

**EMPLOYEE MOTIVATION THROUGH FINANCIAL AND  
NON-FINANCIAL INCENTIVES: INSIGHTS FROM A  
NIGERIAN BUSINESS PROCESS OUTSOURCING FIRM**

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**ABSTRACT:** Employees form the centre piece of the organization, and to thrive in this competitive world of business, the motivation of employees should be paramount, as it aids the performance of the employees. The study was conducted in a business process outsourcing firm that combines global manpower outsourcing and call centre operations for two telecommunication companies. The study examined the relationship between financial incentives and nonfinancial incentives, as it relates to employee performance and organizational profitability. The Herzberg's Two Factor and Reserve Army of Labour theory were utilized in this study. Both quantitative and qualitative techniques were used. A multistage sampling procedure consisting of purposive, stratified, and simple random sampling was adopted. Two hundred and fifty-two questionnaires and eight in-depth interviews were administered to elicit information. The quantitative data were analysed via the Statistical Package for Social Sciences (SPSS), and the qualitative data were analysed. Employees agreed that financial motivation is capable of spurring them to better perform and that they worked to their maximum creative potential when their financial needs were met. Nonfinancial incentives such as medical insurance, housing allowances, educational assistance, involvement in decision making would provide a sense of fulfilment to employees and enhance their performance.

**Keywords:** Business Process, Employee Performance, Financial Incentives, Non-Financial Incentives, Telecommunication

**INTRODUCTION**

Globally, both private and public sector organizations rely heavily on their workforce to ensure productivity. The goals of an organization can be attained by the labor of the employees in the organization. Importantly, human beings have specific "aims" that they wish to fulfil in their lifetime, and they are definitely not similar to the goals of the organization. Hence, the foremost difficulty in defying an organization, as recorded by Nwachukwu (2022), is the motivation of workers to accomplish allocated tasks to make up for or exceed determined standards. All viable organizations seek to thrive, even under present conditions where there is extreme competition in the labour market. An effective compensation policy enhances employee commitment. When employees perceive that the policies in place encompass their welfare, performance will be enhanced through commitment to work, and the intention to leave the organization will be drastically reduced (Onwuka & Onwucheka, 2018)

With respect to motivation, it is pertinent to take a gander at employee performance and what it involves. Each organization has numerous components that need to be considered if the

organization wants to meet its aims and objectives. Nevertheless, employees are the most significant assets to the organization since they add to advancement, modification and other significant qualities that would not be finished by different means, for example, machines (Uzona, 2013). Employee performance is currently perceived as one of the most significant issues confronting organizations and is expected to flourish later (Mwanje, 2010). Consequently, there is a need to have a better understanding of employee performance. Employee performance on the job has always been a major challenge in organizational management, and every business organization aims at embracing operative techniques to improve the motivation of employees to accomplish and provide greater performance on the job and increase organizational commitment (Wu & Lee, 2011). The performance of the employee can be perceived as what an employee decides to do and what he does not do. Employee performance includes quality and quantity of output, availability at work, accommodative and supportive spirit, aptness of yield, existence or participation at work, and efficiency and effectiveness of finished obligations (Mathis and Jackson 2009). Aguinis (2009) noted that when defining employee performance, the outcomes of employee behavior should not be included; rather, only the behavior itself should be included. This implies that one does not judge on the basis of an employee but rather on the performance of that particular employee in relation to the job.

Employees are the centre of the organization. For the smooth operation of the organization and without any disruption, the usefulness of employee performance should not be taken with levity. Although numerous studies have been conducted in relation to motivation, few have concentrated on its effect on employees' performance; rather, they have focused on motivational procedures. Additionally, considering the rate at which motivation and employee performance are being researched regularly, one would think that it is not necessary to work on it any longer; rather, in a capitalist economy such as Nigeria, where every organization seeks to earn profit and where unemployment is at its peak, the motivation of employees seems to have been neglected. This is the gap in knowledge this study seeks to fill.

Previous studies on employee performance have focused on the fact that training remains an essential motivational procedure that results in an affirmative influence on employee performance (Asim, 2013). In assessing employee performance, monetary reward is seen as a potent element of employee motivation that can progress to significant proceeds in job performance (Aguinis, 2013). Garg and Rastogi (2011) recognized the main concerns of research in job design and training to stimulate employee performance and reported that a vibrant administrative structure is necessary to increase employee performance. None of the above studies examine the types of motivation applicable to employees or the importance and influence of financial and nonfinancial incentives on employee performance or the benefits and challenges associated with motivating employees for better performance. This study investigated the effects of financial and non-financial incentives on employee performance in a Business Process Outsourcing (BPO) firm, addressing a gap in existing literature that has largely overlooked this dual perspective in the Nigerian context.

### **Objectives of the Study**

The general objective of this study is to examine the effect of financial and nonfinancial incentives on employee performance in a Business Process Outsourcing Firm in Nigeria. So as to achieve the main objective, the specific objectives are to:

1. Examine the types of motivation available for employee in the study organization.
2. Examine the importance of financial and non-financial incentives available to the employee in the organization.
3. Investigate the influence of financial and non-financial incentives on employees' performance in the organization.

## **LITERATURE REVIEW AND THEORETICAL CONTEXT**

In the current competitive global business environment, improving employee performance is a top strategic priority for companies all over the world. The goal of maintaining market share is heavily dependent on employee performance (Hemakumara, 2020). While productivity levels have increased in developed economies, partly due to effective motivational strategies and favorable environmental factors (Alase & Akinbo, 2021), it is still difficult for businesses operating in developing nations, like Nigeria, to fully utilize their workforce. Employees are the most valuable resource, so maintaining competitive advantages in a highly competitive global market is crucial to competitiveness. Improving employee job stress, job satisfaction, and job performance is an emerging field of research. The solution to achieving this lies in the quality human resources and management (Paais, & Pattiruhu, 2020). Motivation is regarded as a fundamental item in employee performance and productivity. Despite the fact that people have accurate skills, diverse objectives with respect to their work, and a work atmosphere that is supportive, the task would be left undone if there is not sufficient motivation for diverse aims (Mullins, 2006). He explains that employees who are motivated are passionate to apply a specific amount of energy or passion for a specific period of time (persistence) to meet a specific goal or direction. Motivation is the force that continuously influences an individual to move and perform tasks. Motivation can also be described as a mental procedure that influences the incitement, direction, and ingenuity of behaviour (Luthans, 2005). In this manner, motivation turns into mental methods that arouse the excitement, direction, and persistence of deliberate activities that are objectively coordinated. For example, rewards and incentives are the best ideal features for employee motivation programs. In the debate on behavior, motivation is crucial because it is accepted and has an immediate connection with great work performance; it is expected that an employee who is motivated is also a fruitful employee (Riggio, 2014). Employee operational efficiency and behavioral integrity are significantly impacted by the level of compensation they get. Competitive and productive workers must be fairly compensated in order to be retained. A company must pay its employees fairly if it hopes to experience rapid growth, employee loyalty, and good organizational performance (Umeh, 2023). Individuals are not motivated by similar prizes or rewards, and one of the duties of a manager is to progress in the direction of fitting the motivational environment to the particular individual within the limitations and strategies of the organization (Chonko, Tanner & Weeks, 1992). Learning theories and motivation suggest that reward ought to be determined by the performance of the individual (Georges & Jones, 2013).

Nevertheless, the fact that an organization possesses extremely motivated employees does not naturally prompt outrageous degrees of profitability, the task assigned to individuals is more difficult than that (Riggio, 2014). In this way, a supervisor must address a profitability challenge cautiously, and a thorough examination of every other variable that can affect profitability must be carried out first (Aguinis, 2012). The implementation of a performance management system can be viewed as an endeavor to combine human resource management processes with technique (Cole and Kelly, 2011). Performance appraisals are utilized to

certify that an employee's performance adds to organizational objectives, and supervisors are urged to incorporate the perceptions of numerous models to establish a thorough motivational atmosphere for their employees (Newstrom, 2011; Riggio, 2014). A research by Gorenak, Edelheim, & Brumen (2020) concluded that there was a positive correlation between organizational value innovation and satisfaction with working conditions, as employees believed that improved organizational values had an impact on them and that these improvements affected their performance at work. Apart from financial incentives, praise, promotion, employee recognition and office environment have significant effect on employees' performance in the transmission company of Nigeria (Oigbochie, Ajalie, & Okwara, 2024).

The majority of recent studies have focused on the analysis and identification of industrial, personal, and economic factors that influence employees' reported levels of satisfaction or dissatisfaction at work in relation to Herzberg's Hygiene-Motivational Theory (Lixel & Lantican, 2021; Mehrad, 2020). Furthermore, these studies have expanded on the significance of HRM in the workplace by offering comprehensive guidance and strategic principles to support the development of a positive relationship between the Herzberg hygiene factors and employees' perceptions of their job satisfaction (Mitsakis & Galanakis, 2022). Herzberg's Two Factor Theory distinguishes between hygiene factors associated with job dissatisfaction and motivators associated with job satisfaction (Alshmemri, Shahwan-Akl, & Maude, 2017). Hygiene factors include external factors, such as working environment, salary and welfare, management supervision, etc. Motivators include internal factors, such as the challenge of the job itself, the sense of accomplishment, the sense of responsibility, etc. According to Herzberg's research, these two types of factors independently affect employees' job satisfaction and turnover intention (Zeng & Paphawasit, 2024). Herzberg's two-factor theory, has been used in a variety of contexts and has been proven to be applicable to understanding employee motivation and productivity, in various sectors including the business process outsourcing sector. Research indicates that businesses can enhance employee work satisfaction and performance, leading to increased organizational productivity and competitiveness, by concentrating on employee motivators (Mitsakis & Galanakis, 2022).

Marx (1867) saw the expansion of the reserve army of labour as an inevitable outcome of the process of capital accumulation. As capital accumulated, it threw certain workers out of employment into a reserve army. The expansion of capitalism inevitably drew an increasing number of people into a labour reserve of potential, marginal and transitory employment (Bruegel, 1979). Karl Marx suggested that capitalism depended upon a reserve army of labour that was composed of the unemployed and irregularly employed, which it could draw upon in times of boom and layoffs (Capital, Vol. 1). The reserve army was also functional for capitalism, as it controlled those who were in work by reducing the power of their resistance and by forcing them to overwork for fear of losing their job. It also kept wage levels in check by curtailing the influences of workers' agitations for wage increases (Stangleman & Warren, 2008)

Reserve army of labour is a term used by Karl Marx to refer to the ranks of the unemployed who, through the absence of any substantial choice of employment, are ready to work for very low wages in temporary jobs. The presence of a reserve army of labour is beneficial to the bourgeoisie, and members of the proletariat are exploited. In a country such as Nigeria, which has a high unemployment rate, where many youths are ready to take up jobs regardless of how low the wages are, the management, i.e., the bourgeoisie who are the owners of

capital, tends to treat their workforce, that is, the proletariat badly, since they know they have nowhere to go. Employees are paid low wages, they are positioned on a spot for years without promotion, there is an absence of tangible financial or nonfinancial motivation, and yet they remain on the job. When they leave their jobs, many people will still apply within a short period of time because of the level of unemployment in the country. These are the reserve armies of labour.

The Reserve army of labour refers to the unemployed and underemployed in capitalist societies in which Nigeria is not an exemption. It can also be referred to as the industrial reserve army or relative surplus population. This is synonymous with the Nigerian case because, according to the National Bureau of Statistics (2019), Nigeria's unemployment rate will reach 33.5 percent by 2020. The unemployment rate in 2019 was 23.1 percent, whereas underemployment was 16.6 percent. It is a worrisome status as a global poverty capital (World Bank, 2019). Large organizations persistently require a reserve army of unemployed workers in times of overproduction. The main purpose of the bourgeoisie in relation to the worker is to have commodity labour, i.e., a workforce that is as cheap as possible, which is possible only when there is overpopulation and there are many unemployed persons. Overpopulation is therefore in the best interest of the bourgeoisie.

In line with the theory of the reserve army of labour, the proletariat (workforce) is seen as slaves to the bourgeoisie (management) and is also enslaved by machines with which they work. For example, when the business process outsourcing firm is being studied, employees are not allowed to take their bags in. The security personnel check them in, and the doors are closed until the time for their shift is over. They are always confined to the computer system with which they work. This is a form of slavery in disguise. Marx's reserve army analysis is the basis, directly or indirectly, for ascertaining how long the extreme exploitation of low-wage workers in the underdeveloped world will persist (Foster, McChesney & Jonna, 2011).

## **MATERIALS AND METHODS**

The research was conducted in Ibadan, Oyo state, Nigeria. Ibadan is the largest city in Sub-Saharan Africa. The study adopted a survey and collected quantitative and qualitative data. This process generated quantitative data through questionnaires. To complement the questionnaire, in-depth interviews were also conducted. The study organization is a business process outsourcing firm. The organization takes care of customer care services for two leading telecommunication brands in Nigeria. The organization was purposively selected because it is a specialist in proactive customer engagement and customer experience management, partnering with leading brands to optimize their customer experience, revenue generation and business process management across the enterprise. These attributes call for the selection of the organization for this research.

The proportion of the population was determined via the Cochran (1977) formula. The Cochran formula allows calculation of an ideal sample size given a desired level of precision, the desired confidence level and the estimated proportion of the attribute present in the population. The Cochran formula is as follows:

$$n_0 = \frac{z^2 pq}{e^2}$$

where:

- e is the desired level of precision (i.e., the margin of error).
- p is the estimated proportion of the population that has the attribute in question.
- q is 1-p.
- The z value is found in a Z table.

In relation to this study, since we do not have much information about the subjects, this gives us maximum variability. Therefore,  $p = 0.5$ . Then, assume that there should be 95% confidence and that at least 5% plus or minus = precision. A 95% confidence level gives us a Z value of 1.96. Therefore, the sample size will be:

$$= \frac{(1.96^2)(0.5)(0.5)}{0.05^2} = 385$$

For the purpose of the study, 65% was used as the sample size.

$$= \frac{65}{100} \times 385$$
$$= 250.25$$

The total size is 252

The multistage sampling consisted on four stages which include: Purposive selection of Ibadan Nigeria, purposive selection of the Business Process Outsourcing Firm, stratified selection of participants from the population: Management, Senior Staff, Junior staff, Operatives and Customer Care Agents and lastly simple random selection of employees. The questionnaires were administered to a total of two hundred and fifty-two employees of the selected organization. The questionnaire was divided into 6 sections. Section A elicited information on the sociodemographic characteristics of the respondents. Section B consisted of questions on the types of motivation available to employees. Section C comprised questions on the importance of financial and nonfinancial incentives to employees. In all, the questions were open and close ended in relation to various aspects of the study. Eight (8) in-depth interviews were conducted across the study organizations through purposive sample selection focused mainly on employees. These interviews were essential to complement information that was gathered through questionnaires and to gain insight into the subject matter of the investigation. Two (2) methods of data analysis were adopted for the study. The quantitative data through the questionnaire were analysed at univariate and bivariate levels via the Statistical Package for Social Sciences (SPSS), whereas the qualitative data through the in-depth interviews were content analysed. Ethical considerations such as the rights to self-determination, anonymity, voluntariness, confidentiality, beneficence to participants, nonmaleficence and informed consent were observed. On potential limitations related to self-reported data, after designing the questions, it was pretested to a tenth of the sample size (27 respondents) to guarantee validity of instruments. This assisted in identifying ambiguous questions in the instruments and was able to re-align them to the objectives.

## RESULTS

### Types of Motivation Available in the Organization

This section addresses the types of motivation available in the organization. It was divided into two sections: financial motivation and nonfinancial motivation. Each section consisted of six indicators of motivation each. The respondents were to choose if these types of motivation were available, not available or if they did not know. The following results were obtained after the analysis.

#### Financial Motivation

**Table 5.1.1: Frequency Distribution of the Types of Financial and Nonfinancial Motivation Available in the Organization**

Financial Motivation	Groups	Salary	Bonus	Profit Sharing	Retirement Benefit	Commission	Fringe Benefits
		F (%)	F (%)	F (%)	F (%)	F (%)	F (%)
	Available	250 (99.2)	206 (81.7)	17(6.7)	200(79.4)	24(9.5)	31(12.3)
	Not available	1 (0.4)	22 (8.7)	216(85.7)	29(11.5)	191(75.8)	179(71.0)
	Don't know	1 (0.4)	24 (9.5)	19(7.5)	23(9.1)	37(14.7)	42(16.7)
	Total	252 (100.0)	252 (100.0)	252 (100.0)	252 (100.0)	252 (100.0)	252 (100.0)
Nonfinancial Motivation	Groups	Training and Dev.	Recognition	Awards and Praises	Better Job designation	Regular Promotion	Flexible work schedules
		N = 252 F (%)	N = 252 F (%)	N = 252 F (%)	N = 252 F (%)	N = 252 F (%)	N = 252 F (%)
	Available	239 (94.8)	187 (74.2)	147 (58.3)	60 (23.8)	29 (11.5)	18 (7.1)
	Not available	11 (4.4)	60 (23.8)	99 (39.3)	181 (71.8)	215 (85.3)	226 (89.7)
	Don't know	2 (0.8)	5 (2.0)	6 (2.4)	11 (4.4)	8 (3.2)	8 (3.2)
	Total	252 (100.0)	252 (100.0)	252 (100.0)	252 (100.0)	252 (100.0)	252 (100.0)

Source: Field Survey, 2023

Table 5.1.1 shows that of all the types of financial motivation available in the organization, 99.2% of the respondents agreed that salaries were available, 81.7% agreed that Bonus was available, and 79.4% agreed that retirement benefits were available. Salary is a critical part of motivation and should not be taken with levity. Employees are supposed to be paid if the

organization wants them to achieve their satisfaction. By paying a salary, the expectation is that employees will focus on what is best for the organization. However, the results showed that fringe benefits, commission and profit sharing are not common types of financial motivation in organizations. Corroborating the above, an employee at the call centre department said:

*I have not received any incentive since I joined this organization apart from the regular monthly salary which is barely enough for me. There seems to be no human feelings for the management in this organization as they only pay us a token and yet we perform well. A times, I see this job as a form of slavery because there is nothing that motivates me or that will inspire me to stay here but I just have to stay so as to make ends meet and buy little things for myself. If it were to be for the salary being paid or other incentives, I should have left. It is unfortunate that the situation of the country has made us to be stagnant. (IDI\Female\Call care agent\29 years\BPO\2023)*

This is the extent to which employees are displeased with the attitude of management towards motivation. Employees are compelled to work because they need a paid job so that they are able to meet their needs. Furthermore, considering the results concerning the types of nonfinancial motivation available in the organization, training and development has the highest percentage (94.8%). This can be attributed to the nature of their work; most employees work with machines, laptops and other appliances, which require adequate knowledge and skills to be able to work efficiently and effectively to achieve organizational goals. The next greatest percentage was recognition (74.2%), followed by awards and praise (58.3%), with better job designation (23.8%), regular promotion (11.5%) and flexible work schedules (7.1%). To corroborate these findings, a software engineer has the following:

*The first thing I enjoyed in this organization is the training process. We were trained immediately they recruit us so that it will make our work faster. Apart from that, regular training sessions is always organized for every individuals so as to aid our skills. I believe this training is not only useful for the organization alone but for specific individuals. The skill I got here is an additional advantage to my Curriculum Vitae. However, the training they give to us is because of their own interest because the management knows if we are not trained, we would not perform well on the job, so they have to train us so as to improve our productivity. (IDI\Male\ BPO\2023).*

Training and development is the most important form of nonfinancial motivation in the study area because of the nature of the task they perform and the employees are content with it. On the other hand, training is not also seen as goodwill from management because employees believe that they train them so that they can be useful for the organization alone and not necessarily a type of motivation. However, recognition, awards and praise were also found to be available. The organisation should incorporate other motivators such as job security, pay/benefits, and challenging assignments are particularly important for employee satisfaction and retention (Zhan, Feng, Liang, Gao, Lu, Wang, & Zou, 2021). Furthermore, the two-factor theory developed by Herzberg highlights the significance of intrinsic job satisfaction and personal growth in terms of employee motivation (Zeng & Paphawasit,



2024). Mussagulova, Wal & Chen (2019) emphasized the importance of job security and how it can affect employee performance, especially in periods of organizational instability.

### **Preference for Financial and Nonfinancial Motivation**

This section focuses on what type of motivation a specific employee prefers. It was divided into two categories: financial motivation and nonfinancial motivation, and the employees were to tick the one they preferred.

**Table 5.1.2: Frequency Distribution of the Types of Motivation Preferred by the Employees**

<b>Preference for Types of Motivation</b>	<b>Financial</b>	<b>Non – financial</b>	<b>Total</b>
	<b>N (%)</b>	<b>N (%)</b>	<b>N (%)</b>
Total	229(90.9)	23(9.1)	252(100.0)

Source: Field Survey, 2023

The results in Table 4.1.2 show that the majority of the employees preferred financial motivation to nonfinancial motivation. In a developing country such as Nigeria, where the standard of living is very low and there are limited job opportunities, an average individual will consider money an important source of motivation to meet their basic needs. This was supported by feedback from a respondent in an in-depth interview.

*The only reason why I will remain in this organization is money, money and money. I cannot remain where I am not promoted, if I get a better offer today, I might leave but the only situation where I will stay is if my salary is increased or more bonus is given. No one should expect a person as young as I am to stay here without increment in salary for a long while. (IDI\Female\25\BPO\2023).*

This is an indication that employees respond positively to financial rewards. Therefore, management should consider the best incentive program to motivate their employees to achieve the highest levels of performance. Tadia and Singh (2020) emphasized the importance of factors like competitive salaries, promotion opportunities, and adequate training in enhancing employee performance. Wu, Layraman & Huang (2022) affirmed this idea further by saying that a well-compensated and reliable salary considers skill development incentives, years of employment, and educational background can motivate employees. This will encourage workers to improve their professional abilities and general competency while lowering turnover.

### **Importance of Financial and Nonfinancial Motivation to the Employees in the organization**

This section addresses the importance of financial and nonfinancial motivation. Five levels of importance of motivation were listed for each type of motivation, and the respondents were asked to choose if they agreed with the statement that the listed importance of motivation is truly an importance of motivation or if they disagreed or if they were undecided with the options.

**Table 5.2.1 Frequency Distribution of the Importance of Financial and Nonfinancial Motivation to Employees**

Importance of Financial Motivation	Agree	Undecided	Disagree	Total
	N (%)	N (%)	N (%)	N (%)
Financial motivation increases productivity	208(82.5)	20(7.9)	24(9.5)	252(100.0)
Employees are more committed when they are motivated financially	176(69.8)	50(19.8)	26(10.33)	252(100.0)
Employees are satisfied with their job when given proper financial motivation	149(59.1)	58(23.0)	45(17.9)	252(100.0)
Financial motivation improves quality of goods produced	172(68.3)	29(11.5)	51(20.2)	252(100.0)
Financial motivation reduces employees' turnover	99(39.3)	74(29.4)	79(31.3)	252(100.0)
Importance of Nonfinancial Motivation	Agree	Undecided	Disagree	Total
	N (%)	N (%)	N (%)	N (%)
Nonfinancial motivation opens up a cordial relationship between management and employee	163(64.7)	43(17.1)	46(18.3)	252(100.0)
Employees are more loyal to the organization when they receive adequate nonfinancial motivation	159(63.1)	52(20.6)	41(16.3)	252(100.0)
Nonfinancial motivation encourages employees skills	155(61.5)	55(21.8)	42(16.7)	252(100.0)
Nonfinancial motivation turns the organization into a highly desired workplace	136(54.0)	52(20.6)	64(25.4)	252(100.0)
Nonfinancial motivation increases specialization which has a long term benefit for the organization	144(57.1)	27(10.7)	81(32.1)	252(100.0)

Source: Field Survey, 2023

Table 5.2.1 shows the analysis of the importance of financial motivation to employees in the organization. The table reveals that most of the respondents believed that financial motivation increased productivity (82.5%). A larger proportion also agreed that employees are more committed when they are motivated financially (69.8%), 68.3% agreed that financial motivation improves the quality of goods produced, and 59.1% agreed that employees are satisfied with their job when given proper financial motivation. A few of them also agreed that financial motivation reduced employee turnover (39.3%). In view of this, the respondents agreed with the objective of this research, as many agreed with the importance of financial motivation.

Moreover, regarding the importance of nonfinancial motivation, a greater proportion (64.7%) of the employees agreed that nonfinancial motivation opened up a cordial relationship between management and employee, whereas 18.3% disagreed, followed by respondents who agreed that employees were more loyal to the organization when they received adequate

nonfinancial motivation (63.1%), 61.5% agreed that nonfinancial motivation encouraged employee skills, 57.1% agreed that nonfinancial motivation increased specialization, which has a long-term benefit for the organization, and 54.0% agreed that nonfinancial motivation turned the organization into a highly desired workplace. It could be inferred from the above that the importance of nonfinancial motivation, with the highest percentage, is not as substantial. This implies that the motivation in this organization had not reached an advanced level.

**Table 5.3.1: Descriptive analysis of the level of employee performance.**

Level of Performance	Low	Moderate	High	Total
	N (%)	N (%)	N (%)	N (%)
How can you rate your level of performance in this organization?	22(8.7)	203(80.6)	27(10.7)	252(100.0)

Source: Field Survey, 2023

Table 5.3.1 shows the descriptive analysis of the rate of employee performance. The results indicated that a larger proportion of the respondents perceived their performance as moderate (80.6%), whereas a small proportion of them perceived their performance as high (10.7%). The implication of this is that the performance of the employees in the outsourcing firm has not reached a state of saturation, but they are not substandard as well. In other words, they still perform, but there are still some encumbrances that restrict them from reaching a high level of satisfaction. These encumbrances could be attributed to problems of motivation, which is why this study is being considered.

**Table 5.3.2: Descriptive Analysis of the Effect of Motivation on Employee Performance**

Effect of Motivation on Employee Performance	Agree	Undecided	Disagree	Total
	N (%)	N (%)	N (%)	N (%)
I carry out assigned duties efficiently with regular motivation	190(75.4)	37(14.7)	25(9.9)	252(100.0)
I use my discretion to perform my job when I'm motivated	152(60.3)	75(29.8)	25(9.9)	252(100.0)
Motivation boosts my performance at the workplace	202(80.2)	21(8.3)	29(11.5)	252(100.0)
No one persuade me to perform my task as far as I am well motivated	172(68.3)	33(13.1)	47(18.7)	252(100.0)
Financial motivation in this organization is capable of spurring me to better performance	192(76.2)	24(9.5)	36(14.3)	252(100.0)
Nonfinancial motivation in this organization is capable of spurring me to better performance	199(79.0)	26(10.3)	27(10.7)	252(100.0)

Source: Field Survey, 2023

Table 5.3.2 presents the descriptive analysis of the effect of motivation on employee performance. The table indicates that 80.2%, which is the highest percentage of the respondents, asserted that motivation boosts their performance, followed by 79.0% of the employees who agreed that nonfinancial motivation is capable of spurring them to better performance. This implies that cognizance should be given to nonfinancial motivation to improve the performance of employees in the organization. The financial motivation is also of utmost importance because 76.2% also agreed that financial motivation is capable of spurring better performance. This is a pointer to the organization in motivating its employees financially.

### Relationship between Variables

This section is concerned with the relationship between selected variables and the rate of employee performance. The general objective of this study is to determine the effects of various types of motivation on performance; therefore, a chi-square test of associations was conducted to determine the level of significance between those variables and the rate of performance in the organization (at the 0.05 significance level).

**Table 5.4.1 Chi-square Test of Association between the Types of Motivation and Rate of Performance**

Financial Motivation		Crosstab			Total N = 252	Chi square( $X^2$ )
		Level of Performance				
		Low	Moderate	High		
Salary	Available	22	201	27	250	$X^2 = 0.487$ df = 4 Sig = 0.975
	Not available	0	1	0	1	
	Don't know	0	1	0	1	
Bonus	Available	20	165	21	206	$X^2 = 2.243$ df = 4 Sig = 0.691
	Not available	1	19	2	22	
	Don't know	1	19	4	24	
Fringe benefit	Available	0	18	13	31	$X^2 = 37.771$ df = 4 Sig = 0.000***
	Not available	17	151	11	179	
	Don't know	5	34	3	42	
Nonfinancial		Low	Moderate	High	Total	Chi square( $X^2$ )
Training and Development	Available	21	194	24	239	$X^2 = 4.058$ df = 4 Sig = 0.398
	Not avail.	1	8	2	11	
	Don't know	0	1	1	2	
Recognition	Available	19	148	20	187	$X^2 = 3.947$ df = 4 Sig = 0.413
	Not available	2	51	7	60	
	Don't know	1	4	0	5	
Flexible Work	Available	0	16	2	18	$X^2 = 3.850$ df = 4 Sig = 0.427
	Not available	21	182	23	226	
	Don't know	1	5	2	8	

Source: Field Survey, 2023

Table 5.4.1 shows the interplay of financial and nonfinancial motivation and the level of employee performance in the organization via the chi-square test of association. Notably, out

of all the types of financial motivation, only the fringe benefit is associated with the level of employee performance ( $X^2 = 37.771$ ), which is highly significant. This implies that if the organization can pay more attention to fringe benefits such as medical insurance, housing allowances, educational assistance, sick pay, free meals, employee discounts, etc., the performance of employees will improve.

With respect to nonfinancial motivation, the analysis revealed that there was no significant relationship between training and development and employee performance ( $X^2 = 4.058$ ), with a significance level of 0.05. There was also no significant relationship between recognition and the level of employee performance ( $X^2 = 3.947$ ) at the 0.05 significance level. There is no significant relationship between flexible work schedules and the level of employee performance ( $X^2 = 3.850$ ) at the 0.05 significance level. Since few of these types of nonfinancial motivation are present in the organization, one should not expect that there will be a relationship between them and the level of employee performance. A respondent has this to say for clarification purposes.

*The non-financial motivation here is nothing to write home about. The training they give to us is not to motivate us. It is just to make our work easier and faster so that they will have enough profit which we don't partake of. The training is even in the organization, not that they sponsor us out of the organization to get a more advanced training. They will only invite facilitator for that. (IDI\Female\27years\BPO\2023).*

Training and development, recognition and flexible work schedules do not affect the performance of employees because they do not train them to motivate them but rather to make them valuable and make profits for the organization. Therefore, employees are seen as a money-making tool, yet they do not benefit totally from the profit made by the organization.

**Table 5.4.2 Chi-square Test of the Association between the Importance of Financial and Nonfinancial Motivation and the Level of Employee Performance**

Variables	Options	Crosstab			Total N = 252	Chi square( $X^2$ )
		Level of Performance				
		Low	Moderate	High		
Financial motivation increases productivity	Agree	18	169	21	208	$X^2 = 1.931$ df = 4 Sig = 0.748
	Undecided	1	17	2	20	
	Disagree	4	17	4	24	
Employees are satisfied with their job when given proper financial motivation	Agree	11	130	8	149	$X^2 = 13.641$ df = 4 Sig = 0.009
	Undecided	7	39	12	58	
	Disagree	4	34	7	45	
Nonfinancial motivation opens up a cordial relationship between management and employee	Agree	12	134	17	163	$X^2 = 1.574$ df = 4 Sig = 0.813
	Undecided	4	34	5	43	
	Disagree	6	35	5	46	
Nonfinancial motivation encourages employees skills	Agree	18	155	19	192	$X^2 = 11.551$ df = 4 Sig = 0.021
	Undecided	0	24	0	24	
	Disagree	4	24	8	36	

Source: Field Survey, 2023

The findings, as shown in Table 5.4.2, revealed that there was no significant relationship between the importance of financial and nonfinancial motivation and the level of performance of the business process outsourcing firm. The importance of financial motivation does not have a significant relationship with the level of performance in the organization: financial motivation increases productivity ( $X^2 = 1.931$ ), employees are more committed when they are motivated financially ( $X^2 = 6.544$ ), employees are satisfied with their job when given proper financial motivation ( $X^2 = 13.641$ ), financial motivation improves the quality of goods produced ( $X^2 = 4.649$ ), and financial motivation reduces employee turnover ( $X^2 = 11.936$ ). Moreover, no significant relationship existed between the importance of nonfinancial motivation and the level of performance in the organization. The importance of nonfinancial motivation is as follows: nonfinancial motivation opens up a cordial relationship between management and employees ( $X^2 = 1.574$ ), employees are more loyal to the organization when they receive adequate nonfinancial motivation ( $X^2 = 11.844$ ), nonfinancial motivation encourages employee skills ( $X^2 = 7.066$ ), nonfinancial motivation turns the organization into a highly desired workplace ( $X^2 = 6.025$ ), and nonfinancial motivation increases specialization, which has a long-term benefit for the organization ( $X^2 = 3.192$ ).

The findings suggest that since  $P > 0.05$  for all the variables, there is no significant relationship between the variables and the level of performance. This finding indicates that the importance of financial and nonfinancial motivation does not affect how workers perform in the organization. This could be attributed to the fact that the motivational packages available in the organization are not enough to achieve satisfactory performance. This can be supported by the claim of a respondent:

*I do my normal work with or without incentives. Although, the incentives given to us here is not encouraging but we still perform well owing to the fact we have targets to meet up with every day. So, the performance is not due to what motivation they give us but the compulsory targets we have to meet. (IDI\28 years\Male\BPO\2023)*

This is an indication that the performance of employees is due to strict supervision and targets the employees meet, not necessarily because of the incentives given to them.

**Table 5.4.3 Chi-square Test of the Association between the Effect of Motivation and the Level of Employee Performance in ISON BPO International**

Variables	Options	Crosstab			Total N = 252	Chi square( $X^2$ )
		Level of Performance				
		Low	Moderate	High		
I carry out assigned duties efficiently with regular motivation	Agree	16	156	18	190	$X^2 = 3.148$ df = 4 Sig = 0.533
	Undecided	5	27	5	37	
	Disagree	1	20	4	25	
Financial motivation in this organization is capable of spurring me to better performance	Agree	18	155	19	192	$X^2 = 11.551$ df = 4 Sig = 0.021**
	Undecided	0	24	0	24	
	Disagree	4	24	8	36	

Source: Field Survey, 2023

A chi-square test was conducted to determine the association between the effect of employee performance and the level of performance. The only point that poses a significant relationship is “financial motivation in this organization is capable of spurring me to better performance” ( $X^2= 11.551$ ). This suggests that if the management of the study organization can increase the salary of workers and improve the financial benefits given to them, their performance will improve, and the organization will make more profit and be able to deliver appropriately to their customers. Hence, this finding is well corroborated by the assertion of a human resource manager during a key informant interview, as she opined:

*There is a saying that “the way to a man’s heart is through his mouth”. So each time salary is being paid or certain motivational packages is introduced, workers are always happy and the zeal to work is increased. There is no doubt that financial motivation causes a positive reaction from the employees. (KII\Female\36 years\BPO\2021)*

Financial motivation is crucial because of its impact on employees. Money helps to sustain their personal life. Money is also one of the key details people consider when choosing where to work. Employees drive the organization forward, so if their income impacts their performance, it positively impacts the profit of the organization. One can say that financial motivation is linked to an organization’s success. This can be supported with a research that claim that motivated people are more likely to be productive, satisfied, and dedicated to their companies, motivating employees is acknowledged as a crucial component in enhancing performance (Sajjad, Eweje & Tappin, 2019; Noko & Nwuzor, 2021). In contrast, the banking industry has acknowledged the disadvantages of depending only on financial incentives, given that high employee turnover continues even in the face of above-average salary. This suggests that there are more non-monetary motivators out there that can be used to improve worker’s performance (Aiyebelehin, Odiachi, & Omoregie, 2020). Individual variations in motivating variables highlight even more how managers and supervisors must use customized strategies based on the unique requirements and preferences of their staff (Okwelle & Okubo, 2022). This can be done through regular feedback from the employees which be incorporated in HR policy of the organisation.

### **Sociodemographic Characteristics of the Respondents**

**Table 5.5.1 Frequency Distribution of Respondents’ Sociodemographic Variables**

<b>Demographic Variables</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>
Age	18-30	50	19.8
	31-43	142	56.3
	44-56	59	23.4
	57 and above	1	0.4
	Total	252	100.0
Sex	Male	149	59.1
	Female	103	40.9
	Total	252	100.0
Job Category	Management	14	5.6
	Senior staff	99	39.3
	Junior staff	139	55.2
	Total	252	100.0

Academic Qualification	SSCE	5	2.0
	OND	55	21.8
	HND	76	30.2
	BSC	111	44.0
	Others	5	2.0
	Total	252	100.0
Monthly Income (in Naira)	18,000-25,000	6	2.4
	25,001-32,000	62	24.6
	32,001-39000	57	22.6
	39,001-46,000	79	31.3
	46,001 and above	48	19.0
	Total	252	100.0

Source: Field Survey, 2023

The results revealed that the majority of the respondents were between the ages of 31 and 43 (56.3%), followed by 44 and 56 (23.4%), 18 and 30 (19.8%), and 57 and above (0.4%). The inference here is that there is a larger proportion of youth working in the organization. Additionally, the nature of the work in the said organization seems to be tedious, so it requires vibrant and energetic individuals to carry out the task efficiently and effectively. In terms of the sex distribution of the respondents, the percentage of male respondents (59.1%) was greater than that of female respondents (40.9%). This is because men tend to be more engaged in jobs in the formal sector than females are because there is always a source of income that is certain monthly, which will enable them to cater to the family as breadwinners.

In terms of job category, more of the respondents were junior staff (55.2%), followed by senior staff (39.3%) and management (5.6%). This suggests that most staff members are young individuals who are full of life and strength that is needed to carry out the tasks assigned to them. The table also reveals that a greater percentage of respondents have their first degree, BSc. (44.0%) followed by HND holders (30.2%), OND holders (21.8%) and finally SSCE holders (2.0%). This implies that the majority of the workforce is graduates. In more organizations, knowledgeable and literate individuals are needed in the workforce. In terms of the monthly income received by the respondents, a larger proportion received ₦39,001–N46,000 as their monthly income, whereas 24.6% received ₦25,001–N32,000 monthly income, 22.6% received ₦32,001–N39,000 monthly income, and the lowest proportion received N18,000–N25,000 as their monthly income (2.4%). This implies that the monthly income is not encouraging compared with the economic situation and cost of living in the country.

In conclusion, the sociodemographic characteristics of the respondents indicated that employees in the study area are young and vibrant individuals who are still young and who may work efficiently and effectively to fulfil organizational goals. It also indicated that they are not paid well because an organization with a larger proportion of graduates where the majority received income of ₦39,001–N46,000 monthly. Overall, this shows the diversity in the organization and cosmopolitan nature of Ibadan city.

## DISCUSSION

The findings revealed that salary, bonus and retirement benefits are the predominant financial motivations available in the organization, whereas profit sharing, commission and fringe



benefits are not considered forms of financial motivation. With respect to the nonfinancial motivation available in the organization, training and development and recognition are found to be readily available because training and development are prerequisites for the job due to its nature. An individual employee must be trained before the commencement of the job. This result is related to the findings of a study that shows that organizations are supposed to ensure that their workforce is extremely industrious, productive and motivated. Consequently, they try to increase the productivity of their workforce by providing better training, adhering to good recruitment and selection procedures, and motivating and compensating them appropriately (Onwuka & Onwucheka, 2018). The award and praise are also recognized as nonfinancial forms of motivation in the business process outsourcing firm. The results also implied that the majority of the employees in the organization preferred financial motivation to nonfinancial motivation, with 90.9% of the respondents affirming that they preferred financial motivation, whereas 9.1% preferred nonfinancial motivation. These findings are supported by Wallace and Zeffane (2011), who argued that money is the primary feature of motivation on the grounds that, as indicated by Maslow's hierarchy of needs, money is an exceptional reward that can fulfil various needs, such as physiological needs for sustenance. Moreover, monetary rewards are considered a suitable method for motivating employees and improving their performance (Smith & Hitt, 2005). Additionally, as indicated by rational choice theory, people are motivated by their own personal needs and objectives and are driven by individual wants. Additionally, key to all types of rational choice theory is the notion that multifaceted social phenomena can be clarified as far as the individual activities that lead to that marvel. The choice of what type of motivation an individual employee prefers is a rational decision.

With respect to the importance of financial and nonfinancial motivation/incentives to employees in the organization, the paramount importance of financial motivation to employees is as follows: financial motivation increases productivity, employees are committed when they are financially motivated, and financial motivation improves the quality of goods produced. These findings are consistent with the opinion that productivity is affected by employee motivation, and part of the job of an administrator is that employees' motivation should be channelled in the direction of the realization of the organization's aims and objectives (Bhuvanaiah & Raya, 2015). Some also agreed that employees are satisfied with their job when given proper financial motivation, whereas some believe that financial motivation reduces employee turnover. This is comparable with equity theory. Equity theory is centered on fairness, which is observed by a particular person. An employee meditates on the amount of energy he has exhausted and makes comparisons with the reward he has received from it. On the basis of the notion that fairness motivates individuals greatly and if inequity is found in the input or output proportion of themselves and their various colleagues, they attempt to alter their input or output or yield to arrive at their observed equity. External equity occurs when employees compare themselves to other people who perform similar tasks yet work in various organizations. These comparisons can result in turnover when they discover that their counterparts in other institutions are earning more or are being motivated more than them are. Internal equity arises when employees make comparisons with others who have diverse employment; however, they work in a similar organization.

The importance of nonfinancial motivation according to the results of the findings is as follows: nonfinancial motivation opens up a cordial relationship between management and employees, employees are more loyal to the organization when they receive adequate financial motivation, and nonfinancial motivation encourages employees' skills. In Ludviga

and Kalvina (2024), the involvement of employees in decision-making enables them to feel that they have the opportunity to deliberate on challenges facing the organization and that organizational decisions can be influenced by them. The total impact of this is improved employee performance. Just slightly more than half of the respondents (57.1%) agreed that nonfinancial motivation increases specialization, which has a long-term benefit for the organization, and that nonfinancial motivation turns the organization into a highly desired workplace (54.0%). In terms of the importance of financial and nonfinancial motivation, there is no significant relationship between them and the level of employee performance. This can be attributed to the fact that they are given targets to perform and supervision is at its peak in the organization, so their performance is not based on motivation.

### **Conclusion**

Employees' performance is as vital as the organization itself. This is because development and level of profitability in any organization are subject to the performance of its employees. In light of these findings, this study concludes that the job category, academic qualifications and monthly income of employees affect their performance. Financial motivation should also be given preference, as it is capable of spurring better performance in the organization and influences them to give their best at work. Fringe benefits can also affect the performance of employees, so more attention should be given to them by the organization. The benefit of motivation is that it stimulates the interest of employees to do more, and their needs are satisfied when they are motivated. However, delays in promotion and poor leadership structure were found to be great threats to the motivation of employees in organizations.

The main goal of the financial incentive is to encourage high levels of duty commitment from employees in order to improve performance. As a result, without sufficient compensation to enhance employee performance, organisational stability and high performance cannot be attained. This study recommends that the business process outsourcing firms can increase non-financial incentives (housing allowance, medical insurance, educational assistance) to improve job performance. The problem of poor performance will be largely resolved if the management of business process outsourcing firm take into account some of the issues found in this study. This study examined the effect of financial and non-financial incentive on employee performance. Thus, Thus, it would be prudent for future research to delve further into other factors that also impact workplace productivity, such as employee engagement and commitment.

### **Recommendations**

In accordance with the findings, the accompanying recommendations will along these lines help to make a favorable atmosphere and good conditions for employees to efficiently and effectively perform their tasks so as to achieve the organizational goals.

### **Recommendations to Management**

In terms of practical intervention, businesses can develop human resource management plans that align with the two dimensions outlined by Herzberg's theory. This will increase job satisfaction among employees and lower their rate of turnover, creating a win-win scenario that benefits both businesses and individuals.

Management needs to compensate employees appropriately since it will propel and motivate them to do a superior job. Management of organizations should endeavor reliably to urge employees to offer their best. Employees are vital if organizations must achieve their strategic goals. From the discoveries of the study, a large proportion of the employees are paid the regular monthly salary alone without any other incentive, the researcher therefore recommends that extra allowances and motivational packages should be given to them so as to support their salary. Management should employ various type of incentives from time to time. At this point when these recompenses or allowances are added to their pay, they will be devoted to work and it will lead to increment in productivity.

The study additionally revealed that majority of the employee prefer financial motivation whereas the salary of the workers is low compared to what their counterparts in other sector earns, therefore it is recommended that their salary be increased so that the organization can compete favorably with various organizations and this will in turn increase their recruitment pool as more skilled individual will be attracted to the organization. It will also elicit positive attitude from the employees at work.

Top management and HR Manager should focus on Training and development that is more advanced. Employees should be sponsored for training, not only in the organization but outside of the organization so that they will be able to tap more knowledge and this will improve specialization which has a long-term benefit for the organization.

### **Recommendations to Employees**

Employees should endeavor to improve themselves and be more creative with their job so that they can find fulfilment on their job and be motivated personally. Employees should learn not to work for the sake of money only, but they should be motivated by the desire for interest in their daily work, achievement and by success itself.

### **Recommendations to Government**

The Nigerian government as the highest employer of labor should modify their policies to suit contemporary practices that will be favorable to employees in the private sectors. There should be a laid down policy for when an individual should be promoted and it must be adhered to so that employees will have the enthusiasm to work and stay in the organization. This will also reduce employee turnover.

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