Approval

We certify that we have read the thesis submitted by **ARINZE KINGSLEY NNAMDI** titled **"Relationship of Financial Incentives on Workers Morale, (with Toyota Motor Manufacturing INC Cambridge Ontario as a case study)**, and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Educational Sciences.

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NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION

RELATIONSHIP OF FINANCIAL INCENTIVES TO WORKER MORALE (WITH TOYOTA MOTOR MANUFACTURING INC CAMBRIDGE ONTARIO CANADA AS A CASE STUDY)

M.Sc. THESIS

Nnamdi Kingsley ARINZE

Nicosia

September, 2022

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Declaration

To the best of my knowledge, and in accordance with Institute of Graduate Studies, Near East University's academic regulations and ethical principles, I have compiled the data contained in this thesis. I have cited and referenced any source and data that is not unique to my work, as required by these rules and standards of behaviour.

Nnamdi Kingsley ARINZE

/ /2022

Dedication

This thesis is dedicated to God, Arinze Ifunanya Judith, my wonderful wife, and my son Arinze Chiemerie David.

Acknowledgments

For their contributions to my academic accomplishment, I would want to thank my supervisor, all of my instructors, and the university personnel.

Nnamdi Kingsley ARINZE

ABSTRACT

RELATIONSHIP OF FINANCIAL INCENTIVES TO WORKER MORALE (A CASE STUDY ON TOYOTA MOTOR MANUFACTURING INC. IN CAMBRIDGE, ONTARIO, CANADA)

ARINZE Nnamdi Kingsley

MA, Department of Business Administration

September, 2022, 80 pages

Supervisor

Associate Prof Ayse Gozde KOYUNCU

Financial incentive plays a very important role when it comes to motivating and encouraging workers productivity on the job and also helps to identify when a worker or team member go beyond their usual job duties to contribute positively to the growth of the company or Organization. The most powerful motivators for employees' morale are financial rewards. The introduction of financial incentives to its staff has resulted in today's firms performing the best in terms of production, effectiveness, and efficiency. A financial incentive can be a monetary reward or benefit set aside to motivate or boost the morale of person in a working or business environment. This goes to encourage and motivate the behavior and actions of the person positively to benefit both parties. This can also be described as an employee benefit or rewards an organization set aside or provide to encourage high performance and effective productivity. The study has been regarded as a single research approach and has been dedicated to Toyota Motor Manufacturing Inc, Cambridge, Ontario, Canada. The interviewees were drawn from the Toyota Motor Manufacturing Inc. personnel in Cambridge, Onatrio. The researcher collected data from one hundred (100) people out of a total of one hundred fifty-three (153) employees at Toyota Motor Manufacturing Inc, and used all types of individuals, including counter officers (doers – both seniors and juniors), supporting staff, and top management. The model has an intercept of 0.833. The findings indicate that financial incentives have a positive effect on worker morale, with an increase in worker morale of 0.161 units when financial incentives are increased by one unit. When examining the relationship between financial incentives and employee morale, it was discovered that the majority of respondents agreed that financial incentives increase employee morale and better position employees to be more productive, thereby achieving organizational goals faster and more efficiently.

Keywords*:* Financial incentives, worker, morale, motivation, workers performance.

ÖZ

RELATIONSHIP OF FINANCIAL INCENTIVES TO WORKER MORALE (A CASE STUDY ON TOYOTA MOTOR MANUFACTURING INC. IN CAMBRIDGE, ONTARIO, CANADA)

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Mali teşvik, çalışanların işteki üretkenliğini motive etme ve teşvik etme söz konusu olduğunda çok önemli bir rol oynar ve ayrıca bir çalışanın veya ekip üyesinin şirketin veya Kuruluşun büyümesine olumlu katkıda bulunmak için olağan iş görevlerinin ötesine geçtiğini belirlemeye yardımcı olur. Çalışanların morali için en güçlü motive edici unsurlar finansal ödüllerdir. Personeline finansal teşviklerin getirilmesi, günümüz firmalarının üretim, etkinlik ve verimlilik açısından en iyi performans göstermesini sağlamıştır. Mali teşvik, bir kişinin çalışma veya iş ortamında moralini yükseltmek veya motive etmek için ayrılan parasal bir ödül veya fayda olabilir. Bu, her iki tarafa da fayda sağlamak için kişinin davranış ve eylemlerini olumlu yönde teşvik eder ve motive eder. Bu aynı zamanda bir çalışan yararı veya bir organizasyonun yüksek performans ve etkili üretkenliği teşvik etmek için bir kenara koyduğu veya sağladığı ödüller olarak da tanımlanabilir. Çalışma, tek bir araştırma yaklaşımı olarak kabul edildi ve Toyota Motor Manufacturing Inc, Cambridge, Ontario, Kanada'ya ithaf edildi. Görüşülen kişiler, Cambridge, Ontario'daki Toyota Motor Manufacturing Inc. personelinden alınmıştır. Araştırmacı, Toyota Motor Manufacturing Inc'deki toplam yüz elli üç (153) çalışandan yüz (100) kişiden veri topladı ve kontuar görevlileri (hem yaşlılar hem de küçükler) dahil olmak üzere her türlü bireyi kullandı. personel ve üst yönetim. modelin kesme noktası 0.833'tür. Bulgular, finansal teşviklerin bir birim artırıldığında çalışan moralinde 0.161 birim artışla, finansal teşviklerin çalışan morali üzerinde olumlu bir etkiye sahip olduğunu göstermektedir. Finansal teşvikler ve çalışan morali arasındaki ilişki incelendiğinde, katılımcıların çoğunluğunun

finansal teşviklerin çalışanların moralini artırdığı ve çalışanları daha üretken olmaları için daha iyi konumlandırdığı ve böylece örgütsel hedeflere daha hızlı ve daha verimli bir şekilde ulaşıldığı konusunda hemfikir olduğu keşfedildi.

Anahtar kelimeler: Mali teşvikler, işçi, moral, motivasyon, işçi performansı.

Table of Contents

List of Tables

List of Abbreviations

TRNC:	Turkish Republic of North Cyprus
MNE:	Ministry of National Education
FIS:	Financial Incentives
EM:	Employee Morale

CHAPTER I

INTRODUCTION

Overview

The background material for the study is presented in this chapter. It also defines the study topic and purpose, which is to determine the impact of financial incentives on worker morale.

Background of the Study

Motivation is essential for achieving global goals and corporate objectives, and it is equally crucial for companies that operate in teams or have self-contained employees. To establish and sustain a high level of motivation that may lead to higher productivity, better work quality, and profit across all departments, it is vital to link each employee's workplace objectives and values with the organization's mission and vision.

Motivation being a psychological energy, causes sophisticated, goal-directed cognitive and action processes. Internal psychological factors are combined with external environmental/contextual effects to determine the direction, intensity, and persistence of personal behavior aiming towards a certain goal (s). Individual morale is vitally important in achieving goals and corporate objectives all over the world, and it is equally important for businesses that function in a team-based structure or in a workplace with independent individuals. Integrating each worker's working objectives and values with the organization's purpose and vision is critical for developing and maintaining a high level of motivation that may lead to improved productivity, good job quality, and financial gain across the board. People are motivated to deliver their best effort in terms of performance, discretionary effort, and contribution by compensation schemes.

Motivation is a vital tool use by an industry to optimize the output of their workers. One great form of motivation in a workplace is financial inducement. Furthermore, rising levels of motivation, commitment with engagement are important factors needed in an organization. Compensation policies plays a vital role in motivating employees to provide high level performance, effectiveness and contribution to the vision and mission of the organization. Marketing Resource Center reports, if a firm does not use monetary incentives to inspire its staff, the whole performance of a complicated task is likely to be limited to a single two measure of performance, such as profit, without taking other elements into account.

Financial Incentives

Financial incentive plays a very important role when it comes to motivating and encouraging workers productivity on the job and also helps to identify when a worker or team member go beyond their usual job duties to contribute positively to the growth of the company or Organization. Incentives like additional allowances, bonuses, paid trips, paid healthcare etc. is an encouraged way for the employer(s) to compensate their workers for succeeding and achieving set goals.

In other ways, financial incentives are forms of employee incentives that employers and captains of industries provide to encourage high performance and productivity and also recognize and encourage achievements.

Financial incentives are used by employers to boost the morale of the worker and team so as to exceed and outperform expectations and otherwise do some task and activities the workers may not normally do or perform.

The goal of this study is to completely understand and measure the influence of financial inducement on employee morale. It is very important to know the relationship between financial incentive and the motivation of workers.

Problem Statement

The most powerful motivators for employee morale are financial rewards. Financial incentives for employees have resulted in today's businesses functioning at their peak in terms of productivity, effectiveness, and efficiency.

Toyota Motor Manufacturing Inc., Cambridge, Ontario, Canada, has given cash incentives to its workers in part for additional work done, or has successfully acknowledged employees who do the best of all, assuming that completing the best and extra responsibilities are the employees' obligations (Ontario News 2020). Because they are unsatisfied with what they receive from the organization, employees who receive partial financial benefits for working at their best in the company are less driven to perform at their best.

Robbin (2005) released an article named "Organization Behavior" whereby he attempted to exaggerate the model of rewarding employees for reaching goals on time, learning new skills, and being creative. As a result, the researcher has decided to devote a significant amount of time to evaluating the effects of financial incentives on employee performance in organizations.

Toyota Motor Manufacturing Inc., based in Cambridge, Ontario, Canada, is having difficulty offering appropriate financial incentives to its workers. They are also one of the Ontario firms with direct employee-to-customer engagement, in other words, they are business-oriented corporations.

The problem was identified by comparing the effectiveness of some corporations in Ontario from 2005 to 2011, when the corporations provided financial rewards to their workers and the effects on production were graded to be greater, to the effectiveness of some corporations in Ontario from 1994 to 2004, when no financial incentives were provided at all. As a result, at Toyota Motor Manufacturing Inc. in Cambridge, Ontario, Canada, the focus of the research has been on analyzing the problem of giving financial incentives to employees in connection to their performance.

Objectives

The primary purpose of this study is to see how financial incentives affect employee morale at Toyota Motor Manufacturing Inc. in Cambridge, Ontario, Canada.

Detailed Objectives

i. Determine the cause for Toyota Motor Manufacturing Inc.'s omission of financial incentives in Cambridge, Ontario, Canada.

ii. To investigate how financial incentives impact employee performance at Toyota Motor Manufacturing Inc. in Cambridge, Ontario, Canada.

iii. To give recommendations on how financial incentives in Toyota Motor Manufacturing Inc, Cambridge, Ontario, Canada, have influenced employee performance.

Research Questions

i. Does Toyota Motor Manufacturing Inc. in Cambridge, Ontario, Canada refuse to offer cash rewards to its workers?

ii. How do Monetary rewards affect the effectiveness of employees in corporations?

iii. What financial incentives should Toyota Motor Manufacturing Inc, Cambridge, Ontario, Canada, be offered?

Importance of the Research

Elements such as business policy, supervision, interpersonal relationships, working atmosphere, and remuneration, according to Hertzberg (2004), Rather than motivators, they are hygienic considerations. The conclusions of this research pertain to several facets of Toyota Motor Manufacturing Inc., Cambridge, Ontario, as stated in the following sections. Toyota Motor Manufacturing Inc. in Cambridge, Ontario, has found effective strategies for offering financial incentives to its employees as a result of this study.

The research is assisting Toyota Motor Manufacturing Inc. in Cambridge, Ontario, in determining whether financial incentives lead to people being content with their jobs. The study is assisting Toyota Motor Manufacturing Inc. in Cambridge, Ontario, in understanding the potential problems that financial incentives may cause in organizations. The research is supporting Toyota Motor Manufacturing Inc. in Cambridge, Ontario, in creating approaches to address monetary rewards as an important factor impacting employee output. To the researcher, on the other hand, it is vital to enhance my knowledge of finding solutions to a variety of social, corporate, and government problems in addition to being a mandatory research paper for completion of a Business Administration Master's Degree. As a result, the study has had a substantial influence on organizational performance and, as a result, the growth of stakeholders in such businesses.

Study Limitations

The methodology looks to be a severe problem in this study. The strategy includes protocols for gathering data from samples using methods such as interviews, questionnaires, and observation. It's concerning since the samples differ in terms of how they complete assignments and even their educational backgrounds. As a result, the data collection system will have discrepancies.

Delimitation of the Study

The research was confined to Toyota Motor Manufacturing Inc. in Cambridge, Ontario, and any conclusions concerning the influence of financial incentives on employee performance cannot be generalized to other companies in Canada or the world.

Scope of Research

The goal of this research is to see how financial incentives affect employee performance. The study concentrated on the theoretical aspects of financial incentives, such as their content and delivery manner. The two-factor content theory of motivation was used in the empirical phase of the study to learn more about the impact of monetary rewards on employee output at Toyota Motor Manufacturing Inc. in Cambridge, Ontario, which served as a case study for the Ontario area. The emphasis was on financial incentives and how to deliver them to employees in any type of Canadian company.

CHAPTER II

LITERATURE REVIEW

Financial Incentives

The public sector, including nonprofits, has long been thought to require more business-like attitudes and practices. As a result, current public-sector reforms are marked by the adoption of private-sector management methods and techniques including budgeting, market research, and performance management. Establishing business-like incentive structures in public institutions, particularly "pay for performance" systems, is one of the most significant issues.

Brazil, Mexico, the Netherlands, New Zealand, the United Kingdom, the United States, and Canada, for example, have implemented performance-related pay systems, as have two-thirds of OECD member nations and a number of emerging countries. The core concept is that well-managed pay-for-performance plans increase employee engagement while simultaneously improving government efficiency (Propper, 2006).

A financial incentive can be a monetary reward or benefit set aside to motivate or boost the morale of person in a working or business environment. This goes to encourage and motivate the behavior and actions of the person positively to benefit both parties. This can also be described as an employee benefit or rewards an organization set aside or provide to encourage high performance and effective productivity. The bonus is intended to motivate staff to work more effectively. An employer can pay it in monetary or non-monetary terms.

Furthermore, cash incentives are great rewards for identifying individuals that go above and beyond their typical work specification and responsibilities. Depending on the work environment and type of organization, employers may use a variety of financial incentives. In the workplace, financial rewards may be a very effective motivator. Companies that offer monetary incentives for outstanding job performance or team recognition are more likely to establish joyful work environments, encourage supportive connections, and drive higher-quality outputs.

There is a long-standing belief that the public sector and nonprofits need to be more business-like in their attitudes and operations (Dart, 2004). As a consequence, current reforms in the public sector are characterized by the introduction of management practices and techniques originally developed for the business sector, for example, budgeting techniques, market analysis, and performance management (Lane 1997; Moynihan 2006). One of the most significant challenges is the introduction of businesslike incentive structures, in particular the introduction of ‘‘pay for performance’’ schemes in public institutions (Varone and Giauque 2001; Swiss 2005; Cardona 2006).

Two-thirds of the member countries of the Organization for Economic Cooperation and Development (OECD) and a number of developing countries have adopted performance-related pay practices, for example, Brazil, Mexico, the Netherlands, New Zealand, United Kingdom, United States, and Canada. The underlying assumption is that correctly administrated pay for performance schemes boosts the efficiency of the public sector and positively impact employees’ motivation (Propper, 2006). Financial incentives and rewards in the world are regarded to positively affect employees’ commitment or loyalty. Employees stay in an organization because the costs for leaving the organization are higher than benefits to be a part of the organization (Saleem, 2011). Financial incentives and rewards make continuation of the employment relationship because they create the basis for high levels of commitment and employee motivation. Firms must develop strategies that include financial incentives and rewards for example promotion, bonus, profit sharing or gain sharing and employees stock ownership (Development and Learning Organization, 2011). Employees want their performance be appreciated by offering them appropriate rewards and benefit package as an effective way not only to achieve their organizational goals but also their continuation of relationship with talented employees.

Types of Financial Incentives

Below are various forms of incentives you can find in an organization.

- Bonuses
- Salary Increment

- Wage incentives
- Retirement Benefits
- Commissions
- Referrals
- Sharing Profits
- Extra or More Allowances

Bonuses

Cash bonuses are one of the most popular sorts of financial incentives that businesses use as regular reward incentives and to demonstrate their appreciation for their Workers. Employers could, for example, give cash incentives or add a monetary bonus in employee salaries as a means to reward employees for surpassing expectations or accomplishing a goal outside of their typical job responsibilities.

Bonuses may also be used by businesses and organizations to demonstrate appreciation for key milestones reached by employees, for example anniversaries and other work-related milestone. Furthermore, many firms or organization provide loyalty and sign-on incentives to workers who agree to work for a specific period of time or for luring future hires to work for their companies.

Salary Increment

Increased salaries are one of the most prevalent financial incentives used to motivate and help workers in their career progress. Employees who rise to higher-level positions within their firms, for example, typically receive a salary raise to reflect their new status. Pay increases are an excellent way for companies to express their support for their employees' professional progress, and they are frequently required to attract and retain outstanding individuals.

Wage Incentives

An organization may provide wage incentives, such as additional pay for completing target projects outside of regular working hours. For example, an organization might pay a specific amount to a team member to carry out a special task outside of normal working hours. Overtime pay is another salary incentive. Employers regularly provide employees with the option of working more hours in exchange for a higher payment.

Retirement Benefits

Retirement benefits consists of benefits arising from former jobs which have not yet commenced, Benefits resulting from a present job that will start at a later date, as well as retirement pensions that are in the process of being paid.

Pensions, lump payments or gratuities, benefits (such as dependents' pensions) payable upon the member's death in retirement, and periodic increments on all pensions while they are in payment are all examples of retirement benefits. Changes that occur after the date of the judicial separation or divorce decision are not taken into account when calculating the assigned benefit, with the exception of section 50 modifications. To put it another way, the targeted benefit is computed according to the regulations of the plan in effect at the time the decree is issued.

Commissions

Commissions are a popular financial incentive for sales personnel. Retailers and motor businesses, for example, frequently pay salespeople a commission in addition to their usual pay for selling goods or services. Salespeople often receive a certain amount of commission for each good and services they sell to consumers. Commission is always an income payment that is always paid in cash. It's a percentage of the price of a goods and services. A monetary or non-monetary incentive to encourage someone to accomplish something.

Individual sales staff performance will determine the total pay amount in commission schemes. The way salespeople are compensated is determined by commission rates. Staffs are paid a proportion of sales income (e.g., 4% of sales revenue) for each sale they make.

Referrals

Employee referral programs are a sort of monetary incentive that motivates employees to find future employees for their companies. When their companies hire suggested applicants, the recommending employee is compensated financially. Employee referral systems are popular because they allow firms to rely on their employees to link them with prospective talent who can help them develop. Referral programs can allow employees to participate in the growth of their company while earning monetary incentives.

Sharing Profit

Profit-sharing, in addition to a standard pay, is a common financial incentive that businesses may provide to employees. Employees who participate in profit-sharing receive a share of the company's earnings in addition to their normal pay. Employees and employers alike can benefit from this form of incentive since the chance to earn a percentage of corporate earnings can be a powerful motivator for employees to surpass profit targets. A big manufacturing organization, may provide its employees with the option to share in the profits that the company generates. Employees gain financially from reaching and exceeding profit targets, and the organization benefits from meeting and exceeding profit goals.

Allowance

The dearness allowance is one of the most prevalent allowances offered by employers. An additional amount in a worker's paycheck functions as a buffer against inflation rises in this form of incentive. While the dearness allowance was once a distinct sum deducted from an employee's paycheck, if their company gives it, this sort of incentive is now usually included in the employee's compensation. Many companies additionally offer benefits such as travel compensation, transportation, and other perks that employees may utilize on the job. Employees may, for example, be given benefits such as a company-owned vehicle or airfare and accommodation stipends for traveling domestically or globally in support of their employers' goals.

When creating and incorporating financial incentives into an employee incentive plan, keep the following pointers in mind.

- **Run an Inclusive Program**: Include incentives for employees at all levels of the organization, including entry-level, mid-level, and senior-level positions.
- **Any existing incentives should be re-evaluated:** Eliminate outmoded or irrelevant incentives by identifying rewards that function and are relevant to everyone.
- **Decide on a method for evaluating performance:** Identify essential measures that reflect growth, improvement, or accomplishment when adopting new incentives so you can determine when teams and individuals succeed.
- **Collaborate with coworkers and managers:** Provide feedback on which financial incentives might help employees stay engaged and achieve their goals. Consider your coworkers' thoughts and ideas on what type of incentives system might be most beneficial.

Overtime

Any time an employee works over their regularly planned working hours is referred to as overtime. While a generic meaning of overtime merely refers to hours done outside of the normal workday, overtime is also frequently used to describe how much money an employee is paid for such labor. Any time an employee works over their regularly planned working hours is referred to as overtime. While a generic meaning of overtime merely refers to hours done outside of the normal workday, overtime is also frequently used to describe how much money an employee is paid for such labor. The amount of pay for overtime varies across firms and depending on the details of the overtime, like the total number of hours worked. Double time and time and a half are two common overtime pay rates.

Effectiveness and Efficiency

Efficiency is the capacity to achieve a desired goal with the least amount of time, effort, and resources wasted. A better result, one that adds more value or produces a better outcome, is what effectiveness is able to generate. Effectiveness and efficiency are two different things. The capacity to do a task with the least amount of lost time, money, and effort—or performance competency—is what is meant by efficiency. Effectiveness is the extent to which something succeeds in achieving the anticipated outcome; success. Managers must understand how each impacts an organization. Both are very essential ingredient derived from a proper motivation of a worker.

Most of the theories mentioned above focused on the effectiveness of financial incentives on performance outcomes, while others also consider aspects of organizational justice and job satisfaction. Because financial incentives are often used in organizations to improve performance (Gardner, Van Dyne, & Pierce, 2004), we solely focus on the impact of financial incentives on job performance.

The relationship between financial incentives and performance has been subject to increasing publicity and manifold investigation (e.g., Brown, Sturman, & Simmering, 2003; Honeywell-Johnson & Dickinson, 1999; Rynes & Bono, 2000). According to these results, researchers suggest that the main reason for the positive relationship between financial incentives and task performance is the use of monetary reinforces (or motivators), which are contingent on performance (Bateman & Ludwig, 2003; Goomas & Ludwig, 2007; Honeywell-Johnson, McGee, Culig, & Dickinson, 2002). Pearsall, Christian, and Ellis (2010) argue that at the team level, motivational processes are influenced by individual- and team-level factors. Moreover, Chen and Kanfer (2006) theorize that the motivation process in teams is homologous at individual and team levels.

Qualitative (Campbell & Pritchard, 1976; Dyer & Schwab, 1982; Ilgen, 1990; Jenkins, 1986) and quantitative reviews (Condly et al., 2003; Jenkins et al., 1998) on the effect of individual financial incentives on performance have been examined and also meta-analyses have been performed.

The main intention of the first meta-analyses (Jenkins et al., 1998) was to examine whether and how strong financial incentives are related to performance quantity and quality. Based on 47 studies published between 1975 and 1996, they found an effect size (corrected correlations) of .31 (overall). To replicate and extend Jenkins et al.'s (1998) results, Condly et al. (2003) conducted a meta-analysis. They examined 45 studies published from 1965 to 2000. Results revealed an overall average effect of incentives on performance of 22% (a standardized mean gain of 0.65 of a standard deviation).

Focusing on the effectiveness of team-based rewards, Condly et al. (2003) used incentive programmes, based on team incentives, as a moderator variable in their meta-analysis, which lead to one of the most impressive results of their meta-analysis. They found an increase of 48% in team performance when team-based rewards were taken into account, in contrast to individual incentives, albeit this effect was based on only nine studies.

DeMatteo et al. (1998) examined the literature on laboratory and field studies on team-based reward systems, which were conducted between 1985 and 1997 and, based on their results, developed a comprehensive theoretical framework on the effectiveness of team-based rewards. They argued that the effectiveness of team-based rewards depends on the characteristics of four different factors that include organizational characteristics, team characteristics, individual differences, and reward characteristics. On each level, they identified several potential factors that influence the effectiveness of team-based rewards on performance. They argued that one advantage of team-based rewards is the possibility to motivate an individual to work cooperatively in their team and therefore improve team performance (see Johnson et al., 2006; for an overview of cooperative and competitive reward structures).

Gomez-Mejia and Balkin (1992) suggest that team-based performance measures are more accurate and reliable than individual-based performance measures. Moreover, this suggestion is supported by the assumption that team-based incentives are often more useful in practice than individual incentives because they are easier to administer to a team than to each member (Keeney, 1994). In addition, research on performance appraisal also showed that the performance of teams, within an organization, is more accurately measured than the performance of individuals (Landy & Farr, 1983). These findings are consistent with the results of Dobbins, Cardy, and Carson (1991), which demonstrate the role of team and team members in individual performance appraisals.

Several researchers have investigated the impact of different reward systems on the effectiveness of teams (see DeMatteo et al., 1998; Honeywell-Johnson & Dickinson, 1999; Rynes et al., 2005; for reviews). Most studies reported the direct positive effects of reward systems on information exchange, productivity, and team effectiveness (Campion, Medsker, & Higgs, 1993; Campion, Papper, & Medsker, 1996), while others found no effects (Magjuka & Baldwin, 1991; Wageman, 1995).

We suggest that (re-)examining the effectiveness of financial incentives is worthwhile for three main reasons. First, the two previous meta-analyses partly used different primary studies leading to differing results. In our study, we used all studies included in either meta-analyses or both meta-analyses and enhance them by further studies to validate previous results. Second, our conceptual replication contributes to the increasing use of financial incentives in practice and research (e.g., Atkinson et al., 2001; Bonner & Sprinkle, 2002) in addition to changing work characteristics and environments (e.g., autonomy, virtual teams). Finally, to interpret the results of our main analysis of team-based rewards, it is necessary to compare the results to the actual results of individual incentives in order to draw validated conclusions.

Workers Morale

The attitude, level of contentment, and general perspective of employees while they are associated with a company or organization is known as "worker morale." If your company has a bad culture, negative consequences like low productivity, low employee happiness, etc. will result. Just to start, it may most definitely result in increased staff churn. It is the amount of satisfaction an employee has with his or her job and its current working conditions. It measures the motivation of an individual within the workplace. Because it directly affects crucial factors including employee engagement, job satisfaction, staff retention, and overall productivity, worker morale is critical. High employee morale workplaces frequently feature thriving cultures, enthusiastic staff members, and desirable employer brands.

Employee performance plays an important role for organizational performance. Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work and cooperativeness (Gungor, 2011). Macky and Johnson (2000) pointed that improved individual employee performance could improve organizational performance as well. They pointed out that, employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describe an employee's paten of performance over time.

In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization (Ying, 2012). This is achievable by the organization setting up performance system involving the organization communicating its mission/strategies to its employees; setting of individual performance targets to meet employees' individual team and ultimately the organization's mission/strategies; the regular appraisal of these individuals against the agreed set targets; use of the results for identification of development and/or for administrative decisions; and the continual review of the performance management system to ensure it continues to contribute to the organizational performance, ideally through consultation with employees (Macky and Johnson, 2000)

The process of motivation usually starts with someone recognizing an unsatisfied need. Then a goal is established to be reached and that way to satisfy the need. Rewards and incentives can be established for people to better accomplish the given goal. The social context will also affect the motivation level. This context consists of organizational values and culture but it also includes leaderships and management as well as the influence of the group or team in which a person works. Therefore, in order for the Bank of Tanzania to have a pool of motivated work force it needs to create an environment in which higher levels of motivation are maintained.

Empirical Studies

Dely attempted to investigate how monetary awards gained by employees accelerate the transition process inside firms in Northern Ireland in their research "Exploring the influence of cash rewards to employees." Daly and the research fellows concluded that company's response towards changes varies based on the scale and type of firm, and that softer factors such as culture and leadership style had benefited the firm's development as a consequence of its employees' success.

According to one manager, if management does not provide monetary incentives to employees as motivation to work hard in the company, employee efforts would decrease. Covington is a town in Kentucky (2001). According to the findings of the study, providing financial rewards to employees, such as cash, is the primary driver behind any company's success. In their research titled "Offering Attractions to Workers," Welch and Jackson (2007) offered the idea of providing certain attraction to employees so that they may continually think about the organization and apply their creativity to boost the company's efficiency and effectiveness titled "Rethinking About the Organization's Development: A Stakeholder Approach."

Most firms respect supervisors by giving financial incentives to encourage them to appropriately oversee subordinates while neglecting the doors because of the inequities between subordinates and supervisors. Companies typically provide monetary incentives based on expatriates' monthly earnings as a retention tactic. Financial incentives were devised and applied throughout the organization to rectify these disparities. Management personnel are essential in all parts of businesses., according to Welch and Jackson (2007), and the strength of the business is based on the balanced equality of the organization's employees. When it comes to monetary incentives, doers should be given special consideration because they are the ones who can assist the firm thrive or fail in terms of performance.

Research Gap

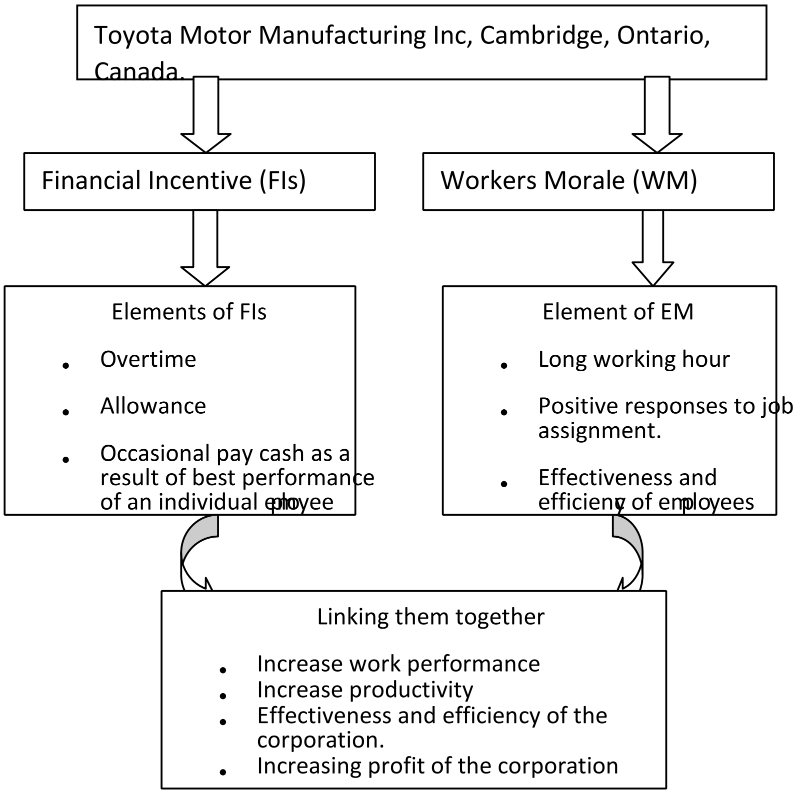
We'll look at what's missing from certain academic research and provide remedies, as well as explore the financial incentives knowledge gap and propose solutions. Hogan et al (2008:16) talked a lot about both independent and dependent factors in their study on "managerial attitudes toward employee performance.". They came to the conclusion that if workers have a pleasant working connection, management, as an independent variable, is the only factor that leads to people functioning properly in the organization. It was also shown that financial incentives are minor difficulties that should not be accepted in the workplace since they result in losses.

Hermanson et al (2006) discovered that "personal engagement with employment is a driver of monetary incentive" in their study. The researchers sought to know more about the procedures that would be employed in this study to give financial incentives to employees. They get to the conclusion that the amount of financial incentives offered to individual employees has been determined by their efficacy and efficiency. They sought to tie the system to schools, where students are awarded depending on their achievements, in their explanations.

Financial incentives are not included in any of the studies as a motivation for workers' working performance. The explanations for the association between "financial incentive" as an independent variable and "employee performance" as a dependent variable varies amongst the research.

Rather, they're looking at the relationship between other comparable factors. The researcher will fill in the missing portion (gap) that has not been addressed by other researchers to guarantee that all parts of the link between management, employee engagement, employee performance, and financial incentives are adequately defined. The research, on the other hand, will function as a link in the process of deciding the variables' relationships.

Conceptual Framework for Financial Incentives (FIs)



Financial Incentives Conceptual Framework (FIs)

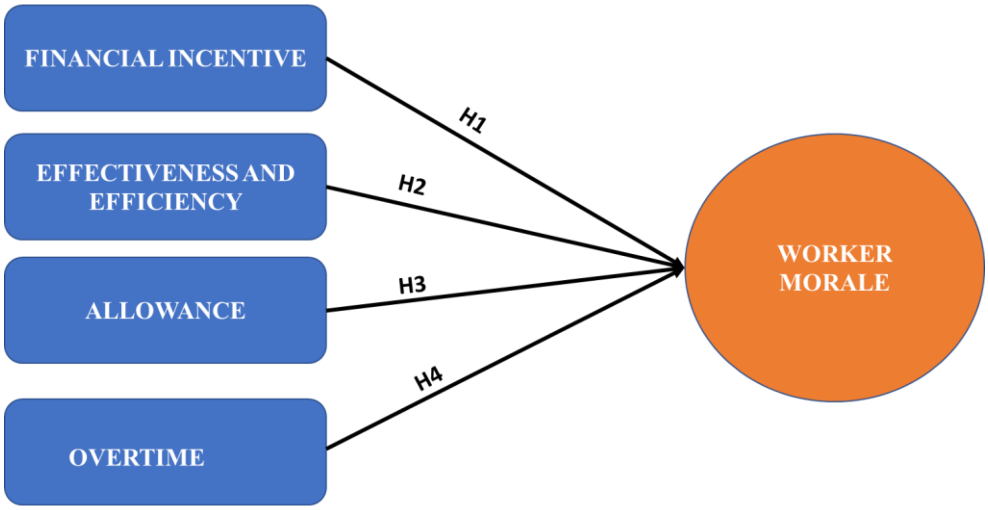
<u>Hypothesis Development:</u>

H1: Financial Incentives has a positive effect on Workers Morale

H2: effectiveness and efficiency have an effect on the worker morale

H3: Allowance has a positive effect on worker morale

H4: Overtime has an effect on work morale.



Source: The researcher created this from a literature review in 2022.

The researcher will attempt to investigate the shortcomings of Toyota Motor Manufacturing Inc., Cambridge, Ontario, Canada, in providing financial incentives to employees as a motivator for their success. As a result, the gap between finding accurate statistics through employee questionnaires and the methodologies utilized in identifying the best workers has been filled.

Financial Incentives (FIs) is a study's independent variable. As a result, it must be delivered to employees in order to impact performance in the organizations where the researcher has chosen to conduct the research.

As a consequence of an individual employee's greatest performance, the variable contains aspects such as overtime, allowances, and occasional pay cash. The study's dependent variable is employee morale (EM). As a result, it is heavily reliant on the driving force of financial incentives, which, when properly offered to employees, leads to improved workers output in the organizations in which the researcher has chosen to conduct the study. The variable has been changed. Long work hours, positive job assignment replies, and staff effectiveness and efficiency are all variables. Increased job performance, productivity, the corporation's effectiveness and efficiency, and the corporation's profit are all instances of integrated and measurable benefits that connect the independent and dependent variables. The independent factors operate as a motivator for the dependent variables, resulting in improved business results.

Financial incentives have a tremendous influence on the job performance of any corporation's workers, as seen by the above overview of what many authors have said about employees and financial incentives. As a result, the researcher must explore how financial incentives are used to carry out operations at Toyota Motor Manufacturing Inc. in Cambridge, Ontario, Canada.

when it comes to attaining high profit margins for enterprises

Summary

According to various literatures, A monetary reward provided to promote behavior or actions that would not otherwise occur is characterized as a financial incentive. The significant findings suggests that a monetary incentive stimulates acts that would not occur otherwise."

Conclusion

In conclusion, financial incentives in every form plays a vital role in motivating a worker/employee. Financial incentive and Worker's morale are inter-related and a very important tool in the hands of an organization/employer that wishes to actualize its company's mission and vision and also maximize the full potential of its work force.

CHAPTER III

METHODOLOGY

Research Paradigm

The study is conducted using a variety of strategies and approaches, which are referred to as research methodology. The research methods and techniques aid the researcher in achieving the study's goals. Understanding the nature of the study and generalizing it as qualitative or quantitative is one of the most significant aspects of a research study (Kothari, 2004). Because of the nature of the corporations under which the study has been done and the type of information that has been retrieved, appraised, and described by the researcher, the study is qualitative research, as stated in chapter one.

Barnes (2002) distinguishes between two research paradigms: positivist and phenomenological. The positivist asserts that knowledge comes from an observable and quantifiable source. Phenomenology favors a qualitative approach to data collection and interpretation, relying on processes that build meaning from the participants' perspective (Stiles, 2003). The researcher made certain that the information acquired from the employees was first delivered and reflected the study's title, as described in chapter one. Furthermore, has guaranteed that the data supports the study's qualitative or descriptive nature.

Research Methodology

Qualitative research is concerned with qualitative phenomena, or those that involve or incorporate quality or kind. We usually refer to motivation research, which is a type of qualitative study, when investigating the causes of human behavior influenced by financial incentives (why people think or do not think certain things, for example) (Kothari, 2004).

Because of the tiny number of respondents, the researcher employed quantitative research methodology. Qualitative research, on the other hand, is essential for delving further into more practical themes and is highly regarded by many scientists. Qualitative research is more accurate and necessary for addressing problems in any organization since quantitative research cannot provide the researcher with a complete picture of what is needed in the study (Kothari, C.R 2004:5). The researcher was able to get a thorough grasp of the employees' expertise, attitudes, and desires in the firm by distributing questionnaires.

Area of Study

The entire collection of certain population components relevant to the research project was the targeted population (Kothari, 2004). The study has been regarded as a single research approach and has been dedicated to Toyota Motor Manufacturing Inc, Cambridge, Ontario, Canada.

The Study's Population

The interviewees were drawn from the Toyota Motor Manufacturing Inc. personnel in Cambridge, Ontario. The researcher collected data from one hundred (100) people out of a total of one hundred fifty-three (153) employees at Toyota Motor Manufacturing Inc, and used all types of individuals, including counter officers (doers – both seniors and juniors), supporting staff, and top management. The demographic profile is shown in the table below.

Table 1 The Population Profile of Workers in Toyota Motor Manufacturing Inc, Cambridge, Ontario, Canada

TMM Canada		
CAPACITY	MALE	FEMALE
Senior (Management/ Supervisors)	36	15
Junior (Operators/ Doers)	70	32
Sub – total	106	47
Grand Total	**153**	

Source: TMM News (2020)

Techniques for Taking Samples and Sampling

A sample is a portion or subset of a larger population. The goal of sampling is for researchers to be able to estimate some unknown characteristics of a population or organization (Kothari, 2004). The researcher must choose a method for selecting a sample, often known as a sample design. Toyota Motor Manufacturing Inc, Cambridge, Ontario was interviewed for this study in order to get the truth regarding the effects of financial incentives on employee performance.

Sampling at random

According to Kothari (2000), probability sampling can be used in any data collection method, and every element in the population has a known non-zero probability of selection. Random sampling is one of the most effective strategies to generate unbiased results in a study. Random sampling is the process of selecting participants from a population using unpredictably random methods. In its most basic form, all subjects have an equal probability of being chosen from the community under study. Random number tables, often known as random number generators, are a sampling approach that instructs researchers to select participants at a random interval.

This is true because each member of Staff has an equal probability of figuring out the information the researcher needs. Kothari's (2000) statement had aided the researcher in making a decision on how to gather samples for the study. Random sampling is also significantly faster and frequently less expensive, making it a much more efficient method of obtaining data. Furthermore, random sampling regularly produces reliable data, making it simple for researchers to make conclusions about huge groups of people.

When surveying a huge population, it may not be practical to survey everyone, as this would take a long time and be very expensive (Kothari, 2004). In this scenario, random sampling was proportionate to the population size, and the findings of surveying the samples were used to estimate how the population as a whole could have responded and to draw inferences about the larger group.

Data Collection

According to Kothari (2004), the survey data method of data collection has been required for the descriptive study. A survey is a type of research in which data is collected from a group of people via a questionnaire. Questionnaires were utilized to elicit responses from the individuals in this investigation. Closed-ended and open-ended questions were included in the questionnaires.

The information gathered is divided into two categories: primary and secondary. Primary data is information gathered from a primary source, whereas secondary data is gathered from secondary sources such as books and other non-primary sources (Kothari, 2004). Because all information was gathered directly from the personnel, the researcher was able to obtain primary data for this study. As a result, the data was able to extract the truth about the situation and make it relevant and useful.

Different types of data

Primary information

Primary data are those that are acquired directly from the source and for the first time, and so are the most authentic (Kothari, 2004).

In primary data, the researcher collects information through interviews, focus group interviews, observations, case studies, diaries, and/or questionnaires. The main aspect is that the data gathered is new, unique, and only pertains to the research project that the researcher is working on until it is released. The researcher concentrated on primary data for this study.

Secondary Information

Secondary data is sometimes gathered from libraries where previous academics have collected data without having direct access to it. Secondary data was used in some cases to gain opinions from other researchers, particularly those who worked on the same project (Kothari, 2004). Secondary data is information that has already been gathered by other researchers for a variety of goals or uses. Secondary data is usually in the form of written papers that are used as references. Publications, diaries, journals, researches, surveys, newspapers, project write-ups, census, and other records such as company or corporate records are the most common sources of secondary data.

Method of Data Collection

To save the researcher time and money, questionnaires were given to a large number of people. Because their replies are anonymous, people are more honest when responding to questionnaires about difficult matters in particular. They do, however, have disadvantages. The majority of people who receive questionnaires do not complete them, and those who do may not be representative of the sample that was originally chosen (Leedy and Ormrod, 2001).

Questionnaire

Because checklists and rating scales are frequently used in questionnaires, the researcher employed them to collect data. These technologies made it easier to understand and measure employees' actions and attitudes. A checklist is a list of qualities, actions, or other entities that the researcher is looking for. The researcher or the survey participant just checks to see if each item on the list is present, true, and/or vice versa. The researcher completed the study using a rating system, which is more useful. The questionnaire was gotten from the research work done by Nziku, D. (2013). *Assessment of financial incentives on employees performance: a case of Tanzania Posts Corporation and National Insurance Corporation Of Tanzania Limited-Mtwara Region* (Doctoral dissertation, The Open University of Tanzania).

Qualitative data collection methods are significant in impact evaluation because they provide information that can be used to better understand the processes that lead to observable results and analyze changes in people's perceptions of their well-being. Additionally, qualitative methods can be used to improve the quality of survey-based quantitative assessments by assisting in the generation of evaluation hypotheses, strengthening survey questionnaire design, and broadening or clarifying quantitative evaluation findings. Data collecting in a qualitative study takes a long period, regardless of the type of data involved. Using field notes, sketches, audiotapes, photographs, and other appropriate tools, the researcher will document any potentially helpful data thoroughly, accurately, and systematically. The data collection procedures followed study ethics guidelines.

Based on a structured interview-guide that differs slightly from a questionnaire. The researcher had produced a list of precise points and specific questions.

Data Interpretation

The application of reasoning to analyze and interpret the obtained data is known as analysis (Kothari, 2004). Data analysis is condensing the collected data to the most manageable level of grouping for subsequent analysis.

Data analysis is the process of arranging and organizing raw data so that usable information may be derived. Understanding what data contain and do not contain is dependent on the process of organizing and thinking about data. People can approach data analysis in a variety of ways, and it is notoriously easy to falsify data during the analysis phase in order to push specific conclusions or agendas. As a result, it's crucial to pay attention when data analysis is provided and to critically evaluate the facts and conclusions reached.

Raw data can include measurements, survey responses, and observations, among other things. This data can be quite useful in its raw form, but it can also be overwhelming. During the data analysis process, the raw data was organized in a form that was helpful. Survey data, for example, might be tallied so that users can see at a glance how many individuals responded to the survey and how they reacted to certain questions.

The researcher will employ charts, graphs, and textual write-ups of data as modes of data analysis. These techniques are intended to refine and distill data so that readers can harvest useful information without having to sort through it all on their own. Data summarization, as well as data presentation in a clear and accessible manner, are frequently required to support arguments made with that data. The raw data might also be given as an appendix, allowing users to dig up specifics for themselves.

People should examine summarized data and conclusions critically when they come upon them. It's crucial to inquire about the source of the data, as well as the sampling method and sample size utilized to obtain it. If the data source appears to have a conflict of interest with the type of data being collected, the results may be questioned (Kothari, 2004). Data collected from a tiny sample or a sample that is not genuinely random may also be of dubious utility. In the beginning of the analysis, reputable researchers always include information about the data collection procedures utilized, the source of funding, and the point of data collection so that readers can think about this information while reviewing the study.

The researcher had to group the raw data and turn it into an useable category in this case. Statistical computation processes were sometimes required to verify the relationship or discrepancies between the variables. The incidents were examined for this study using Herzberg's M-H Theory, which focuses on the human pleasure as a result of financial incentives.

Data Validity

According to Kothari (2004), data validity refers to the accuracy and reasonableness of the information collected from the source. With the rationale that was gathered from the original source, the researcher was able to obtain reliable data. The primary data was adjusted and made useful for the study's completion.

Data Reliability

There are several types of reliability, each of which has an impact on the instrument's overall reliability and, as a result, the data collected. Validity necessitates the presence of reliability. It is conceivable to have a valid but unreliable measure; nonetheless, a valid measure must also be trustworthy (Kothari 2004).

When evaluating the variables, the researcher evaluated the degree to which employees agreed by filling out questionnaires that contained the same phenomenon. The researcher compared results from an initial test with results from subsequent tests, assuming that if the instrument is dependable, there has been close agreement between tests if the variables being assessed do not change. Individual items in an instrument assessing a single construct will produce strongly correlated results, indicating that the items are homogeneous.

Table 2: The Cronbach's Alpha for Research Variables

Variable Name	**Items**	**Cronbach's alpha**
Financial Incentives	4	0.761
effectiveness and efficiency	3	0.735
Allowance	3	0.770
Overtime	3	0.750
Workers Morale	4	0.752
Total	**17**	**0.793**

CHAPTER IV

FINDINGS AND DISCUSSION

Introduction

This section is chiefly concerned with the interpretation of data. Analysis of data and pertinent information collected for this research has been grouped as follows:

Demographic Characteristics of the Respondents

This section concentrates on the information relating to the demographic (personal) characteristics of individual respondents as answered in Section A of the questionnaires.

Table 3 Respondents' gender

		Frequency	Percent
Valid	Male	68	68.0
	Female	32	32.0
	Total	100	100.0

Source: The author's calculations

Table 3 above indicates that out of the 100 respondents, the males are 68 (representing 68.0%), while the females are 32 (representing 32.0%). The analysis presented above shows that majority of the sampled respondents are males as it has the highest frequency score.

Table 4 Distribution of respondents by their marital status

		Frequency	Percent
Valid	Single	47	47.0
	Married	42	42.0
	Divorced	8	8.0
	Widowed	3	3.0

	Total	100	100

Source: The author's calculations

Table 4 above indicate that out of the 100 respondents, 47 (representing 47.0%) are singles, 42 (representing 42.0%) are married, while 8 (representing 8%) are divorced and 3 (representing 3.0%) are widowed. The analysis indicates that majority of the respondents are single as it has the highest frequency and percentage.

Table 5 Distribution of respondents by their educational qualification

		Frequency	Percent
Valid	PRIMARY SCHOOL(Form four)	1	1.0
	JUNIOR SECONDARY SCHOOL(Form six)	1	1.0
	CERTIFICATE	5	5.0
	DIPLOMA(ND/HND)	6	6.0
	DEGREE (BSC)	32	32.0
	MSC	42	42.0
	PHD	13	13.0
	TOTAL	100	100.0

Source: The author's calculations

Table 5 above showed that out of the 100 respondents, 1 (representing 1.0%) have a maximum of primary organization certification; 1 (representing 1.0%) have a maximum of secondary organization certification; 5 (representing 5.0%) have SSC certificate; 6 (representing 6.0%) have a maximum of ND/HND certification respectively, while 32 (representing 32.0%) have BSc; 42 (representing 42.0%) have MSc degree while 13(representing 13.0%) have PhD Certification.

Table 6 The age distribution of responders

AGE	Frequency	Valid percent
22-34 years	38	38.0%
35-44 years	44	44.0%
45-54 years	13	13.0%
55 yrs and above	5	5.0%
TOTAL	100	100%

Source: The author's calculations

From the above reading, 38 (representing 38.0%) of the respondent falls within the age of 22-34 years; 44 (representing 44.0%) fall within 35 to 44years, 13(representing 13% of the respondent) falls within the ages of 45 to 54 years while 5 (representing 5%) of the respondents are 55 years and above. As a result of the analysis, the bulk of the respondents are between the ages of 35 and 44, which has the largest frequency and percentage.

4.3 Data Analysis On The Impact Of Financial Incentives On Employee Morale

Research Objective One: To investigate how financial incentives impact employee performance at Toyota Motor Manufacturing Inc. in Cambridge, Ontario, Canada.

Table 7 The fundamental goal of working for your company is to earn money to support your daily existence.

		Frequency	**Percent**
Valid	**SA**	61	61.0
	A	26	26.0
	U	8	8.0
	D	4	4.0
	SD	1	1.0
	TOTAL	100	100.0

Source: The authors Calculation

According to table 7, 61.0 percent of respondents strongly agree that the primary goal of working for the firm is to make enough money that will take care of their general life, 26.0 percent agree that the primary goal of working for the firm is to have an income that will finance their general life, and 8.0 percent are undecided. 4 percent disagree, and 1 percent strongly disagree, that earning money to sustain their everyday life is the primary aim of working for the organization. As a result of the analysis, most participant agree that the primary goal of working for the company is to earn money to support their general lifestyle, making financial incentives a major explanatory variable of worker morale and productivity, as it has the highest frequency and percentage of respondents.

Table 8 Employees that do well are given financial incentives as part of the company's motivating efforts.

		Frequency	Percent
Valid	**D**	4	4.0
	U	9	9.0
	A	26	26.0
	SA	61	61.0
	Total	100	100.0

Source: The authors Calculation

Employees that do well are given financial incentives as part of the company's motivating efforts, according to 61.0 percent of respondents in table 8, and 26.0 percent of respondents agree that financial incentives are awarded to employees performing well as motivational strategies practiced by the corporation. 9.0 percent of respondents are undecided about whether financial incentives are given to employees who perform well as part of the corporation's motivational strategies, while 4.0 percent disagree with the assertion that financial incentives are given to employees who perform well as part of the corporation's motivational strategies. Because the majority of people agree with this statement, we may deduce that financial incentives are offered to employees with greater production levels in order to enhance their morale and encourage them to work harder.

Table 9 Employees' recognition is practiced in the corporation.

		Frequency	Percent
Valid	**SD**	1	1.0
	D	6	6.0
	U	8	8.0
	A	36	36.0
	SA	49	49.0
	TOTAL	100	100.0

Source: Author's computation

In table 9 above, 49.0% of the respondents strongly agree that Employees' recognition is practiced in the corporation, 36.0% of the respondents agree that employees' recognition is practiced in the corporation, 8.0% of the respondents remain undecided if employees' recognition is practiced in the corporation, 6.0% of the respondents disagree to the assertion that Employees' recognition is practiced in the corporation.

while 1.0% of the respondent strongly disagree that workers' acknowledgement is practiced in the company.

Table 10 The corporation's financial incentives assist and promote your performance.

		Frequency	Percent
Valid	**D**	1	1.0
	SD	3	3.0
	U	4	4.0
	A	37	37.0
	SA	55	55.0
	TOTAL	100	100.0

Source: The Authors Calculation

Table 10 reveals that 55.0 percent of the population strongly agree that the company's financial incentives support and promote their productivity, 37.0 percent agree, 10.0 percent are unsure, and 3.0 percent are uncertain. The statement is strongly opposed by 1% of the population.

Table 11 The company's training serves as an extra motivation for employees.

		Frequency	Percent
Valid	**D**	3	3.0
	U	8	8.0
	A	33	33.0
	SA	56	56.0
	TOTAL	100	100.0

Source: Author's computation

According to table 11, 56.0 percent of respondents strongly agree that the corporation's increased training practices are an additional motivator for employees, 33.0 percent agree, 8.0 percent are undecided, and 3.0 percent are unsure if the corporation's increased training practices are an additional motivator for the employees.

Table 12 Which of the following types of financial incentives is most commonly utilized in business?

		Frequency	Percent
Valid	The best performers are rewarded financially.	82	82.0
	Employees are given money in the form of capital investments.	7	7.0
	Lunch is provided on a regular basis.	5	5.0
	Employees are given money at the conclusion of the week.	6	6.0
	Total	100	100.0

Source: Author's Calculation

According to table 12, 82.0 percent of respondents strongly agree that monetary rewards and bonuses are always given to top performers to motivate them to do better in their jobs, 7.0 percent of respondents agree that cash is given to workers in the form of capital investment, 5.0 percent of respondents say lunch is provided on a regular basis, and 6.0 percent of respondents say money is given to employees on weekends.

Table 13 Which of the following ways has the company devised to give financial incentives to its employees?

		Frequency	Percent
Valid	Money is provided to the employees that attained the corporation's planned targets	85	85.0
	provision of free lunch	8	8.0
	Providing an envelope with cash on a regular basis	3	3.0
	Organizing a reception to commemorate the accomplishments	4	4.0
	Total	100	100.0

Source: Author's calculation

According to table 13, 85.0 percent of respondents believe that money is given to employees who meet the corporation's planned targets, 8.0 percent believe that free lunch is provided as an incentive to employees, 3.0 percent believe that a cash envelope is given to employees on a regular basis as a financial incentive, and 4.0 percent believe that a party is usually given to employees as a financial incentive.

Table 14 Do the financial incentives in the company boost your success and effectiveness?

		Frequency	Percent
Valid	**No**	3	3.0
	Yes	97	97.0
	Total	100	100.0

Source: The Authors calculation

This Table 14 shows that 3.0% of participant disagree that financial incentives increase corporate performance and effectiveness, whereas 97.0 percent strongly agree.

Table 15 Do you feel your company will assist you in achieving your professional objectives?

		Frequency	Percent
Valid	**No**	14	14.0
	Yes	86	86.0
	Total	100	100.0

Source: Author's computation

According to table 15, 14.0 percent of respondents do not feel the corporation will assist them in achieving their career objectives, whereas 86.0 percent believe the firm will assist them in achieving their career goals.

Table 16 Have there been any recent changes in the company as a consequence of financial incentives?

		Frequency	Percent
Valid	**No**	20	20.0
	Yes	80	80.0
	Total	100	100.0

Source: The Authors Calculation

Table 16 shows that 20.0 percent of respondents do not believe any recent changes in the business were caused by financial incentives, whereas 80.0 percent certainly believe they were caused by financial incentives.

Table 17 Descriptive statistics

Descriptive Statistics					
	N	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
The fundamental goal of working for your company is to earn money to support your daily existence.	100	1	5	4.42	.878
Employees that do well are given financial incentives as part of the company's motivating efforts.	100	2	5	4.44	.820
Employees recognition is practiced in the corporation.	100	1	5	4.26	.917
The corporation's financial incentives assist and promote your performance.	100	1	5	4.42	.794
The company's training serves as an extra motivation for employees.	100	2	5	4.42	.768

Which of the following forms of financial incentives are frequently used in businesses?	100	1	4	1.35	.833
Which of the following ways has the company devised to give financial incentives to its employees?	100	1	4	1.26	.705
Do the financial inducement in the Corporation boost your success and effectiveness?	100	0	1	.97	.171
Do you feel your company will assist you in achieving your professional objectives?	100	0	1	.86	.349
Have there been any changes being made in the company as a consequence of financial incentives?	100	0	1	.80	.402
Valid N (listwise)	100				

Source: Author's computation using SPSS V16

Correlation Analysis

The study's hypothesis focused on establishing a link between FI and WM. The use of two-tailed Pearson analysis was investigated between these association factors. Correlation coefficients were calculated as a consequence, indicating the strength and direction of the linear link. Their p-value indicated how likely this link was to be significant. According to MacEachron (1982), a coefficient of correlation represents statistically the direction and magnitude of the correlation between two factors. The correlation coefficients vary from +1.0 to -1.0.

The coefficient sign shows whether the relation is negative or positive. The magnitude relation of the numerical component is described by the coefficient. The link is stronger if the number is higher. A correlation value of 0 indicates no correlation or relationship among variables, a frail correlation between variables is suggests when the outcome is 0.1 to 0.3, a moderate correlation is shown when the result is 0.4 to 0.7, a finding of 0.7 and 0.9 means that there is a strong correlation between variables, the perfect correlation is indicated when the result is 1, according to Dancey and Reidy (2004). A result, this study aids in determining the direction, significance, and existence of bivariate correlations among the variables investigated. The size and directions of the correlation coefficient are shown in the table below.

Table 18: Correlation in between Research Variables

	FI	**EE**	**OT**	**AL**	**WM**
FI	1				
EE	.589**	1			
OT	.438**	.449**	1		
AL	.331**	.452**	.416**	1	
WM	.383**	.442**	.336**	.576**	1
**.Correlation is significant at 0.01 level (2-tailed)					

Hypothesis Testing

To evaluate the research hypotheses, the researchers employed linear regression with SPSS v26, which is software designed to assist researchers in testing the associations when there is a mediator or moderator between variables (Hayes, 2018). There are four key hypotheses in this study:

H1: Financial Incentives has a positive effect on Workers Morale

H2: effectiveness and efficiency has an effect on the worker morale

H3: Allowance has a positive effect on worker morale

H4: Overtime has an effect on work morale.

The Relationship between Financial Incentives and Workers Morale.

Hypothesis H1 asserts that FI has a beneficial impact on WM. Table 19 shows that now the route estimations between FI and WM were substantial (F (1,98) = 53,889, p 0.05, R2= 0.146) based on linear regression analysis. According to the model coefficient (T (98) =7.341, β = 0.383, p 0.05), FI were likewise significantly positive to WM (T (98) =7.341, p 0.05, β = 0.383). If zero falls between the upper and the lower boundaries of the 95 percent interval confidence the hypothesis is rejected. The hypothesis is accepted it falls outside the interval. Table 19 shows that zero does not fall in between 95 % of confidence interval's bottom and upper bounds (LLCI= 0.346, ULCI= 0.600), showing that the effect of FI on WM is not zero. As a result, hypothesis H1 is now considered valid.

Table 19 Regression Analysis of FI and WM

Model Summary

Model	R	R Square	Change Statistics				
			R Square Change	F Change	df1	df2	Sig. F Change
1	0.383[a]	0.146	0.146	53.889	1	98	.000

a. Predictors: (Constant), FI

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.366	1	20.366	53.889	.000[b]
	Residual	118.666	98	0.378		
	Total	139.032	99			

a. Dependent Variable: WM								
b. Predictors: (Constant), FI								
Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.812	0.224		8.081	.000	1.371	2.254
	FI	0.473	0.064	0.383	7.341	.000	0.346	0.600
a. Dependent Variable: WM								

The Relationship Between effectiveness and efficiency and Workers Morale.

EE has a favorable effect on WM according to Hypothesis 2. Table 20 shows that the route estimations between EE and WM were significant (F (1,98) = 76.361, p 0.05, R2= 0.196) based on the linear regression analysis. EE were also significant and statistical to WM (T (98) =8.378, p 0.05, β= 0.442). According to the model coefficient (T (98) =7.341, β = 0.442, p 0.05). The hypothesis is rejected if the confidence interval is 95 % and if zero falls between the high- and low borders of the confidence interval. The hypothesis is accepted when zero falls outside of the interval. Table 20 demonstrates that zero does not lie within the bottom and upper boundaries of the 95 percent confidence interval (LLCI= 0.357, ULCI= 0.564), indicating that the influence of EE on WM is not zero. As a result, hypothesis H2 is now considered to be true.

Table 20 Regression Analysis of EE and WM

Model Summary							
Model	R	R Square	Change Statistics				
			R Square Change	F Change	df1	df2	Sig. F Change
1	0.442[a]	0.196	0.196	76.361	1	98	.000
a. Predictors: (Constant), EE							

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.197	1	27.197	76.361	.000[b]
	Residual	111.835	99	0.356		
	Total	139.032	98			
a. Dependent Variable: WM						
b. Predictors: (Constant), EE						

The

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.860	0.184		10.121	.000	1.499	2.222
	EE	0.460	0.053	0.442	8.378	.000	0.357	0.564
a. Dependent Variable: WM								

Relationship Between Allowance and Workers Morale.

Hypothesis 3 asserts that AL has a beneficial impact on WM. Table 21 shows that the route estimations between AL and WM were significant (F (1,98) = 76.361, p 0.05, R2= 0.196) based on the linear regression analysis. According to the model coefficient (T (98) =7.341, β = 0.442, p 0.05), AL were likewise positively valuable to WM (T (98) =8.378, β= 0.442, p 0.05). Table 21 shows that zero does not lie between the 95 percent confidence interval's bottom and upper bounds (LLCI= 0.357, ULCI= 0.564), showing that now the effect of AL on WM is not zero. As a result, hypothesis H3 has been accepted.

Table 21 Regression Analysis of AL and WM

Model Summary							
Model	R	R Square	Change Statistics				
			R Square Change	F Change	df1	df2	Sig. F Change
1	0.336[a]	0.113	0.196	39.844	1	98	.000

a. Predictors: (Constant), AL						
ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.656	1	15.656	39.844	.000[b]
	Residual	123.376	99	0.393		
	Total	139.032	98			
a. Dependent Variable: WM						
b. Predictors: (Constant), AL						

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.330	0.179		13.007	.000	1.978	2.683
	AL	0.305	0.048	0.336	6.312	.000	0.210	0.400
a. Dependent Variable: WM								

The Relationship between Overtime and Workers Morale.

Hypothesis 4 asserts that OV has a beneficial impact on WM. Table 22 shows that the route estimations between OV and WM were significant (F (1,98) = 76.361, p 0.05, R2= 0.196) based on the linear regression analysis. And according to regression coefficient (T (98) =7.341, β = 0.442, p 0.05), OV were likewise significant and positive to WM (T (98) =8.378, β = 0.442, p 0.05). Table 22 shows that zero does not fall between the 95 % confidence interval's bottom and upper bounds (LLCI= 0.357, ULCI= 0.564), showing that the effect of OV on WM. As a result, hypothesis H4 has been accepted.

Table 22 Regression Analysis of OV and WM

Model Summary							
Model	R	R Square	Change Statistics				
			R Square Change	F Change	df1	df2	Sig. F Change

1	0.576a	0.332	0.332	155.290	1	98	.000
a. Predictors: (Constant), OV							

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.000	1	46.000	155.290	.000b
	Residual	92.717	99	0.296		
	Total	138.717	98			

a. Dependent Variable: WM

b. Predictors: (Constant), OV

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.666	0.145		11.461	.000	1.380	1.953
	OV	0.497	0.040	0.576	12.462	.000	0.419	0.564

a. Dependent Variable: WM

Overview of Hypothesis Testing

Table 23 Overview of Hypothesis Testing

	Linkage	R^2	*P*	*β*	*LLCI*	*ULCI*	Hypotheses Acceptance
H1	FI → WM	0.146	0.000	0.383	0.346	0.600	Accepted
H2	EE → WM	0.196	0.000	0.442	0.357	0.564	Accepted
H3	AL → WM	0.113	0.000	0.336	0.1242	0.2633	Accepted
H4	OV → WM	0.332	0.000	0.576	0.419	0.564	Accepted

Research Questions

i. Does Toyota Motor Manufacturing Inc. in Cambridge, Ontario, Canada refuse to offer cash incentives to its employees?
ii. How do financial incentives affect the effectiveness of employees in corporations?
iii. What financial incentives should Toyota Motor Manufacturing Inc, Cambridge, Ontario, Canada, be offered?

From the regression analysis above, each question is captured by the regression models below:
Research Question 1: *Does Toyota Motor Manufacturing Inc. in Cambridge, Ontario, Canada refuse to offer cash incentives to its employees?*

WMOR = 0.833 + 0.161FINC____(1)
From equation (1) above it can be seen that the model has an intercept value of 0.833. The results show that financial incentives have a positive impact on workers morale, such that when financial incentives increase by one unit, workers' morale increases by 0.161 units. It further shows that there is a significant relationship between financial incentives and worker's morale at 0.05 significant level, since the probability value of the independent variable is 0.044 which is below the significant level. Hence, we are to reject the alternative hypothesis and accept the null hypothesis. Thus, we can conclude that Toyota Motor Manufacturing Inc. in Cambridge, Ontario, Canada offers cash incentives to its employees since our variable of interest is statistically significant.

Research Question 2: How do financial incentives affect the effectiveness of employees in corporations?

WMOR = 0.833 + 0.333FINP..., ...(2)

Also, in the regression model above, the regression result shows that increased employees' pay has a positive impact on organizational goal. The table reveals that one unit increase in employees' pay through financial incentives would increase organizational goal by 0.333units in boosting employee morale and worker's effectiveness. The findings further show that there is no significant relationship between increased employees' pay via financial incentives and organizational goal or worker's effectiveness at 0.05 significant level, since the probability value of the independent variable is 0.344 which is above the significant level. We are to accept the alternative hypothesis and a reject the null hypothesis that there is no significant relationship between increased employees' pay via financial incentives and organizational goal and workers' effectiveness. ***Thus we can conclude that that financial incentives do not significantly influence employees effectiveness in this company.***

Research Question 3: *What financial incentives should Toyota Motor Manufacturing Inc, Cambridge, Ontario, Canada, be offered?*

WMOR = 0.833-0.075MFIN........, ...,.,.........., ...(3)

From equation(3) above there's a negative relationship between MFIN and workers morale but it's not statistically significant, there's a significant positive relationship between training practiced by the corporation and and worker's morale. Moreover there's a significant positive relationship between Training practiced by the corporation and employee morale. Finally Employees recognition practiced in the corporation has significant positive impact on workers morale. Thus the company should not channel much resources other incentive methods.

From table 16 above it can be seen that the model has an intercept value of 0.833. The results show that financial incentives have a positive impact on workers morale, such that when financial incentives increase by one unit, workers' morale increases by 0.161 units. It further shows that there is a significant relationship between financial incentives and worker's morale at 0.05 significant level, since the probability value of the independent variable is 0.044 which is below the significant level. Hence, we are to reject the alternative hypothesis and accept the null hypothesis. We accept that there is a no significant relationship between financial incentives and worker's morale.

Model Specification

WMOR = F(FINC, ΔCORP, MFIN, EMPR, TAME)

Where;

Dependent Variable (WMOR), worker morale is proxied with financial incentives practiced by the corporation facilitate and encourage workers' performance or morale

Independent Variables:

Financial incentives (FINC), Is proxied with financial incentives are awarded to the employees performing well as motivational strategies practiced by the corporation.

FINPE- Do the financial incentives encourage your performance and effectiveness in the Corporation?

ΔCORP- Are there any recent changes in the corporation resulted from provision of financial incentives?

MFIN- which of the following are the methods developed come by the corporation to provide financial incentives to the employees?

TAME- Training practiced by the corporation is an additional motivator to the employees.

EMPR- Employees recognition is practiced in the corporation

WMOR = 0.833 + 0.161FINC + 0.333FINPE - 0.372ΔCORP -0.075MFIN + 0.4TAME + 0.275 EMPR

INTERPRETATION

From table 16 above it can be seen that the model has an intercept value of 0.833. The results show that financial incentives have a positive impact on workers morale, such that when financial incentives increase by one unit, workers' morale increases by 0.161 units. It further shows that there is a significant relationship between financial incentives and worker's morale at 0.05 significant level, since the probability value of the independent variable is 0.044 which is below the significant level. Hence, we are to reject the alternative hypothesis and accept the null hypothesis. We accept that there is a no significant relationship between financial incentives and worker's morale.

Also, in table 16 above, the regression result shows that increased employees' pay has a positive impact on organizational goal. The table reveals that on one unit increase in that increased employees' pay through financial incentives would increase organizational goal by 0.333units in boosting employee morale and worker's effectiveness. The findings further show that there is no significant relationship between increased employees' pay via financial incentives and organizational goal or worker's effectiveness at 0.05 significant level, since the probability value of the independent variable is 0.344 which is above the significant level. We are to accept the alternative hypothesis and a reject the null hypothesis that there is no significant relationship between increased employees' pay via financial incentives and organizational goal and workers' effectiveness.

Also, the model above result shows that there is a negative relationship between changes prompted by financial incentives and worker's morale. In other words, one unit increase in this change would decrease worker's morale by 0.372 units. The findings further show that there is a significant relationship between the change and employees morale at 0.05 significant level, since the probability value of the independent variable is 0.015 which is below the significant level. We are to accept the null hypothesis and reject the alternative hypothesis that there is a significant relationship between changes in organization and workers morale. Furthermore, there's a negative relationship between MFIN and workers morale but it's not statistically significant, there's a significant positive relationship between training practiced by the corporation and worker's morale. Moreover, there's a significant positive relationship between Training practiced by the corporation and employee morale.

Finally Employees recognition practiced in the corporation has significant positive impact on workers morale.

DISCUSSION OF FINDINGS

In determining the relationship between financial incentives and worker's morale it was observed that majority of the respondents agree that financial incentives boosts employee's morale and better position employees to be more productive thereby achieving organizational goals faster and smarter, 55% of the respondents strongly agree that Financial incentives practiced by the corporation facilitate and encourage workers' performance or morale, 37.0% of the respondents agree that financial incentives will bring about efficiency and effectiveness in work performance and organizational goal achievement. In regression table 16 above the null hypothesis was rejected and the alternative hypothesis was accepted that there is a significant positive relationship between financial incentives and employee's morale and organizational goal. This finding is in cognizance with the finding of Susan & Heathfield (2008), that the right training, development and incentives at the right time provides huge pay-offs for the employer in better productivity and contributions.

In ascertaining the relationship between increased employees' pay via financial incentives and organizational goal via various motivation strategies, 56% of the respondents strongly agree that an increase in employees' pay via financial incentives will contribute more to the success of your organizational goal achievement, 33% of the respondent agree that an increase in employees' incentives will contribute more to the success of your organizational goal achievement, only 8% of the respondents disagreed that the frequency of pay incentives does not correlate with effectiveness and worker's morale. The regression analysis concluded by rejecting the alternative hypothesis and accepting the null hypothesis. It accepted that there is a significant positive relationship between increased employees' incentives and worker's morale and organizational goal. Thus This finding is consistent with the findings of Campell (2007), that humans are naturally inclined to perform better when they perceive that they will get sufficient payment or returns from their efforts. Waren (1994), also contrasted that Frederick Taylor and scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. The study results showed that there is a positive relationship between increased employees' pay/incentives and workers morale/organizational goal achievement.

In evaluating the relationship between Competent employee recruitment and organizational goals, the study indicates that majority of the respondents with 97% of the respondents strongly agree that financial incentives improve their Competence and effectuate organizational goals in the shortest time possible, majority of the respondents strongly agreed that regular giving of financial incentives can improve rapid goal achievement. In the regression table 16 above, the alternative hypothesis was rejected and the null hypothesis was accepted that there is a positive and insignificant relationship between employee effectiveness/performance and workers Morales/organizational goals. The finding is in contrast with the work of Savaneviciene et al.(2008), which that the performance of an employee as well as the company's performance and success depend on the competence of employees. Their study results showed that there is a positive relationship between Competent employee training/recruitment and organizational goals. Chartered Institute of Personnel and Development, CIPD (2009): Recruitment and talent management, also contrasted emphasized that having the right people, in the right place, at the right time, is critical to organizational performance.

CHAPTER V

DISCUSSION

When examining the relationship between financial incentives and employee morale, it was discovered that the majority of respondents agreed that financial incentives increase employee morale and better position employees to be more productive, thereby achieving organizational goals faster and more efficiently. 55% of respondents strongly believe that financial incentives help and encourage employees' performance or morale, and 37% agree that financial incentives will result in increased efficiency and effectiveness in work performance and corporate goal achievement. In this study, the null hypothesis was rejected, whereas the alternative hypothesis was supported in regression table 16 above, indicating there exists a major positive association between financial incentives and worker morale and organizational goals. This finding is consistent with Susan & Heathfield's (2008) finding that providing the correct training, development, and incentives at the right time results in significant payoffs for the employer in terms of increased productivity and contributions.

When examining the relationship between increased employee compensation via financial incentives and organizational goal achievement via various motivation strategies, 56 percent of respondents strongly agree that increasing employee compensation via financial incentives will contribute more to the success of your organizational goal achievement, while 33% agree that increasing employee incentives will contribute more to the success of your organizational goal achievement. The regression analysis concluded with the alternative hypothesis being rejected and the null hypothesis being accepted. It recognized the existence of a considerable beneficial association between enhanced employee incentives and employee morale and organizational goals. Thus, this research supports Campell's (2007) findings that individuals are naturally motivated to work more when they feel they has been adequately compensated or rewarded for their efforts. Frederick Taylor and his scientific management companions, according to Waren (1994), saw money as the major drive for industrial workers to raise their production. The study's findings indicate that there is a favorable correlation between increased employee pay/incentives and worker morale/achievement of organizational goals.

When evaluating the relationship between competent employee recruitment and organizational goals, the study found that most people who responded (97 percent) strongly agree that financial incentives help employees improve their competencies and accomplish organizational goals in the shortest amount of time possible. Additionally, the majority of respondents strongly agreed that regular financial incentives can help employees achieve organizational goals more quickly. In the regression table 16 above, the alternative hypothesis was rejected and the null hypothesis was accepted, showing that there is a positive but negligible relationship between employee effectiveness/performance and employee morale/organizational objectives. The finding contrasts with the findings of Savaneviciene et al. (2008), who concluded that employee performance, as well as the performance and success of the business, are contingent on employee competence. Their findings indicated a positive correlation between competent personnel training/recruitment and corporate objectives. Chartered Institute of Personnel and Development, CIPD (2009): Recruitment and talent management, which were also contrasted, underlined the vital importance of having the appropriate people in the right location at the right time for organizational performance.

CHAPTER VI

CONCLUSION AND RECOMMENDATIONS

Conclusion

For the purposes of this study, the notion of financial incentives has been thoroughly investigated, as well as its measurement and impact on organizational performance. The study's findings and interpretation of data are beneficial to Toyota Motor Manufacturing Inc., Cambridge, Ontario, Canada. The respondents to the survey identified the restraints that prevent organizations from performing optimally and offered feasible methods that management should implement in order to enhance productivity, efficiency, and effectiveness. Thus, the staff's compensation and general benefits has been increased.

Financial incentives appear to be prohibitively expensive in the short run of operations, but the growth in returns from operations will offset all expenditures, ensuring that the worth of financial incentives remains hot and desirable in both the short and long term.

Businesses' managements should apply the conclusions of this dissertation and those of Daly et al. (2003), titled "exploring the effectiveness of monetary rewards to employees," which intended to quantify the effectiveness and efficiency of financial incentive implementation in corporations. In turn, Welch and Jackson (2007) published a paper titled "Rethinking Organizational Development: A Stakeholder Approach," in which they concluded positively that when the management of a corporation or any organization is fully engaged in providing financial incentives or any other form of motivation to their employees, individual performance has been higher and the outcomes has been measurable for the corporation's benefit.

Prior to chapter four, where the analysis was thoroughly examined, the management of corporations are supposed to adopt strategies such as providing money to employees who meet the corporation's goals, providing free lunch, hosting parties to celebrate successes, and providing envelopes with cash on a periodic basis, as mentioned by respondents; because these are the only factors that motivate employees to take ownership of the corporations.

With regards to the empirical studies in this dissertation, the research advises the management Toyota Motor Manufacturing Inc., Cambridge, Ontario, Canada to implement financial incentives or other forms of motivation, as these will boost the corporation's performance and overall productivity in the long and short run.

Recommendations

In light of the findings of this study, the researcher makes the following recommendations to Toyota Motor Manufacturing Inc., Cambridge, Ontario, Canada in order to ensure their continued viability in the country.

The Toyota Company should continue motivating corporate employees to improve their performance, which will result in the companies doing significantly better. The management of organizations should utilize this dissertation as part of their decision-making process regarding strategic motivation issues to be developed in their treatment of personnel affairs. Additionally, the researcher recommends that corporate executives take note of the researcher's statements in reference to Daly et al. (2003)'s views concerning the usefulness and efficiency of financial incentives when they are injected into organizations.

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APPENDICES

QUESTIONNAIRE

PART I

My Declaration;

Any information you have provided for the purpose of this research will be treated confidentially and will not be attributed to any particular business or individuals.

Questions;

1. Write the correct letter which contains the correct phrase of your choice in the box provided in front of each question;

a) Sex; (a). Male (b). Female

[…….]

b) Age: (a) 25 – 34. (b) 35 – 44. (c) 45 – 55. (d) 56 and or above.

[……..]

c) Marital status: (a) married. (b) Single (c) Divorced (d) Widow.

[..……]

d) Levels of education: (a). Standard VII (b) Form Four (c) Form Six (d)

Certificate (e) Diploma (f) Degree (g) Masters/Post Graduate (h) PhD. [……..]

Part II

Below you are provided with table containing list of statements. Put tick (V) in the appropriate box labeled with numbers 1, 2, 3, and 4; and they are defined as following;

Strongly Agree

Agree

Neutral

Disagree

#	Items	Strongly disagree 1	Disagree 2	Neither agree/ nor disagree 3	Agree 4	Strongly agree 5
1.	The primary aim of being employed by your firm is to have an income that will finance your general life.					
2.	Financial incentives are awarded to the employees performing well as motivational strategies practiced by the corporation.					
3.	Employees' recognition is practiced in the corporation.					
4.	Financial incentives practiced by the corporation facilitate and encourage your performance.					
5.	Training practiced by the corporation is an additional motivator to the employees.					

PART III

You are given multiple response statements here below itemized ***"a"*** to ***"d"*** circle those which apply to the corporation.

1. Which of the following types of financial incentives are commonly practiced in the corporation? a. Money is provided to the best performers.

b. Money is provided to the employees during the week end

c. Periodical provision of free lunch.

d. Money is provided to the employees in the form of capital assets.

2. which of the following are the methods developed by the corporation to provide financial incentives to the employees? a. Money is provided to the employee attained the targets as corporation's plan.

b. Provision of free lunch.

c. Creating party to celebrate for the successes.

d. Periodical provision of envelope with cash.

Part IV

Write the correct letter which contains the correct phrase of your choice in the box provided in front of each question;

Questions;

1. Do the financial incentives encourage your performance and effectiveness in the Corporation? (a) Yes (b) No

[……..]

2. Do you believe that your firm will help you to attain your

career goals? (a) Yes (b) No

[……..]

3. Are there any recent changes in the corporation resulted from provision of financial incentives? (a) Yes (b) No

[……..]

Part IV

Fill in the blanks to the provided questions below.

1. How do you get financial incentives from your firm? a. ………………………………..

b. ………………………………..

c. ………………………………..

d. ………………………………..

2. What are the weaknesses of the Management over the whole practice of financial incentives at your firm? a. ………………………………..

b. ………………………………...

c. …………………………………

d. …………………………………

3. According to your vision, what are the possible obstacles making employees not to perform the best? a. …………………………………

b. …………………………………

c. ………………………………..

d. ………………………………..

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BİLİMSEL ARAŞTIRMALAR ETİK KURULU

09.08.2022

Dear Nnamdi Kingsley Arinze

Your application titled **"Relationship Of Financial Incentives To Worker Morale**" with the application number NEU/SS/2022/1345 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee

Direnc Kanol

Note: If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.