UNIVERSITY OF CAPE COAST

INCENTIVES AND EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR: EVIDENCE FROM THE VOLTA RIVER AUTHORITY, GHANA

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BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature………………………………. Date…………………

Name: Isaac Nana Okan Ababio Nimo

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature……………………………… Date…………………

Name: Mr. Isaac Tetteh Kwao

ABSTRACT

Incentives are considered to be one of the most important tools used by organisational managers to increase the level of motivation of employees to ensure improved performance. In view of this, the study was carried out to investigate the influence of incentives on employee performance at the Volta River Authority of Ghana. Using a positivism paradigm, the study embraced an explanatory research design while the research approach used was quantitative. A simple random sampling technique was used to sample 152 out of 250 staff of the Volta River Authority. Quantitative data was collected using a structured questionnaire. With the help of the IBM Statistical Package for Social Sciences (SPSS) version 22.0 software programme, the quantitative data was processed, analysed, and interpreted accordingly using descriptive statistics (frequencies, percentages, mean, standard deviation) and inferential statistical tool (linear regression). The findings of the study revealed that financial incentives and non-financial incentives were found to be the forms of incentives available to the employees at the Volta River Authority of Ghana. The findings of the study also showed that both financial and non-financial incentives have a statistically significant effect on employee performance at the Volta River Authority. The study, therefore, recommended that there should be a constant upward review of both financial and non-financial incentives by the management of the Volta River Authority to positively influence and enhance employee performance.

KEY WORDS

Employee performance

Financial incentives

Incentives

Non-financial incentives

Organisation

Public sector

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DEDICATION

In loving memory of my parents

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LIST OF ACRONYMS

ANOVA	Analysis of Variance
CSR	Corporate Social Responsibility
EC	Energy Commission
EPC	Enclave Power Company
ECG	Electricity Company of Ghana
GRIDCo	Ghana Grid Company
MoE	Ministry of Energy
MIS	Management Information Systems
NEDC	Nigerian Electricity Distribution Companies
NEDCo	Northern Electricity Distribution Company
NGOs	Non-Governmental Organisations
PURC	Public Utilities Regulatory Commission
SPSS	Statistical Package for Social Sciences
VIF	Variance Inflation Factor
VRA	Volta River Authority
YEDC	Yola Electricity Distribution Company

CHAPTER ONE

INTRODUCTION

The public sector is a major sector that contributes greatly to both the economic and social improvement of a country. A nation can be successful through the effective and efficient utilisation of its available human resources. This however requires the need to offer incentives to employees to allow them to be extra efficient and effective in their various job areas to bring about the desired performance. In this context, the study is aimed to examine the extent of the influence of incentives on the performance of employees in the public sector. The first chapter of this study provides background information, a statement of the problem, the study's goal, research objectives, research questions, delimitations, limitations, definitions of words, and the study's organisation.

Background to the Study

The advent of incentives in economic growth as accounted by Cabrera (2013) traces back to the 1920s when factories started mass-producing modern machines such as automobiles and appliances. These businesses needed a large number of sellers to take care of their customers. Great organisations like General Electric Company and Coca-Cola Company allocated boundaries, set quotas, and started monitoring sellers' performance. In order to remain competitive, they started concentrating on the professionalism of their staff and valuing them with monetary incentives for being a member of the elite club. Incentives and promotions were eventually placed on hold due to a labour supply and demand imbalance, as well as the Great Depression, but only for a short time (Cabrera, 2013).

In the 1940s, businesses moved away from the concept of using incentives to motivate people to do better things in general and instead concentrated on using incentives to motivate particular activities, such as selling a particular unit in a certain period. Business organisations abandoned the massive gift of incentives in the 1920s in favour of a modern structure during which bonuses were paid for three to five years after the achievement of a clear long-term goal. These forms of rewards were intended to motivate workers to concentrate on the company's long-term growth, as opposed to satisfying a cash bonus (Cabrera, 2013).

Salespeople in the 1950s according to Cabrera (2013) desired a luxurious lifestyle with plenty of status symbols. Perks, as they are called today, were introduced during this decade. Companies wanted a non-monetary method of motivating employees due to evolving tax laws. They considered perks to be the ideal solution. The lure of an official company car, membership of the country club, personal secretary, and holiday home enticed salespeople in the 1950s. Stock options became common in the 1990s as a means of attracting and retaining employees. Also, stock options had a built-in reward. The ultimate compensation was linked to the organisation's performance, ensuring the workers worked hard to ensure that the organisation thrived (Cabrera, 2013).

In recent times, many companies have begun to do similar things, such as offering free lunch, and dinner, massage, and yoga, as well as to help provide for the care of a child, and with the help of the employees are juggling work, family and social life, through the provision of services, such as dry cleaning, pick-up, car maintenance, and the provision of unlimited vacation time, to increase workers' desire for freedom, and audacity (Cabrera, 2013).

Incentives are considered as one of the major significant tools that boost employees to give great efforts to work more effectively and efficiently (Hamilton, Nickerson & Owan, 2013). In view of this, in order to achieve their objectives, businesses use incentives to focus on employees' skills and competencies toward greater effectiveness and efficiency at work (Gana & Bababe, 2011). Incentives are one of the key principles in the workplace that must be followed to achieve organisational targets, like increasing employee productivity.

Incentives according to Lawler (2000) are financial or non-financial incentives provided to workers to bring more work into any assignment. Huang, Mattke, Batorsky, Miles, Liu, and Taylor (2016) viewed incentives as any object, desired action, event, or value item that motivates a worker to perform something more of what has been inspired by an employer. Zaman, Hafiza, and Jamsheed (2011) found that a variety of factors influence employee performance. These factors include but are not limited to employee-employer relationships, working conditions, training and growth, remuneration, job satisfaction, organisational commitment, and motivation. Steers and Lee (2017) also indicated that additional payments or bonuses, allowances, education, profit-sharing, experience, working conditions, and environment and commission are important sources of incentives for employees in organisations. Cunningham, Campbell, Kroeker-Hall, Cooper, and Antoniou (2015) found that the way employees are compensated and rewarded has an impact on their ability to perform well.

As noted by Dixit and Bhati (2012), hardworking employees' performance may be negatively affected if suitable and appropriate incentives are withdrawn. This can also reduce productivity in the workforce which reduces the chances of achieving the desired goals of an organisation. However, employers or managers must have a complete awareness of what makes their personnel efficient, successful, and well-motivated for an organisation to attain its broader goals in any competing society (Jackson, Renwick, Jabbour & Muller-Camen, 2011).

Employee performance, on the other hand, is viewed by Campbell (1990) as an employee's actions or what they do for the benefit of the organisation, as measured by operational performance outcomes, turnover, sales volume, profits, declared shareholder dividends, and the quality and quantity of service delivered. Also, employee performance is described by Ojo (2009) as the degree to which a person completes the duties that make up their job. Employee performance according to Armstrong, Flood, Guthrine, Liu, MacCurtain, and Mkamwa (2010) is the results, the task accomplishment, and the outcomes that relate to the organisation's strategic aims and objectives, the customer's satisfaction, and economic contributions of the task. As observed by Khan, Farooq, and Ullah (2010), individual job performance is critical to overall organisational performance. They explained that good individual performance adds to team performance, which has a favourable impact on the organisation's overall productivity. As a result, managers try to increase employee performance as a means of improving the company's overall success. According to Hayati and Caniago (2012), good employee job performance is critical not only for organisational growth and success, but also for the personal development of individuals.

In the public sector, for instance, employees are expected to give high-quality service in order to ensure socio-economic development through improved performance. The contributions of public service employees are important to the improvement and sustainability of a country's economy (Ackah, 2014). Blanchard (2004) affirms that good performance in public service will lead to positive growth in both social and economic development.

In Ghana, public organisations are corporate entities that cannot hide from the concept of incentives, and as such, huge investments have been made by key stakeholders like the government in a bid to motivate public workers to deliver quality services (Adzei & Atinga, 2012). Despite these huge investments in developing these workers, providing infrastructure, medical services, among others, there are still limited incentive packages for most public workers in the country. Public workers in the energy sector frequently face motivational challenges that are created by the work they do, mode of payment, and the organisational system within which they work and as such, they constantly crave improved motivational packages that they struggle to meet. Until public organisation workers are adequately motivated for task fulfillment and goal achievement, the sector will continue to struggle in achieving its core mandate.

Given the importance of remuneration in the energy sector, it is crucial for the energy sector organisations, especially the Volta River Authority (VRA), to offer incentives to their employees to get them motivated. Such benefits are key to motivating employees and developing their love for work, which leads to improved overall performance and productivity. In addition, benefits aid in achieving workplace satisfaction, which improves employee-organisation engagement. It is against this background that the reinforcement theory and expectancy theory are adopted to underpin this study. These motivation theories are considered more appropriate for this study because these theories relate more directly and closely to incentives and employee performance (Agbenyo, 2018).

Statement of the Problem

Business organisations are faced with internal and external challenges in their work environment. As a result, organisations in their quest to maintain efficiency despite the challenges provide benefits to their employees for productive and efficient work. However, several researchers have investigated the topic under consideration. Al-Badi, Tarhini and Al-Kaaf (2017) found that cash benefits have a bigger impact on the motivation of workers. Other researchers stressed that non-financial incentives bring a greater impact on staff motivation and productivity (Bilal, Shah, Kundi, Qureshi & Akhtar, 2014). Also, a global survey done by Ali et al. (2016) found that employees prefer performance-based cash incentives. Public organisations in Ghana of which the Volta River Authority is not an exemption are facing several challenges in motivating their employees which have led to a fall in the output of workers and have affected productivity in the organisations (Kuranchie-Mensah & Amponsah-Tawiah, 2016). The Volta River Authority has attributed the low productivity to inadequate incentive packages for employees (VRA Annual Report, 2018). As a result, more research inquiries are needed to determine the extent of the influence of incentives on employee performance in the VRA.

Some researches have been conducted on the role of staff incentives in public organisations (Delfgaauw & Dur, 2008; Glazer, 2004; Besley & Ghatak, 2003), but most of the researches were mainly conducted in an international context and some were conducted in industrialised countries where social, economic and cultural factors are different (Delfgaauw & Dur, 2008; Alfandi & Alkahsawneh, 2014). Also, there are quite scanty research works on incentives and employee performance in the developing countries (Tumwet, 2013; Hamisu, 2015), and the few researches that have been undertaken in Ghana were mainly focused on the private sector without considering the public sector organisations (Ackah, 2014; Kuranchie-Mensah & Amponsah-Tawiah, 2016). Therefore, this research inquiry seeks to close the gap by looking into the influence of incentives on staff performance in the public sector at the Volta River Authority (VRA) of Ghana to be precise.

Purpose of the Study

The main purpose of this research is to investigate the influence of incentives on employee performance at Ghana's Volta River Authority.

Research Objectives

This study seeks to achieve the following specific objectives:

1. To examine the various forms of incentives available to employees at the Volta River Authority of Ghana.
2. To examine the effect of financial incentives on employee performance at the Volta River Authority of Ghana.

3. To assess the effect of non-financial incentives on employee performance at the Volta River Authority of Ghana.

Research Questions

For the objectives to be achieved, the following questions were asked:

1. What are the various forms of incentives available to employees at the Volta River Authority of Ghana?
2. What is the effect of financial incentives on employee performance at the Volta River Authority of Ghana?
3. What is the effect of non-financial incentives on employee performance at the Volta River Authority of Ghana?

Significance of the Study

The goal of this research inquiry was to add to the growing body of work on subjects related to the role incentives play on staff performance in the public sector. The study serves as a vital reference tool for many people in both academia and non-academic for reference purposes. Also, this research provides in-depth knowledge and insight on the numerous challenges Ghanaian organisations are faced with, specifically the public sector, on incentive issues. Similarly, the study aims to aid policymakers, civil society organisations, non-governmental organisations (NGOs), and community-based institutions in the policy-making and advocacy processes for the benefit of all stakeholders in many sectors.

Delimitations

The inquiry was done within its defined scope of investigating the influence of incentives on staff performance at the VRA. It focused on the staff of the Accra Area office of the Volta River Authority in the Accra metropolis, Ghana. Therefore, other organisations in this area were excluded.

Limitations

An explanatory research design as well as quantitative approach were used for this study. A structured questionnaire was used to gather primary data from the sample size and it was anticipated that some of the respondents may not attend to some of the items genuinely. Also, due to the COVID-19 pandemic, some of the respondents felt reluctant to respond to the questionnaire items for the fear of contracting the virus. Again, some of the respondents found themselves very busy to even respond to the questionnaire items. Despite these limitations, the researcher ensured that due research processes were followed to obtain the results by being ethically considerate.

Definition of Terms

Incentives refer to any object, desired action, event, or value item that motivates a worker to perform something more of what has been inspired by an employer (Huang et al., 2016).

Employee performance refers to the results, the task accomplishment, and the results that relate to the organisation's strategic aims and objectives, the customer's satisfaction, and the economic contributions of the task. (Armstrong et al., 2010).

Organisation of the Study

This inquiry was divided into five sections. In Chapter One, the introduction, the background to the study, statement of the problem, the goal of the research, objectives of the research, research questions, significance of the study, delimitations, limitations, definition of terminologies, and study organisation are all covered. The second chapter was devoted to a review of related literature on incentives and employee performance.

The research design, study area, population, sample and sampling procedure, data collection tool, data gathering processes, data processing and analysis, and a chapter summary are all covered in the third chapter. In chapter four, the researcher looked at the real data analysis and discussion. The fifth and last chapter offered a summary of the findings, conclusions, recommendations, and suggestions for further research.

Chapter Summary

The above chapter has discussed the background information to the study and the statement of the problem. It went ahead to indicate the purpose, objectives as well as the questions that guided the study. It also presented the delimitations, limitations, the definition of variables and terms as well as how the study was organised. The chapter was concluded with a chapter summary.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews the related works that have been conducted on this subject. The purpose of this review is to undertake both theoretical underpinnings, conceptual and empirical reviews of literature that relate to this topic. The review was concluded by looking at the conceptual framework of incentives as a motivation factor on the performance of employees.

Theoretical Review

This sub-section examines theories that have been propounded by academics as well as adopted by researchers in explaining the influence of incentives as a motivation factor on employee performance. Zikmund (2003) defines the term 'theory' as a coherent collection of general propositions, predictions, descriptions, and interpretations of relationships of some phenomena noticed. The intent of every theory is to describe facts that critically explain the cause-and-effect relations of perceptible occurrences (Mugenda & Mugenda, 2003).

Motivation theories like the reinforcement, need, expectancy, goal-setting theories, among other theories have been used to examine and understand incentives and employee performance. However, the ideal theories adopted for this current study are the reinforcement and expectancy theories. The main theory underpinning this study is reinforcement theory while the supporting theory is expectancy theory. These theories are considered apt because these motivation theories relate more directly and closely to incentives and employee performance (Agbenyo, 2018). In organisations, an incentive may be extra rewards or payments, a job promotion, job protection, or other benefits offered to an employee to either recognise or inspire employees to perform better. Additional incentives or rewards inspire workers to achieve greater goals, which is just what these incentive theories strive to achieve.

Reinforcement Theory

The theory of reinforcement is a theory of motivation that was introduced by Skinner (1938). The proponent of this theory argues that outcomes will shape actions. The theory is one of the process theories that describe how individuals are inspired and what they are inspired to do. Basically, there are three elements of a theory of reinforcement, namely stimuli, response or reaction, and outcome. Understanding these components guides organisations to apply the principle to desirable organisational objectives most efficiently and strategically.

The stimulus portion of the reinforcement theory according to Skinner (1938) generates a particular awareness in the employee's workplace to elicit a particular behaviour. The response factor reflects the actions that the worker shows when engaging with the stimulus in the setting. Lastly, there is an outcome or result variable, which matches the consequence of the actor's reaction or response. Skinner (1938) suggests reinforcement strategies such as praise, recognition, good mark or grade, trophy, cash, promotion, or any other incentive which increases the probability of continuation or repetition of a rewarded behaviour.

In practice, employees are the most effective organisational tools. If an organisation can win its employees' loyalty, then employees will certainly see themselves as the organisation's stakeholders and would want to protect their interests by ensuring efficiency (Skinner,1938). Based on this, organisations need to recognise and do away with things that are not in harmony with positive stimuli. By so doing, workers will also do away with negative reactions, which would eventually unproductive outcomes. If organisations have it correct in their stimulus portion of the theory, the response component, as well as the outcome component, will fall in line equally (Skinner,1938). This is to say that, workers would be rational in their reactions to a positive stimulus at the workplace.

This is supported by Agris's (1964) statement that if an organisation is not handled in a way that the needs and objectives of the workers are out of position with the needs and objectives of the organisation, the individual workers of such an organisation would manifest adaptive behaviours such as labour turnover, slowdown, absenteeism and so on. This theory is pertinent to this current research because it ensures increased productivity, job satisfaction, loyalty, commitment, and organisational profitability. Also, this theory helps managers and administrators of organisations specifically, the VRA to identify the desirable items that drive employees to increase their effort which leads to higher performance. Thus, VRA should put in place decent incentive packages to attract and achieve a desirable result which is employee productivity.

Expectancy Theory

Vroom (1964) invented the term "expectancy theory". Motivation, according to Vroom (1964), is a result of the value of rewarded linkages with effort and productivity. Expectancy theory emphasises the role of individual beliefs and emotions in deciding motivation and behaviour (expectations of specific results). In the view of Enoch (2005), the expectancy theory leaves it open to interpretation as to which results are applicable to individuals in any case.

Nevertheless, the key theme of this theory is how a person views the relationships between effort, performance, and rewards when those three factors are taken into account. People might be inspired by how much they desire something and how likely it is that it will be available, according to Vroom (1964). He claims that motivation influences behaviors and efforts to evaluate performance, as well as workers' propensity to engage with environmental circumstances. In exchange, this performance relates to different outcomes, such as a related value which is known as valence. The three main factors are focused on defining the situation by the person. Cole (2004) provided the three elements such as expectancy, instrumentality, and valence. "The degree to which a person feels that effective production will lead to desirable rewards or payments," he defined expectation. Valence is defined as "the intensity of the perception that attractive rewards are possibly available," while instrumentality is defined as "the degree to which a person feels that successful output will lead to desirable rewards or remuneration."

Also, it's worth noting that Vroom (1964) makes a distinction between valence and value. He accomplishes this by describing valence in terms of the expected satisfaction the person expects from a result, and value in terms of the individual's main satisfaction. Expectancy, Instrumentality, and Valence, according to Vroom (1964), combine to create a motivating force that motivates a person to make an effort, reach a level of performance, and earn a reward in the end. According to Aamodt (2007), despite criticism, anticipation theory remains one of the most effective theories for predicting employee actions, hence the theory's relevance to this study. It is worthy of note that effort alone cannot inherently contribute to the performance of a person. Other variables such as personality traits (personality, knowledge, and skills) and the perception of one's role are involved. For example, a newly appointed employee may see the prospect of promotion as a valence, but if he or she feels that promotions are more likely to occur over the course of a service, his or her expectations of achieving promotion may be low. In this case, productivity does not result in incentives, so the effort is not considered appropriate.

Bonner and Sprinkle (2002) content that people behave to improve anticipated satisfaction with results. They assume that people are driven by two things: (i) what they think the payoff is for a specific action (e.g., incentive) and (ii) how much they value the payoff (incentive). People are driven by a combination of these two factors. Practically, as incentives are used and since employees assume they will get incentives when they perform as planned, employees make more effort. This clearly demonstrates that workers have to make an effort to do their job, contributing to a certain performance level that is acceptable for organisations, in order to result in a reward associated.

The relevance of the theory to this current study is that it will help those at the helm of affairs in organisations especially, managers and administrators to identify the desirable items that motivate employees to give out their best which leads to higher performance. Thus, the leadership of the

VRA should put up decent incentive packages to attract, achieve to maintain a desirable goal which is staff performance.

Following the discussions above, it is evident both reinforcement theory and expectancy theory have a linkage. This is to say that both theories propose that a person's reaction or outcome at the workplace is a function of what he or she expects to happen. Also, both reinforcement and expectancy theories are motivational theories that ensure increased employee productivity, job satisfaction, loyalty, commitment, and organisational profitability.

Conceptual Review

This review contributes to our understanding of the variables as well as constructs used in this study. The variables are incentives and employee performance. Initially, definitions of incentives as conceptualised by several scholars in literature were looked at. Both financial and non-financial incentives together with their measures were also addressed. This sub-section concludes by looking at employee performance as well as its measures.

Incentives

Organisations must exploit human resources in the appropriate direction to gain and retain an advantage over competitors (Boxall & Purcell, 2003). The most common method for achieving this is through the use of rewards as a motivator. (Lawler, 2000). Incentives according to Lawler (2000) are financial or non-financial incentives provided to workers to bring more work into any assignment. Employees may opt to work as hard as they can, work hard enough to avoid discipline, or accomplish as little as possible at work. Griffin (2002) defined incentives as the forces that motivate people to act in a certain manner on a given day. Yono (2004) in his definition referred incentives to as material and non-material benefits offered to workers who go beyond their usual roles or who reach or exceed their job targets. Peterson and Luthans (2006) also view incentives as rewards that are given to employees in a financial and non-financial form in order to encourage them to work more effectively and efficiently. Paille (2009) sees incentives as one of the ways by which organisations inspire workers to encourage them and enhance their performance. Palmer (2012) defines incentives as "the externally appealing things that encourage a person to hard work; they are supplied because of the individual's good performance in that when he or she feels fulfilled in the organisation, he or she will work harder and output more effectively.". Incentives apply to wage payment programs that are related to different employee performance levels or organisational profitability, either directly or indirectly (Mazura, 2012).

The study conducted by Steers and Lee (2017) found additional payments or bonuses, allowances, education, profit-sharing, experience, working conditions, and environment and commission as an important source of incentives on job performance. Incentives are designed to provide workers with the highest results and help maintain their efficiency (Bowen, 2000). Different organisations have incentive programmes in place to compensate and reward individuals who do better than planned (Waterloo and Ontario, 2009). La Belle (2005) believes that numerous workers have distinct incentive needs. Some workers agree that money is enough to meet their needs, while others want tangible incentives such as vehicles, homes, while others prefer non-tangible incentives such as holidays. Public sector employees prefer financial incentives such as salaries, bonuses, allowances to non-financial incentives (Maidani, 1991). Luthans (2000) states that these two basic incentives (monetary and non-monetary) should be used effectively to improve employee productivity.

Griffin (2002) posits that adequate incentives are seen as one of the ways in which an organisation can adopt and encourage the performance of its employees. In practice, incentives apply to all the tangible and intangible materials offered by the Volta River Authority to motivate employees positively in a way that increases the rate of production and enhances the performance of the employees, which is important for fulfilling the expectations of the employees and maintaining a loyal attitude towards the organisation. Incentives have been defined and conceptualised by several scholars in different ways but for the sake of this study, the researcher intends to adopt a definition by Lawler (2000) who defined it as financial or non-financial incentives provided to workers to bring more work into any assignment. Following this definition, the researcher defines incentives in this study as the financial or non-financial incentives offered to employees to enable them to become more efficient and effective on a job.

Financial and Non-Financial Incentives

Financial and non-financial incentives, according to Luthans (2000), can also be used positively to boost employee performance habits. The effects of these two forms of incentives, monetary and non-monetary incentives, on organisational variables were studied in a variety of studies (Al-Nsour 2012; Muchapondwa, Biggs, Driver, Matose, Moore, Mungatana & Scheepers, 2009). Alwabel (2005) looked at the role of cash and non-cash rewards in enhancing security officer efficiency during pilgrimages. He discovered that both cash and non-cash benefits were more successful in the security officers' activities.

Also, Erbasi and Arat (2012) discovered a strong link between direct, indirect benefits and productivity. Financial incentives, they believe, have a bigger influence on productivity than non-financial incentives. The above is supported by a statement made in Al-Nsour's (2012) report. According to him, there is a significant correlation between monetary benefits, non-monetary benefits, and organisational efficiency. Financial incentives, he continued, score higher than non-financial ones. In a comparative analysis, employees are motivated more by monetary incentives than non-monetary benefits.

However, Zturk and Dundar (2003) argue that non-monetary incentives motivate employers over monetary incentives, and monetary incentives motivate employees over non-monetary incentives. According to them, workers are encouraged to work hard if they are recognised, respected, or appreciated for work done. Additionally, employees believe that providing workers with prospects for advancement and soliciting their views on their fields of interest are also significant factors that inspire or motivate them to perform their work.

Financial Incentives

Financial incentives according to Bonner, Hastie, Sprinkle, and Young (2000) are the monetary incentives integral to the employment contract. These monetary incentives according to Bonner et al. (2000) include but are not limited to profit-sharing, stock ownership, commission, additional payments or bonuses, allowances, access to financial services, and so on. A more recent definition was provided by Aguinis (2013). In his view, financial benefits are rewards in the form of income such as commissions, bonuses, allowances, basic pay, living expenses, temporary benefits, profit-sharing and long-term incentives.

Trank, Rynes, and Bretz (2002) posited that monetary incentives are always viewed as a sign of social status and appreciation of personal success. Financial incentives, according to Long and Shields (2010), are a powerful motivator of staff success and can help bring in and maintain high performers by meeting a variety of employee essential needs (e.g., food, shelter) as well as higher-level needs (e.g., belonging to a community, receiving recognition from others, mastering one's work). For example, monetary incentives encourage employees to improve the well-being of their families and pay for social activities with friends and peers, thus contributing to the fulfillment of the higher-level desire to belong in groups. They also believe that employees can use the funds to purchase status symbols like huge residences (to demonstrate a high degree of respect for others) and to pursue training, advancement, or further education (to satisfy a high level of competence).

However, Ellis and Pennington (2004) noted that though financial benefits play a vital role in employees' motivation, these benefits have a temporary impact on employee motivation levels. From the above definitions, one can say in practice that financial incentives apply to the additional financial payments that the VRA makes to its employees to ensure their high performance. The following constructs are used to measure financial incentives in this study: bonuses, allowances, commissions, and profit-sharing as provided in literature by Aguinis (2013).

Bonuses

Bonuses according to Zaman (2011) are financial or monetary incentives that enhance employee performance. Yapa (2002) also defined bonuses or additional payments as one of the most tested variables of financial incentives that ensure enhanced productivity. Allen and Kilmann (2001) opined monetary incentive packages are critical for boosting staff performance and accomplishing organisational objectives. Ajila and Abiola (2004) added that a monetary incentive package such as a bonus helps to enhance staff performance by developing the skills, expertise, and abilities of employees to achieve organisational goals. Waruni (2014) revealed that reactions of bonuses and employee performance suggest that workers consider financial incentive variables marginally more important than other variables. This assumes that raising or lowering monetary incentives, such as bonuses or allowances, will result in matching changes in the performance of employees.

Allowances

Employee allowance according to Armstrong (2006) is a monetary benefit that is given to an employee for a particular reason to influence his/her performance. To him, employee allowances apply to pension, vehicle, insurance coverage, health care, and many others. Salisu, Chinyio, and Suresh (2015) provided a more modern but similar concept. They defined allowance as a financial incentive granted to employees in addition to their income for certain reasons such as employee movement, financial support, and staff involvement allowance. They added that a high allowance will also engage the workers to still stay in the organisation and give their commitment, utmost performance and show their loyalty.

Munguongo, Muguna, and Muriithi (2015) are of the opinion that the usage of the allowance varies from country to country and profession to profession. There are countries and occupations with allowance packages for specific job forms, jobs, working hours or regimes, as well as positions to improve employee performance. Kadir, Alhosani, Ismail, and Schan (2019) contented that employee efficiency is very critical in organisations' success. Therefore, in order to improve staff performance, organisations need to develop appropriate incentive programs such as employee allowance.

Commission

According to Bishop (1987), a commission is defined as a variable of financial incentives. He believes that organisations with low performance will find that commission provides a powerful incentive for effort than mere merit increases. Luthans (2000) also views commission as a monetary incentive that enhances the sales performance of employees. Ho, Lee, and Wu (2009) gave a practical example of commission using a car dealership firm. According to them, staff average sales performance (cars sold) reduced as the high-performing workers relocated their effort, expend small effort, and enjoy more leisure when the company changed its incentive package from commission-based to merit increases.

Also, Campbell (2014) used the Circuit City firm as an example. According to him, a company's reputation was created on the shoulders of skilled employees who worked on commission to assist clients in making educated decisions. The firm eventually abolished commission payments and created an hourly pay scale. It was revealed that many workers who relied on the commission either sold fewer products or found new employment. The above examples are supported by the assertion by Walters (2009) that it will serve as a powerful disincentive when a primary financial motivation for the sales workers is removed by the elimination of commission-based incentives.

Profit-Sharing

Kruse (1993) opined that benefit/profit-sharing is also a variable of financial incentive. According to him, benefit-sharing can be explained as a monetary benefit that can enhance the efficiency of employees by fostering the worker effort, collaboration, and sharing of ideas and knowledge by employees. He believes that one motivation for benefit-sharing is to induce higher levels of worker efficiency, particularly in situations where collaboration between employees improves performance.

Kim (1998) posits that although profit-sharing contributes to efficiency growth, this improvement often leads to greater profits. He adds that workers will potentially gain much of the increased profit arising from any increase in efficiency that increases employee performance by benefit sharing.

Non-Financial Incentives

There is a growing amount of expert advice on employee motivation that exposes the weaknesses of monetary incentives and emphasises the relevance of non-monetary rewards (Franco et al., 2000; Schmidt-Ehy & Seidel, 2003; Dielemann et al., 2003). According to Adam and Hicks (2001), “non-financial incentives are those that don’t necessitate a straight transfer of cash or equitable amounts to a person or society”. These include, for example, the issuance of unpaid vacations, token awards or recreational facilities, training opportunities, promotion, an opportunity for career advancement, working conditions, as well as appreciation or recognition. Henderson and

Tulloch (2008) support the earlier definition by conceptualising non-financial incentives as rewards that do not involve money directly but play an important role in motivating employees. For them, these rewards include job security, promotions, working conditions, opportunities for advancement, the involvement of an employee in crucial decisions, recognition, and training opportunities.

Non-financial incentives, according to Rose (2013) are non-monetary prizes provided to honour a high level of performance or achievement, such as customer service or partner support, that is not based on achieving a specified aim is known as a non-financial incentive. Stilwell (2001) gave a practical illustration that sounded suitable. To him, workers who base in remote areas, even though they have no financial rewards and difficult working conditions, often show a high interest in efficiency. He follows this encouragement in good leadership, respect, acceptance, acceptance among other things. Non-monetary rewards, he says, can have a positive implication on employee motivation, even in the face of negative situations such as low pay, insufficient facilities, and insufficient workers. Conclusively, from the above definitions and illustration, one can say in a practical term that non-financial incentives are the non-financial payments or benefits that the VRA makes to its employees to ensure their high performance. In order to measure the non-financial variable in this study, the following constructs were used: recognition, promotions, working conditions, and training opportunities as provided in literature by Henderson and Tulloch (2008).

Recognition

According to Mone and London (2009), recognition is a type of positive reinforcement feedback that is connected to the action of a task or the achievement of a particular task. A body of scholarly study in organisational and personnel psychology supports the overwhelming amount of literature on employee recognition. Recognition, according to Deeprose (1994), has a major effect on employee motivation and performance. Organisational performance improves as a result of effective recognition. Workers accept recognition as part of their sense of importance and appreciation, which raises employees' morale and, as a result, enhances organisational efficiency. Well implemented recognition creates a pleasant work atmosphere that pushes individuals to achieve their goals (Danish & Usman, 2010). Also, Grant and Gino (2010) stated that the manager's verbal comments of appreciation contribute to staff efforts. This supports a statement by Deeprose (1994) that good managers recognise and reward people by doing the very things that recognise and reward their achievements. Bradler, Neckermann, and Non (2013) believe that recognition for all members of an organisation enhances performance. As a result, giving workers recognition leads to a statistically and economically meaningful improvement in performance. They believe that employees are reciprocal and, as a result, improve performance in response to praise.

Conclusively, Mone and London (2009) that recognition is important for employee performance because it boosts the satisfaction, motivation, and morale of employees. Brun and Dugas (2008) added that appreciation or recognition is linked to employee productivity and organisational performance. They do believe, however, that if workers aren't recognised for the sake of their accomplishments, they will endure psychological and affective stress, as well as weariness.

Promotions

A change in job or employment status or position from a lower to a higher level is seen as a promotion in the business world. This shift is usually accompanied by shifts in the employee's responsibilities, authority, compensation, social status, and access to facilities. The word "promotion" refers to growth, development, progress, and gaining more recognition as well as status in one's field of expertise (Adeboye & Adegoroye, 2012). According to Duke (1972), promotion is a re-assignment of a person to a higher-ranking job with increased duties, salary, privileges, prestige status, and authority. Thoha (2003) defines promotion as an improvement in an employee's status from a previous position to a higher position; it may also be a promotion from a smaller to a bigger position.

Promotion, according to Hasibuan (2018), is the move from one position or status to one with a greater rank and role. Although this is not always the case, a promotion to a higher position usually results in a raise in pay or other benefits. According to Adi, Bagia, and Cipta, job performance, level of honesty, seniority, and trustworthiness are some of the grounds for job promotion (2016). Employees are frequently interested in promotions since they not only exhibit performance capability but also reflect additional qualities supplied in accordance with a job description. This aligns with Hasibuan's (2018) definition of promotion, which says that promotion is the transition from one level or status to other in an upward-ranking position.

Furthermore, Rinny, Purba, and Handiman (2020) postulated that work promotion outcomes have a strong and substantial impact on worker performance. They added that the more the job promotion offered to an employee, the higher the performance of employees. Parker, Nouri, and Hayes (2011) believe that workers would become demotivated if their dreams of climbing the corporate ladder through hard work and intelligence are dashed. This is to say that employees' morale improves as a result of a promotion, and they are more motivated to perform better.

In conclusion, promotion prospects offer workers confidence in their careers at the workplace, motivating them to improve their work performance and engage in other organisationally approved behaviours (Chukwu, 2017; Kim, 2012).

Working Conditions

Working conditions, according to the business dictionary, refer to the working environment as well as all other factors that relate to labour at work. Working hours, legal rights and obligations, physical features, culture of organisation, training, and workload are only a few of the issues. Working conditions, according to Gerber, Nel, and Van-Dyk (1998), are defined as employees' interactions with their organisational environment, which encompasses both psychological and physical working conditions. As a consequence, the following is how this research describes working conditions: The term "working conditions" applies to the workplace and other aspects of the contract of employment. It's worth noting that companies that benefit from direct technology may want to enhance working conditions in the hopes of lowering staff turnover and lowering the chance of their product being copied by competitors (Fosfuri et al., 2001; Glass and Saggi, 2002).

Also, in the view of Ghebregiorgis (2018), motivation, preparation, and working conditions are factors affecting worker productivity. According to him, working surroundings have a substantial impact on worker productivity. Staff performance is attributed to workers' satisfaction with their current working environment, according to him. This supports Bornstein's (2007) findings that productivity suffers and has a negative impact on service delivery in organisations where workers are exposed to a stressful and unconducive working environment, while productivity appreciates and has a significant implication on delivery of service in organisations where the working environment is good. Summarily, staff and working conditions, according to Bornstein (2007), are inextricably connected. He contended that when workers have decent working conditions, they can work harder and perform better.

Training Opportunities

It's critical in today's fast-paced world to raise reward investment on a frequent basis (Mercer & Reilly, 2006). Several businesses that invest in their staff think about learning and training in a multi-strategic way to ensure that the staff acquires the requisite skills, capabilities, and knowledge for job performance. According to Armstrong (2010), employees prioritise acquiring new skills to boost their productivity and take advantage of potential prospects, both inside or outside. Offering instruction on emerging technologies, interactive education, corporate colleges, study aids, assistance with outdoor workshops, conferences, and academic leaves are all examples of ways to develop skills (Zingheim & Schuster, 2008). In the view of Zingheim and Schuster (2008), the skills enhancement process serves as a source of opportunities for training for workers.

According to Yeo and Li (2011), opportunities for training are another form of non-financial benefit that organisations use to ensure high employee performance. To Ramlall (2003), employees are forced to leave their current jobs or perform low due to a lack of training opportunities. In furtherance to this, he stated that opportunities for training and growth contribute to higher performance and retention rates of employees. Nkosi (2015) indicated that training opportunities play a major critical role in ensuring worker dedication as well as efficiency. This is because he believes that training has a strong and considerable impact on employee productivity. Chevalier (2007) used Asia City Councils as a practical example. He claims promoted workforce training options for all workers enhance the effectiveness of the services they provide to the community. As a result, workers who felt challenged and respected as a result of training opportunities felt happier at work. This allowed them to be more imaginative, which increased their performance at work.

Employee Performance

According to Muda, Rafiki, and Harahap (2014), with the volatile market climate and intense business competition, organisations are forced to meet certain expectations by enhancing their performance to comply with such high demands; otherwise, a slew of problems will emerge, including the likelihood of the business being closed down. They claimed that this performance is linked to the firm or person-level and that workers are the most essential component in achieving an organisation's goals. Campbell (1990) describes performance as an employee's actions or what they do for the organisation's benefit, as determined by organisational performance results, turnover, sales volume, profits, declared shareholder’s dividends, and the quality and quantity of service rendered. Rivai (2006) defines performance as "a characteristic of one's drive and capacity to execute a task or assignment with a specific level of resolve and expertise." To the researcher, employees produce job output in accordance with their position in the business, so performance is a real activity exhibited by all. Olaniyan (2011) defines performance as an act of executing or accomplishing a given job or task.

Employee performance is defined by Mangkunegara (2005) as “the quality and quantity of work performed by a worker in carrying out his or her responsibilities in accordance with his or her job description”. Also, employee performance according to Ojo (2009) is how well a person performs an assignment or mission. He refers performance of an employee to the degree to which a mission that makes up an employee's work has been accomplished. Bhuvanaiah and Raya (2015) posit that a performance of a worker is based on three main factors: work environment, motivation, and ability to do the work. Additionally, they are of the view that the three factors mentioned above are related and also dependent on one another. In summary, employee performance is regarded as a result, performance achievement and outcomes achieved, linked to organisational strategic objectives, customer satisfaction, and economic benefits (Armstrong et al., 2010).

However, some experts used various approaches to determine performance.

Sani and Maharani (2013) provided a measure of performance, namely: time consistency (adherence to a fixed time); quantity (value of work to be completed), and quality (quality work produced). Wiedower (2001) also created an employee work performance scale to assess the performance of workers in an organisation. To Wiedower (2001), employee performance is assessed using a five-dimensional performance scale. These include:

Timeliness: It considers the extent to which an operation is completed or a result is obtained as soon as feasible in order to coordinate with others' output and maximize the amount of time left for other tasks.

Quality of Work: Regardless of volume, it considers the neatness, precision, and dependability of data.

Quantity of Work: It takes into account the amount of work done under normal circumstances. Ignoring any mistakes.

Need for Supervision: It takes into account how well you can perform a job function without requesting or needing supervisory assistance.

Interpersonal Impact: It takes into account how well you encourage co-workers and leaders to have high self-esteem, goodwill, and cooperation.

As a result, the parameters for measuring employee performance developed by Wiedower (2001) were used in this study. Some of these dimensions include timeliness, quality of work, quantity of work, supervision requirements, and interpersonal impact.

Empirical Review

This sub-section reviews some studies that have been conducted empirically on incentives and employee performance. Basically, the scope of this empirical review covers forms of incentives and the effect of financial incentives on employee performance. The empirical review concludes with the effect of non-financial incentives on employee performance.

Forms of Incentives

Al-Nsour (2012) investigated the link between employee incentives and organisational performance at Jordanian universities. The goal of this study was to evaluate how financial and moral incentives influenced Jordanian university employees' organisational performance. The study is based on McClelland's motivation theory. The research used a descriptive survey design. This research method was chosen because it enables researchers to look into the link between employee incentives and organisational performance at Jordanian universities. The study chose a sample size of 500 people from a target demographic of five (5) institutions in Jordan, out of a total of twenty-four (24) universities.

A sample size of 500 people was chosen from a target group for the report. The sample for the report was determined using a simple random sampling procedure, which also ensured that the sample size was evenly distributed throughout all of the universities chosen at random from the study area. The information from the study participants was gathered using a five-point Likert scale questionnaire format. A total of 421 questionnaires were retrieved out of 500 sent out, representing an 84.2 percent response rate. The questionnaire was given to a management professor to review in order to confirm its validity. The study's dependability was further confirmed by a Cronbach's Alpha of 0.79. Descriptive statistics like frequencies and percentages, as well as inferential statistics like multiple regression, were used to assess the quantitative data. The analyzed data was displayed in the form of tables using SPSS. According to the findings of the research paper, there is a considerable link between financial and moral incentives, as well as employee performance at Jordanian universities. The study revealed that the incentives provided to Jordanian university employees were adequate. Financial incentives, on the other hand, were prioritised by the employees, with moral advantages coming in second. According to the conclusions of the study, there are two types of incentives available to Jordanian universities: financial and moral incentives.

Obeidat and Al-Dwairi (2015) used Jordan University as a case study to conduct a comparable but more recent study on the impact of financial and moral incentives on the staffing of educational libraries. The study's goal was to see how financial and moral incentives affected library staff performance at Jordanian universities. A descriptive survey design was used in this investigation. The study's theoretical base was McClelland's motivation theory. The study chose a sample size of 500 people from a target group of ten (10) of the twenty-four (24) universities in the area. Five (5) public universities and five (5) private universities were among the ten universities selected. The size of the sample for the report was determined using a simple random sampling procedure, which also ensured that the sample size was evenly distributed throughout all of the universities chosen at random from the study area. The data for the study was gathered from participants using a Likert's five-point scale questionnaire. A total of 420 questionnaires were returned, representing an 84.0 percent response rate out of 500 sent out.

A Cronbach's Alpha score of 0.78 was achieved to confirm the study's credibility. The SPSS software package was used to examine the data.

Descriptive statistics such as frequencies and percentages were used to analyze the demographic data of the respondents. The study's hypotheses were evaluated using multiple regression and other inferential statistics. According to the research paper's findings, there is a significant link between financial and moral incentives and academic library personnel' performance in Jordan. The survey also discovered that the degree of incentives provided to personnel in Jordan's academic libraries was insufficient. Employees, on the other hand, put financial incentives like bonuses and allowances first (1st), while moral incentives like promotion and recognition came in second (2nd). The study's findings demonstrated that financial and moral incentives are both available to academic library personnel in Jordan.

Also, Falola, Ibidunni, and Olokundun (2016) investigated employee incentive packages and attitudes in the Nigerian state of Ogun. The report's goal was to look into the impact of incentive packages on employee attitudes at work. For the research report, a descriptive survey design was used. A total of 120 personnel from four (4) different governmental parastatals in Ogun State were used in the study. A stratified and systematic sampling procedures were used to obtain the size of the sample for the inquiry. A trustworthy questionnaire was used to obtain data from participants for the research report. In order to make sense of the quantitative data, descriptive statistics (mean, frequencies, percentages, and standard deviation) and inferential statistical approaches were used (regression). The numerical data was gathered using the SPSS software suite. According to the study's findings, there is a strong correlation between incentive packages and employee attitudes toward their jobs. Employees were also dissatisfied with the material and non-material types of incentives offered to them, according to the findings of the survey. Because there is a high association between material and non-material incentive packages, the study recommends that managers and decision-makers review their material and non-material incentive packages to earn their workers' contentment, dedication, and performance.

Furthermore, Ogohi (2019) did research on the impact of incentives on employee productivity. The goal of the inquiry was to determine the impact of incentives on worker productivity. A total of 158 people were conveniently and randomly selected from a target demographic of senior and middle-level management staff from all Guaranty Trust Bank offices in Abuja. The research report's quantitative data were taken using a questionnaire in a five-point Likert scale format. Out of the 158 copies of questionnaires distributed, 108 employees responded to the questionnaire which translates into a 68.2% response rate while 50 copies of questionnaires representing 31.8% were not retrieved. To ensure the validity and credibility of the research report's instrument, a pre-test was conducted. In order to test the hypotheses, the researcher employed the Pearson Product Moment Correlation coefficient. The findings of the study demonstrated that incentives had a substantial link between employee productivity. The findings indicated that both pay incentive and non-pay incentive tested at a 95% confidence interval. Hence, these forms of incentives (pay incentive and non-pay incentive) significantly correlate with employees' productivity.

In conclusion, based on the prior literature's results, findings, recommendations, and conclusions, it is obvious that this study will support literature that there are two (2) types of incentives available to Volta River

Authority of Ghana personnel. The two (2) types of incentives are monetary incentives and moral incentives, or monetary incentives and non-monetary incentives, material benefit and non-material benefit, pay incentives and non-pay incentives, or direct incentives and indirect incentives.

Effect of Financial incentives on Employee Performance

Saleem (2011) inquired about the effect of monetary incentives on employee engagement. The study's purpose is to explore how monetary incentives and rewards influence employee engagement. A descriptive design and a quantitative technique approach were employed in the research. A sample size of 100 workers was chosen for the targeted public sector banks, microfinance banks, private sector banks, and Islamic banks in Bahawalpur. There were 71 males and 29 females in the sample. The sampling size was determined using a random sampling process. A standardised questionnaire in the Likert scale format was used to collect data from study participants. Data was analysed using descriptive statistics and linear regression with the help of SPSS version 19.0. Financial incentives and employee engagement have a significant and positive relationship, according to the study's findings. The research report’s findings further show that increases in financial incentives such as allowances, bonuses, commissions, and profit-sharing increase employee engagement, which promotes employee performance and reduces employee intentions to resign.

Young, Beckman, and Baker (2012) looked into financial motivations, professional values, and performance. The goal of the study was to see how financial incentives affected employee performance in a professional setting. The study used a quasi-experimental design in which longitudinal data from

1999 to 2004 was used to look into the impact of the financial incentive scheme on physician performance. From a large network of physicians, an adequate and random sample size of 337 primary care physicians was chosen. Data for the study was collected by a standardised questionnaire. The questionnaire was completed by 171 physicians out of the previously announced sample, yielding a response rate of roughly 51%. The results of the Proc Mixed process were examined using descriptive statistics and regression. The study's findings revealed that when primary care physicians were given a financial incentive, their performance improved significantly. As a result, financial incentives had a statistically significant impact on employee performance in professional organizations.

Garbers and Konradt (2014) investigated the effects of financial incentives on employee performance using a quantitative analysis of individual and team-based financial awards. Out of a total of 146 people, 116 were surveyed. To determine effect-size estimates and moderator effects, the researchers used Comprehensive Meta-Analysis, version 2.027. Using a method comparable to ANOVA, the moderating effects of categorical covariates were investigated. To examine the effects of continuous variable variability, the weighted regression approach was modified and applied. The study found evidence that the study's environment has a moderating effect on the impact of individual and team-based financial motivations. Field experiments demonstrated a better association between cash rewards and performance than laboratory investigations, according to the study. According to the report's findings, financial motivations for individuals and teams have a positive impact on performance.

Rudasingwa, Soeters, and Bossuyt (2015) inquired into the impact of performance-based financial incentives on improving healthcare provision in Burundi. Between 2006 and 2008, the study looked at how the Burundian government-employee performance-based financial incentives enhance healthcare provision. The goal of the research report was to see how the Burundian government used performance-based financial incentives to improve healthcare service between 2006 and 2008. The study's design was experimental in nature. The design is very important because it established an effective relationship between reliable and independent variables. The target population was around 2 million participants from 29 health facilities in 5 health provinces. Out of these 5 health provinces, 3 health provinces (Bubanza, Gitega, and Cankuzo) were seen as performance-based financial incentives regions while the remaining 2 health provinces (Makamba and Karuzi) were seen as non-performance-based financial incentives regions. The statistical analysis of the data collected from the participants was performed using SPSS software. Descriptive statistics were used to evaluate the difference in performance scores from 2006 to 2008. The research report discovered an improvement in healthcare quality in the performance-based incentive region and a significant decline in the non-performance-based incentive region after using a paired non-parametric Wilconxon Signed Ranks test, descriptive statistics, and a simple difference-in-difference approach. Based on the data, the study concluded that performance-based incentives had a significant impact on improving the quality of Burundi's healthcare delivery.

Also, the effect of financial rewards on employee productivity in Nigerian Electricity Distribution Companies (NEDC) was examined by Achie and Kurah (2016). The study's participants were the entire Yola Electricity Distribution Company (YEDC) staff of 65 people. Using a simple random sampling method, a sample size of 45 employees was determined. A research questionnaire was drafted and distributed to the Yola Zonal office staff to take data for the study. Financial incentives were discovered to have a favorable effect on YEDC personnel's productivity increase when the data for the research project was analyzed. Also, the study's findings showed that a larger number of workers are pleased with their wages. The findings also indicated that monetary benefits have a substantial effect on an organisation's employee productivity. In the study, Achie and Kurah (2016) recommended that companies should raise financial benefits to all levels of workers to increase efficiency and profitability. They also proposed that a modest rise in pay and other financial benefits should be considered to motivate workers to perform at their best.

Conclusively, based on the prior literature's findings, results, conclusions, and suggestions, it is apparent that this study will be compatible with the literature that financial motivations have a strong and favourable effect on employees' performance.

Effect of Non-Financial Incentives on Employee Performance

Sabina, Okibo, Nyangau, and Ondima (2015) investigated the impact of non-monetary incentives on public high school teachers' work performance in Kisii Sub County. The purpose of this research was to explore how non-monetary incentives influenced the job performance of Kenyan public high school teachers in the Kisii Sub County. A descriptive survey design was used to write the research report. This research technique was chosen because it allows for an examination of how non-monetary incentives influence the performance of Sub County high school teachers. From a total of 493 participants, 83 were chosen for the study. The study's sample size was calculated using a stratified sampling procedure, which ensured that the sample size was spread evenly among all of the schools picked at random from the study area. Respondents provided data for the study via a questionnaire that comprised both open-ended and closed-ended questions. Out of the 83 surveys sent out, 79 were returned, giving in a 95.2 percent response rate. Male instructors provided 50 of the 79 surveys, while female teachers provided the remaining 29.

Descriptive statistics like mode, mean, frequencies, and percentages, as well as inferential statistics like regression, were used to examine the quantitative data. The examined data was presented in the form of bar graphs and tables using SPSS software. According to the findings of the research article, non-monetary incentives showed a positive relationship with employee work performance among public secondary school instructors in Kisii Sub County. A positive relationship between non-financial incentives and job performance, according to the report, will have a positive impact on the school's overall success. The research paper recommended that employees should be promoted on a regular basis and provided proper working circumstances to encourage them, according to the report. As a result, job happiness and performance are ensured.

Also, Mgbechi and Nwaeke (2015) conducted a study in Port Harcourt on non-monetary incentives and work performance among hotel staff. The purpose of this research was to see if there was a link between non-financial income and the performance of hotel workers in Port Harcourt. The investigation was conducted using a quantitative approach. The study chose 142 replies at random from all 5 hotels from 59 hotels registered with the River State Ministry of Industry and Trade. A standardised questionnaire was used to gather information from respondents for the study. Only 122 of the 142 distributed surveys were returned for quantitative analysis. To assess the quantitative data gathered, descriptive statistics were utilized. Pie charts, percentages, and basic tables were used to illustrate the data, and the hypotheses or concepts were tested using Spearman's Order Correlation Coefficient, which was enabled in SPSS. The research report's findings showed that non-monetary incentives including motivation, workplace independence, and a pleasant working environment have a major impact on the job performance of the hotel staff. The report concluded that employees that are motivated are willing to produce greater performance in the non-financial attention supplied to them by their supervisors. The research report recommended that managers should promote employees on a regular basis and give them proper working conditions to motivate them to enhance their performance.

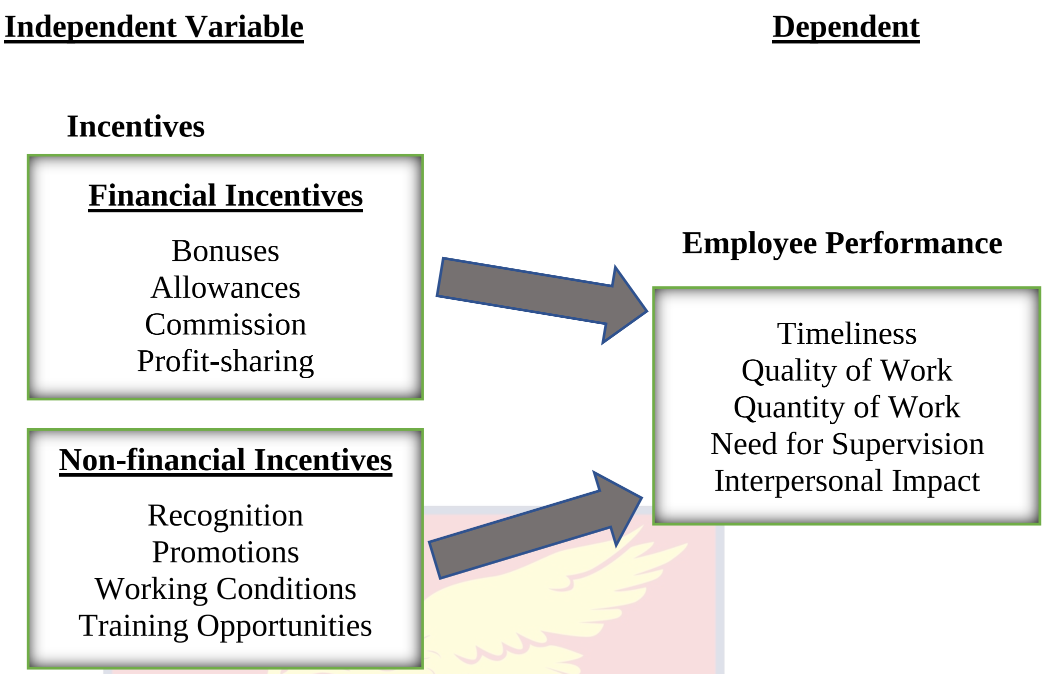
Again, Uddin and Ashfaque (2019) recently conducted a research inquiry on the impact of non-monetary incentives on teacher performance in Agha Khan schools in Chitral. The goal of the study was to see how non-financial incentives affected teacher performance in Agha Khan schools in Chitral. The study used a descriptive survey design and a quantitative technique. A total of 140 participants were chosen from 45 schools in Agha Khan, Chitral district, including 22 primary schools, 11 middle schools, 10 secondary schools, and two upper secondary schools. The size of the sample for the investigation was determined using a simple random sampling procedure. To collect data from respondents for the study, a closed-ended questionnaire in the form of a five-Likert scale was utilised as a research instrument. The researcher chose a questionnaire since it was deemed valuable in terms of money, time, and vigor. The SPSS programme was used to analyse the quantitative data acquired using descriptive statistics. According to the study, non-monetary incentives have a strong and favourable association with employees' performance. The study concluded that teachers in Agha Khan schools believe that financial incentives (extrinsic incentives) are insufficient in comparison to non-financial incentives (intrinsic incentives).

The effect of non-financial incentive systems on employee performance was investigated by Kefay and Kero (2019). The purpose of this study was to see how non-financial incentive programs affected staff performance in commercial banks in Jimma, Ethiopia. The research inquiry used a descriptive survey design as well as an explanatory research technique. From a target demographic of 272 professional employees of a commercial bank in Jimma town, the study selected a sample size of 162. A stratified and simple random sampling approach was used to select the sample size for the inquiry. The study's data was gathered from a primary source. Respondents were requested to fill out a questionnaire for the study. A total of 162 questionnaires were sent out, and all of them were returned, yielding a response rate of 100 percent. The quantitative data was analysed using descriptive statistics (standard deviation, mean, frequencies, and percent) as well as inferential statistical approaches (regression and correlation). The numerical data was collected using the SPSS software suite. Participants' entire picture of their existing non-financial incentive practices was considered as joyful and satisfied with the promotion and training, although they did not take sides in the recognition, according to the research report's findings. Training, promotion, and promotion were also major determinants of staff performance, according to the study's regression analysis. According to the report, a significant number of employees were very motivated to do their jobs properly. The commercial bank should reassess its recognition policy, according to the research, in order to boost employee engagement and performance.

In conclusion, based on the previous literature's findings, conclusions, and suggestions, it is clear that this study will support the literature that non-monetary incentives have a positive impact on individual staff work performance.

Conceptual Framework

The conceptual approach used in this study takes a broad look at the integration and contribution of both financial and non-financial motivation. Employee performance and incentives, according to the literature, have a positive link. Figure 1 shows a graphic representation of the impact of incentives on staff performance.



Source: Author's construct (2021)

Figure 1: Conceptual Framework of Incentives and Employee Performance

Chapter Summary

The chapter reviewed the literature on theoretical, conceptual and empirical issues relating to incentives and employee performance. Important issues and lessons from the review informed the conceptual framework of this study. The review further proved beneficial in the research methods section, analysis, presentation of findings, discussions, conclusions and recommendations. In the review, a number of lessons have been learnt. Among these lessons are sterned from methodological use and analytical tools employed in the previous works. A number of the studies reviewed showed that the scholars used simple random sampling techniques in drawing the respondents. Few of them relied on non-probability sampling techniques such as purposive for their qualitative approach. Concerning the analytical tools, majority relied on the use of regression between two variables.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter discusses the methods and procedures utilised to gather and analyse data for this study. It focuses on the research philosophy and design utilised in this inquiry to meet the research inquiry's goals. It describes the research methods and includes information on the study area, population, sampling strategy, and research tools utilised to collect data for the study. It also covers data gathering, processing, and analysis, as well as ethical issues and a chapter summary.

Research Philosophy

The term "research philosophy" refers to a set of principles that governs how a study in a particular discipline should be done and how the findings should be interpreted (Bryman, 2004). Philosophies encompass general research orientations and establish theories that underpin or support research methodologies and interpretations (Tashakkori & Teddlie, 2010). In social science research, a wide range of research ideologies can be found. Saunders, Lewis and Thornhill (2016) identified five major philosophies that have shaped social science research over the years: positivism, critical realism, interpretivism, postmodernism and pragmatism. The authors posited that each of the research philosophies had something unique and valuable to contribute to the research undertaken by the researchers. Therefore, the type of philosophy held by individual researchers will often lead to embracing a strong qualitative, quantitative and mixed-methods approach in their research (Creswell, 2014).

However, the philosophical underpinning of the research methods of this study is positivism. This is because a positivist approach relates to the philosophical system that embraces issues that could be scientifically verified and hence provides a basis for generalisation. This means, positivists focus on procedures that lead to the generation of "facts uninfluenced by human interpretation" (Saunders et al., 2016). Also, positivists believe that reality is stable and can be observed and described from an objective point of view without interfering with the phenomenon being studied (Cohen, Manion, & Morrison, 2007). Positivists often focus on and prefer quantitative research or data collection and analysis using experiments, surveys, or questionnaires (Cohen et al., 2007).

Auguste Comte, a French philosopher, used the term positivism to represent his idea that "society could be observed and analysed logically and rationally, and that social science research might be as scientific as physics or biology" (Babbie, 2007).

Research Design

Sekaran and Bougie (2016) categorised research design into three broad categories based on the purpose of the study, namely: exploratory, explanatory or casual and descriptive designs. Exploratory research is typically used when a researcher examined a new interest or phenomenon. When the subject of study itself is relatively new, the researcher tries to explore the phenomenon. The major emphasis of exploratory research is on the discovery of new ideas and insights, which can be used as a foundation for further research (Saunders et al., 2016).

For explanatory research, the focus is to connect ideas to understand the cause and effect, which simply means, researchers want to explain the relationship between two variables. This type of research looks at how things interact. There should be enough understanding to predict what the outcome will be with some accuracy (Saunders et al., 2016). It is concerned with determining the cause-effect of relationships. Explanatory research aims to develop a precise theory that can be used to definitively explain the phenomena, which leads to the generalisation from the research. The third type of design is the descriptive design. Here, the research is conducted to describe situations or an aspect of an existing phenomenon or event (Smith, 2007). The researcher observes and then describes what was observed (Babbie, 2004). A descriptive study is one in which information is collected without changing the environment (i.e., nothing is manipulated). Sometimes, these are referred to as correlational or observational studies. According to Cooper and Schindler (2003), a descriptive study is concerned with finding out the what, where and how of a phenomenon.

Although there are three basic research designs, the design for this research was the Causal research design (explanatory design). This is because, it primarily focuses on an analysis of a situation or a specific problem to explain the patterns of relationships between variables (Creswell, 2014). Also, explanatory research design involves gathering data that explains events and then organise, tabulate, depict, and explain the data collection (Creswell & Creswell, 2017). Data in explanatory research are collected predominantly by questionnaire. The explanatory research design was chosen mainly because taking into consideration the purpose and objectives of the study, it is the most appropriate design that would bring about a meaningful conclusion (Cresweel & Plano, 2007).

Research Approach

The research approach used for this study was quantitative, considering the nature of the study. Cohen et al. (2007) observed that the quantitative research approach measures variables on a sample of subjects and expresses the relationship between variables or constructs using statistical tools such as regression, correlation, and relative frequencies to test theories. According to Leedy and Ormrod (2010), quantitative researchers emphasise quantification in empirical investigations using experiments, surveys, and questionnaires to obtain data that is revised, tabulated in numbers, and allowing for statistical analysis of the data gathered.

Generally, quantitative researchers focus on the positivist approach to researches in the social sciences such that they follow a linear research path and use surveys, experiments or statistics to test hypotheses in order to predict general patterns of human activity (Neuman, 2004). This choice is increasingly advocated within social science, business, and management research (Bell, Bryman & Harley, 2018). This approach was considered apt because it enabled the researcher to generate data through the standardised collection procedures based on highly structured research instruments and well-defined study concepts and related variables or constructs.

Summarily, both explanatory research design and quantitative research approach are considered most appropriate because of the role they play in this study. It is perceived that both explanatory research design and quantitative research approach help the researcher to gather appropriate data that explain the influence of incentives on employee performance in the VRA of Ghana.

Study Unit

This study was done in the Accra metropolis. The study was specifically conducted at the Accra Area office of the Volta River Authority (VRA). The VRA is one of Ghana's oldest energy-related organisations. The Volta River Development Act, Act 46 of the Republic of Ghana, established the VRA on April 29, 1961, with the initial mission of generating, transmitting and distributing energy. Accra is the location of the organisation's present headquarters. The initial VRA mandate was confined to generating energy due to a substantial revision to the VRA Act that was passed as part of the Government of Ghana Energy Sector Reforms. The Ghana Grid Company (GRIDCo) was given the transfer duty, while the Electricity Company of Ghana (ECG) and the Northern Electricity Distribution Company (NEDCo), a VRA-owned company were given the distribution responsibility.

Through GRIDCo's transmission role, the VRA delivers services to consumers in Ghana and neighboring countries such as Togo, Cote d'Ivoire, and Burkina Faso. These linkages are currently part of the West Africa Power Pool (WAPP). VRA customers include Northern Electricity Distribution Company (NEDCo), Enclave Power Company (EPC), and Ghana Electricity Company (ECG). In the southern and northern sections of the country, NEDCo and ECG power is utilized for domestic, commercial, and industrial uses, whereas Enclave Power Company's energy is used for commercial and industrial purposes in the Tema Free Zone. The Authority exclusively sells in bulk to Goldfields Ghana Ltd, AngloGold Ashanti, Golden Star Resources, and Newmont Ghana Gold Ltd. VRA also sells to the following companies: New Century Mines, Adansi Gold Ghana Ltd, Great Consolidated Diamond Ltd, Akosombo Textile Ltd, Prestea Sankofa Gold Mine Ltd, Kpong Farms Ltd, Ghana Free Zones Board, Diamond Cement Ghana Ltd, Aluworks, Drillworx Ltd, International Land Development Co. Ltd, Prestea Gold Resources Ltd, Perseus Mines Ghana Ltd, and Owere Mines Ltd. Other VRA clients are Media General Ghana Limited (TV3 Network), BlackIvy Ghana Ltd, Nzema Gold Operations, Volta Aluminum Co Ltd (VALCo), Asanko Gold Ghana Ltd, Savanna Diamond Ltd, Adamus Resources Ltd, and Newmont Golden Ridge Ltd.

The VRA works with a number of legislative entities in its activities, including the Ministry of Energy (MoE), which serves as a supervisor, the Energy Commission (EC), and the Public Utilities Regulatory Commission (PURC), which serve as regulators. The VRA is currently focusing on electricity generation from the Akosombo Hydroelectric Dam, Kpong Hydro Power Plant, Takoradi Power Station, Navrongo Solar Power Plant, Tema Thermal Power Station, and Kpone Thermal Power Station. Other programmes that the VRA is involved with include healthcare services, schools, environmental and resettlement initiatives. It is in charge of managing Volta Lake's environmental effects on the towns and people around the lake.

In Ghana's power sector, the VRA has been the main and longest generator and supplier of electricity, with the goal of being a good example of electricity generation in Africa. This could be accomplished through its mission of adding value and raising the standard of living of Ghanaians and West Africans by empowering the economy and delivering similar services in a dependable, environmentally friendly, and healthy way. Accountability, commitment, trust, integrity, and teamwork are some of VRA's core values. The VRA through its diverse Corporate Social Responsibility (CSR) initiatives, activities, and programmes has achieved an excellent reputation in Ghana and beyond in education, sanitation, health, and disease eradication. The Volta River Authority has a number of departments such as the Human Resource department, Real Estate department, Thermal department, Hydro department, Legal department, MIS department, Health Services, Procurement department, Finance department, and General Investment Services.

VRA plays a major role in the lives of people and as such, its human resources must be gingered to exert more effort in attaining the goals of the organisation. This study promises to provide the management of the VRA with in-depth knowledge and insight on incentive issues. It would also help the management to identify and understand what drives its employees to achieve the authority's vision of being a good example of electricity generation in Africa.

Population

According to Burns and Grove (1999), demographics refer to people, things, or substances that are relevant to meeting the prescribed inclusion criteria in a study. Bryman (2008) opines that the target population of a study is defined as the sum or aggregate of the elements from which the sample is drawn. The study specifically targeted employees at the Accra Area office of the Volta River Authority of Ghana. The study made use of 250 employees. The aforementioned figure comprised all categories of employees i.e., managerial and non-managerial employees.

Sample and Sampling Technique

Hamed (2016) defines sampling technique as the identification of a particular process through which the entities or participants of the study's sample are selected. A basic random sample procedure was used in this research inquiry. Ghauri and Gronhaug (2005) define simple random sampling as "a situation in which every entity in the population has an equal chance of being included in the sample". Using Krejcie and Morgan's (1970) sample size determination table, a sample size of 152 employees was selected using the simple random sampling technique from a total population of 250 employees. The number of participants, entities, or observations represented by the general population in a study is referred to as sample size (Barlett, Kotrlik & Higgins, 2001). The size of the sample and how it is chosen will have an impact on the research findings' validity and reliability, as well as their generalizability (Saunders & Lewis, 2012).

Data Source

The study relied on both primary and secondary data sources for all of its data needs. The primary data source for this study was fieldwork using a structured questionnaire in a close-ended format. The source of data depicts where the data that was used for the study was collected. The primary data for this study was collected from the managerial and non-managerial staff at the Accra Area office of the Volta River Authority of Ghana. Additionally, the study made use of secondary data source including journals and books with topics relating to this current study for its literature review.

Data Collection Instrument

Data collecting instruments, according to Bryman and Bell (2003), are the tools used by researchers to acquire data during the research process. They are of the view that the common tools used for data gathering in research are questionnaires, interviews, direct observations documentary analysis, checklists, and case studies. The study used a standardised questionnaire and it was mainly used to acquire data from the staff at the Accra Area office of the Volta River Authority. A questionnaire is a well-known form of data collection, especially when collecting data from large groups, where standardisation is very important (Creswell, 2009). According to Opie (2004), a questionnaire is relatively economical, the questions are standardised, respondents at far locations are reached, questions are written for specific purposes only, and anonymity of respondents is also assured. The researcher created a standardised questionnaire with closed-ended questions based on the literature review.

Closed-ended questions were useful since they are simple to ask and select from a set of prepared responses (Baskerville & Myers, 2009). This is significant because the data was gathered fast in order to fulfill the research deadline. There were two primary portions to the structured questionnaire. In Section A of the questionnaire, the participants' personal information was reviewed. Personal variables reported by participants were gender, age, educational background, years of service, and organisational category of employment. Section B of the questionnaire looked at the effect of incentives on employee performance in the public sector. The following items were scored on a 5-point Likert Scale: 1: Strongly Disagree; 2: Disagree 3: Neutral; 4: Agree; 5: Strongly Agree.

Validity and Reliability

When choosing a research tool, the two most important factors to examine are validity and reliability. The validity, according to Coolican (2004), is the degree to which a measuring tool measures what should be measured. Murphy and Davidshofer (2005), on the other hand, define reliability as the ability to produce a consistent score. A standardised questionnaire was given to the research experts (research supervisor) in incentives and performance of public sector workers to examine the content and composition or constructions of the research tool to assure its effectiveness or validity. As a result, any errors in the questionnaire were addressed before the data was collected in its entirety. Thirty samples of the questionnaire were pre-tested to confirm the study instrument's validity and reliability.

Pre-testing is a means of identifying and correcting basic faults in a survey design by conducting a trial run with a group of respondents (Zikmund & Babin, 2007). The study tool's credibility was assessed using Cronbach's Alpha. Cronbach's Alpha is a measure of consistency that spans from 0 to 1, with 0 suggesting little consistency and 1 indicating higher consistency. When the Alpha value is 0.70 or higher, the scales are considered reliable (Sousa, Martinez-Lopez & Coelho, 2006). Cronbach's Alpha value for this study's instrument was 0.861. Table 1 summarises the reliability outcomes for the constructs in the instrument used in this investigation.

Table 1: Reliability of Scale Items

Scale Dimensions	No. of items	Cronbach's Alpha
Financial Incentives	16	0.874
Non-Financial Incentives	16	0.833
Employee Performance	10	0.875
Total	42	0.861

Source: Field survey (2021)

The table above revealed that Cronbach's Alpha value for financial incentives showed 0.874 while Cronbach's Alpha value for non-financial incentives showed 0.833. Also, that of the employee performance showed 0.875 Cronbach's Alpha value. The overall Cronbach's Alpha value acquired was 0.861 which is greater than the minimum threshold of 0.7 Cronbach's Alpha value. Therefore, it can be concluded that the constructs of the instrument have an acceptable level of reliability.

Data Collection Procedures

Data collection processes are the methods used to obtain information from people (Zikmund, 2003). Personal contact, mail surveys, phone surveys, and online surveys are all ways to collect data. At the Volta River Authority's Accra Area office, the validated structured questionnaire for this study was presented to a group of respondents via human contact. The study's respondents were given ample time to complete it on their own. Participants can finish the survey on their own time and in a short amount of time if they use the self-completion technique (Creswell, 2009). The questionnaires were then collected from the participants by human contact in order to sort, process, and analyse the data. In all, it took the researcher two (2) weeks to obtain the primary data from the study's respondents. Out of the 152 copies of questionnaire distributed to the study's respondents, 148 copies of questionnaire representing 97.4% were retrieved while 4 copies representing 2.6% were not returned.

Data Processing and Analysis

Data processing refers to a set of procedures or methods that are employed by the researcher to input, verify, store, organise, retrieve, analyse and interpret a set of data (Bryman & Bell, 2003). The raw data collected were transferred into codes. The structured questionnaires were coded using the IBM Statistical Package for Social Sciences (SPSS) version 22.0 software programme. The quantitative data was processed, analysed, and interpreted as needed using descriptive statistics such as frequencies, percentages, mean, and standard deviation, as well as inferential statistical tools including linear regression.

Ethical Consideration

According to Li (2006), ethics is mostly associated with morality and deals with issues of right and wrong among groups, society or communities. It is therefore important that everyone who engages in research should be aware of the ethical concern (Rubin & Babbie, 2016). Edgington et al. (2012) have identified the basic ethical consideration for research as; respondents being fully informed about the aims and benefits of the research, granting voluntary consent and maintaining the right of withdrawal. The researcher employed every effort to avoid as far as possible violation of ethical principles.

Some of the ethical issues that were considered in this study included observing organisational protocol before undertaking data collection work at the Accra Area office of the VRA. To present the researcher to the management of the organisation, a letter of introduction was requested from the researcher's department. This introductory letter was then presented to the management of the Accra Area office of the VRA indicating the purpose of the study. This was done to seek permission to elicit data from the employees. The goal of the research inquiry was explained to the participants, as well as the goal it aims to attain. Respondents were also assured of their privacy and the confidentiality of the data they provided.

Chapter Summary

The study's research techniques were presented in this chapter. An explanatory research design that emphasises cause-effect relations and a quantitative approach were used to perform the research. The VRA's Accra Area office had a population of 250 people, but a sample size of 152 was determined using the sample size determination table developed by Krejcie and Morgan (1970). The VRA's Accra Area office's management and non-managerial personnel were polled using a standardised questionnaire to acquire primary data. The data was processed, analysed, and interpreted as needed with the use of IBM SPSS Version 22.0.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The goal of this research is to look into the influence of incentives on staff performance at Ghana's VRA. This chapter examines the information collected from the study's participants. The research tool utilised to obtain data from the participants was a standardised questionnaire. In the analysis, descriptive statistics (frequencies, percentages, mean and standard deviation) were used, as well as inferential statistics (linear regression). The IBM Statistical Package for Social Sciences (SPSS) version 22.0 software programme was used to analyse the data. To make the results more readable, they were presented in tables.

This chapter discusses the study's objectives, which were established in chapter one, in accordance with the study's goal. The response rate is addressed in the first portion of this chapter. The participants' personal data is discussed in the second section. However, the third section discusses the research questions of this research inquiry which include: the various forms of incentives available to employees at the VRA of Ghana; the effect of financial incentives on employee performance at the VRA of Ghana; the effect of non-financial incentives on employee performance at the VRA of Ghana?

Response Rate

Quantitative data was gathered from the staff of the Volta River Authority of Ghana, specifically the Accra Area office. A sample size of 152 was selected based on Krejcie and Morgan's (1970) sample size determination table. Table 2 presents the summary of the response rate.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Retrieved	148	97.4
Unretrieved	4	2.6
Total	152	100

Source: Field survey (2021)

From Table 2 above, one hundred and fifty-two (152) questionnaires were distributed from which 148 copies were completed and retrieved which constitute a 97.4% response rate but four (4) copies of questionnaires representing 2.6% were unretrieved. This response rate was considered very acceptable for the study based on the statement by Punch (2005) that a 50% response rate is satisfactory enough for data analysis. The high response rate for this study could be as a result of the researcher's pre-notification of the participants and the self-administration of the questionnaire.

Personal Data of Participants

For the purposes of obtaining data and understanding the demographic characteristics of participants in this study, section A of the questionnaire was designed in a way that could enable the participants to provide information pertaining to their backgrounds. Section A of the questionnaire included: gender of the participants, age of the participants, educational qualification of the participants, years of service of the participants, and job category of participants. Tables 3 presents descriptive results of the participants' demographic data.

Table 3: Personal Data of Participants

Variable	Options	Frequency	Percentage (%)
Gender	Male	91	61.5
	Female	57	38.5
	Total	148	100
Age	Below 25 years	23	15.5
	25-35 years	54	36.6
	36-45 years	31	20.9
	46-55 years	20	13.5
	Above 55 years	20	13.5
	Total	148	100
Educational Qualification	Certificate	15	10.1
	Diploma	22	14.9
	Bachelor’s Degree	76	51.4
	Master’s Degree	35	23.6
	Total	148	100
Years of Service	Below 5 years	48	32.4
	5-10 years	54	36.5
	11-15 years	24	16.2
	16-20 years	6	4.1
	Above 20 years	16	10.8
	Total	148	100
Job Category	Management Staff	21	14.2
	Supervisor	41	27.7
	Technician	29	19.6
	Professional Support Staff	57	38.5
	Total	148	100

Source: Field survey (2021)

From Table 3 above, the results indicate that out of the 148 copies of questionnaires retrieved, 91 participants representing 61.5% were males while 57 participants constituting 38.5% were females. This implies that there were 34 males representing 23% ahead of their female counterparts. The results indicate that the organisation is male-dominated. This could be attributed to the nature of work in the organisation.

Also, from Table 3 above, the results demonstrate that out of the 148 copies of questionnaires returned, 23 participants representing 15.5% were found below 25 years, 54 participants constituting 36.5% fell within 25 to 35 years, 31 participants representing 20.9% were found between the ages of 36 to 45, 20 participants constituting 13.5% fell within 46 to 55 years and also 20 participants representing 13.5% were found above 55 years. The results show that majority of the participants fall between the ages of 25 to 45 years. This indicates that the organisation has the potential of talented employees who could be with the organisation for quite a long time. Also, the age distribution of the participants shows that the young workers in the organisation can benefit from the knowledge and experiences of the mature workers. Thus, the succession plan of the organisation will be quite easier as the matured workers could impact the experiences, skills, and knowledge acquired onto the young workers. This is in line with the statement by Junkus and Berry (2010) that age is a factor that contributes to maintaining workers on their job and reducing employee turnover.

Again, from Table 3 above, the demography on educational qualification of participants indicates that out of the total 148 copies of questionnaires retrieved, 15 participants constituting 10.1% have obtained a certificate, 22 participants representing 14.9% have attained diploma, 76 respondents constituting 51.4% have obtained bachelor’s degree and 35 participants representing 23.6% have also attained master’s degree. From these results, the majority of the participants were those with a bachelor’s degree (51.4%) followed by a master's degree (23.6%). The results are not surprising in the sense that this is a professional organisation that prides itself on the unique quality of services it provides to the nation and as such those with better educational backgrounds have greater chances of employment. Also, it is anticipated that those with bachelor's degrees should be able to perform most of the job functions in the organisation.

Table 3 also highlights the years of service of participants. From the table, out of the total 148 copies of questionnaires returned, 48 participants which are 32.4% have served in the organisation below 5 years, 54 respondents which represent 36.5% have served between 5 to 10 years, 24 participants which constitute 16.2% have served between 11 to 15 years, 6 respondents representing 4.1% have served between 16 to 20 years. Finally, 16 participants constituting 10.8% have also served in the organisation above 20 years. From the table, it could be inferred that the majority of the employees have either served between 5 to 10 years or below 5 years. This could be attributed to the incentive packages available to the employees of the organisation.

Finally, from Table 3 above, the demography on job category of participants demonstrates that out of the total 148 copies of questionnaires returned, 21 (14.2%) participants were found in the management staff category, 41 (27.7%) respondents fell in the supervisor category, 29 (19.6%) participants were found in the technician category and 57 (38.5%) participants also found themselves in the professional support staff category. From the table, it could be seen that majority of the participants fall within the professional support category. This could be as a result that the professional support staff category includes but is not limited to administrators, drivers, artisans, and so on.

Constructs Development

In order to investigate the influence of incentives on employee performance, there was the need to develop the required constructs from the data obtained through the administration of the questionnaire. Basically, the study employed factor analysis to develop the various variables.

Factor Analysis

Factor analysis according to Kim and Mueller (1978) is a statistical tool that is used to derive a correlated item in a variable for further analysis when this correlated item in the variable may mislead the regression results. The factor analysis process is underlined by four basic assumptions: linearity, normality, independent sampling, and moderate correlation between the variables. The items that were used in forming the constructs in this study were all measure on a linear scale. The items were also independently sampled and there exists a moderate correlation among the variables. However, as posited in Adam (2015) and in line with the central limit theorem, normality testing is not too important in a large sample data set like this. Having met all assumptions, the study proceeded with the factor analysis on the three main variables of interest measured on Likert's five-point scale.

Using a varimax rotation and a principal axis factoring, constructs were created for Financial Incentives (FI), Non-Financial Incentives (NFI), and Employee Performance (EP). The factor analysis was restricted to only variables with absolute factor loadings greater than 0.3 (Adam, 2015). Tables 4, 5, and 6 below present the summary of the factor analysis process.

Table 4: Factor Loadings, KMO stat and Cronbach's Alpha for Financial Incentive

Variable	Items	Factor Loadings	KMO stat	Cronbach's Alpha
Financial Incentive	FI15	0.684	0.720(979.487)	0.763
	FI8	0.668		
	FI7	0.635		
	FI4	0.600		
	FI3	0.595		
	FI14	0.591		
	FI9	0.525		
	FI11	0.499		
	FI10	0.493		
	FI13	0.484		
	FI1	0.463		
	FI2	0.456		
	FI12	-0.369		
	FI5	0.335		
	FI16	-0.317		

Source: Field survey (2021)

From Table 4, it is observed that financial incentive has factor loadings ranging from -0.317 to 0.684. The only item with factor loading lesser than absolute 0.3 was dropped from the principal axis factoring. Again, the items exhibited a Kaiser-Meyer-Olkin (KMO) stat of 0.720. This is highly significant at a 5% significance level and is greater than the acceptable 0.7 and closer to 1 indicating there is sampling adequacy for the factor analysis. In terms of reliability, Cronbach's Alpha test was used. The coefficient of Cronbach's Alpha varies from 0 for no consistency to 1 for high consistency. If the value of this coefficient is 0.70 and above, the scales are considered reliable (Sousa et al., 2006). In this regard, the items had a Cronbach alpha of 0.763, which is also greater or more than the acceptable threshold of 0.7.

Following this, the naive approach was used to develop the construct for financial incentive using the 15 items with factor loadings greater than 0.3.

Table 5: Factor Loadings, KMO stat and Cronbach's Alpha for Non-Financial Incentive

Variable	Items	Factor Loadings	KMO stat	Cronbach's Alpha
Non-Financial Incentive	NFI31	0.789	0.745(1061.887)	0.850
	NFI29	0.766		
	NFI28	0.700		
	NFI30	0.661		
	NFI26	0.572		
	NFI32	0.571		
	NFI17	0.546		
	NFI24	0.531		
	NFI25	0.458		
	NFI21	0.403		
	NFI23	0.387		
	NFI27	0.378		
	NFI18	0.373		
	NFI9	0.357		

Source: Field survey (2021)

It is seen from Table 5 that non-financial incentive has factor loadings ranging from 0.357 to 0.789. The items with factor loading lesser than absolute 0.3 were dropped from the principal axis factoring. Again, the items exhibited a Kaiser-Meyer-Olkin (KMO) stat of 0.745. This is very significant at a 5% significance level and is greater than the acceptable 0.7 and closer to 1 indicating there is sampling adequacy for the factor analysis. The Cronbach's Alpha test was used to measure the internal consistency of the constructs. The Cronbach's Alpha should have a coefficient of 0.7 or above to depict the reliability of the measure (Sousa et al., 2006). In this regard, the items had a Cronbach's Alpha value of 0.867, which is also greater than the acceptable threshold of 0.7. Following this, the naive approach was used to develop the construct for non-financial incentives using the 14 items with factor loadings greater than 0.3.

Table 6: Factor Loadings, KMO stat and Cronbach's Alpha for Employee Performance

Variable	Items	Factor Loadings	KMO stat	Cronbach's Alpha
Employee Performance	EP2	0.764	0.765(773.962)	0.867
	EP4	0.739		
	EP8	0.734		
	EP7	0.729		
	EP10	0.694		
	EP3	0.586		
	EP1	0.540		
	EP9	0.536		
	EP5	0.471		
	EP6	0.454		

Source: Field survey (2021)

Table 6 revealed that employee performance has factor loadings ranging from 0.454 to 0.764. All items had factor loadings more than absolute 0.3 hence, maintained in the principal axis factoring. Again, the items exhibited a Kaiser-Meyer-Olkin (KMO) stat of 0.765. This is highly significant at a 5% significance level and is greater than the acceptable 0.7 and closer to 1 indicating there is sampling adequacy for the factor analysis. In ensuring the reliability of the construct, the Cronbach's Alpha test was used. The Cronbach's Alpha should have a value of 0.7 or above to depict the reliability of the measure (Sousa et al., 2006). In this regard, the items had a Cronbach Alpha of 0.867, which is also larger than the acceptable limit of 0.7. Following this, the naive approach was used to develop the construct for employee performance using the 10 items.

Findings Based on the Research Objectives

This section discusses the results and analysis of the objectives of this research report. In the analysis of this research report, both descriptive and inferential statistics were used. As stated in Chapter 3, this study's philosophy is positivism, and the research design and research approach are explanatory design and quantitative method, respectively. Based on the study's objectives, the results and analyses were presented sequentially.

Objective 1: To examine the various forms of incentives available to the employees of the Volta River Authority of Ghana.

The first objective of this research sought to examine the various forms of incentives available to the employees at the VRA of Ghana. To examine this objective, participants were presented with forms of incentives that are available to them at the VRA to determine the extent to which each of the participants agrees or disagrees with them in a Likert's five-point scale with 1 being the least level of agreement and 5 being the highest level of agreement. The results were summarised in Table 7 for further discussion.

Table 7: Forms of incentives at the Volta River Authority

Forms of Incentives	N	Mean	Std. Deviation
Financial Incentives	148	3.7171	0.40590
Non-Financial Incentives	148	4.1554	0.43745

Source: Field survey (2021)

From Table 7, the results revealed that financial incentives have a Mean (M) value of 3.7171 and a Standard Deviation (SD) value of 0.4050. A mean of 3.7171 indicates that averagely most (74.3%) of the 148 participants agreed to the availability of financial incentives in the organisation. As posited by Pallant (2015), the low standard deviation (0.4050) demonstrates that the results could be trusted because most of the dispersions were around the mean. Also, the same table above revealed that non-financial incentives have a Mean (M) of 4.1554 and a Standard Deviation (SD) of 0.43745. A mean of 4.1554 indicates that the majority (83.1%) of the 148 participants were of the view that non-financial incentives are available in the organisation. The low standard deviation (0.43745) demonstrates that the results could be trusted because most of the dispersions were around the mean (Pallant, 2015). Based on the results above, it is observed that financial incentives (M=3.7171, SD=0.4050) and non-financial incentives (M=4.1554, SD=0.43745) are the forms of incentives that are available to the staff at the Volta River Authority. This implies that basically, there are two forms of incentives. These two forms could appear in different forms but of the same meaning. Notable ones among them are financial incentives and moral incentives, direct incentives and indirect incentives, material benefit and non-material benefit, and financial incentives and non-financial motivation or incentives.

This finding was in line with research conducted by Obeidat and Al-Dwairi (2015) on the role of financial and moral incentives on staff performance at Jordan University educational libraries. The findings revealed that financial incentives and moral incentives were the available types or forms of incentives for educational librarians in Jordan. Again, this finding was supported by Falola, Ibidunni, and Olokundun (2016). They studied the incentives packages and employees' attitudes to work in the Ogun State of Nigeria. The research report's findings demonstrated that there is a strong correlation between incentive packages and employee attitudes toward their jobs. The findings of the report also revealed that employees were also dissatisfied with the material and non-material types of incentives offered to them. The study recommended that management should review their material and non-material incentive packages to earn their workers' satisfaction, commitment, and performance. This finding also agreed with the research by Ogohi (2019) on the impact of incentives on employees' productivity. The findings indicated that both pay incentive and non-pay incentive forms were tested at a 95% confidence interval. Hence, these pay incentives and non-pay forms of incentives significantly correlate with employee productivity.

Findings of Research Objective Two and Three

In order to meet the goal of the second and third objectives of this research, linear regression was used. The results of the linear regression were presented in the tables below.

Table 8: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.838[a]	0.702	0.698	0.30126	2.000

a. Predictors: (Constant), Financial Incentives, Non-Financial Incentives

b. Dependent Variable: Employee Performance

Source: Field survey (2021)

Table 8 presented the calculated regression model's R, R square, Adjusted R square, standard error, and Durbin Watson coefficient. An R-value of 0.0.838 indicated that the model's summary results indicated a strong positive relationship between all of the variables when combined. The R square shows how much variation there is in the dependent variable as a result of the independent factors. The table above shows that financial and non-financial incentives account for 70.2% of the variation in employee performance. This suggests that other factors account for 29.8% of the variation in employee performance. The adjusted R square is a progression of the R square after the independent variables have been adjusted. After various adjustments, the table revealed that financial and non-financial incentives account for 69.8% of the variation in employee performance.

Lastly, in order to ascertain that autocorrelation is present in the model, the Durbin-Watson statistic is employed. The decision rule is that for autocorrelation to be absent, the Durbin-Watson statistic must be found between 1.5 to 2.5. The results of the linear regression model summary revealed that the Durbin-Watson statistic value is 2.000. In this regard, the regression model is said to be free from autocorrelation.

Table 9: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31.027	2	15.514	170.936	0.000[b]
	Residual	13.160	145	0.091		
	Total	44.187	147			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Financial Incentives, Non-Financial Incentives

Source: Field survey (2021)

Table 9 presented the Analysis of Variance (ANOVA) results of the regression model. From the table, the results revealed that the F-statistic of 170.936 and a sig value of 0.000 indicate that the regression model jointly and significantly expounds the variation in the dependent variable. This implies that the regression model presented above is well fit for the estimation.

Table 10: Coefficients[a] of Incentives on Employee Performance

Model		Unstandardised Coefficients		Standardised Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-0.505	0.258		-1.954	0.053		
	CFI	0.371	0.079	0.275	4.716	0.000	0.605	1.654
	CNFI	0.799	0.073	0.637	10.93	0.000	0.605	1.654

a. Dependent Variable: Composite Employee Performance (CEP)

Source: Field survey (2021)

Multicollinearity is the last assumption to meet in the regression model, and it is usually done using the Tolerance or Variance Inflation Factor (VIF) value. The decision criterion for VIF is that all VIF values must be less than 10 to indicate no multicollinearity in the independent variables, whereas Tolerance values must be more than 0.1 to show no multicollinearity. From Table 10 above, the VIF values of the independent variables are all the same (1.654) which is less than 10, depicting that the independent variables have no multicollinearity. This is affirmed by the Tolerance values (0.605) as they are also found above 0.1 to indicate that the independent variables are indeed free from multicollinearity. Having satisfied all the assumptions of the regression model, the regression results were presented in Table 10.

Objective 2: To examine the effect of financial incentives on employee performance at the Volta River Authority of Ghana.

From Table10, it is observed that financial incentives have a significantly positive effect on employee performance ($\beta=0.275$, $P<0.05$). With a standardised coefficient of 0.275, a unit increase in financial incentive is likely to improve employee performance by 0.275 units. Thus, an increase in financial incentives by an organisation or superior will lead to a greater and significant increase in employee performance. This implies that, as employees are being rewarded financially for their jobs, they get motivated to give off their best, thereby increasing and improving their performance. This is to say that managers who are able to give adequate financial incentives such as bonuses and allowances will see increased performance of their employees.

This finding is consistent with an inquiry by Young, Beckman, and Baker (2012) on financial motivations, professional values, and performance. The goal of the study was to see how financial incentives affected employee performance in a professional organisation setting. The research report found that when primary care physicians were given a financial incentive, their performance improved significantly. Thus, the study's findings showed financial incentives had a statistically significant impact on employee performance in professional organisations. This finding was also consistent with a related study by Garbers and Konradt (2014). They investigated the effects of financial incentives on employee performance using a quantitative analysis of individual and team-based financial awards. The research report's revealed that financial motivations or incentives for individuals and teams have a positive impact on performance.

This finding matched that of Rudasingwa, Soeters, and Bossuyt (2015), who inquired into the impact of performance-based financial incentives on improving healthcare provision in Burundi. The goal of the study was to see how the Burundian government used performance-based financial incentives to improve healthcare service between 2006 and 2008. The study found The research report discovered an improvement in healthcare quality in the performance-based incentive region and a significant decline in the non-performance-based incentive region. Based on the above result, the study concluded performance-based incentives had a significant impact on improving the quality of Burundi's health-care delivery. Again, this finding agreed with the work of Achie and Kurah (2016) on the effect of financial motivations on employee productivity in Nigerian Electricity Distribution Companies. The findings indicated that monetary benefits have a substantial effect on an organisation's employee productivity. In the study, Achie and Kurah (2016) recommended that companies should raise financial benefits to all levels of workers to increase efficiency and profitability.

Objective 3: To assess the effect of non-financial incentives on employee performance at the Volta River Authority of Ghana.

From Table10, it is revealed that non-financial incentives have a statistically significant effect on employee performance ($\beta=0.637$, $P<0.05$). With a standardised coefficient of 0.637, a unit increase in non-financial incentives is likely to improve employee performance by 0.637 units. Thus, an increase in non-financial incentives by an organisation or superior will lead to a greater and significant increase in employee performance. This implies that, as employees are being rewarded with non-financial incentives on their jobs, they get motivated to give off their best, thereby increasing and improving their performance. This is to say that managers who can give adequate non-financial incentives such as promotions, recognition, training opportunities, and conducive working conditions or environment will see increased performance of their employees.

This finding was backed by Mgbechi and Nwaeke (2015). They conducted a study in Port Harcourt on non-monetary incentives and work performance among hotel staff. The goal of this research was to see if there was a link between non-financial incentives and the performance of hotel workers in Port Harcourt. The research report's findings showed that non-monetary incentives including motivation, workplace independence, and a pleasant working environment have a major impact on the job performance of the hotel staff. The report concluded that employees that are motivated are willing to produce greater performance in the non-financial attention supplied to them by their supervisors. The research report recommended that managers should promote employees on a regular basis and give them proper working conditions to motivate them to enhance their performance.

Again, this finding was consistent with Sabina et al. (2015)'s investigation of the impact of non-monetary motivations on public high school teachers' work performance in Kisii Sub County. this research was to explore how non-monetary incentives influenced the job performance of Kenyan public high school teachers in the Kisii Sub County. The findings of the research article revealed that non-monetary incentives showed a positive relationship with employee work performance among public secondary school instructors in Kisii Sub County. According to the findings, a positive association between non-financial incentives and work success will have a positive impact on overall school achievement. The research paper recommended that employees should be promoted on a regular basis and provided proper working circumstances to encourage them, according to the report. As a result, job happiness and performance are ensured.

This result was also in line with Uddin and Ashfaque's (2019) study of the impact of non-monetary motivations on teacher performance at Agha Khan schools in Chitral. The goal of the study was to see how non-monetary incentives affected teacher performance in Agha Khan schools in Chitral. The investigation found that non-monetary incentives have a strong and favourable association with employees' performance. The study concluded that teachers in Agha Khan schools believe that financial incentives (extrinsic incentives) are insufficient in comparison to non-financial incentives (intrinsic incentives).

Furthermore, this finding was supported by Kefay and Kero (2019). They looked at the impact of non-monetary motivation methods on staff performance. The purpose of this investigation was to see how non-financial incentive programs affected staff performance in commercial banks in Jimma, Ethiopia. The investigation revealed that training, promotions, and promotions were all relevant indicators of employee success. The findings of the investigation also showed that the participants' full view of their current non-financial promotion practices was seen as happy and satisfied with the promotion and training but did not take sides in recognition practice. The research recommended that the commercial bank should review its recognition practice to improve incentives and performance levels of workers.

The findings of this study were in line with the reinforcement theory by Skinner (1938) which states that a person's reaction to an object is a function of what he/she expects to occur. Also, the findings of this study were supported by the expectancy theory propounded by Vroom (1964) which states that motivation is a function of the importance of rewarded relationships with effort and performance.

Chapter Summary

Based on the analysis of quantitative data collected, the results revealed that financial incentives (M = 3.7171, SD = 0.4050) and non-financial incentives (M = 4.1554, SD = 0.43745) are the forms or types of incentives that are available to the staff at the VRA. Also, data analysis showed that monetary or financial benefits have a positive effect on VRA staff performance ($\beta = 0.275$, $P < 0.05$). Again, the findings of the study revealed that non-financial benefits have a statistically significant effect on staff performance at VRA ($\beta = 0.637$, $P < 0.05$).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter gives a high-level summary of the entire work. The purpose of the study, research objectives that guided the work, and research methods used for the study are all described in this summary of the study. The summary of the study also includes analytical tools employed in the research as well as the description of the key findings based on the study's research objectives. In addition, based on the study's findings, this chapter offers conclusions and recommendations. Finally, this chapter ends with suggestions for further studies.

Summary of the Study

The main goal of this study was to investigate the influence of incentives on employee performance at Ghana's Volta River Authority. The specific objectives that guided this study were: To examine the various forms of incentives that are available to employees at the VRA of Ghana; To examine the effect of financial incentives on employee performance at the VRA of Ghana; To assess the effect of non-financial incentives on employee performance at the VRA of Ghana. The philosophical underpinning of the research methods of this study was positivism. The study embraced an explanatory research design while the research approach used was quantitative. Using a sample size determination table developed by Krejcie and Morgan (1970), a sample size of 152 was picked from a total of 250 workers at the VRA's Accra Area office using the simple random sampling technique. A standardised questionnaire with a five-point Likert scale format was used to collect primary data. Only 148 copies of the 152 questionnaires distributed were retrieved, accounting for 97.4% of the total. The descriptive statistics (frequencies, percentages, mean, standard deviation) and inferential statistics (frequencies, percentages, mean, standard deviation) were generated using the IBM Statistical Package for Social Sciences (SPSS) version 22.0 software program (linear regression). The outcomes were reported based on the quantitative data analysis.

Summary of Key Findings

1. The findings of this research confirmed that financial incentives and non-financial incentives were the forms of incentives that are available to the employees at the Volta River Authority of Ghana. This implies that financial incentives (allowances and bonuses) and non-financial incentives (promotions, working conditions, training opportunities and recognition) are available to the staff of the VRA.
2. The findings of this study again revealed that financial incentives have a significantly positive effect on employee performance at the Volta River Authority of Ghana. This means that an increase in financial incentives by an organisation or superior will lead to a greater and significant improvement in employee performance. This implies that, as employees are being adequately rewarded financially for their jobs, they get motivated to give off their best, thereby improving their performance.
3. The study also found that non-financial incentives have a statistically significant effect on employee performance at the Volta River Authority of Ghana. This means an increase in non-financial incentives

by an organisation or superior will lead to a greater and significant increase in employee performance. This implies that, as employees are being rewarded adequately with non-financial incentives on their jobs, they get motivated to give off their best, thereby improving their performance.

Conclusions

Incentives when applied properly have proven to be a vital tool for achieving an enhanced performance of employees and ultimately, the short-term and long-term goals of the organisation. The motivation of employees is one of the most significant factors in ensuring employee as well as organisational performance. The aim of this current study was to investigate the influence of incentives on employee performance at Ghana's Volta River Authority via the following objectives: examine the various forms of incentives available to employees at the Volta River Authority of Ghana; examine the effect of financial incentives on employee performance at the Volta River Authority of Ghana; assess the effect of non-financial incentives on employee performance at the Volta River Authority of Ghana.

Based on the findings of this research, it has been made evidently clear that financial incentives and non-financial incentives are the forms of incentives at the VRA. It has also been made empirically clear that financial incentives have a significantly positive effect on employee performance at the VRA. Finally, it was empirically clear that non-financial incentives have a statistically significant effect on employee performance at the VRA. incentives have a statistically significant effect on employee performance at the VRA. The above findings indicate emphatically that both financial and non-financial incentives influence employee performance positively, hence, the aim and the objectives of this current study have been achieved.

Even though both financial incentives (bonuses, allowances) and non-financial incentives (promotions, training opportunities, good working conditions, recognition) were found to have a positive association with employee performance, non-monetary benefits have a stronger effect on the performance of employees as compared to monetary benefits in this research. In view of that, it would be very appropriate to provide more of the financial incentives such as allowances and bonuses which are available to the employees at the VRA. Also, it is very appropriate to note that monetary incentives alone or non-monetary incentives alone cannot be enough to motivate employees to give off their best. Therefore, organisations like the VRA need to provide both forms of incentives at the highest levels to motivate their employees to enhance performance.

Recommendations

Based on the study's findings, the study makes the following recommendations to the management of the Volta River Authority of Ghana to ensure that incentives contribute greatly to employee performance in the organisation.

Increase financial incentives: The findings of the study revealed that financial benefits have a significantly positive effect on staff performance. Currently, the financial benefits most employees at the VRA receive are bonuses and allowances. However, most employees perceive these financial incentives (bonuses and allowances) as inadequate and it is believed that providing employees with financial incentives below their expectations consistently will demotivate them to perform at the optimum level. Therefore, the study recommends that there should be a constant upward review of financial incentives to positively influence and enhance employee performance.

Increase non-financial incentives: The study also found that non-financial benefits have a statistically significant effect on staff performance. However, public-sector employees like the employees of the VRA infrequently receive non-financial benefits such as promotions, recognition, favourable working conditions, and training opportunities and looking at the challenges of the government these days, the government could not be in a better position to make any meaningful enhancement to the non-financial incentives. The management of the VRA should put measures in place to improve the non-financial incentives aspect of the general incentive package in the organisation. This is to say that, increasing non-monetary benefits will improve staff performance and the profitability of the organisation.

Suggestions for Further Research

This research could not focus on all the components of incentives, it focused on a few components. Further studies should be done in different areas to ensure that the studies achieve extended coverage of the components of incentives. Also, this current study adopted the quantitative approach which made use of a larger population. Therefore, further research should be done using a qualitative approach that employs small sample size to investigate the topic under consideration. By the suggestions above, further studies will look different and valuable.

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APPENDICES

APPENDIX A: QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

QUESTIONNAIRE

I am a student at the University of Cape Coast pursuing a Master of Business Administration degree programme in Human Resource Management. As part of my programme requirements, I am submitting this questionnaire to you to seek your opinion on the topic "*Incentives and Employee Performance in the Public Sector: Evidence from the Volta River Authority of Ghana*". All responses will be treated with strict confidentiality and will solely be used for academic research. Kindly spare me some time to respond to the statements for me. Thanks for participating.

SECTION A

Part I: Personal Data

Please tick (√) in the appropriate column

1. Gender:

   Male [ ]   Female [ ]

2. Age:

   Below 25 [ ]   25 - 35 [ ]   36 - 45 [ ]

   46 - 55 [ ]   Above 55 [ ]

3. Educational Qualification

Certificate [ ] Diploma [ ] Bachelor's Degree [ ]

Master's Degree [ ] Other, please specify ____________

4. Years of Service in your current organisation

Below 5 years [ ] 5 - 10 years [ ] 11 -15 years [ ]

16 - 20 years [ ] Above 20 years [ ]

5. Job Category

Management Staff [ ] Supervisor [ ]

Technician [ ] Professional Support Staff [ ]

SECTION B

Part 1: Financial Incentives and Non-Financial Incentives

This part is seeking your opinions regarding the type of incentives that are most relevant to you. You are asked to indicate the extent to which you agree or disagree with each statement using a 5-point Likert scale. **[*1-Strongly Disagree (SD), 2-Disagree (D), 3-Neutral (N), 4-Agree (A), and 5-Strongly Agree (SA)*]**. Please tick (√) to indicate the extent to which you agree or disagree with the following statements.

No.	**Statements**	**1 SD**	**2 D**	**3 N**	**4 A**	**5 SA**
Financial Incentives						
1	The organisation usually provides bonuses for all of its employees according to the job grade.					
2	Annual bonus based on the organisation's financial targets and achievements motivates me to perform better.					

3	The organisation's existing bonus pay system inspires me to a higher performance.					
4	Bonuses help me to develop my abilities, expertise and skills for organisational performance.					
5	High allowance improves my commitment and performance levels.					
6	All tasks to be accomplished are associated with the desired allowance.					
7	The organistion's existing allowance scheme is satisfactory.					
8	The allowance I am getting commensurate with my job performance.					
9	Commission on sales usually motivates me to perform better in the organisation.					
10	A competitive commission-based incentive ensures efficient service delivery and productivity.					
11	A commission-based incentive encourages me to improve the sales performance.					
12	There is a commission-based incentive in my organisation.					
13	A profit-sharing scheme improves organisation's performance by attracting qualified staff.					
14	A profit-sharing scheme has a significant role in the performance of key staff.					
15	A profit-sharing scheme ensures a strong sense of belongingness to the organisation.					
16	There is a profit-sharing incentive scheme in my current organisation.					

	Non-Financial Incentives					
17	Management recognising employees whose efforts make a difference is enough motivation for a higher performance.					
18	I am more motivated to perform better in the organisation when I'm appreciated with a tangible or an intangible item					
19	Recognition boosts the morale of an individual or a team for work well done.					
20	Participating in the decision-making of the organisation motivates me for organisational performance.					
21	There are enough promotion possibilities to stimulate me to a higher performance.					
22	Promotion purely depends on performance and is fairly distributed within the organisation.					
23	Employees are promoted when they earn academic qualifications or special training.					
24	When employees perform well consistently, they are promoted to the next level.					
25	A positive working condition is important for me to perform well on my job.					
26	Clear organisational policies and procedures promote employee performance.					
27	Feeling a spirit of teamwork and cooperation among co-employees motivates me to perform well.					
28	The work environment elicits greater commitment in me to perform my best.					

29	The organisation is committed to the training and development of its employees to ensure high performance and retention.					
30	The contents of the training program make the organisation's employees more productive.					
31	The organisation provides me with skills and knowledge that will benefit me now and in future.					
32	Training opportunities boosts my productivity in the organisation.					

Part 2: Employee Performance

For each of the following statements about your job performance, please indicate (by ticking) the extent to which you agree or disagree with them, using the following scale: **[*1-Strongly Disagree (SD), 2-Disagree (D), 3-Neutral (N), 4-Agree (A) and 5-Strongly Agree (SA)*]**.

	Statements	**1 SD**	**2 D**	**3 N**	**4 A**	**5 SA**
	Employee Performance					
1	Through incentives, I am able to complete my job function on time.					
2	The organisation's available incentive package always makes me more effective and efficient for task accomplishment.					
3	Employee incentive enables me to perform neat and accurate job.					
4	The existing organisation's incentive scheme programme influences the quality of work I do.					

5	A performance-based incentive scheme encourages me to exert more					
6	Adequate incentives motivate me to increase the volume of work I perform.					
7	The existing organisation's incentive scheme programme enables me to carry out my duties without resorting to a supervisory assistance.					
8	Adequate incentives motivate me to perform my job functions without [illegible]					
9	The existing organisation's incentive scheme programme promotes high self-confidence, goodwill and cooperation among employees.					
10	Adequate incentives improve my confidence level and cooperation among employees to perform my job functions very well.					

APPENDIX B: INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Telephone: 0312292969
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UNIVERSITY POST OFFICE
CAPE COAST, GHANA

Our Ref: SB/DHRM/PGS/20/06

20th January, 2021

Your Ref:

Volta River Authority
Greater Accra Regional Office
Accra

Dear Sir

INTRODUCTORY LETTER

The bearer of this letter, **Mr. Isaac Nana Okan Ababio Nimo,** is an MBA (Human Resource Management) Student of the University. He is currently conducting a research on the topic "**Incentives and Employee Performance in the Public Sector: Evidence from the Volta River Authority of Ghana**".

The student would want to use your establishment as his unit of study. We would be grateful if you could help him with the necessary assistance, especially with regard to data collection.

We appreciate your anticipated assistance.

Yours faithfully

Dr. Nana Yaw Oppong
(HEAD)

APPENDIX C: KREJCIE AND MORGAN (1970) SAMPLE SIZE DETERMINATION TABLE

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384