

## ARTICLE

# THE IMPACT OF ORGANIZATIONAL INCENTIVES ON EMPLOYEES' PERFORMANCE DIMENSIONS

Emad Hamidavi<sup>1\*</sup>, Mohammad Hosseinpour<sup>2</sup>

<sup>1</sup>Department of Executive Management, Ahvaz Branch, Islamic Azad University, Ahvaz, IRAN

<sup>2</sup>Department of Educational Management, Ahvaz Branch, Islamic Azad University, Ahvaz, IRAN.

## ABSTRACT

Organizations use motivational strategies, such as incentives and rewards, to improve individuals' profitability by increasing motivation and productivity, reducing turnover and absenteeism, and retaining skilled and talented employees. The objective of this research was to investigate the impact of organizational incentives on judges' quantitative and qualitative performance dimensions. The statistical population of this research were the judges of Khuzestan Provenance Courts (Iran) through the years 2008 up to 2014. Since the complete information about the population members' performance and organizational incentives was available, we studied the whole population. Data were collected from Judiciary Salary and Payroll System (for extrinsic motivator), Promotion and Transmission Committee of Judges (for intrinsic motivator) and Judicial Case Management System (for judge's performance). Data analyzed by analysis of variance (2-way ANOVA) and parameter estimate tables by 95% confidence level and separate statistical test used for every dimension of performance. The results showed that the organizational incentives have significant influence on judges' performance dimensions, although their effect on each dimension of performance was different.

## INTRODUCTION

Motivation is a fundamental component of most models of human performance [4]. Also, it is one of the most important subjects of industrial and organizational psychology [4]. Also, it is one of the most important problems facing many organizations today [4]. Motivational forces can be described for practical purposes as extrinsic or intrinsic [4], guiding the direction, intensity, and persistence of individual behaviors [4]. The relationship between incentives and public sector performance emphasizes on the human dimension of public sector organizations, namely the civil service. Science individual change is necessary for organizational change; incentives have vital role in managerial decisions. Organizations' success depends on effective use of individual skills by aligning the employees' goals with the organizational goals. Incentives represent various ways to put this idea into practice. [9] define motivation as individual attitudes to a persistent effort in order to achieve the organizational goals. Incentives may create competition and accountability. Incentives should focus on objectives to improve public service performance that influence attraction, motivation and loyalty of competent workforce [15].

Theoretically, incentives are closely related to development theory and human resources management theory. The concept of incentives is influenced by various academic disciplines such as sociology and economics, and changes individual behavior by introducing a motivating factor for it. Although the concepts of incentives and motivation are very close together, but they are different. The former is the cause and the latter the effect.

The World Health Report (2000) defines incentives as the rewards (in positive form) and punishments (in negative form) that providers face as a consequence of their organizations, institutions and the specific interventions they provide. In These definitions, the main focus is on individuals as public service providers. Also, the importance of the institutional context as well as the individual specific tasks is revealed. Incentives, in the form of rewards or punishment, can be resulted from all of these levels and according to the nature of these incentives, the individual adapts their behavior. Therefore, Incentives can influence accountability. Accountability and performance are closely related and often overlap at workplaces, since accountability itself may enhance performance. Accountability can improve by improving public access to information or establishing transparent rules for human resources management. So, accountability may motivate individual to work more efficiently [13].

The main difference between incentive and reward is that an incentive triggers a particular action, but a reward is assigned after a desired behavior to increase its reputation probability. So when an incentive is offered for meeting a specific goal, the individual works harder to meet the goal and subsequently gain the reward. Incentives and rewards are very useful mechanisms for developing positive work attitude and individual motivation [13].

## Review of literature

### Employee performance management

The employees' performance management has a number of aspects. One of these aspects is how well employees are equipped to perform a particular task and achieve the task related objectives. This can be established through training and development of the necessary skills needed. Another aspect is how the

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\*Corresponding Author

Email:

emadhamidavi@gmail.com

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management process of performance is carried out [8]. Apart from training and the actual execution of duty, there is appraisal - an evaluation process at the end of a predetermined period - in order to determine how best an employee has met the set targets given the opportunities that were available. Another aspect of staff performance is the reward system where employees are rewarded according to how well they have achieved their performance objectives [8]. Then, management needs to verify the appraisal results and doing corrective proceedings to eliminate the weaknesses of low-performance level employees. One of the aims of this process is to get the best out of employee abilities. [4] pointed out that appraisal should not only be used as a way of establishing how much one has achieved the objectives, but also as a way of getting information on what needs to be done in order to help the employee achieve the best they can in their performance. According to [9], employees' performance should be a responsibility of not only the manager but of every other person sharing the same interest in the objectives of the organization. The manager advocates an employment culture that nurtures performance management techniques among all the employees, not among managers alone. staff performance is to get the best out of their abilities.

### Performance dimensions

Performance dimensions are investigated by many researchers. Each research considered different dimensions, according to proficiency and conditions of studied organizations. [7], Richardson and Gordon (1980) considered quantitative and qualitative dimensions. [11] defined four dimensions for performance as process, people, culture and system. In order to determinate the maturity and effectiveness of performance management systems, [18] developed the Improvement System Assessment Tool (ISAT), which contains four scoring dimensions: Araujo and Martins approach that determines the development process of performance management system; deployment that assesses the standards development and implementation; study that assesses data collection, usage and communication; and refinement that assesses the performance management system improvement. Morin, Savoie and Beaudin developed a model around four perspectives: economic efficiency, the human resources value, validation against external groups and continuity of the organization [7].

There are various perspectives for studying performance, adopted by researchers. Generally, three different perspectives can be distinguished among these researches:

(1) Individual differences perspective which searches for individual characteristics, such as personality and general mental ability, as sources for variation in performance. Its main focus of this perspective is on performance differences between individuals and trying to identify the underlying factors, and tries to answer to this question: Which individuals perform best? Its main idea is that differences in performance between individuals can be explained by individual differences in their abilities, like motivation and personality. Campbell described the performance essential components as a function of three determinants (1) declarative knowledge, that includes knowledge about principles, facts and goals (2) procedural knowledge and skills, that include physical and cognitive, interpersonal, and self-management skills, and (3) motivation, that contains choice to perform, level and persistence of effort. In addition, [13] stated that cognitive ability variables influence task knowledge, task habits, and task skills.

(2) Situational perspective which concentrates on situational aspects as impediments and facilitators for performance, focuses on the individuals' environment factors in which stimulates and support or hinder performance. The main question of this perspective is: In which situations do individuals perform best? This perspective includes approaches which concentrate on workplace factors and specific motivational approaches, or approaches which focus on reward systems and perceptions of equity and fairness as important factors that influence individual performance [1,9]. Most of leadership researches can be subsumed under this perspective. So, the environmental constraints are the major situational predictors of employee performance and are classified in two categories: those who focus on situational factors enhance and facilitate performance, and those who attend to situational factors which impede performance.

(3) Performance regulation perspective which describes the process of performance. This perspective is different from previous perspectives. It doesn't focus on individual or situational performance predictors. Instead, this perspective focuses on the performance process as an action process concept. Its core questions are: 'How does the performance process seem?' and "What is happening during individual performance?" One of the most important objectives of researches in this area is to identify what distinguishes individuals at different performance levels (Ericsson & Smith, 1991). These researches focus on process characteristics of the task accomplishment process, in order to find differences between moderate and high performers on a specific task.

These perspectives are not mutually exclusive and they can complete each other when they are put into practice. For example, many researches showed that motivation is an essential performance factor. Motivational constructs related to performance can be partly subsumed under the individual differences perspectives as need for achievement, partly under the situational perspectives as extrinsic rewards, and partly under the performance regulation perspective as goal setting.

The discussed perspectives represent different performance approaches. However, researchers often use a combination of two or more approaches to explain performance. Despite of researchers' efforts to find

and describe a perfect performance model, a comprehensive model which integrates all the various performance perspectives is still missing. The role of individual and situational variables in the performance process is unclear. So, developing a model which combines the individual differences and situational perspectives with the performance regulation perspective should specify how cognitive ability and motivational factors are in interaction with situational variables.

**Motivation and incentives**

In [16], motivation defined as moving or persuading to act for satisfying a need. In [2] motivation defined as a set of process concerned with a kind of force that directs individual behavior towards achieving some specific goals. Many researchers have expressed motivation is goal directed behavior [12]. Therefore, the role of managers is to guide employees towards achieving organizational objectives. So, it is very important for them to understand those psychological processes and undertakings that causes the stimulation, direction to desired behavior, determination and persistence of voluntary actions [13]. There are two types of motivation at the workplace: intrinsic motivation and extrinsic motivation [3]. This implies that job-related variables that influence individual motivation have extrinsic and intrinsic motivational value that drives employees to perform. Intrinsic and extrinsic motivations are not mutually exclusive and managers can individuals can motivate an individual intrinsically and extrinsically simultaneously.

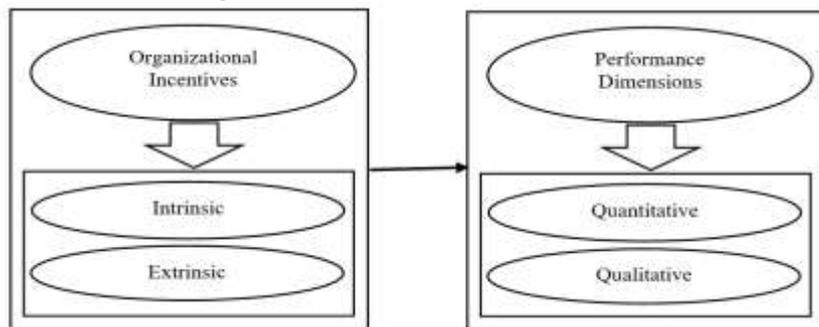
Intrinsic motivation implies that motivation comes from within the individual, in other words, this type of motivation is self-generated. It comes from pleasure provided by the work itself. It values rewards gained through the task completion process, in spite of any external rewards [10]. When an individual motivates intrinsically, he/she will strive to satisfy the three psychological needs, like needs for, competence, relatedness, and autonomy. Such employees like to make decisions independently, recognition for good work, opportunities for advancement, a channel to express creativity, incline to do challenging and meaningful tasks which makes them feel a sense of accomplishment upon successful completion [6]. Extrinsic motivation comes from the pleasure of a reward or the pursuit of some external rewards to the task completion. External rewards come from outside an individual in exchange for task completion and not derived from the work itself. Extrinsic motivation consists of different types which are tangible monetary or non-monetary incentives such as gift certificates, vacation trips, pay rise, stock options, company banquets, wall plaques, movie tickets etc. Extrinsic motivation is caused by positive and negative incentives. These are more effective when people are in need [9]. While extrinsic rewards are effective tool for short-term gains [1]. Many researches show that employees who do not expect to receive extrinsic rewards have better performance than those who expect rewards [12]. Extrinsic rewards can be useful, especially when designed carefully.

Workplace motivation strategies such as incentives, rewards and recognition are commonly adopted by organizations to improve individual profitability by increasing productivity and motivation, reducing turnover and absenteeism, and retaining skilled and talented employees. Incentives can be classified in three categories: (1) Monetary incentives, which refer to financial rewards, such as bonuses, stock options, insurances, paid leave etc. (2) Tangible non-monetary incentives that involve the indirect payments such as garments, gift cards, watches, etc. and (3) Intangible non-monetary incentives that include the use social rewards and task-related rewards [17].

Incentive programs can increase the level of employees' engagement. Incentive programs can be a combination of the organizations' attraction and recalling strategies. It is pointed out that long-term incentive programs can influence the individual performance more than short-term incentive programs. Extrinsic rewards may not influence individual motivation more than intrinsic rewards; researches show that employees who are rewarded for exceeding targets are interested in devoting more time and effort to a task which leads to satisfaction. Incentives have high influence on employees' motivation and increase their loyalty [5].

An incentive is a tool used to change the human behavior. Promotion of individual performance is the main objective of this change. The various definitions of incentives tend to emphasize different complementary aspects of the concept depending on the theoretical approach and its empirical implications.

[Fig.1] shows the conceptual framework if this research.



**Fig. 1:** Research conceptual model (Author, 2015)

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## MATERIALS AND METHODS

### Research hypothesis

The main hypothesis of this paper is defined as: Organizational incentives have significant impact on judges' performance dimensions. The sub-Hypothesis are defined as below:

- H1: Intrinsic organizational incentives have significant impact on judges' performance dimensions.
- H2: Extrinsic organizational incentives have significant impact on judges' performance dimensions.

### Statistical population

The case study we present refers to the Khuzestan Provenance Courts (Iran) through the years of 2008 up to 2014. The number of judges in this study was variable from 146 in year 2008 to 171 in year 2014. All of them were male, and had B.A or M.A degree in law. Their age was 37 to 52 years old. Also, their work experience was 8 to 18 years and 36.8% to 73.4% were non-native, based on each year of our investigation.

### Dependent and independent variables

In this research, the dependent variables are organizational incentives, which contains intrinsic and extrinsic incentives. The intrinsic incentive indicator is Judges' grade, that is used for their promotion and transmission to other provenances. This factor is a function of age, education, race and the number of cases processed by the judge. Since promotion and transmission does not increase judges' income, the only reason for their effort to increase their grade, is intrinsic motivation. For extrinsic incentive, according to many researchers' focus on financial rewards and monetary incentives as the most important extrinsic motivator, we considered the judges' overtime payment as extrinsic motivation indicator. The dependent variables are employees' performance dimensions, which contain quantitative and qualitative dimensions. Quantitative performance dimension is defined as the number of legal cases processed by the court during the year. Qualitative performance dimension is defined as the accuracy of the judgment, which is measured by the share of decisions confirmed by a higher authority (Provenance Appeal Court).

### Data and method

The information of organizational incentives was collected from Judiciary Salary and Payroll System (for extrinsic motivator) and Promotion and Transmission Committee of Judges (for intrinsic motivator). The information of judges' performance was extracted from Judicial Case Management System. Since the complete information about the population members' performance and organizational incentives was available, we studied the whole population. Analysis of variance (2-way ANOVA) and parameter estimate table by 95% confidence level used for data analysis and a separate statistical test used for every dimension of performance. All data analysis was done by SPSS version 22.

## RESULTS

This section presents the results of data analysis and findings. At first, the analysis of variance (ANOVA) used to examine the significance of research data model. Quantitative and qualitative dimensions tested separately. Since significance value of the model was less than 0.05 ( $p < 0.05$ ) in all years of the study for both qualitative and quantitative dimensions, it is concluded that the model is significant [Table 1] and [Table 2]. For choosing the appropriate data analysis method, the normality of data tested by Kolmogorov-Smirnov test. This test was not significant ( $p > 0.05$ ), so we used a parametric method, 2-Way ANOVA for data analysis [Table 3] and [Table 4].

**Table 1:** Analysis of variance for quantitative dimension of performance

year	Sum of Squares	Df	Mean Square	F	R Squared	.Sig
2008	4418.888	6	736.481	2668.184	0.991	0.000
2009	3410.588	6	568.431	2204.181	0.989	0.000
2010	3225.699	6	537.617	1843.730	0.987	0.000
2011	4740.373	6	790.062	930.631	0.974	0.000
2012	3456.359	6	576.060	2881.409	0.991	0.000
2013	3861.473	6	643.579	4806.442	0.995	0.000
2014	6435.021	6	1072.503	1500.610	0.982	0.000

**Table 2:** Analysis of variance for qualitative dimension of performance

year	Sum of Squares	Df	Mean Square	F	R Squared	.Sig
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2008	1944.621	6	324.103	10748.755	0.998	0.000
2009	2048.027	6	341.338	4693.964	0.995	0.000
2010	2603.929	6	433.988	3892.583	0.994	0.000
2011	2874.442	6	479.074	3679.934	0.993	0.000
2012	3249.917	6	541.653	1733.939	0.986	0.000
2013	2998.556	6	499.759	2278.570	0.989	0.000
2014	3490.736	6	581.789	521.424	0.950	0.000

**Table 3:** Kolmogorov-Smirnov test for quantitative dimension of performance

year	Statistic	Df	.Sig
2008	0.766	146	0.512
2009	0.729	155	0.665
2010	0.412	155	0.635
2011	0.113	156	0.816
2012	0.735	158	0.565
2013	0.856	165	0.435
2014	0.818	171	0.443

**Table 4:** Kolmogorov-Smirnov test for qualitative dimension of performance

year	Statistic	Df	.Sig
2008	0.845	146	0.405
2009	0.357	155	0.111
2010	0.503	155	0.870
2011	0.722	156	0.416
2012	0.930	158	0.735
2013	0.910	165	0.829
2014	0.769	171	0.509

H1: Intrinsic organizational incentives have significant impact on judges' performance dimensions. For measuring the influence of organizational intrinsic motivator on performance we used 2-Way ANOVA test for each dimension separately, based on the years of investigation. The significance value for each dimension was less than 0.05 ( $p < 0.05$ ), so the organizational intrinsic motivator has significant influence on performance dimensions. For determining that the influence is the positive or negative, we referred to the Parameter Estimate table. The B factor for quantitative dimension was positive in all years of investigation, so it can be resulted by 95 percent confident that the organizational intrinsic motivator has significant and positive influence on quantitative dimension of performance. Also, the B factor for qualitative dimension was positive in all years of investigation, so it can be resulted by 95 percent confident that the organizational intrinsic motivator has significant and positive influence on qualitative dimension of performance. [Tables 5 through 8] show the results.

**Table 5:** Way ANOVA test to examine the influence of organizational intrinsic motivator on quantitative dimension of performance

year	Sum of Squares	Df	Mean Square	F	.Sig
2008	3539.187	1	3539.187	658.602	0.000
2009	3337.060	1	3337.060	1545.228	0.000
2010	3833.157	1	3833.157	743.092	0.000
2011	3981.634	1	3981.634	4557.859	0.000
2012	3907.227	1	3907.227	2609.308	0.000
2013	4191.185	1	4191.185	1881.700	0.000
2014	4398.395	1	4398.395	723.888	0.000

**Table 6:** Parameter-estimate table to examine the influence of organizational intrinsic motivator on quantitative dimension of performance

year	B	Std. Error	t	.Sig
2008	0.018	0.001	25.663	0.000
2009	0.015	0.000	39.309	0.000
2010	0.017	0.001	27.260	0.000
2011	0.017	0.000	67.512	0.000
2012	0.015	0.000	51.081	0.000
2013	0.015	0.000	43.379	0.000
2014	0.011	0.000	26.905	0.000

**Table 7:** 2-way ANOVA test to examine the influence of organizational intrinsic motivator on qualitative dimension of performance

year	Sum of Squares	Df	Mean Square	F	.Sig
2008	1404.700	1	1404.700	371.756	0.000
2009	1659.619	1	1659.619	636.124	0.000
2010	2051.138	1	2051.138	551.253	0.000
2011	2520.057	1	2520.057	1038.274	0.000
2012	2878.809	1	2878.809	1073.676	0.000
2013	2796.079	1	2796.079	1921.979	0.000
2014	2751.686	1	2751.686	504.357	0.000

**Table 8:** Parameter-estimate table to examine the influence of organizational intrinsic motivator on qualitative dimension of performance

year	B	Std. Error	t	.Sig
2008	0.011	0.001	19.281	0.000
2009	0.010	0.000	25.221	0.000
2010	0.013	0.001	23.479	0.000
2011	0.014	0.000	32.222	0.000
2012	0.013	0.000	32.767	0.000
2013	0.012	0.000	43.840	0.000
2014	0.009	0.000	22.458	0.000

H2: Extrinsic organizational incentives have significant impact on judges' performance dimensions. To measure the influence of organizational extrinsic motivator on performance we used 2-Way ANOVA test for each dimension separately, based on the years of investigation. The significance value for each dimension was less than 0.05 ( $p < 0.05$ ), so the organizational extrinsic motivator has significant influence on performance dimensions. For determining that the influence is the positive or negative, we referred to the Parameter Estimate table. The B factor for quantitative dimension was positive in all years of investigation, so it can be resulted by 95 percent confident that the organizational intrinsic motivator has significant and positive influence on quantitative dimension of performance. On the other hand, the B factor for qualitative dimension was negative in all years of investigation, so it can be resulted by 95 percent confident that the organizational intrinsic motivator has significant and negative influence on qualitative dimension of performance. [Tables 9 through 12] show the results.

**Table 9:** 2-way ANOVA test for examine the influence of organizational extrinsic motivator on quantitative dimension of performance

year	Sum of Squares	Df	Mean Square	F	.Sig
2008	44.237	1	44.237	27.041	0.000
2009	37.936	1	37.936	43.586	0.000
2010	16.204	1	16.204	22.276	0.000
2011	76.815	1	76.815	134.156	0.000
2012	143.512	1	143.512	217.115	0.000
2013	108.049	1	108.049	137.672	0.000
2014	374.962	1	374.962	158.904	0.000

**Table 10:** Parameter-estimate table to examine the influence of organizational extrinsic motivator on quantitative dimension of performance

year	B	Std. Error	t	.Sig
2008	4.969E-11	9.555E-12	5.200	0.000
2009	6.216E-10	9.416E-11	6.602	0.000
2010	5.097E-10	1.080E-10	4.720	0.000
2011	1.850E-10	1.597E-11	11.583	0.000
2012	2.373E-10	1.611E-11	14.735	0.000
2013	2.301E-10	1.961E-11	11.733	0.000
2014	4.215E-10	3.344E-11	12.606	0.000

**Table 11:** 2-way ANOVA test to examine the influence of organizational extrinsic motivator on qualitative dimension of performance

year	Sum of Squares	Df	Mean Square	F	.Sig
2008	30.819	1	30.819	10.679	0.001
2009	45.147	1	45.147	18.846	0.000
2010	58.633	1	58.633	43.534	0.000
2011	85.236	1	85.236	26.245	0.000

2012	4.426	1	4.426	2.697	0.000
2013	12.927	1	12.927	2.041	0.001
2014	213.593	1	213.593	37.130	0.000

**Table 12 :**Parameter-estimate table to examine the influence of organizational extrinsic motivator on qualitative dimension of performance

year	B	Std. Error	t	.Sig
2008	-4.147E-11	1.269E-11	-3.268	0.001
2009	-6.781E-10	1.562E-10	-4.341	0.000
2010	-9.695E-10	1.469E-10	-6.598	0.000
2011	-1.949E-10	3.804E-11	-5.123	0.000
2012	-4.168E-11	4.992E-11	-.835	0.004
2013	-7.958E-11	5.571E-11	-1.428	0.001
2014	-3.181E-10	5.221E-11	-6.093	0.000

## DISCUSSION

The aim of this research was to investigate the impact of organizational incentives on judges' performance dimensions. Research findings showed that organizational incentives have significant influence on performance dimensions. The organizational intrinsic motivator has significant and positive influence on both dimensions of performance. It means that in order to gain the higher grade for promotion and transferring to desired city, judges are worked harder and processed more cases in shorter time. Also, processing more cases has improved their intrinsic knowledge and quality of their work. On the other hand, the organizational extrinsic motivator has significant and negative influence on qualitative dimension of performance, but has significant and positive influence on quantitative dimension of performance. It means that the emphasize on overtime payments (as extrinsic motivator) is increased judges' efforts to process more cases, but their accuracy and quality of processing the cases decreased.

These results are in agreement with the result of [7] on Brazilian software development companies. They found that although financial recompense is an important component for motivating employees, but there are other factors that prompt employees to be motivated and influence their performance. In fact, several studies have reported that financial forms are not always the ones to be most recommended. In addition, findings of this research is in agreement with the result of [5]. They studied 600 researches and found that by implementing incentives carefully and controlling employees' performance step by step through the incentive programs, incentives can significantly increase individual performance. They also suggested that through using incentives 26% of qualitative performance was increased and quantitative performance was grown 21%, which reveals the importance of organizational incentives.

## CONCLUSION

The aim of this study was to find out the impact of organizational incentives on different dimensions of judges' performance. We considered quantitative and qualitative dimensions for individual performance. Since organizational incentives have significant impact on employee's performance, they ought to be emphasized in performance management. Depending on the type of work, they can influence the dimensions of organizational performance differently. In addition, incentives and organizational incentive programs can play a crucial role in motivating employees and promoting the levels of their performance.

A number of recommendations can be made from the findings of this study.

Firstly, management should define appropriate dimensions for performance, according to the type of organization main activities. Then, performance appraisal would provide more clear and more accurate results for decision making. Secondly, as the results showed, emphasize on extrinsic motivators can affect intrinsic motivation negatively. While many researches showed that non-monetary incentives take precedence over monetary incentives, managers should focus on designing more intrinsically challenging task, fulfilled and contribute to long-term positive effect on employees' job performance.

### CONFLICT OF INTEREST

There is no conflict of interest.

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### FINANCIAL DISCLOSURE

None.

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