physiological processes. Nevertheless, conclusions have been drawn that rationalize and explicate the significance of understanding reward mechanisms in the context of human resources management. One can glean that the intrinsic scientific integrity impelled by this theme thus prompted its significance for our research.

There has been an increased amount of concern and scholarly interest in the development of motivation theory with the aim of understanding motivational determinants. Pervasively influential, Homans (1961) and Sayles (1963) have discerned extrinsic and intrinsic inducements to provide theoretical pills for companies to address employee-related symptoms, such as lack of motivation or high levels of employee sabotage. Following research on the seminal work of Harlow, Deci and colleagues (2000) have shown empirically that extrinsic incentives are not as sufficient as once believed. Alternatively, Deci (1972), Deci and Ryan (1985, 2000) note intrinsic motivation, acting as an autonomously regulatory system, follows some form of hedonic motivation, which is a natural process in humans, instituting pleasure (enjoyment) as a strong motivational force. (Legault, 2020)(Malek et al.2020) Companies are thus placed in a position to either nurture or suppress this state of mind in their employees in order to avoid repercussions, with the empowerment of employees manifesting positive effects in the result of fostering employee morale and enhancement of commitment.

2. Theoretical Foundations of Motivation

Summary.

Motivation has been a key concept in the management science dedicated to research since psychology first appeared in close conjunction with economic theories of labor over a century ago. The use of motivation theories to design effective employee motivation programs is pervasive, and indeed has proven to be effective in many organizational contexts. A review of the wide range of theories helps to provide a deeper appreciation of a broad context. This broad review, however, leaves some important common issues underspecified and untended. Many fundamental concepts regarding motivation have been loosely specified and inconsistently employed in the research. Fortunately, a close look at motivation theory development provided a firm foundation for this research with a more comfortably narrow interest focusing only on motivation.

The following sections organize most of the key theories of motivation into broad subject categories that represent either an explicit theory of motivation or a substantial subset of theories. These categories include: content theories of motivation. There have been dozens, if not hundreds, of original motivation theories over time; all different; but it seems that only a very few repeatedly appear in a range of contexts. Some of the admittedly few classical theories on motivation, which constitute the foundation of current thinking, are briefly presented herein. The most illuminating of these classic theories have gained that status, at least in part, because they provide a particularly rich and useful conceptual foundation for the research and practice of employee motivation. Examples of such classical theories are: Maslow's Hierarchy of Needs; Herzberg's Two-Factor Theory; and Deci/Koestner and Ryan's Organismic Integration Theory.

2.1. Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is perhaps the most famous theory of motivation in respect to human resources management. The theory is based on the idea that human needs fall into a predictable arrangement, a "hierarchy" of importance, so that if the most important needs are satisfied, then they cease to be motivating. In the hierarchical concept, there are usually five successive and progressive types of needs: psychological, safety, social, esteem, and self-actualization. Maslow's concept of self-actualization is the epitome, where human beings reach their ultimate potential and live out their dreams in a meaningful and productive way. In the original theory, Maslow referred to self-actualization as the desire to become the most one can be as a creative and productive person.

In organizational behavior, it is not unusual to find gaps that arise from Maslow's hierarchy of needs in real behaviors. As the original theory did not go beyond the basic concept, the gap or the different behavior that were the basis for the lagging factor of the individual in the organization could not be explained in a better manner (Ihensekien & Joel, 2023). Although the theory remains a cornerstone of motivation theory, it has been heavily criticized and original research findings were regarded as inconclusive due to its simplistic reliance on research conducted using a limited sample of individuals within his own narrow cultural groups. (Koncar et al.2022) As well as Maslow certainly highlighted the factors which make each individual different, he may have ignored the environmental impact or situation the individual found him/herself that has a significant impact on the hierarchy of needs.

2.2. Herzberg's Two-Factor Theory

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Herzberg's Two-Factor Theory builds on Maslow's work to present a new perspective on the attitude-behavioral relationship. According to Herzberg, Maslow's work only provided insights into how individuals should behave. There is no cause-and-effect relationship between the satisfaction of these needs and their motivational value (Papaleontiou–Louca et al.2022). In other words, not everyone who has their work-related needs met and maintained can be expected to show positive motivation to work harder. The model introduces the idea that the opposite of "Satisfaction" is not "Dissatisfaction". Instead, the negative implication of Dissatisfaction is the Absence of satisfaction. This makes it easier to conceptualize enhancing the attitude to spur action, which then helps design employee motivation programs.

Herzberg argued that, when applied to the workplace, Based on surveys and interviews with hundreds of engineers and accountants working in Western nations, Herzberg was able to distinguish between motivating factors (or motivators) and hygiene factors. Hygiene factors (e.g. salary, working conditions, job security, status, company rules and administration, quality of technical supervision, quality of interpersonal relations, feelings of personal achievement, appreciation by the company, or fringe benefits) were most frequently associated with preventing employee dissatisfaction and frustration but were not related to fulfilling their needs for creativity or self-fulfillment of personal growth. They are dissatisfiers – more or a lack of them makes individuals become dissatisfied. These hygiene factors only need to be present to prevent dissatisfaction. Removing such dissatisfiers can help companies avoid lower productivity or product quality from dissatisfied employees, yet likely without an improvement in the creativity or self-motivation of workers.

On the other hand, motivating factors (Responsibility, Recognition, sense of Achievement, Advancement, increased certification) were less frequent but more strongly associated with preventing employee satisfaction, creating positive motivation, and preventing burnout. The motivators are elements that increase employee effort. Unlike hygiene factors, they do contribute to or tap into a worker's need for personal accomplishment or individual growth; they can offer feelings of personal achievement and being appreciated. A better salary, increased supervision, or other successful attempts to increase hygiene factors do little to reverse these effects.

3. Types of Rewards in HR Management

Employee rewards are often perceived as compensation or acknowledgment for their efforts, regardless of the form they take. When these rewards are not tangible or measurable, the sense of compensation may not be sustained. Reward structures can take various forms and timeframes, including cash or non-monetary benefits. Hiring managers play a crucial role in customer discretion, decision-making, and reward structures. When experienced, employers should consider organizational mission and values, as well as quality and special benefits when developing policies. Employees often evaluate company values and actions to gauge how they will be rewarded and their performance and commitment assessed.

Incentives can come in the form of both internal and external rewards. External rewards such as compensation, seniority, bonuses, and wages are valuable, while internal rewards like personal growth and fulfillment also contribute to advancement. In general, satisfaction can be derived from both tangible and intangible rewards, with intrinsic rewards being linked to job satisfaction and performance exceeding expectations. It is crucial to have financial incentives, but the job should also promote fulfillment and excellence, which may not always be connected to recognition.

3.1. Intrinsic vs. Extrinsic Rewards
The types of rewards in HR management

3.1. Intrinsic vs. Extrinsic Rewards

One fundamental way to categorize rewards available to organizations and managers is between intrinsic and extrinsic rewards. Alternatively, intrinsic rewards might be referred to as the non-financial rewards of work, or non-tangible rewards. There are two important distinctions between intrinsic and extrinsic rewards; namely that intrinsic rewards are rewards for results and are more ego-centric, whereas extrinsic rewards tend to be rewards for effort, or inputs, and are often more about economic and material outcomes. (Li et al.2023)The advantage of this distinction is that it recognizes that motivation involves more than just job content. Employees often respond quite favorably to challenging and interesting work. However, intrinsic rewards also provide an interesting way to make work more motivating for employees. The key is to identify the main intrinsic rewards for your employees and to design their jobs to maximize these.

Not inclusive enough! Put in need fulfillments, too! In addition, in the personal area, we would certainly want to consider work assignments. For some employees, challenging work having a high degree of autonomy might represent the factor that most contributes to job satisfaction. For others, it might be their opportunity to grow and progress, recognition, their ability to contribute to those around them, and so on. Furthermore, identification of the goal, therefore, needs to consider the individual's perceptions of performance and feedback. Intrinsic rewards are not just job content and structure, but other factors relating to the environment such as good interpersonal relationships and people spending time talking to the employee, informal capacity, IT training, and so forth.

3.2. Financial Rewards
Financial rewards represent a crucial part of the total feedback employees receive in the form of a total reward. Monetary incentives are available in different forms within a firm, with the three most commonly identified forms being basic salary and wages and protection (whether offered in terms of a guaranteed income, a pension, subsidized health care, or the government's safety net etc.), short-term incentives, and long-term incentives.

- Basic salary. Basic salary may either be open and visible as with hourly labor or salary wages, piecework payment schedules and gain sharing programs or kept hidden from employees, often paid at the end of a pay period. It is more appropriate for organizations with standardized work in industries where resource slack substantially exceeds the value of increased productivity, where transactors distrust their contractors, and where an arm's length, or legal, separation between landlord and tenant/management and labor exists.
- Short-term incentives (STIs). Short-term incentives drive rewards closer to identification with the value of marginal increments of work. STIs have become an increasingly visible part of compensation as they shape both corporate governance mechanisms and individual expectation of the link between pay and performance. Short-term incentives tend to take the form of annual cash and stock payments aimed at motivating company managers to improve the performance of their company. These cover a broad range of performance issues, such as short-term profitability, asset efficiency, return on invested capital, growth in revenues, return to

shareholders, net income, and earnings per share. With such diversity, little consistent effect is found on managerial decision-making, from arguments based on uncertainty to categorical rejection. Growth in pay in excess of growth in profitability accounts for their growing percentage of total compensation; in 2013, the average Fortune 100 COO received a bonus equal to approximately 108% of base pay (corresponding to an average bonus of $1,698,220). - Long-term incentives (LTIs). Long-term incentives encompass any major award opportunity where the requirement of service creates a significant risk of forfeiture, which align long-term interests of employees and shareholders with the aim of reducing moral hazard and investment short-termism. Stock options, which give an employee the right but not the obligation to purchase a fixed number of the company's common shares at a fixed price regardless of market price at the time of purchase, cumulatively dominate the long-term incentives portfolio. Approximately a third of the LSE's FTSE100 companies link executive pay and performance to a long-term incentive program, but their method of valuation and practical use vary in different regions. For instance, the Business Roundtable surveys reveal American companies' use relatively higher proportions of long-term cash awards, American companies place more focus on personal performance than commercial outcomes, and European companies exceed the focus of their UK counterparts in the use of share-based incentives for a wider group of employees. Dozens of studies evaluate the effect of granting stock options on corporate performance. (Barnabas et al.2020)

3.3. Non-Financial Rewards
The previous section described different kinds of financial motivation and proved that employees are not as much interested in the actual financial incentives as it has been supposed. One thing which all the empirical works agree is that individuals feel good when they believe they are treated fairly. The discussion shows the importance of taking care of the employees before they go to the money matter. (Kulikowski & Sedlak, 2020) The job of a manager of human resources is therefore to help employees feel satisfied and motivated and doing so to align them with the organizations interests. This mainly implies understanding the real motivators behind their behavior, which are deeply set in their psychology. While it is certainly difficult to design schemes that really aim to satisfy individuals in their different aspects, it should be at least the aim of modern HRM to design proper working conditions, in particular the atmosphere in the workplace, to be a pleasure rather than a trouble for every employee. Consider some very common non-financial motivational programs. The cost might be high, but it is a consequence of the real message, which is this is something more than what we hire you for that we want to say.

Non-financial rewards can be divided in rewards directed to the answer of the individual that the company should provide, and rewards directed to the feelings of the individual, which therefore do not seem to depend, directly at least, on the employers capabilities. Diverse are indeed the non-monetary incentives that can be used to set up a motivating environment. (Manjenje & Muhanga, 2021) For instance, many employees would like to learn new skills and be intellectually stimulated by their job, it is not only if after a good performance I know I won't get fired, but also to know that in such a company employees have quite a good measure of personal freedom. Not less important is the climate in the workplace, shaped by the organization culture, and overall by the management style: greater the role of the individual as a resource for the company, the more employees will be motivated in their job.

4. Designing Effective Employee Motivation Programs
1. Introduction to designing effective employee motivation programs.

• The information gathered from the MOTIVACTION study (French version of the work by the American Society for Training and Development, ASTD, readapted to the French workforce) reveals that, according to 907 Human Resources directors and executives in France and top European decision-makers involved in these management functions, the guiding lines in terms of effective employee motivation programs are as follows: - Make sure the goals are clear and measurable. - Provide feedback to show at what level the objectives are being achieved. - Plan work-life balance measures. Planning of employee motivation programs is primarily done according to company objectives, strategy, and identity, as this is the case for 70% of the surveyed companies. (Pirić et al.2020)

Concerning communication procedures, the survey indicates that the motivations as revealed by organizations are mainly communicated by line-management staff (54% of surveyed firms). Work system constraints primarily bear upon the personnel initiative, involvement, and commitment to work. These constraints basically stem from individual factors such as cognitive processes, social-interaction procedures, and attitudes to work. To minimize their incidence, companies can use motivational levers, which can be implemented in the form of specific programs. If these are quite traditional in the "Anglo-Saxon" countries, they are a very recent development in France. (Bayo-Moriones and Bello-Pindado2021)

4.1. Setting Clear Goals and Expectations

An employee motivation program can't just randomly motivate employees. You can only motivate an employee if your selected motivational techniques directly and indirectly contribute to helping the employee meet their individual employee needs. What does your employee need to succeed? An employee motivation program starts with the basic unit of an organization's chain of command—the team, and the chosen employee motivation techniques are incumbent upon the goals and expectations of each unique team.

Goals exist at all levels of an organization, and the goals of an organization cascade down to the teams making up the organization. These goals, in turn, impact the overall program and associated goals needed to motivate a broad-spectrum personality base. The first step in an employee motivation program is setting clear and achievable goals and expectations. This can't be a vague or narrowly defined, unrealistic goal. It has to be something that can be objectively and quantifiably met. The goal must also be a goal the employee has a realistic chance of meeting—otherwise, why would they waste their time in pursuit of something they can't attain? The goal must also have some value to the employee in question, not someone else. Only then can the goal be nearly achieved. Once a goal is nearly achievable, the payoff is easily within reach. Here's where motivation is driven. It's nearly the same process as the motivation process of a habit—habit-driving, so to speak. (Ali and Anwar2021)

4.2. Providing Feedback and Recognition

The provision of feedback and recognition is of high interest in the motivation and engagement area. Constructive feedback can be expected to serve implicit motive gratification and help a person's self-concordance, which is based on the individual's experience of autonomy, belonging, and his perceived value relevance of the work goal. Saying that the work is of importance implicates a recognition of a person's engagement. Implicit appreciation may also trigger the implementation wish of someone who is happy to work for this engagement endorsement.

From actual surveys, one can also conclude that in companies with high motivational potential, dealing directly with a person and symbolically by acknowledging a person's contribution are very popular forms of reward. A major criticism, however, is that 89% use direct appreciation in cash terms or in goods and that only 32% symbolically acknowledge the employee. The material appreciation can be connected with the basic attribution of a given primal satisfaction in work. It is comfortable to think that an employee's motivation becomes effective through his or her wage, and a well-motivated human resource means for many companies someone who works hard for the company and thus creates profits, no matter for what reason one works for the company. (Napier & Stadler, 2020) At present, it is becoming increasingly clear that work alone is not a satisfactory end in itself. In a time of alienated or enriched work, the idea of a life plan along the lines of (spare) time and job, a life in which both can develop and complement each other, has come to be felt as possible and desirable.

4.3. Promoting Work-Life Balance

A good employee is a happy employee, and a happy person is much more productive and efficient. There is evidence that a favorable and supportive work environment and a healthy culture can help employees to balance work and personal life demands effectively, leading to enormously increased commitment, satisfaction, and productivity at work. Therefore, in the design of motivation systems and programs for your employees, it is valuable to create flexible working hours, to allow employees to make use of leave entitlements and spend time with their families as they call for, to provide care and support facilities to families, and provide help in any and all possible manners. Balancing personal and work life is critical to an individual's growth and success, as well as to that of your organization. Therefore, the aim of a work-life balance initiative is to create a strong support structure and system, providing access to answers, support, and encouragement, as well as providing a tremendous boost for an individual's morale and overall motivation. (Putra et al.2020)(Zhenjing et al.2022)

Balancing work and personal life is a strategic management approach that promotes improved efficiency and a greater willingness to take on new responsibilities among individuals. This applies to both men and women, with the overall effect of creating a more positive work culture and greater satisfaction in professional lives. The benefits of this approach should be noticeable in employee performance, loyalty, engagement, morale, and motivation. Additionally, offering flexibility in working hours ensures that organizations remain operational during times that are most convenient for business, customers, and team members, rather than solely for the benefit of management and shareholders.

5. Implementing and Evaluating Motivation Programs

How are employee development programs designed and what are the ingredients of success?

Designing and implementing effective human resource management programs.

This chapter delves into the intricate process of meticulously crafting and skillfully executing motivation programs, placing an emphasis on their tangible effects and transformative potential upon the workforce. In addition, the text diligently explores the numerous factors that necessitate thorough consideration during the design of motivation programs. These encompass not only the

judicious selection and calibration of rewards, but also an astute understanding of workforce dynamics, the utilization of contingent rewards, and the nuanced disparities in perception and other pivotal factors among individual workers.

I discuss recent studies that have investigated these problems and suggest how their findings may be used in the design of motivation programs. The final part of this section is focused on the problem of evaluating motivation programs using Australian apprenticeships as an example. Key variables to be considered: applicant development and reward values. "Reserve value" – is the status of person arriving late, not choosing the program and so on. Employer status value will tend to increase over time if programs are good; i.e. good workers and employers will prefer program to applicants on street. Employment) to the participant. Any successful program should also generate a flow to the service provider from the employer in the form of tuition. All the above may be exclusive to the program, that is the stream value generated would not exist in the absence of the program. In the case of Quintech this might be the training services they could sell to employers.

5.1. Communication and Training

Communication and training are essential at all stages of the motivation process. Clear communication promotes employee understanding of how the reward system and the organization operate, as well as what is expected at the employee's level. Communication of expectations also occurs between managers and their employees. If managers clearly communicate their expectations and then train employees in the required behaviors and skills, there will be fewer conflicts and more productive workdays. Reinforcement may not be achieved if the employee does not understand the relationship between performance and rewards. Training in the necessary job skills can directly relate to motivational requirements and is essential at the implementation stage.

Communication should function in all directions to support the reward system and the flexibility of the organization. Communication approaches can include employee education through newsletters, formal communication methods such as an employee manual, standardized job descriptions, a formal performance appraisal system, and employee feedback mechanisms such as a suggestion system. Employee formal and informal input can help the organization better understand the employee population and improve employee understanding of the organization. It can also increase employee buy-in of management decisions. Clear communication of procedures to all parties may not guarantee that they will operate as expected. Training in motivation theory and management will be needed to carry out the layers of implementation. With incentives, employees focus on accomplishing objectives they believe are important.

5.2. Monitoring and Adjusting Strategies

The methods of monitoring and adjustment are essential in the third phase. This is the last stage of motivation programs, and some authors consider it the post-project phase. Some specialists believe that the entire program of an employee's motivation should last for a while. Continuous monitoring and relevant alterations of this program are necessary. An organization is alive and changing, and so are its employees. In literature, there are also some arguments stressing the need to constantly control motivation programs - summarized that after the adaptation of the motivational program at least 30 minutes per fortnight should be reserved. If an organization needs to adapt the program to a changing job market, like the case of the DHL's retaining program, the adjustments should cover at least 4-5% of the target audience. Moreover, the length and frequency are restricted with the limits of communication and the freshness, interest and sensibility to the subject. Furthermore, for both internal and external alterations, the executives are likely to make a substantial investment in time and money. Consequently, the motivation activities should be designed and adjusted in such a way as to motivate organizational members to strengthen engagement and commitment levels under such pressures.

The implementation and modification of motivation strategies vary according to their purpose within the organization. It is crucial to anticipate that the success of a project is not only measured by staff retention rates, but also by organizational productivity indicators (such as employee contributions) and organizational contribution indicators (such as achieving market share and customer loyalty targets), rather than just the number of new employees.

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