

**Ministry of Education and Science of Ukraine**  
**Ukrainian-American Concordia University**  
*Department of International Economic Relations, Business & Management*

Bachelor's Qualification Work

**Modern systems and forms of work incentives**

(on the basis of SanityDesk company)

Bachelor's student of  
Field of Study 07 – Management  
and Administration  
Specialty 073 – Management  
Educ. program – IT Management

**Ostrova Sofiia**  
*(First Name, Last Name)*

---

*(signature)*

Research supervisor

**Liudmyla Serova**  
*(First Name, Last Name)*  
Doctor of Philosophy  
*(academic degree, full name)*

---

*(signature)*

## Abstract

Motivation plays a key role in an employee's life from the moment work was created as an activity. But motivation couldn't be created just from salary, as nowadays employee has various needs that should be fulfilled in order to give a great desire to work and self-improve. The golden middle is in the mix of both material and non-material forms of work incentives, but the creation of this mix should be based on company goals, corporate culture, current position on the market, and overall enterprise characteristics. Nowadays situation on labor market gives all options to choose from, but finding a correct motivation for yourself is extremely hard, almost as hard as remain this motivation once it will be found. But by digging deeper in history, motivational theories and nowadays approaches, both company and employee can find a best incentive system to apply.

**Keywords:** Motivation, Incentive systems, Non-material/Material gratitude, Corporate culture, Gainsharing plans.

## Анотація

З моменту створення роботи як діяльності мотивація відіграє ключову роль у житті працівника. Але лише мотивації з заробітної платні недостатньо, оскільки сьогодні у працівника є різні потреби, які необхідно задовольняти, щоб дати бажання працювати та самовдосконалюватися. Золота середина — у поєднанні як матеріальних, так і нематеріальних форм стимулювання праці, але створення цього поєднання має базуватися на цілях компанії, корпоративній культурі, поточній позиції на ринку та загальних характеристиках підприємства. Сьогодні ситуація на ринку праці дає з чого вибрати, але знайти для себе правильну мотивацію надзвичайно важко, майже так само важко, як залишатися неє замотивованим, коли вона

знайдена. Але, аналізуючи історію, теорії мотивації та сучасні підходи, і компанія, і співробітник можуть знайти найкращу систему стимулювання для застосування.

**Ключові слова:** мотивація, системи стимулювання, нематеріальна/матеріальна подяка, корпоративна культура, плани розподілу прибутків.

**PHEE-institute «Ukrainian-American Concordia University»**

**Faculty of management and business**

**Department of international economic relations, business and management**

Educational level: **bachelor degree**  
Specialty: 073 “Management”  
Educational Program “Management”

**APPROVED**

Head of Department \_\_\_\_\_

“ ” \_\_\_\_\_ 202\_\_

**TASK**  
**FOR BACHELOR’S QUALIFICATION WORK**

**Ostrova Sofiia**

(Name, Surname )

1. Topic of the work

**Modern systems and forms of work incentives**

Supervisor of the work \_\_\_\_\_,  
(surname, name, degree, academic rank)

Which approved by Order of University from “**22**” **December 2022 №22-12/2022- 3c**

2. Deadline for bachelor’s qualification work submission “**16**” **May 2022**

3. Data-out to the bachelor’s qualification work \_\_\_\_\_  
to the bachelor thesis materials received during the consultation with the representatives of the company

4. Contents of the explanatory note (list of issues to be developed)

There are three main topics/tasks for the thesis: theoretical and methodical bases of the effectiveness of modern systems and forms of work incentives; research of the organizational and economic mechanism of HR management efficiency of company; development of measures to improve the HR management of the enterprise.

5. List of graphic material (with exact indication of any mandatory drawings)

Graph for illustrating the dynamic of financial indicators of the company activity and schemes for visualization the international organization management system of the company.

## 6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature, date	
		Given	Accepted
<b>1</b>	<i>Syerova</i>		
<b>2</b>	<i>Syerova</i>		
<b>3</b>	<i>Syerova</i>		

## 7. Date of issue of the assignment

### Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	14.02-13.03.2022	Done
2.	II chapter	14.03-10.04.2022	Done
3.	III chapter	11.04-24.04.2022	Done
4.	Introduction, conclusions, summary	25.04 – 01.05.2022	Done
5.	Pre-defense	06.06.2022	Done

Student \_\_\_\_\_  
(signature)

Supervisor \_\_\_\_\_  
(signature)

Conclusions: \_\_\_\_\_

*The bachelor thesis of Ostrova Sofiia is relevant and devoted to the modern systems and forms of work incentives. The reviewed bachelor thesis consists of content, introduction, 3 sections, conclusions, and recommendations. The content of the paragraphs is fully complied with the parts' titles and the topic of the bachelor thesis. The content and structure of the work meet the requirements and current standards for obtaining an educational bachelor's degree. Illustrative materials facilitate the perception of presented information and indicate persistence in the collection and processing (analyzing) of statistical data. The practical significance of this bachelor thesis is proved by the opportunity of using of proposed improving set of measures on the company. Proposed recommendations will increase the efficiency of HR management system of the company. The bachelor thesis is a completely independent study of current theoretical and practical aspects of management. The bachelor thesis of Ostrova Sofiia is recommended for defense with a highest score.*

Supervisor \_\_\_\_\_

(signature)

## TABLE OF CONTENTS

	<b>INTRODUCTION.....</b>	<b>3</b>
<b>CHAPTER I.</b>	<b>THEORETICAL BASIS AND HISTORY</b>	
	<b>OVERVIEW OF WORK INCENTIVES.....</b>	<b>6</b>
1.1.	Determinants of the need for work incentives.....	6
1.2.	Theoretical foundations of main approaches to employee motivation .....	8
1.3.	Historical aspects of work incentives development and remote work approach changes.....	11
1.4	Remote work motivation’s problem analysis.....	15
<b>CHAPTER II.</b>	<b>GENERAL ANALYSIS OF MODERN FORMS OF WORK INCENTIVES USED BY SANITYDESK COMPANY</b>	
2.1.	Analysis of work incentives forms .....	20
2.2.	Peculiarities of non-material form of work incentives in SanityDesk.....	23
2.3.	The economic effect of material form of work incentives usage	27
<b>CHAPTER III.</b>	<b>IMPROVEMENT OF INCENTIVE SYSTEMS OF SANITYDESK COMPANY</b>	<b>32</b>
3.1.	Substantiations and guidelines for improvement of a system of work incentives and process of creation.....	32
3.2.	Suggestions on measures for improvement of incentive systems of SanityDesk company.....	35
3.3.	Projections of development of modern incentive systems of SanityDesk company.	45
	<b>CONCLUSIONS AND PROPOSALS.....</b>	<b>51</b>
	<b>REFERENCES.....</b>	<b>56</b>

## INTRODUCTION

To begin with, time changes everything, and of course, it changes people's relationships with work and labor overall. We no longer appreciate slavery and people could make a choice, where, how much and when to work. This creates a need for different motivations for unique companies with various goals. The culture of honor, with its rigid hierarchy and authoritarian approaches, is being replaced by a culture of dignity, where everyone is respected, regardless of their status in the company. Organizations are now building staff motivation differently, taking into account the new realities. Work incentives now include both material and non-material gratitude, which allows people to feel needed and stay motivated all working year and even the next one.

Also, it's important to note that various work incentives and organizational motivation of the staff are the legally prescribed right of the employer to comply with the rules of the entire staff of the company. Hence the discipline of labor and the intimidation of staff with disciplinary responsibility for improper performance of duties or any other behavior displeasing the employer. Hardly anyone would argue that such methods are outdated and do not bring positive results.

Personnel motivation is an important part of the corporate culture that can be formed spontaneously. Corporate culture includes many factors, such as the existing leadership system in the company, methods of conflict resolution, communication system, the position of a person in the company, features of gender, and interethnic relations. As we can see, a lot of factors influence how work incentives will be created and used in the future.

Also, there is no ultimate work motivation for an employee that could be used for all of us. Each company needs to develop its own based on employee needs and company opportunities, that's why now we have various forms and systems of motivation. Each of them is different and was developed by the usage of unique motivation theories created by scientists like Abraham Maslow, Victor Vroom, Frederick Herzberg, Douglas McGregor, and others. Those people conducted

experiments and end up with different studies, that prove that we are unique and to motivate us to work, only payment and days off are not enough. Employees need more. Honestly, everyone needs more, as even the CEO needs the motivation to bring success to his/her company.

If we will go into detail, there are extrinsic motivators when a person wants to be rewarded for their work or to avoid punishment. Companies usually use salary, benefits, promotion, and bonuses as extrinsic motivators. They are effective for many people and in many situations. You've probably heard about the incredible perks and benefits at some companies, including delivery from restaurants of cooked-to-order meals, free dry cleaning, game rooms, and recreation areas. It's all about staff retention and competitive success. There are also intrinsic motivators, where a person is motivated by their own desire to do something for themselves, and therein lies the reward. So, the usual work incentive at work is a unique mix of various types of gratitude.

The **relevance** of this work is defined by the high need for the development of modern work incentive systems that will be adapted to the conditions of remoted work, COVID-19, and a new generation, that uses new approaches to seek another stimulus in the workplace.

The **aim of the Bachelor's Qualification Work** is to study and analyze how modern incentive systems differ in development, approaches, forms, creation, and results from old ones.

In order to achieve this aim, the following **tasks** were set:

- conduct and analyze employees interviews and surveys in startup SanityDesk;
- analyze modern motivation approaches and their usage;
- develop a strategy for the creation for modern incentive systems;
- analyze various motivation theories and identify the most important for nowadays application and development;
- make suggestions after survey analysis and identify the key-point for the difference between old and modern incentive systems.

The **methodological basis** for this work is comprised of a motivation survey conducted specifically for Bachelor's Qualification Work, analysis of various internet



resources, SanityDesk employee interviews and peer-review of books and economic magazines.

The **research objects** are non-material motivation forms, material motivation forms and old/modern incentive systems.

The **research subject** is various incentive systems created before, motivation theories, incentive forms used in Europe countries.

**Bachelor's Qualification Work consists of an introduction, 3 chapters, conclusion and list of references. Work is carried out on 60 sheets, containing 3 tables, 1 survey, 1 interview, 1 formula and 20 figures. References include 41 literature sources.**

## **CHAPTER I. THEORETICAL BASIS AND HISTORY OVERVIEW OF WORK INCENTIVES**

### **1.1. Determinants of the need for work incentives**

To begin with, let's take a look at why people need work incentives at all. From a simple logical perspective, it's obvious, that when a person needs money, he/she goes to work and that should be a fair exchange. But in real life, it's much more complicated, as various factors influence the speed of work, the amount that could be completed, and the overall worker's performance. So, starting from small businesses and ending up with corporations like Disney, everyone needs additional motivation for employees in order to increase the quality of work. Personnel management is a very important function of enterprise management, which determines how effectively an enterprise will function. "Personnel solves everything," but motivating these personnel allows you to achieve much more. We are built in such a way that we always need motivation. The fact is that people are not used to doing something for anything, they want to understand what they will get for it, and what bonus they will get. [18] And this logic plays into the hands of managers who strive to achieve the company's goals. Motivation is a mutually beneficial activity, as both parties remain satisfied in the end. Managers enjoy the production figures, and employees enjoy the bonuses, praise, and other benefits promised by management.

I would like to refer to Maslow's Pyramid in figure 1 in order to better explain why people actually need their job. As we can see, need in the job comes from basic people's needs – 1<sup>st</sup> layer shows that people will work just to pay for food and rent when for example 5<sup>th</sup> one represents people who work in order to become the best one beyond others or show their knowledge and experience. What I'm trying to say, is that all those 5 layers will require different work incentives, for example, money as motivation will definitely work for 1<sup>st</sup> and 2<sup>nd</sup> layers, but for sure won't work for 5<sup>th</sup> and 6<sup>th</sup> ones. This means, that every enterprise needs to understand why people are working, so they can develop personal work incentives for each of them. That actually sounds quite hard, so usually, companies develop one strategy for the whole department, or

team, or basic group of people. But once again, a review of Maslow's theory of motivation will definitely help to develop a better vision of employee needs and how motivation could be built.



Fig. 1.1. Maslow Pyramid

Source: Reserchgate.com

Every business owner or manager of an organization wants his employees to devote themselves to their work as much as possible, to do everything for the company to prosper. It is possible to do it only by developing an optimal motivation system in the company. This subordinate needs to be motivated so that the employee performs his own activities with passion and dedication. One may not realize it, but the culture and values with which one employee was raised also determine motivation. If someone was born into a family that emphasizes philanthropy, he or she may be motivated to take on a role that will help others achieve their own professional goals. [16] On the other hand, if there are many in a social group who are committed to achieving professional success - the person is able to get motivated to move forward because of the environment.

Work incentive contributes to the achievement of personal goals and also influences personal self-development too. Once an employee achieves some initial plans, he or she will understand the clear connection between effort and result, which can further motivation to continue to perform at a high level. When an employee gets

needed support and develops himself, it influences life overall, as a person will be getting a higher living standard. The usual example we could find in real life, as people who are working as big companies CEO do not live in small rented apartments in the countryside, no, they live in better conditions. What I'm trying to develop, is the correct work incentives could influence the whole person's life and his family too.

Moreover, corporate culture is also very needed right now and can be considered as a part of work incentives. A culture of honor with rigid hierarchies and authoritarian approaches is being replaced by a culture of dignity, where everyone is respected, regardless of their status in the company. Organizations are now building staff motivation differently, taking into account the new realities.

There are at least two ways to create a corporate culture:

- Systematic approach: HR-specialist and top management think together about decisions, fix standards, based on which they hire certain employees, create an atmosphere in the company, and monitor compliance with the standards. This one is much more efficient and helps create friendly conditions for work.
- Spontaneous decisions: there is no preliminary work, each department decides for itself whom it is better to hire, how best to treat a person in their department/department, and how best to communicate. That one is easier to implement, but might cause problems in the long perspective, as without fixed corporate culture it's extremely hard to adjust to it for employees.

To sum up, work initiatives are extremely important for all types and sizes of businesses. Just payment is not enough to motivate employees correctly, develop high productivity, influence performance, and create great working conditions. Also, corporate culture generates low or high staff motivation. Low staff motivation is the result of ill-conceived decisions by management and HR employees.

## **1.2. Theoretical foundations of main approaches to employee motivation**

The problem of motivating people to work has always been with us. Attempts to find ways to increase people's productivity by motivating them have been made since ancient times. As far back as about 2 thousand years B.C. the king of Babylon

Hammurabi legally set the level of wages for some of his subjects. Moreover, thousand years later Nebuchadnezzar II, who also ruled there, proved that it was possible to stimulate workers with wages. 400 years B.C. the Persian king Cyrus put forward ideas about the need to study the causes of people's motivation. Work incentives have always been related to the level of development of production, social conditions, needs, culture, traditions, and religion.

Word "Stimulus" in ancient Rome was a thin sharpened metal pole for driving horses harnessed to a chariot. A stimulus is an external trigger to activity associated with the influence of factors and subjects to the individual. Stimulus was used in different ways in order to influence on overall quality and mostly on the amount of work people are dealing with. More about stimulus we will research in chapters II and III.

In addition, throughout the time of capitalism's creation, a more in-depth understanding of the challenges of employee labor incentives arose. It was founded in 1776 by A. Smith, a representative of the political economy. Economic interest, the desire for maximal economic profit, and the inherent drive to enhance one's own status, according to Smith, are the primary motivations for human behavior. At this moment in history, significant changes began as individuals began to better understand the numerous ways in which they might impact the quality and quantity of the end product by investing in staff. [25]

The author of reformatory ideas in the sphere of workers' motivation was the English factory worker Robert Owen (1771-1858). At his textile factory in Lanark, Scotland, he successfully solved problems of productivity and motivation by improving working conditions, developing a system of open and fair evaluation of work, and providing decent housing for workers and their families. Moreover, Robert was a philanthropist and social reformer, founder of utopian socialism and the cooperative movement. He was truly believing in his ideas and followed utopian socialism which was popular these days. Actually, looking at figure 2 we could see that utopian socialism was having more political freedom and it's a type of ethical socialism that requires certain ethics of those living in the community.

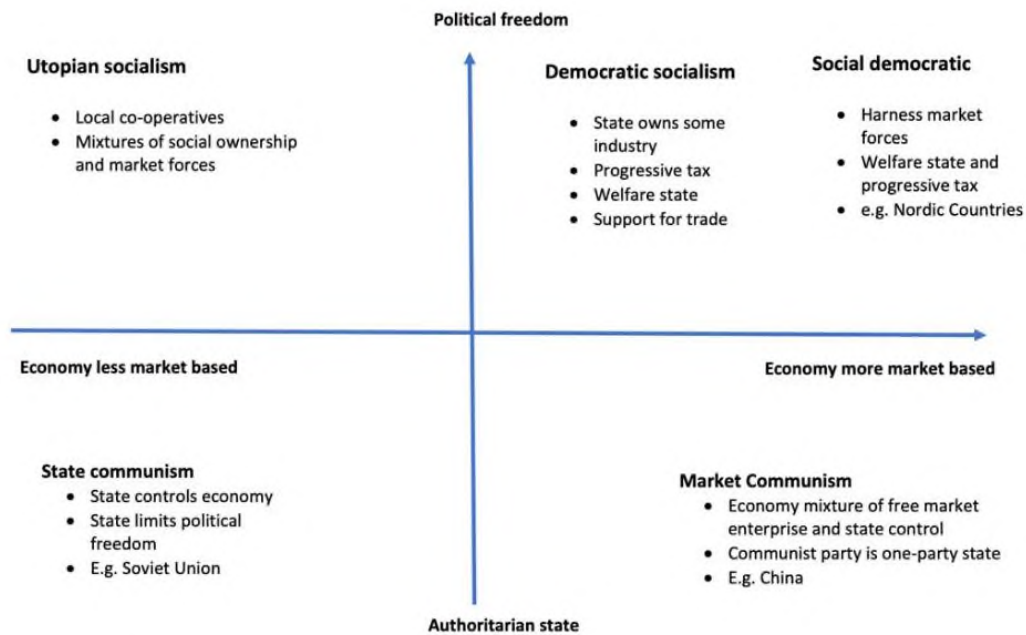


Fig. 1.2. Graphs representing differences between various political theories

Source: Reserchgate.com

Representatives of the scientific school of management F. Taylor, F. Gilbreth and L. Gilbreth, H. Emerson made major contributions to the development of the theory and practice of work incentives. F. Taylor investigated the characteristics of production processes at numerous businesses and concluded that the major cause of low worker productivity is an ineffective worker stimulation system. [1] He proposed utilizing a system of material incentives, the most important of which is compensation, which, in order to have the desired impact, should occur soon after labor completion.

In order to keep workers in a state of constant expectation of remuneration, F. Taylor used a progressive remuneration system based on certain principles: payment to a person, not to a place; setting rates based on accurate knowledge, not guesswork; uniformity of rates. Thanks to the introduction of this system, labor productivity and, as a consequence, wages increased, and workers became interested in intensive work, cooperation with the administration, etc.

F. Taylor, on the other hand, saw workers not as persons or individuals, but as the most efficient way of completing tasks. He couldn't understand why it was so difficult to get a worker to improve his production, even when his earnings were greatly

increased. F. Taylor believed that increasing the productivity of one worker puts others behind, who must also strive to increase productivity. He did not take into account that as a result of such an increase in productivity rates would decrease and workers would remain with the same wages, but for more intensive work. Naturally, the team will not pity such front-runners, and workers will prefer normal human relations to high wages. But F. Taylor only improved operations and introduced a system of material incentives, while the solution to the problem lay in the management of human relations. [31]

Also, for a more successful, effective management of work incentives it was necessary to study the person, his psychological characteristics, and adaptive capabilities. The "behavioral school" began to form, which investigated human behavior in the work environment and the dependence of human motivation on the moral and psychological state. It is believed that one of the founders of the behavioral school, E. Meio, a clinical psychologist, started this trend. From 1927-to 1932, he and his colleagues conducted experiments in the factories of the Western Electric Company in Hawthorne in order to determine how to improve the productivity of workers. It was one of the first massive experiments in order to test different types of work incentives.

The experiments showed that the motives of labor behavior of people are determined not only by the existing system of material incentives in the enterprise but also by many social and psychological factors. Scientists began to attach great importance to psychological motives of people's behavior in the process of production, problems of group relations, group norms, communication barriers, informal organizations, and humanization of relations between administration and employees.

### **1.3. Historical aspects of work incentives development**

Further formation of scientific approaches to the problem of motivation was enriched by a number of content and process motivational theories, the authors of which are A. Maslow, and his pyramid of needs that we covered in 1.1, F. Herzberg, D. McGregor, and many others. [3] We will take a better look at a few of them, that influenced the most on the creation of current systems and forms of work incentives.

One of the most important is the Motivational theory of expectations by V. Vroom. The main idea of it is that the degree of motivation of an organization's employees to work depends on their perceptions of their ability to perform the tasks facing them and the reality of achieving the goal set. By looking at figure 3 we can see the model and how effort, performance, and reward are connected and influence on overall work performance, satisfaction and motivation.

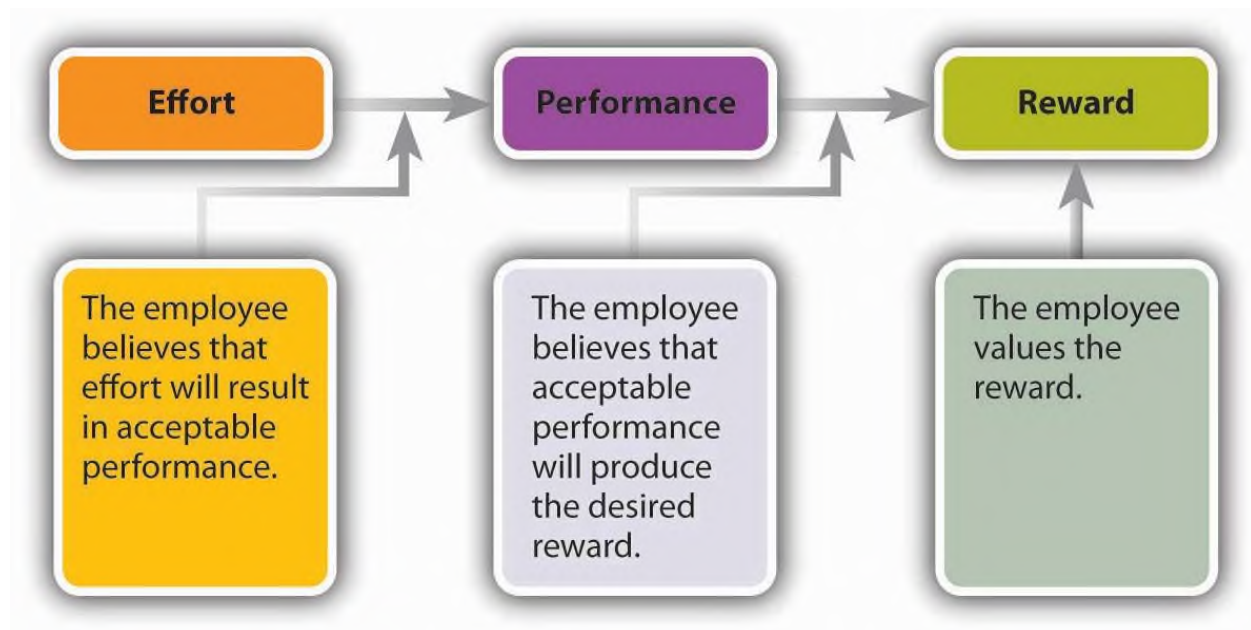


Fig. 1.3. Model of Motivational theory of expectations by V. Vroom

Source: online magazine economic help

According to the motivational theory of expectations, the motivational effect is not the needs of people themselves, but the thought process in which the individual evaluates the reality of achieving the goal set and receiving the desired reward.

The second important theory that influenced the overall development of work incentives is two-factors Herzberg's motivational theory. By looking at figure 4 we could see two main parts are Motivators and Hygiene factors. The results of this study allowed Herzberg to conclude that job satisfaction depends on its internal and content characteristics, while dissatisfaction depends on the external characteristics of the job and its context. [14] After long studies and a few experiments done in 1959, all factors that influence a person's activity in work situations were divided into hygienic and motivating factors. This theory helps us better understand how important is correct mix



of Effort, Performance and Reward. All of them are influenced by each other and could ruin incentive system if wouldn't be developed in a correct way. I would recommend paying additional attention to this particular factors.

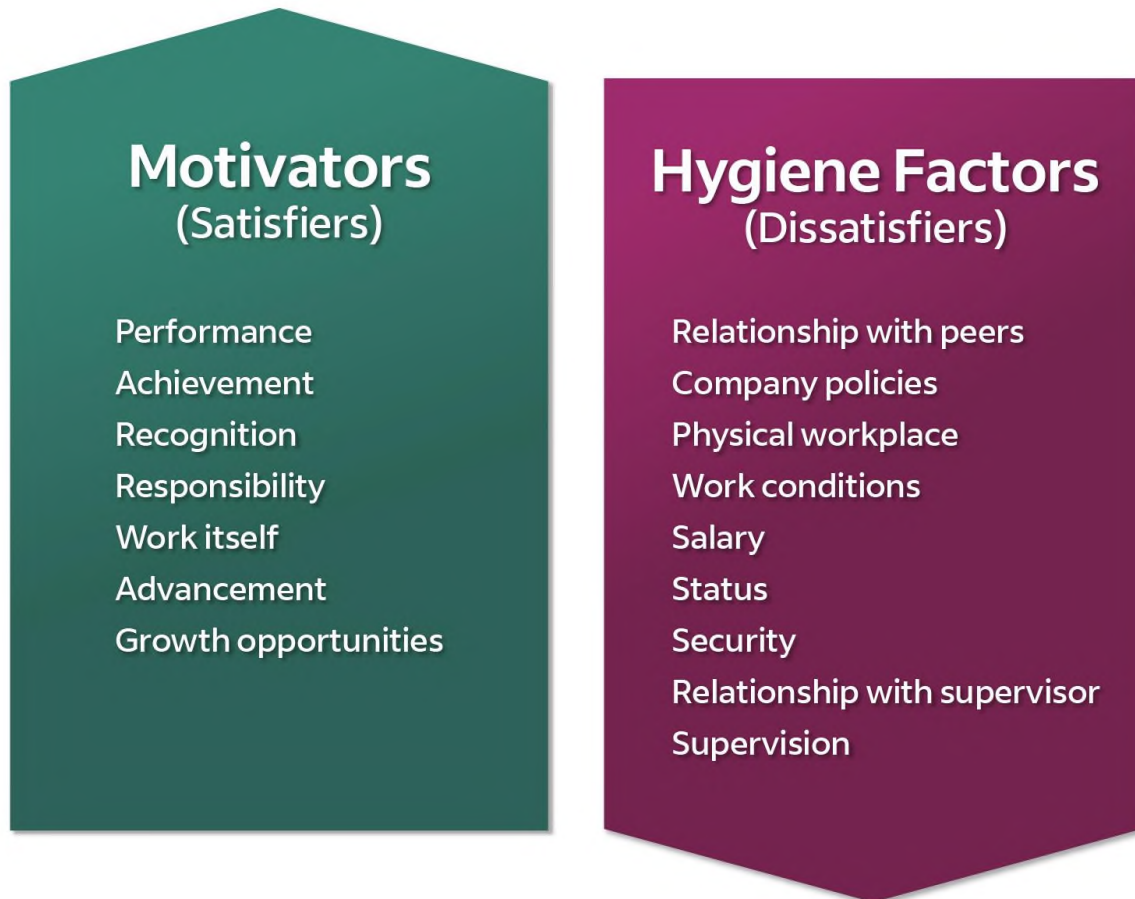


Fig. 1.4. Model of two-factors Herzberg's motivational theory

Source: Reserchgate.com

Briefly talking, scientists divided their study results into two main parts:

- Hygiene factors also called health factors, are factors that relate to the environment in which work itself takes place. The term "hygienic" was borrowed by Herzberg from medical terminology, in which it refers to factors that help maintain health but do not necessarily improve it.

- Motivating factors, also called motivators, are directly related to the essence of the activity itself and its nature. They contribute to the level of job satisfaction and are considered as an independent group of needs, which, summarized, can be called the need for growth.

The last theory I would like to cover in this chapter will be D. McClelland's Theory, where scientist argues that any organization provides the worker with opportunities to realize three higher-level needs: the need for power, success, or belonging. On the basis of them there is the fourth need - the need to avoid troubles, i.e. obstacles or counteractions in the realization of the three named needs, for example, situations not allowing to achieve success, capable of depriving a person of power or group recognition. [4] By looking on figure 5 we could see what all 3 parts included. Also, these needs are expressed differently in different people and may be present in certain combinations, but one need is always predominant; it is the predominant need that determines a person's behavior.

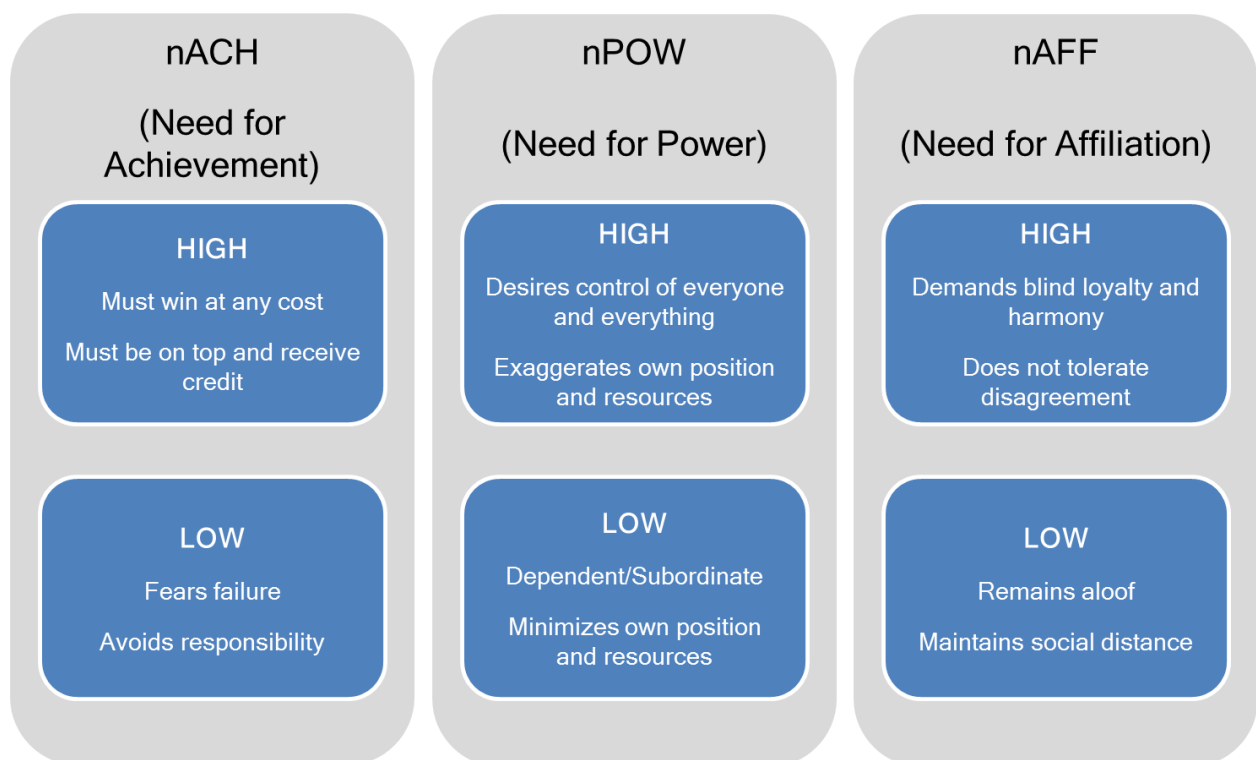


Fig. 1.5. Model of Needs by D. McClelland Theory

Source: Reserchgate.com

The need for power is the highest priority. nPOW are conditioned by a person's learning and life experience and consist in the fact that a person gravitates toward controlling the actions of others as a way to exert significant influence over them.

Then, nACH is satisfied only when the work started is successfully completed. People who want to successfully set themselves tasks of greater complexity and wish to receive feedback on their work and their activities in general. For example, the desire to achieve success in the head of the organization can be manifested in the initiative, the desire for justifiable risk. In case he is afraid of failing, he will try not to take part in such activities where it is necessary to be proactive and take responsibility. Such a person will strive to minimize the likelihood that his or her image will be damaged.

nAFF are also called participatory or participatory needs. They can be expressed in aspirations for cultural, intelligent, and friendly relationships with the people around them. But people with dominant participatory needs often not only want to establish good relationships with other people but also want to find support and approval in the eyes of people who are meaningful and authoritative to them.

#### **1.4. Remote work motivation's problem analysis**

To begin with, nowadays the situation in the World changed a lot since 2019 and continues to change right now. When people had no other choice than to switch to working from home, it influenced a lot on their productivity and overall motivation. Pandemics like COVID-19 created absolutely different conditions for employees and employers, so both needed to adjust in order to remain profitable. The main change that happened to people, is that now they work from home, which means no colleagues, no office, no team meeting in spacious rooms with all bosses and etc. Of course, not everyone was affected by it, and lots of sectors like the military, pharmacy, food and others remain the usual workflow, but we will be focusing on those, who had no chance but to move employees to distance working.

To begin with, we need to understand what influenced people when they switched to remote work. By looking at figure 6 we could see that mostly it's a mix of physical factors (bad wi-fi, distraction at home) and mental ones (loneliness, communication) and of course, the lack of motivation that is there takes 8%. This creates a big decrease in company productivity and overall performance.

On the other hand, the company probably managed to have fewer expenses, as now there is no need in paying for an office, transport for employees, and other physical needs. So, this money could be even invested in digital products that will help to manage employees on remote work. This also influences on factor listed in figure 6, as we can see that collaborating takes 17%, which is the 3<sup>rd</sup> biggest one in the whole table. So, everything is connected very closely and new development when COVID-19 started was needed.

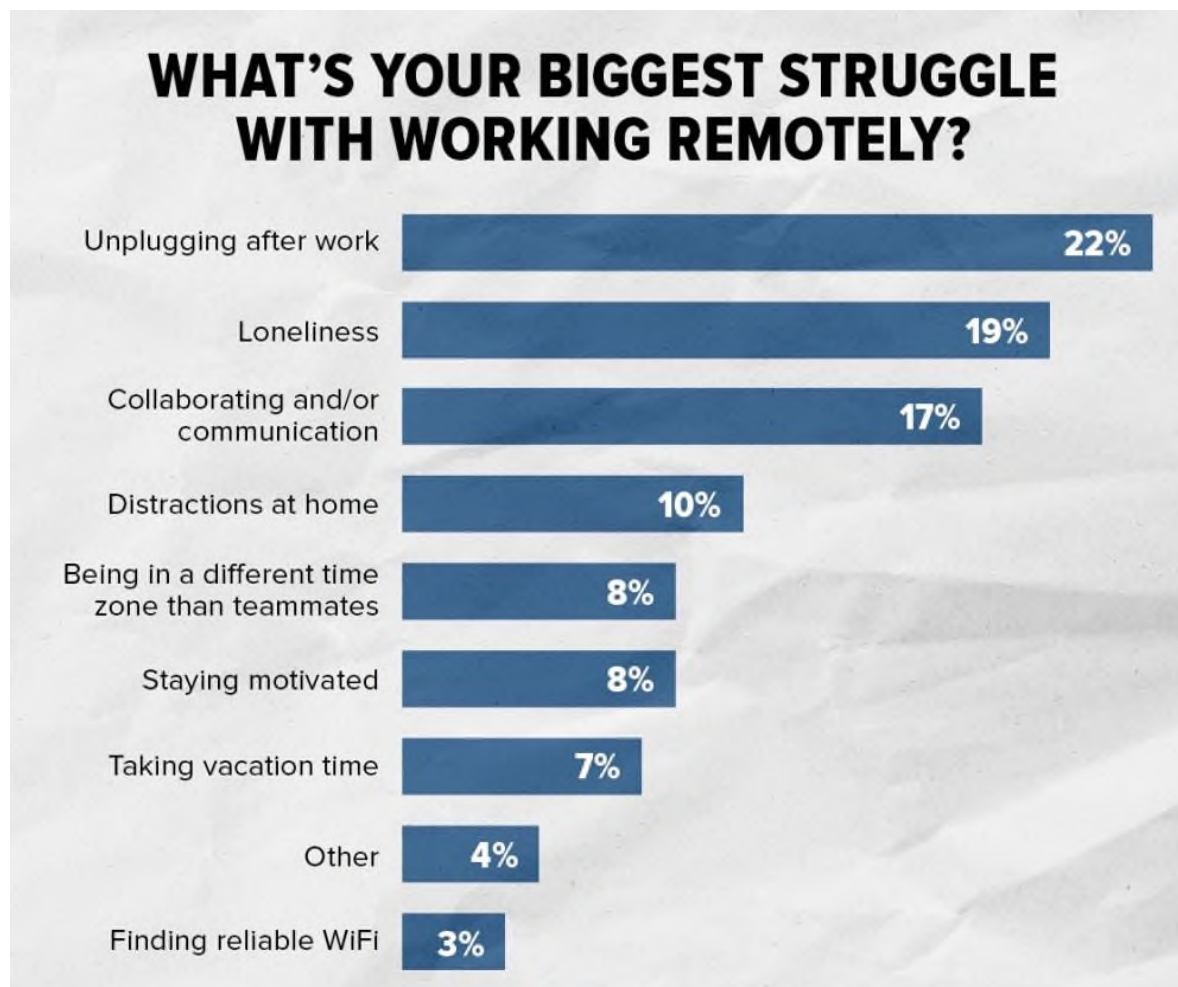


Fig. 1.6. Results of a survey done in 2019 by the USA website Buffer

Source: online magazine Economic Help

As we can see, the situation became different in a very short period, which made it hard for people to adapt. This doesn't really help as now people need to manage everything by themselves. The pandemic and its challenges have forced a radical rethinking of almost all work processes. [19] Practice shows that some of these changes

are for the best. Like, companies were forced to develop new systems and forms of work incentives in order to motivate employees as before. On the other hand, previous systems stopped working, as people are no more engaged in processes taking place in office and society.

Interestingly, the main barrier to remote work for many was the family. Overburdened with professional and domestic responsibilities, parents became embarrassed by the blurring of the line between work and home. The task of employers in this situation was to preserve the organizational culture. And this requires new methods of motivating staff, and finding ways to unite geographically dispersed people around one goal.

The system of employee motivation popular before the pandemic has lost its meaning. After all, who needs a gym membership if it's closed, or free lunches, tea and buns if an employee doesn't come to the office. Remote relationships have changed traditional methods of control and motivation. It turned out that where it is impossible to organize the monitoring of the work process, non-material motivation of staff is appropriate.

In terms of remote business interaction, the system of staff motivation is based on:

1. time to complete tasks and availability of management during the working day;
2. informing about all planned and completed tasks in the electronic calendar or in the chat, which is available to all team members;
3. rules on the procedure for resolving personal issues at work;
4. allocated time for daily and weekly, monthly working meetings;
5. online chats for quick exchange of information between team members and the office.

Today, even those employers who are skeptical about the home office and do not want to invest in additional equipment and communication methods, are forced to accept reality. In figure 1.7 we can see the main factors influencing remote work motivation and how they relate to each other. For some, remote work has become the only chance to keep a business. Flexibility and rapid adaptation to changing conditions are needed to ensure that distance is not an issue. In SanityDesk there are two options

available: you could either work in a co-working center or from home. In the thesis paper, we will be covering both situations, and how to use incentive systems.



Fig. 1.7. Model of relationships in remote work

Source: Online Journal “Economic truth”

Productive remote work is established gradually and is possible only under the conditions of the complex approach to the organization of the working process. To work effectively outside the office, the manager must provide employees with tools for remote work. The manager must help to understand what tasks the employee has and what is expected of him in the final. [41]

Support and regular one-on-one meetings are the key to mutual understanding. It is important to keep in mind that meetings should not be purely about work issues. The leader should also assess the emotional state of the subordinate, identify signs of stress and help find ways to reduce it.

It is important not only to be a person who manages and receives completed tasks. First of all, you need to be an assistant and mentor. Yes, this is an additional burden on the manager, because he may also feel anxious.

I would list a few organizational points to focus on, in order to keep remotored workers motivated and not stressed:

- Provide appropriate working conditions - hardware and software for working from home and unimpeded access to networked corporate resources.
- Give feedback. Work outside the office is associated with the impossibility of direct contact with colleagues and management, which complicates access to information. Organize regular online meetings to discuss current and future tasks.
- Create and maintain an organizational subculture. Moving to remote work does not mean that a person is no longer part of the company.
- Track progress. Don't brainstorm when workers work, the main thing is how they work. Make sure that each team member clearly knows their responsibilities, end result, and deadlines.
- Adjust the workflow situationally. There is no one-size-fits-all recipe. When moving to remote work, an individual approach to each employee becomes more important than ever

## **CHAPTER II. ANALYSIS OF MODERN FORMS OF WORK INCENTIVES**

### **2.1. Types of work incentives forms**

To begin with, let's analyze the connection between forms of work incentives and motivation overall. Incentives are anything that inspires or motivates an individual or group to do something. In business, incentives are programs and rewards put in place to encourage employees to take certain actions and reach prescribed goals. These can be monetary or nonmonetary and can be awarded to individual employees, teams, branches or the entire company. However, the most effective application of incentives typically includes some combination of all these methods because not all employees respond to the same type of motivation or incentive program. Balancing individual incentives with group incentives may keep competition friendly and ethical while maintaining the value of teamwork and collaboration.

Incentives, which can range from CEO personal gratitude to volunteer allowances, and salary, among other things, affect motivation. This connection is depicted in the diagram in figure 2.1. The type, extent, and mix of incentives that might boost employee motivation have been hotly debated. [20] Let's define incentives as "intrinsic and extrinsic elements that influence motivation favorably." Financial, material, and non-material rewards are examples of extrinsic influences.

Fixed salary for employees and allowances for volunteers are among the financial incentives are one of the most used ones, as are performance-based rewards. Health insurance, clothes, additional days-off, and trade gear like boots and backpacks are examples of material rewards. Community recognition, preferential treatment, and the development of new abilities are examples of non-monetary motivations. Intrinsic elements include things like seeing good progress and personal development. Bicycles and other modes of transportation, regular supplies, training opportunities, and supervision are all considered incentives at times. Material and non-material incentives should be employed depending on the demands of the individual or group needs and their present position at work. Each position should have different incentive forms and



application of them, still it's okay to use usual bonus system, but the percentage should vary and match employees expectations and overall input in company success.

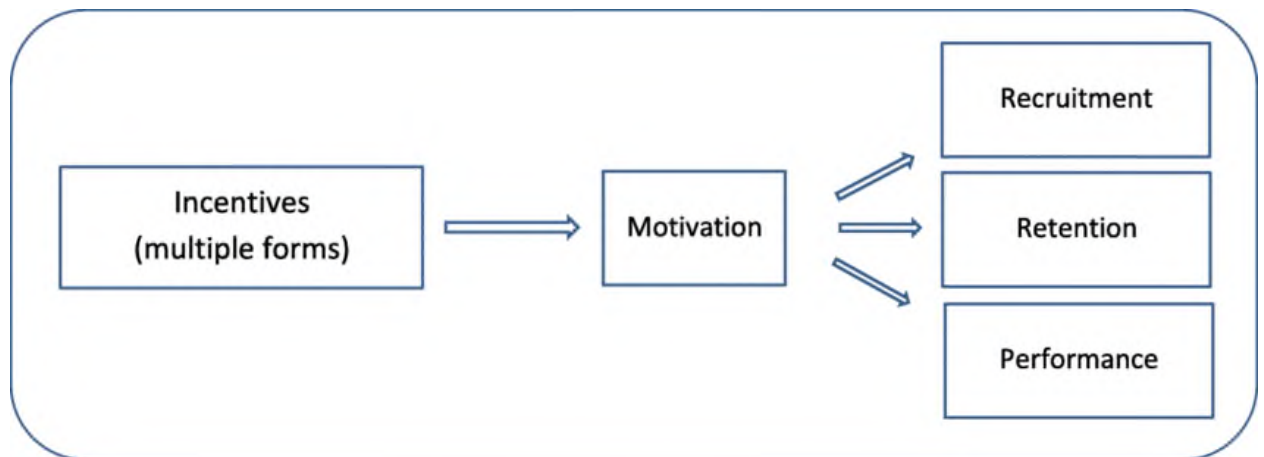


Fig. 2.1. Model of relationships between work incentives and motivation in SanityDesk company

Source: Research-gate

As was mentioned before, there are a few ways how a person can be motivated, and we divided them into two main categories: material and non-material gratitude. Currently, both are widely used by companies all over the world but let's take a deeper look at what both of them include:

- Material form of labor stimulation - affects a wide range of motivations for people, has fully an economic nature. It is expressed in labor remuneration, monetary methods of remuneration, and embodied incentives. Material gratitude provides the fundamental motivation of an employee. At the same time, the formalization of labor payment leads to a gradual decrease in its stimulating function, which is compensated by the periodic increase in wage level. The use of additional payments and material bonuses is not a part of wages and increases labor productivity, as it stimulates personnel to increase labor efficiency. Moreover, material incentives provide the fundamental motivation of the employee. [22] At the same time, the formalization of labor payment leads to gradual decrease of its stimulating function, which is compensated by periodic increase of wage level. The use of additional payments and material work incentives, is not a part of wages and increases labor productivity, as it stimulates personnel to increase labor efficiency.

- Non-material form of labor stimulation – touches upon all possible specific inducements of people, which cannot be realized by economic methods. It is expressed in rewards, processes and results of labor activity, which do not lead to a change in labor payment in any form. Non-material stimulation of personnel includes encouragement of work of employees for qualitative work, achievement of set indices, and fulfillment of complicated organizational, industrial, and labor tasks, which neither directly nor indirectly influence the level of salary and other payments. Non-material forms of labor stimulation cannot exist separately from material ones. In this connection, it should be noted that non-material incentives have an impact on the improvement of work quality of employees at the expense of using social, psychological, and organizational factors that determine their labor activity. [32]

Thus, the material form of incentives covers the needs of a person, which he can satisfy with the help of money received in the form of payment for his labor, and the non-material form of incentives covers the needs associated with the realization of abilities, skills, knowledge of a person, as well as incentives of emotional nature.

Also, it's important to mention, that incentives are also divided into individual and group. The division of organizational forms of incentives into individuals and group depends on the results of what work the incentives of specific executors are based on. If it is based on the results of the work of an employee directly, then it is an individual form of organization of incentives, and if the result of the work of the group, then it is a collective form. The advantage of the individual form of incentives is that there is a clear link between the efficiency of activity of a concrete performer and its encouragement. However, group incentive helps build a better connection between people and motivate them to collaborate. [23]

Moreover, motivators could differ by emotions and stimulus they trigger:

- Positive incentives are those incentives that provide a positive assurance for fulfilling the needs and wants. Positive incentives generally have an optimistic attitude behind and they are generally given to satisfy the psychological requirements of

employees. For example-promotion, praise, recognition, perks, allowances, etc. It is positive by nature.

- Negative incentives are those whose purpose is to correct the mistakes or defaults of employees. The purpose is to rectify mistakes in order to get effective results. A negative incentive is generally resorted to when a positive incentive does not work and a psychological setback has to be given to employees. It is negative by nature. For example demotion, transfer, fines, and penalties.

To sum up, usage of both forms of work stimulation in terms of management of employees' labor behavior prioritizes purposeful influence on personnel by influencing conditions of their work, life activity, and work for the organization, using material and non-material stimuli for this purpose to influence employees' motives, which determine their labor activity. Consequently, the management of the organization must have a set of tangible and intangible benefits, which meet the criteria of satisfying the needs of the employee, if they are used as a reward for labor activity and incentives to increase labor productivity. Also, the usage of both personal and group incentives will help motivate people to work together as well as reach personal goals. I would say that the golden middle is a smart combination of all types of work incentives. Only that will allow employees to be motivated but at the same time, not feel pressured.

## **2.2. Peculiarities of non-material form of work incentives in SanityDesk**

To begin with, let's take a look at the usual need for non-material forms of work incentives and how they are realized in 2022. For salaried workers in many countries, labor laws have set a maximum length of the working day at 8 hours. The same amount is allotted for sleep and leisure time. Also, an employee spends one-third of her time at work. It makes it almost a third of adult life to work. As we know, not all types of work can bring pleasure. Many people just put up with it. They tolerate it for the money it brings, so they could survive. [39] However, in successful companies, management tries to create a favorable psychological environment, which dramatically increases their productivity. It is necessary for every way to fight with the routine, morally encourage people to make them significant in their eyes, to raise their credibility in the team.

A friendly psychological atmosphere is extremely important for the employee, whether it is in production or usual work in the office. An employee does his or her job much better if he or she has no doubts about a good assessment of his or her own professionalism. Psychologists have long studied the phenomenon of suggesting confidence in one's abilities. If a person who is bad at chess is led to believe that he is a world champion, his level of play will improve dramatically. This works in the following way.

Performing any action requires concentration. The more difficult the action, the higher the level of concentration required. If a person is not confident in his abilities, he constantly thinks he might make a mistake. And, in the end, he makes a mistake. What has happened is that some of his attention has been directed to a destructive thought process. For this reason, he was not able to concentrate enough. [6] That's just one example of why non-material incentives is needed and how they could be applied.

Now, once again I would like to refer to Maslow's theory and take a deeper look at how non-monetary forms could fit in it. Table 1 shows the need, type of incentive, and actual example. Remember that each person soon or slowly moves up this pyramid. Therefore, with its development, incentive tools should also change.

Table 2.1. Analysis of incentives that match needs of the staff of Sanitydesk company

Source: compiled by the author.

<b>Need</b>	<b>Type of incentive</b>	<b>Incentive Example</b>
Physiological	Material	Decent salary.
Security, protection	Material	Comfortable office with all human needs and without danger and distractors.
Social	Non-material	Support from the team and management. A sense of community - joint events, holidays.
Respect and self-respect	Non-material	Approval from peers and boss. Constant attention to human achievements.
Self-realization	Non-material	The opportunity to engage in creative, non-

		standard work. Solving complex and important tasks for the company.
--	--	---

Source: compiled by the author.

Overall, the most famous effective type of non-material motivation is praise. But praise is not only for merit. Almost always praise has a more constructive effect on the employee who has failed to cope with the task than punishment. [27] But this implies not only a system of direct rewards. Types of non-material incentives vary from country to country and depend on the type of company and how it operates overall. There are many ways to incentivize employees, and each manager must come up with new ones that are adapted to his or her team. The basic methods include:

- verbal incentives;
- demonstration of loyalty;
- team building;
- career advancement;
- outlining the prospects for career growth;
- engaging the employee to express his or her expert opinion;
- communicating the merits of the employee to the team;
- application of intangible benefits and privileges.

As we can see, lots of non-material incentives are free or do not require direct investments. But, it shouldn't confuse you as an opinion that non-material incentives are a way to save on material ones is erroneous. It is more correct to treat it as an important addition, especially since with a systematic approach this type of motivation is not free for the company. But if the funds spent on non-material motivation are simply divided among employees and given out as bonuses, the effect will be less than if they were spent on organizing incentive events. [7;12] Nevertheless, the cost of motivation can be attributed to the disadvantages of the methodology. But the positive point is that these costs have high profitability.

Existing methods of non-material encouragement of employees can be free, conditionally free, or require an investment of funds. Only verbal incentives cost nothing. And this type of motivational activity has the most advantages. The manager or supervisor spends a minimum of time and nothing else. For the employee, the attention of the boss and his praise always create a positive emotional background. He begins to feel important to the company and involved in its success. The feeling of being exploited depresses the worker, and sooner or later ends up inactive or passive sabotage. The morality of verbal encouragement should not raise any questions. It is not a deception, because as soon as management begins to care about the emotional background of the staff, and applies all kinds of incentives, including material ones, it thereby shares with the team the achievements of the company.

The main advantage of non-material motivations is that they fill the emotional needs of employees. People don't work just for money. However, it is also important for them to feel needed, useful, authoritative and etc. This is a necessity of the second plan after solving material problems. That's why corporate events, where the management publicly expresses gratitude to the employees, are so important. Without them, the team becomes fragmented and disoriented.

The psychological reason for the need of employees of the company for verbal encouragement is considered to be inherent in human paternalism. The feeling of being a part of something whole, powerful, and successful creates a favorable emotional background and inspires confidence in the future. [13;29] Therefore, any praise works on the involvement of the employee in the success of the company, thereby filling a niche of social significance.

Another benefit of non-material rewards is pulling up the laggards. There should be no outcasts in the workforce. Reasonable praise for employees whose authority in the collective is not sufficient compensates for criticism from their colleagues. As a result, an employee feels more confident, makes fewer mistakes, and increases his or her authority in the team.

Summing up, I would say that non-material incentives are extremely important and could not be ignored in the creation of motivation systems. Also, non-material

incentives do not mean free, nowadays they could be created in various ways. We should remember that all employees are also real people with feelings and needs for praise, understanding, and appreciation. Non-material incentives could become a powerful tool if they will be used correctly, if not they could only harm and low motivation of the employee. And on the other hand, overuse of non-material motivators will cause misunderstanding, poor relationships among colleagues and management, and other social issues. For the best result, HR department should develop a combination of material motivators, which will help a person fulfill physical needs using money, and non-material motivators that will help with psychological needs.

### **2.3. The economic effect of material form of work incentives usage**

To begin with, let's analyze how material motivators work. The main goal of financial incentives is to increase an employee's interest in the performance of assigned work. Remuneration of labor is no doubt a powerful lever for the optimization of personnel activity. It is the main motivating factor that encourages people to work. The basic idea of labor is implied by default - it is to do the assigned work well. And the interest to perform job duties better than colleagues is warmed up with the help of external influence - material incentives.

Management's introduction of material incentives is a contribution to productive teamwork. As a result of using such methods, there is a competitive effect, the self-fulfillment of employees improves, and the feeling of satisfaction from a well-done job pushes to new professional feats, and professionally successful employees do their best to maintain their reputation, by personal example show the laggards that there is something to strive for. [24]

On the other hand, for example, activities directly related to creativity – are not the best area for the use of financial motivation. In addition, unequal conditions for employees of pre-retirement age and young professionals. The former does not keep up with the careerists because of their old age, and the latter - because of the lack of proper experience. Because of this, disagreements between colleagues often arise.

An important role in the material stimulation of labor is played by additional payments, wage supplements, and various types of payments. Usually, additional

payments and allowances are divided into two groups: compensation and incentive payments:

- Compensation payments (for working conditions that deviate from normal, for evening and night work, etc.) the size of it determined by the company independently, but must not be less than the size established by the relevant decisions of government, company management, or other bodies on its behalf.
- Incentive payments (additional payments and allowances for high qualification, professional skills, work with less staff, bonuses, remuneration, etc.) are determined by the enterprises independently and are made within the limits of available funds. The amounts and conditions of their payments are defined in collective agreements.

The most common and significant material incentives are usually used for motivating employees to get more work, like combining several positions at one time; expanding service areas or increasing the volume of work performed; performing the duties of an absent employee, and others. Compensation payments are also paid for performing the duties of a foreman of training workshops; management of auxiliary farming; record-keeping and accounting; maintenance of computer equipment.

The conditions and amounts of additional payments are regulated by the enterprise independently. The enterprise must adopt a special regulation on the introduction of this or that incentive bonus. Supplements and allowances can be regulated in an industry agreement and reflected accordingly in collective bargaining agreements concluded at the enterprises.

Also, it's important to mention, that monetary incentives could also be based on the moral needs of employees. To compensate them, you can, for example, pay for cell phones, provide free meals, give out health resort vouchers for the whole family, provide a personal car, provide a gym membership, or gifts for key dates. Employees do not receive special payments, but the conditions created for their work are a great motivator to increase their productivity.

In some enterprises as a form of material incentives were created a system of fines and penalties for various infractions: lateness, smoking in the workplace, oversight,



under-work, etc. [26] That's a good example of using a negative incentive, that we mentioned in 2.1, which works on developing employees to avoid misbehavior on the workplace. This particular type of incentive does not really motivate a person to work, but still manages to help the HR dep. correctly manage people.

The system of employees' participation in the company's profits can also be used as an instrument of material incentives. It provides a division between employees and the firm of additional profit, which was obtained as a result of increasing labor productivity and improving the quality of products. The productivity of the entire enterprise is always analyzed in order to define the correct amount each employee will get.

There are several systems of participation in the division of profits. Many of them are associated not with the final results of the enterprise, but with individual indicators reflecting the factors increasing competitiveness. That could be found usually in the Sales department when after selling particular good and making upsell employee will get some percentage as an addition to a usual salary. [37]

As an example of one of such systems of profit sharing, we could refer to Rucker plan, developed in 50th year. This gainsharing plan is based on the bonus of workers for an increase in volume of net production per unit of wages and is applied to the enterprises of capital-intensive industries. A gainsharing plan is a type of management scheme that a firm utilizes to increase profitability by increasing the employees' financial and emotional stake in the success of the business. It involves offering employees financial shares of the business gains from improved performance in order to motivate them to perform better.

Gainsharing plans provide an effectual alternative to conventional pay structures which are often perceived as uninspiring forms of remuneration. A gainsharing plan directly equates employee earnings with performance and as such, is an effective instrument in boosting performance and motivation levels. By looking at figure 2.2 we could see that the final payout will be divided between the organization, employee, and future investment. [2] Gainsharing plans can be traditional or customized to suit a firm's unique business environment and requirements. However, it is important to note that a gainsharing plan is in no way an individual incentive scheme.

Groped incentive forms are commonly used in Sanity Desk as well as gainsharing plans. Application of those is limited, still it's a great solution for client-related departments like Sales, Customer Successes and Support departments. Working directly with people takes a lot of emotional resources and fair bonuses for it helps motivate people and they adapt to this faster and easier as a result. Other departments do not have this emotional pressure thus they have other group incentives, which also followed by KPI approach, but do not include direct material forms of incentives.

<i>Rucker Plan Gains Example</i>	
<i>Fig. 11-9</i>	
<b>BASELINE ESTABLISHED:</b>	
<i>Normal Monthly Sales:</i>	\$1,000,000
<i>Cost of bought-in materials and services:</i>	\$500,000
<i>Added Value: Normal Monthly Sales –</i>	
<i>Cost of bought-in materials and services =</i>	\$500,000
<i>Wages:</i>	\$200,000
<i>Ratio of Wages:Added Value:</i>	<i>200,000:500,000 = 40%</i>
<b>CALCULATION—FIRST MONTH OF OPERATIONS:</b>	
<i>Sales:</i>	\$1,200,000
<i>Cost of bought-in materials and services:</i>	\$600,000
<i>Added Value</i>	\$600,000
<b>Improvement:</b>	
<i>Added value this month \$600,000 – baseline added value \$500,000 =</i>	<i>\$100,000</i>
<i>improvement shared at 40 percent =</i>	<i>\$40,000 to be shared</i>
<b>Payout: 25%, or \$10,000 to the organization</b>	
50%, or \$20,000 to the employees	
25%, or \$10,000 banked for another time for the employees	

Fig. 2.2. Example of usage of Rucker plan

Source: Compensating Human Resources Chapter 11 by Nilson C.V.

The application of this system involves three steps:

1) the amount of notional net output is determined: interest on credit, changes in inventories, cost of raw materials and supplies, and other payments to outside organizations are subtracted from sales;

2) the Rucker standard is determined, i.e. the share of the wage fund in the volume of conditionally net production (the average value for a number of years). This standard is stable over time;

3) the bonus fund is determined: the actual volume of conditionally net production is multiplied by the Raker standard and the wages actually paid to employees are subtracted.

The main purpose of using such plans is to increase employees' interest in improving their labor efficiency and motivate them to develop performance even more. Overall, material incentives could take a very unique form, starting from usual bonuses, compensations, and free gym for employees and ending up with various fines and percent from the final company payout. Each company should invest in creating or adapting those material incentives if the organization is seeking development and high motivation level of employees.

## **CHAPTER III. ANALYSIS OF MODERN INCENTIVE SYSTEMS**

### **3.1. Substantiations and guidelines for improvement of a system of work incentives and process of creation**

In previous chapters, we analyzed why we need to motivate employees, and how it could be done in modern companies, now let's take a look at how all of it is used in nowadays situations and built up in systems. To begin with, incentive systems (also could be called programs) are a special set of rules and actions on how an employee could be rewarded based on his/her achievements and overall performance at the workplace. Those systems include both material and non-material forms of motivation and are created based on the company opportunities and goals it chases.

Incentive systems are an important part of organizational motivation and are central to helping diagnosticians understand the forces that drive the organization. Organizational incentives refer to both the reason for staff to join an organization and the way an organization rewards and punishes its staff. [11] Incentive systems can encourage or discourage employee and workgroup behavior. Organizations must continually seek ways to keep their employees and workgroups engaged in their work, motivated, efficient and productive. The capacity of an organization to establish the conditions and mechanisms (formal and informal) that persuade the brightest individuals to work there can determine its success. A successful incentive system also motivates employees to be productive and creative, creates loyalty among the most productive staff, and promotes innovation. Organizations have incentive systems, which include their structure, regulations, human resource management, opportunities, internal benefits, rewards and punishments, and so on. Organizational incentive systems, whether based on perception or reality, have a substantial impact on individual performance and hence the overall success of the business. [40]

The use of the incentives system is HR's main weapon in the struggle for the employee's interest in the implementation of the strategic plan. If this tool is used unwisely and insufficiently, the entire process of implementing the firm's strategy suffers. Decisions about salary increases, payment of incentives, promotions, key

appointments, and moral incentives (praise and total recognition) are the key tools of a manager's policy that generate employee buy-in. How managers systematize rewards and classify rewards, what behavior and results management expects from employees, and who managers believe is doing a good job all require careful analysis and reflection. In dealing with such issues, it is impossible to do without a thorough analysis of each employee's performance. [28]

When it comes to the creation of a modern incentive system, various departments are taking part in it. The HR department is mostly responsible for implementation and research when the finance department together with CFO and CEO develop bonus systems. Both development and implementation of an incentive system are very complicated and consist of various steps, let's analyze and cover some of them:

- Identification of the company's problems arising from the lack of motivation. Most often it is low labor efficiency, staff turnover, a bad atmosphere within the team, and rush mode of work.
- Drawing up a list of key tasks, based on the first point (increasing productivity, raising team spirit, and the formation of a cohesive team).
- Conducting social diagnostics. Questionnaires, interviews, or questionnaires can be used for this. As a result key financial and non-financial incentives that the team, and each employee, in particular, need are identified.
- Development of a motivation system on the basis of the obtained data. The choice of specific methods and setting of their sequence and periodicity.
- Calculation of financial costs for implementation of the system.
- Detailed informing of the personnel on the forthcoming changes. If the system is layered and complicated for a quick perception it is better to distribute detailed instructions, describing the evaluation parameters and the methods of calculating bonuses and penalties.
- Starting and testing the system. At the end of the trial period, the first results are summed up by comparing the costs and the profits received.

If the results of the trial period are not satisfactory, then the system needs to be improved. Perhaps sub-optimal methods have been chosen or incentives have been incorrectly defined. The staff is interviewed again and new goals are set. Additional steps could be added based on company needs and expectations.

To prevent undermining and disregarding the incentive system, companies must be extremely honest in matching actual performance with intended plans and incentives. Everyone should understand what his or her monetary reward consists of and how his or her personal performance fits in with company goals. Reasons for failure or deviation from goals should be thoroughly investigated to determine whether it is due to non-performance or to circumstances beyond the employee's control. [9] The possibility of rewarding non-executive employees should be eliminated entirely. It is debatable whether exceptions should be made for people who try their best to do their jobs but still do not get far due to circumstances beyond their control, although another way can be found to complete tasks. [21] The problem with the possibility of exclusion for employees who fail to perform due to ignorance, uncontrollability, or unforeseen situations is a good excuse to get rewards for non-performing employees on a perfectly legitimate basis by finding excuses for not completing tasks. In short, employees at all levels of the organization should be held accountable for their assigned work, which is part of the company's strategic plan, and they should be aware of the rewards that depend on them achieving their strategic objectives.

Changing the strategy almost always requires a reallocation of funds and a rebuild of the incentive system. Revising the budget to create systems that support the strategy is crucial to its execution because every organization needs manpower, equipment, money, and other resources to execute the strategic plan. With new goals, the company should adjust and find a new motivation, as the previous one might not work anymore.

Incentive systems that support the strategy are a great tool for managing human resources and holding everyone accountable for their area of work. Positive influences on the employee are more effective than negative ones, but there is a place for both approaches in the implementation of the strategy. In the incentive system of there are material and non-material encouragement. In order for material remuneration to be a

sufficient incentive to work, the following conditions must be met: 1) monetary rewards should make up the bulk of all compensation payments; 2) the incentive plan should extend to both managers and workers; 3) the reward and incentive system should be monitored particularly carefully and fairly; 4) incentives should be linked to the performance that is part of the strategic plan; 5) each individual performance achieved should include an evaluation of the employee's personal contribution.

### **3.2. Suggestions on measures for improvement of incentive systems of SanityDesk company**

To better analyze incentive systems I conducted a survey in the company I currently work for and decided to come up with the best incentive system for them. The survey was successful and this method is now recognized by many scholars as a universal method of obtaining social information, and the results of research using the survey method are convincing and informative (in terms of content), expressive, and proving. It should be noted that the survey as a method (face-to-face or absentee questionnaire survey, interview) along with its direct purpose - obtaining information on the problem - serves to popularize the library, informs the population about the services provided by it, conduct events, etc. because questions always carry a certain semantic and informational load.

The survey included 12 questions, where 5 are focused on the socio-demographic field and the other 7 on motivation and incentive forms. The questions were written based on the most popular ways to motivate employees in startups. It is also important to note that the company has been working remotely since its founding and is a 3-year-old startup. The number of people in the company is 61, of which 40 filled out the questionnaire. Data collection took 16 days and was done via Google Forms. Only the employees of SanityDesk took part in the survey and it was anonymous, which was decided in order to get the most honest answers and more real data.

Also, before creation of survey, 6 interviews were conducted (2 from Sales dep, 1 from IT-dep, 2 from CSM dep and 1 from HR dep). Collected information allowed to develop a better understanding of overall expectations of incentive systems used in

nowadays startups. This data was used in the process of analyzing Motivational survey and conclusions.

Please pick your gender  
40 responses

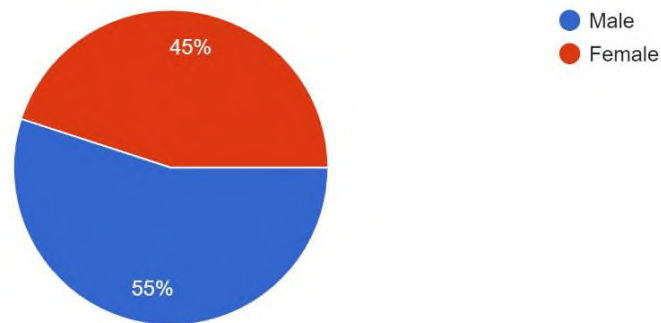


Fig. 3.1. Gender of participants

Source: compiled by the author using Google Forms.

From figure 3.1 as the Chart shows 10% (4 people) more men than women took part in the survey. But the overall percentage of 45% and 55% of women and men, respectively, makes it possible to assert that the sample is formed correctly according to the "gender" criterion. Overall I would say that in CSM department there are more women, when in Development department more man, as survey was anonymous we could not define the exact percentage of people from each department. However it doesn't influence on our study.

Please pick your age  
40 responses

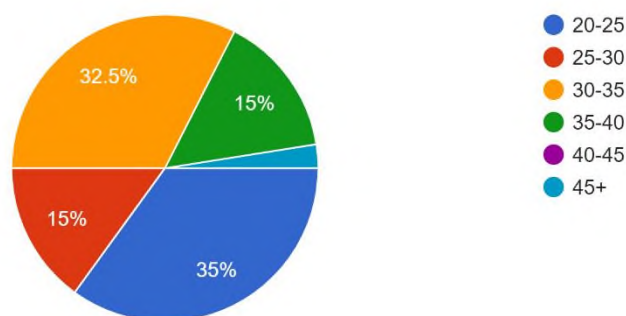




Fig. 3.2. Employee age of the staff of SanityDesk company, 2022

Source: compiled by the author using Google Forms.

Age indicators: 50% (20 people) are aged 20 to 30 years, another 47.5% (19 people) - from 30 to 40 years, and only one person is over 45 years old. Note that the World Health Organization offers the following age classification: 25-44 – young age; 44-60 – middle age; 60-75 – advanced age; 75-90 – senile age; more than 90 are centenarians. Thus, 62.5% of respondents belong to a young age, and 35% – even below youth. Thus, it can be noted that 97.5% of respondents did not cross the upper limit of young age and are in a period of active reproduction of professional and social experience. Overall, I would say that SanityDesk had no difference in creation of motivation systems for age, the same motivators are used for both people below 20 and above.

Your work experience  
40 responses

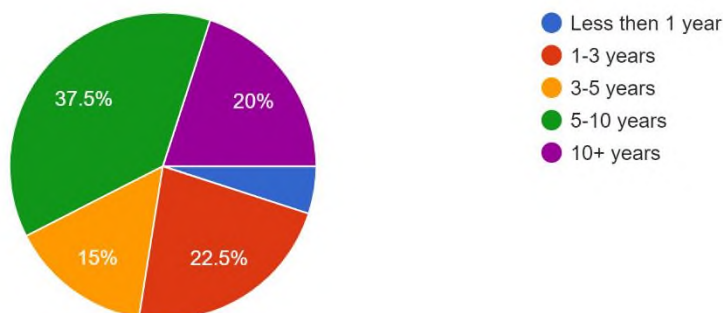


Fig. 3.3 Work experience of employees of SanityDesk company, 2022

Source: compiled by the author using Google Forms.

According to the results of reports on questions about work experience, only 5% of respondents work less than 1 year. 57.5% of respondents work for more than 5 years (20% of them – more than 10), and 37.5% – from 1 to 5 years. Thus, it can be noted that almost all respondents have sufficient experience to have an individual, determined not only by general ideas, but also by their own conscious experience of attitude to

incentive systems. SanityDesk is seeking for young specialists as well as for people with a lot of experience, which helps startup to develop a fast-growing groups of people, where some are responsible of educating and guiding newcomers, and employees with less experience are bringing new approaches and solutions.

Your level of degree  
40 responses

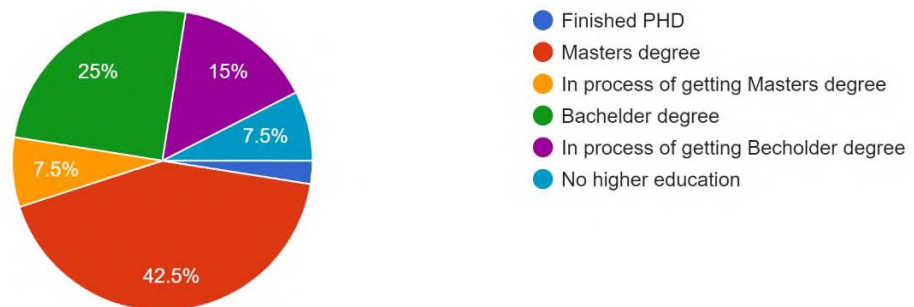


Fig. 3.4. Education level of the staff of SanityDesk company, 2022

Source: compiled by the author using Google Forms.

Level of education: only 7.5% (3 people) do not have higher education, but 2.5% (1 person) have a scientific degree. 40% of respondents either have a bachelor's degree or are in the process of obtaining it, and 50% – respondents either have a master's degree or are in the process of obtaining it. We emphasize that the motivational questionnaire did not have separate questions about the almost constant completion of special professional courses of different orientations, which the field itself needs. Thus, it can be noted that according to the criterion "level of education", the selection is homogeneous and a high level of education is costed.

Table 3.1 SanityDesk company's employees location, 2022

Country	Number of Employees	Percentage (%)
Algeria	1	2.5
Chilie	1	2.5
Palestine	1	2.5
USA	1	2.5
Spain	3	7.5
Sweden	3	7.5

Philippines	4	10
Poland	8	20
Ukraine	18	45
<b>Sum</b>	<b>40</b>	<b>100</b>

Source: compiled by the author.

As we could see from table 3-1 and figure 3.5 almost half (45%) of all people who take part in the Motivation Survey are from Ukraine, and 72,5% of all employees are from Europe. Based on the mentality, the characteristics of the economy and history, as well as other factors, different approaches to work motivation have developed in the countries of the world. Studying the motivation systems in the world, we I conclude that the Japanese, American, French and German models are the most effective. Sanity Desk do not focus on creating motivators based on location of employee, still HR department consider this fact, as it might influence a lot on productivity and overall performance.

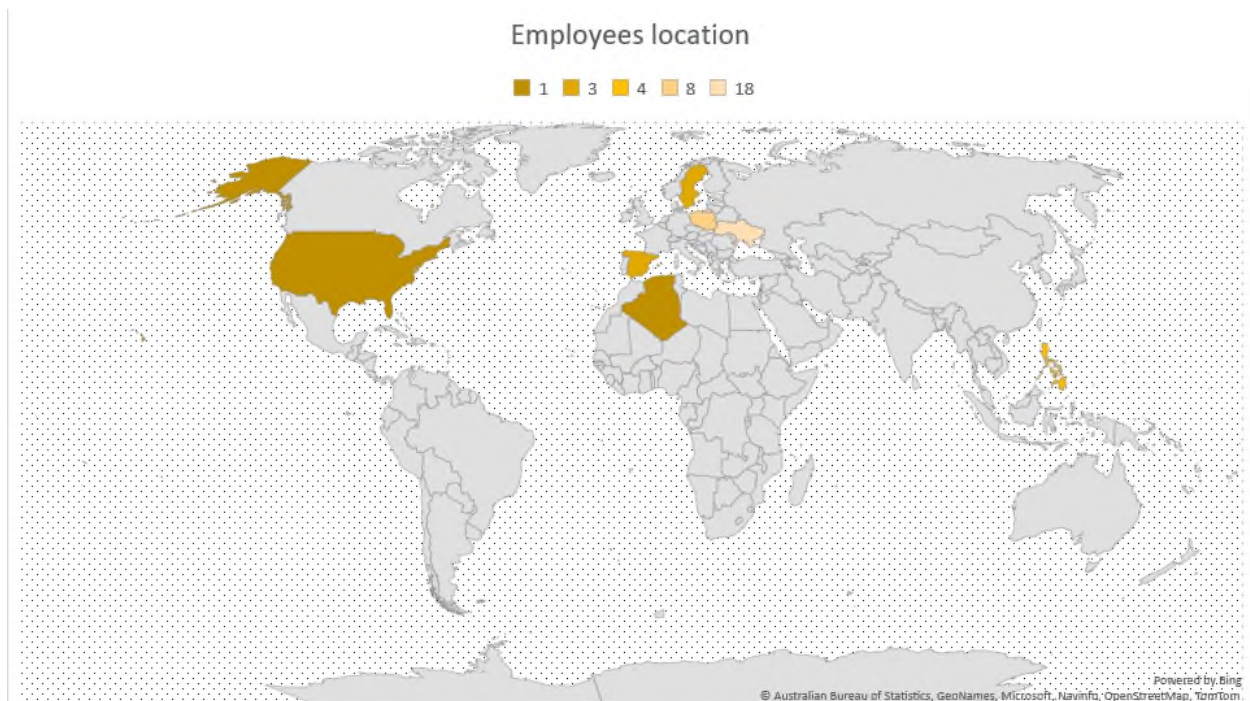


Fig. 3.5. Map of locations of employees of SanityDesk company, 2022

Source: compiled by the author using Excel.

Thus, the results of socio-demographic part of motivation survey testify: a research selection is homogeneous enough on the criteria of "age" and "professional sphere", almost equally divided on the criterion of "gender", and shows the high level of education and presence of sufficient experience at respondents. However, it is necessary to underline that this selection is not sufficient for determination of conformities to law, but allows to outline only certain tendencies on such reasons:

- a method of forming of selection is an employee company SanityDesk;
- quantitative indexes – 40% respondents are an absolutely insufficient amount for determination of presence or absence statistically meaningful differences;
- quality indexes – it is applied only one motivational survey the results of that are not confirmed by other methodologies;
- organization of research: time of canvassing, having regard to that 45% employees (18) are the citizens of Ukraine.

However, the use of the developed motivational survey can serve as a pilot study for both the improvement of this method and for the analysis of certain trends and on its basis, the adoption of organizational and personnel related decisions to improve the labor motivation system in SanityDesk.

How important for you material gratitude (money, additional weekend and etc)  
40 responses

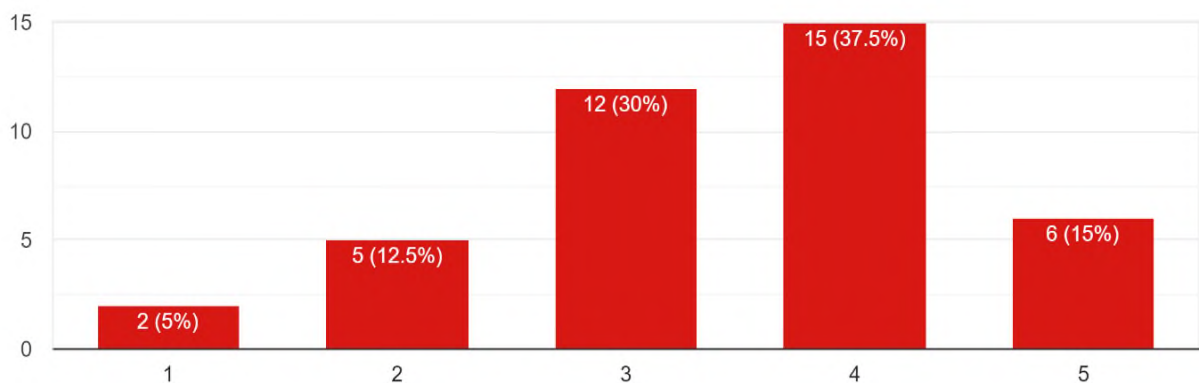


Fig. 3.6 Importance of material gratitude (survey conducted on SanityDesk company)

Source: compiled by the author using Google Forms.

By checking figure we could see that only 15% of people find material gratitude very important and could say it's the base of their motivation, when only 2 people out of 40 answered that it's doesn't matter that match. The biggest amount of people (67,5%) picked 3 and 4 which is middle in the given graphs and represents that it's important for people but at the same time it's the main point why they wake up every morning for the work. We can see that mostly people care about material bonuses and SanityDesk provides them. Our incentive system provides for additional days off after a series of certain projects, as well as additional bonuses for departments that work directly with clients. Considering fact that SanityDesk is startup, it's obvious that people are not expecting a lot of monetary motivators and very high salaries. When it comes to young and fast-growing companies, people keep in mind how unstable it might be and usually do not require material motivators, instead they could try various unique business strategies, get interesting experience and develop themselves in a way, they couldn't get a chance to try before.

How important for you non-material gratitude ( self-development, recognition from colleagues and superiors and etc)

40 responses

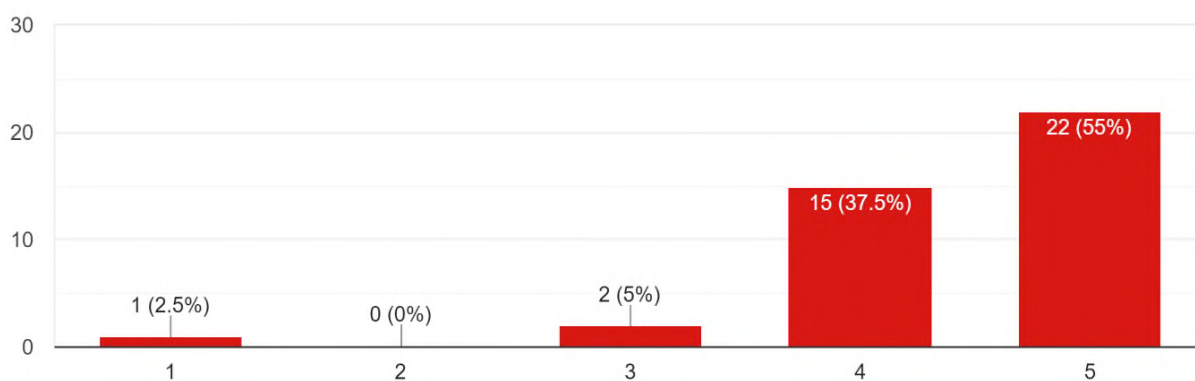


Fig. 3.7. Importance of non-material gratitude (survey conducted on SanityDesk company)

Source: compiled by the author using Google Forms.

When it comes to figure 3.7 that represents importance of non-material, we could see that results differ a lot from figure 3.6. For more than a half of company (55%) it's

extremely important to be praised and receive self-development, when for 37,5% it's a little bit less important but still gives them a lot of motivation. As mentioned before, SanityDesk is a startup and gives people more non-monetary motivators, that monetary. That works both ways, as startup gets to try a lot of new ideas, strategies and approaches, when people get a chance to realize their ideas and find a way to develop themselves. And I could say that most of the people (92,5%) gets what motivates them the most – non-monetary motivators.



Fig. 3.8. Difference between motivational reasons for additional work (survey conducted on SanityDesk company)

Source: compiled by the author using Excel.

On the figure 3.8 the results of respondents' answers to 2 interrelated questions of a motivational part of survey. If the additional payment is a reason to make a positive decision on the additional work in 25% of respondents, it is also a reason to change the negative decision on positive in 27.5% of respondents. Additional days off do not motivate to change the decision: a decrease in twice – from 30% to 15%. However, it is the non-material motivation – self-development and acquisition of new skills is the

reason to change the adopted decision on additional work: the growth of the indicator also doubled – from 10% up to 20%.

If at some point SanityDesk will lose opportunity for people for self-development we could expect a low motivation and big decrease in level of employee performance. The strongest aspect of a startup can also create the greatest number of problems and obstacles to further growth. That's why the incentive systems are so different in big companies and small startups, people come for completely different reasons and look for their fulfillment.

Imagine you got achivment at work, which reward sounds better to you  
40 responses

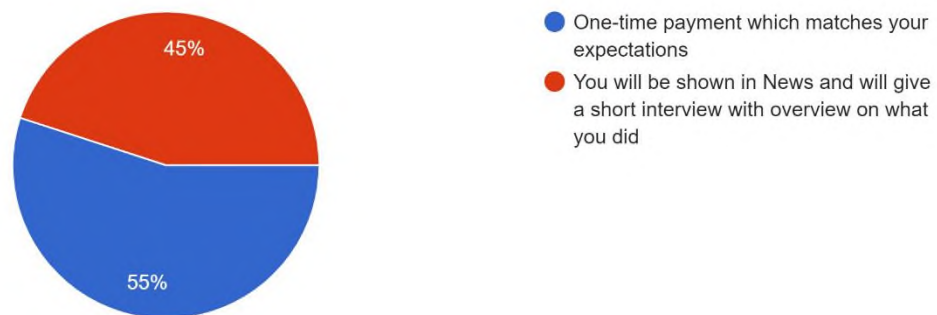


Fig. 3.9. Gratitude pick

Source: compiled by the author using Google Forms.

According to the results of respondents' answers to the question of what is important for as a personal reward for professional achievement: can be stated the predominance of material motivation over intangible – the difference is 10%. But it should be noted that the question was drawn up in such a way that in only 2 options were offered for the quality of answers, and non-material reward was seen as a glory, the disclosure of its own success, which may not be close to some of the respondents.

My work for myself, is mainly  
40 responses



Fig. 3.10. Meaning of work

Source: compiled by the author using Google Forms.

To better analyze figure 3.10 let's note that non-monetary motivators there are: self-development, option to work in team and participate in company and bringing value to society; when monetary motivator is only one – earn money. As we could see 85% of all participants find meaning of their work in non-material things and gets motivated by them and only 12,5% find meaning of their work in money. I would call this statistic “natural” for young startups like SanityDesk, where bigger percentage of people are not motivated by money, but still there are profit-oriented employees who seek higher payment and help develop company in this direction.

The main reason for you to change your work will be  
40 responses

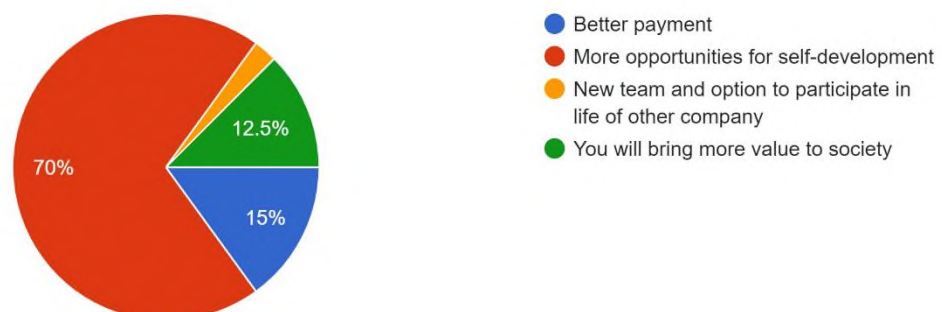


Fig. 3.11. Main reason for changing workplace

Source: compiled by the author using Google Forms.



The attitude of respondents to the possibility of changing jobs is revealing— 70% respondents will consider this possibility if it contributes to self-development, and only 15% of the main thing is the salary.

Summing up, non-material forms of motivations should play the biggest role in development of incentive systems for SanityDesk. Such approach is “natural” for young startups and creates a pleasing working conditions for people at the same time giving them strong motivation to develop company. As one of the employees I would rate our incentive system with highest grade and call it quite efficient. This way we once again confirm idea we covered in chapter 2.1, when the correct mix of material and non-material motivators is the best option, but at the same time each company should develop them individually, based on company type, goals, needs and strategy.

### **3.3. Projections of development of modern incentive systems of SanityDesk company**

When it comes to development of modern incentive systems, it's important to note that lots of international approaches are used. In Japan the principle of lifetime employment and the bonus seniority system are widely used. Studies have shown that the longer a person works in an organization, the more the employee identifies with his or her firm. Japanese corporations, when hiring, guarantee their employees a job and use a reward system based on length of service. [8] Thus, the more a person works in one organization, the higher their salary and position, and if a person moves to another firm, they have to start all over again.

Let us turn to the American model. Its essence is to encourage the able-bodied part of the population, and to increase entrepreneurial activity. Workers' wages in America are often formed as an amount obtained by multiplying the hourly rate by the number of hours worked, but many organizations use a system of bonuses. The national characteristic of work here is the pursuit of personal success and the achievement of a high level of well-being. Some companies use a model in which pay for work depends on the number of specialties and qualifications a person receives. After training, the employee receives points, which, if gained, he gets a raise to his salary.

In England there are two effective incentive systems: monetary and equity. Also actively used is the model in which an employee receives an amount that is directly proportional to the overall profit of the company. Researchers have found that in England, part of the employee's income from participation in shares was only 3% and this figure rarely reaches 10%. In spite of this, employee productivity becomes significantly higher. In general, such approach has a positive effect on the atmosphere within the company and on the team, motivating employees to have a good attitude to the company and high results. In the German model the work motivation of employees is based on the fact that a person is a free individual who has responsibilities to the company. The employee can allocate working time as he or she sees fit, but results must be achieved by a set deadline. According to this model, due consideration is given to the interests of society and social guarantees.

The Swedish model presents principles for reducing inequality by providing for the poor. Such a policy has long been used in the country and is aimed at redistributing income among the layers of the population. The policy of "solidarity wages" deserves special attention. It is based on the fact that workers with similar qualifications, working for a large successful corporation and a small firm should have the same salary.

Pay for Performance (PFP), which involves the use of all forms of remuneration in which employee remuneration depends on individual and group pay, has become widespread in American corporations in recent years. differences in their activities. This is expressed in flexible pay systems, variable pay systems, etc. Still, motivation trends differ a lot in the USA from Europe, and especially this one couldn't be used everywhere, as might face employee dissatisfaction and rejection.

Flexible remuneration schemes include the following: Commissions. The essence of this scheme is that the employee (especially for sales agents) receives a certain percentage of the amounts paid to him by customers when buying goods from him. Commissions can be used both in combination with the base salary and independently of it.

Cash payments for achieving goals (they are used by up to 61% of American companies). These payments are adequate bonuses and are made when the employee

meets certain, pre-established criteria (economic indicators, quality indicators, evaluation of the employee by other employees). [33]

There are 2 trends in France: wage increases due to the rising cost of living, and unique pay conditions for each employee. Living prices are stated in the contract, and they directly affect pay. The individualized pay conditions in the French are carried out through the evaluation of professional qualifications, as well as participation in the management of the company.

Thus, staff motivation plays an important role in a modern enterprise. In most cases, material incentives for employees are used, but to increase efficiency it is necessary to think through a system of measures, including monetary and non-monetary incentives. In world practice, labor motivation has always paid great attention. To date, there are different approaches to labor motivation, among them as more effective can be distinguished Japanese, American, German, Swedish and French. Domestic theory and practice of motivation are usually reduced to labor remuneration, based on fixed tariff rates and official salaries. [5] Therefore, in order to achieve high performance in enterprises, it is necessary to use the experience already accumulated by the world practice of motivating employees.

However, considering international approaches is not enough when it comes to modern incentive systems, in table 3.2 listed most popular modern directions for incentive systems development. It's extremely important to consider all new trends in development of strong motivation and young generation, that have different goals and unique vision on various work approaches. [30] People nowadays have absolutely another source of motivation as people even 5 years ago, in chapter 2.1 we covered biggest reasons for it.

Table 3.2 Suggestions for modern incentive systems development of SanityDesk company)

<b>Development directions</b>	The essence and possible results of the development in the modern, international incentive systems
-------------------------------	--

<p><b>The motivation of the personnel by its external hobbies.</b></p>	<p>The passion for external interests – sports, hobbies, or other things that are not directly related to work, is typical for dynamic employees who have a significant growth potential. Aspirations of employees to achieve high results in the area they are interested can be used to stimulate their growth and motivation in the workplace. The positive attitude and encouragement from the management of interests of personnel are positively reflected in his/ her work. In addition, the management, possessing information about employee’s external hobbies, receives additional and effective tools of his/her labour motivation.</p>
<p><b>Independent personnel assessment of the degree of success of the work performed.</b></p>	<p>Employees, who constantly monitor their activities, are able to notice and document the growth of their own professionalism. They create for themselves a table of ratings and celebrate their victories and defeats better than the leader. The incentive and encouragement of the personnel as a result of self-assessment by the management provides additional motivational.</p>
<p><b>Individual approach to the motivation of each employee</b></p>	<p>Different employees have different goals and desires and, therefore, they need to provide different opportunities for work and professional growth. To increase motivation, one needs to find an individual approach to each subordinate. One of the ways is to delegate the authority, goals, and objectives to each employee when developing a general plan or project. Another way is to provide subordinates the opportunity to independently develop their own strategic tasks and plans.</p>
<p><b>Operative data exchange within the</b></p>	<p>Allows timely receiving and monitoring the performance of employees and fulfilling their official duties, production</p>

<b>enterprise on the work of personnel.</b>	tasks, and orders of leaders. The more information and operational exchange, the higher the motivation.
<b>Availability for the staff of remuneration system accepted.</b>	Arbitrary incentives and rewards negatively affect motivation. If the program of motivation is not enough for employees, it is necessary to explain in detail its essence, goals and tasks, the possibility of influencing their current activities.
<b>Motivation by knowledge.</b>	In order to achieve professionalism in any work, an employee should strive to become the best in his specialty. A person enthusiastic about learning will necessarily grow up in office and develop additional useful skills.
<b>Awarding individuals for the total contribution of the group.</b>	In teamwork, individual merits of employees often remain unaccounted for, as companies tend to recognize the success of the group as a whole. However, direct heads and colleagues need to note the contribution of individual employees to the general business, only so a person can be encouraged and motivated to further activities.
<b>Support for the positive exchange of information between employees.</b>	Personal positive evaluations of the work of employees are an effective motivating factor. A corporate culture that supports the desire to give positive evaluations of consequences of the task increases the level of motivation and productivity
<b>It is necessary to search and accept people with internal motivation.</b>	When hiring staff, managers tend to be interested in their level of competence. However, the very relation to work determines the motivation, which, in turn, has a major impact on the employee's aspirations for learning and quality work.
<b>Rewarding employees is expedient to carry</b>	Most companies have a widespread practice of awarding valuable rewards to employees and paying large bonuses for

<p><b>out in smaller volumes, but more often.</b></p>	<p>the project, quarter or year. The ceremony for awarding the best passes rarely and attracts a close attention of all employees of the company, but of course they have less effect on motivation than not so big but more frequent incentives that give employees more chance of success.</p>
<p><b>Motivation by control.</b></p>	<p>Heads are convinced that control is their prerogative. But control can also be a motivator. The main idea of this method is to provide employees with the opportunity to make decisions on all issues that do not require centralized control.</p>
<p><b>Specification and clarification of tasks.</b></p>	<p>An employee should be clear what he is doing, why he does it, and how well he performs his job. Studies have shown that the clarity of tasks more influences the motivation of employees than their experience or the size of the bonus. It is possible to achieve great results if help colleagues to see their personal contributions to the general business and regularly, promptly, and accurately evaluate their work.</p>

Source: Baltic Journal of Economic Studies

Anyway, the specification of the company and its main goals should be considered while developing an incentive system, which our research confirms. Still, development shouldn't be only based on researches and company needs, but I would say it plays a key role nowadays.

## CONCLUSIONS AND PROPOSALS

Creating a positive motivational environment is a complex managerial task. Today, the issues of staff motivation are a priority for the management of the organization. Personnel motivation is used to improve results at workplaces, both individual and collective, develop a great culture and overall influence on employee performance. Each person has his individual set of factors influencing his productivity and labor satisfaction. Therefore, it is necessary to study the needs and motives to work in their employees, to create the most favorable, of the possible, motivational environment.

Incentives are any goods (human needs), the obtaining of which involves labor activity, i.e., a good becomes a labor incentive if it forms a labor motive. In other words, when we talk about motives of labor, we are talking about a worker seeking to obtain a good through labor activity (motive), and when we talk about incentives, we are talking about management bodies possessing a set of goods needed by a worker and providing them to him under the condition of effective labor activity.

One of the main conditions for high efficiency of moral incentives is to ensure social justice, i.e. accurate accounting and evaluation of labor contribution of each employee. Conviction in validity, fairness of recognition of labor merits of an employee, in correctness of his encouragement raises moral authority of labor, elevates a person, forms an active life position.

Encouragement for honest work is an effective method of strengthening labor discipline. An extremely important factor influencing the effectiveness of moral incentives is the frequency of their application. Thus, the more outstanding results a person shows, the less often the incentive due to him should occur. The closer the indicator is to the average, the more common it.

The number of applied incentives does not yet ensure high authority and efficiency. Therefore it is necessary to pay attention to the qualitative selection of candidates for encouragement. Encouragement should be in strict accordance with the provision of incentives, the best people in the team.

There are 2 main form of incentives – material and non-material. Both focus on finding and reaching out to employees needs, but they do it in different way. When non-material motivators help to self-develop and realization of ideas, material motivators help create better working conditions and start a better life.

Material motivation should be understood as the desire for wealth, a certain level of well-being, material standard of living. A person's desire to improve their well-being necessitates an increase in labor input and, consequently, an increase in the quantity, quality and productivity of work. The problem of material motivation is especially relevant for countries with market economies, which includes Ukraine.

The leading role in the material motivation of labor belongs to wages as the main form of income of employees. Firstly, a higher level of wages (against its average market value) helps to reduce staff turnover and, consequently, ensures the formation of a stable workforce. In the case of reduced staff turnover, the employer has the opportunity to reduce the cost of hiring and training, directing the released funds to the development of production, which, in turn, will increase the competitiveness of products. Secondly, the implementation of a high wage policy makes it possible to select the most prepared, experienced, proactive, success-oriented workers in the labor market, whose productivity is potentially higher than average.

Managers must use a variety of methods of material motivation, i.e. in addition to salary should be cash payments (bonuses) for performance or special individual rewards as a recognition of the value of an employee

Non-material motivation includes recognition of merit (personal and public). The essence of personal recognition is that employees who have excelled in the affairs of the company, mentioned in reports to senior management of the company or presented to him personally, have the right to sign the responsible documents in which they participated, personally greeted by the management on holidays or family dates. Those incentives are effective to the extent that their distribution is assessed by employees as fair. Fairness depends on the reliability with which they reflect the level of performance.

By analyzing survey I end up with conclusions that motivations systems influenced a lot by type and characteristics of company. In young startups like SanityDesk people



usually do not seek a lot of material motivator, they are more focused on non-material ones and seek self-development and realization of their ideas. When in long-lasting large companies with thousands of employee's people are more focused on payment bonuses and recognition. Development of incentive systems should be done by group work of all department together, which will help create a best one for only this company. It should be remembered that any changes in the company's activities, regardless of the degree of effectiveness of decision-making "on paper", will not be implemented "without life" without the appropriate motivation of the company's staff. Therefore, when developing a personnel management system, special attention should be paid to the motivation system. Proper staff motivation is a key factor in the development of the company and the main task of the manager. Successful implementation of the motivation system depends on the balance between both material and non-material motivators.

From all that we have covered above, an obvious conclusion arises: corporate culture is exactly the element of the organizational process that is responsible for meeting the needs of company employees and increasing their motivation.

Researchers are actively working with a theory that emerged in the 1980s in America, which is based on the following opinion: there are 6 reasons why a person goes to work: purpose, potential, game, material pressure, emotional pressure and inertia. The first three reasons are the engine of human progress as an employee, which is cultivated by corporate culture. Let's go into more detail:

The goal - each employee must see the result of their work and how it is reflected in the work of the whole company. To do this, it is necessary to focus more often on the goals of individual employees, and teams and take care a clear demonstration of their effectiveness. For example, Medtronic allows its employees to be the first to test the devices they have developed;

Game - the work process itself should be a person's motivator. It must have an element of excitement and challenge. A person should like what he does. From now on, the HR specialists of the company should work competently, select employees, and help them to further adapt to the team. Look, suddenly one of the colleagues has long since

surpassed his position or is inclined to other activities - it is worth working with and helping a person find "his".

Potential - as Maslow said, everyone's greatest need – is self-improvement. You should also work with this, help your colleagues grow professionally, and open new opportunities for them.

When it comes to proposals, I would like to focus more on non-material gratitude. It is very important for startups to invest in employees and their motivation, which plays an important role in young companies, because usually startups have many times more work than people who can do it, and you need high motivation to cover that work. According to the results of our questionnaire, we see that most people value the possibility of self-development and non-material incentive forms, so SanityDesk should focus on them and give people the freedom of ideas. My recommendations include:

- More freedom for Product Department. As this one is responsible for software development, it will be great to give people the possibility to bring their own innovations. Of course, not all ideas could be great, that is why they should be researched and tested before implementation. Anyway, people will get motivated, knowing their approach could be used and they could directly invest in the company.
- When it comes to the Customer Success Department, I would say that a great practice will be doing one/two days per week without calls. As this dep works directly with clients and people could easily burn out and demotivated, most of their work is 45/75 mins calls, which is time-consuming and emotionally hard. So, the day when they could just focus on their work and have a rest from calls, will improve their motivation.
- Overall, I would say SanityDesk needs more team events and team buildings. The company had great unity when the 2022 Ukrainian-Russian War started and people were helping each other in order for all employees to survive and the company not to close. But currently, as all people are safe, this got lost and we lack of support and team spirit.

Summing up, I believe Sanity Desk should focus on non-material incentive forms, as long as it's a startup. When a company will stop being a startup, the HR department will investigate once again and develop a new incentive system, based on current needs and goals. Each incentive system should be actual and when a big change happens, it also should be redeveloped or adjusted.

## REFERENCES

1. admin-economics. (n.d.). *Different types of socialism*. Economics Help. Retrieved April 12, 2022, from <https://www.economicshelp.org/blog/glossary/different-types-of-socialism/>
2. Apparicio, P., Petkevitch, V., & Charron, M. (2008). Segregation Analyzer: a C#.Net application for calculating residential segregation indices. *Cybergeo*. <https://doi.org/10.4000/cybergeo.16443>
3. Batson, C. D. (2022). Prosocial motivation: A Lewinian approach. *Motivation Science*, 8(1), 1–10. <https://doi.org/10.1037/mot0000217>
4. Beymer, P. N., & Robinson, K. A. (2022). Motivating by measuring motivation? Examining reactivity in a diary study on student motivation. *Contemporary Educational Psychology*, 70, 102072. <https://doi.org/10.1016/j.cedpsych.2022.102072>
5. Bittner, J. V. (2021). Goal interruptions and task performance: The additional influence of goal orientations. *Learning and Motivation*, 76, 101768. <https://doi.org/10.1016/j.lmot.2021.101768>
6. Blair, R. J. (2022). The motivation of aggression: A cognitive neuroscience approach and neurochemical speculations. *Motivation Science*, 8(2), 106–120. <https://doi.org/10.1037/mot0000247>
7. Carver, C. (2021, January 21). *Essential Success Tips for and Possible Disadvantages of Gainsharing Plans*. Astron Solutions. Retrieved March 19, 2022, from <https://astronsolutions.net/essential-success-tips-for-and-possible-disadvantages-of-gainsharing-plans/>
8. Cauthen, C. (2018, November 14). *Incentive Form For Research Subjects - Financial Affairs | UAB*. UAB Financial Affairs. Retrieved February 30, 2022, from <https://www.uab.edu/financialaffairs/forms/incentive-form-for-research-subjects>
9. Chapman, T. (1986). Political Motivation and Probation Practice. *Probation Journal*, 33(1), 8–12. <https://doi.org/10.1177/026455058603300103>
10. Clark, A. (2022, April 14). 5 Common Problems Plaguing Remote Workers And What To Do About Them. Forbes.

<https://www.forbes.com/sites/forbesbusinesscouncil/2021/07/22/5-common-problems-plaguing-remote-workers-and-what-to-do-about-them/?sh=1b184d134c57>

11. Compensation: Incentive Plans: Gainsharing. (2022, January 14). HR-Guide. Retrieved May 19, 2022
12. Corcoran, T., & Goertz, M. (1995). Instructional Capacity and High Performance Schools. *Educational Researcher*, 24(9), 27–31. <https://doi.org/10.3102/0013189x024009027>
13. Dahyana, Y., & Susanty, A.-I. (2012). Incentive System Impact On Individual Performance Through Motivation In A Corporate University In Indonesia. *Telkom Univercity Journal*, 19–23. <https://openlibrarypublications.telkomuniversity.ac.id/index.php/scbtii/article/viewFile/5537/5516>
14. *Definition of incentive*. (n.d.). Www.Dictionary.Com. Retrieved February 13, 2022, from <https://www.dictionary.com/browse/incentive>
15. Dussault, G. (2018, July 1). *Model of the relationship between incentive types motivation*. Research Gate. Retrieved May 16, 2022, from [https://www.researchgate.net/figure/Model-of-the-relationship-between-incentive-types-motivation-and-CHW-work-behaviour\\_fig1\\_334580962](https://www.researchgate.net/figure/Model-of-the-relationship-between-incentive-types-motivation-and-CHW-work-behaviour_fig1_334580962)
16. Fleisher, C. (2022, February 12). The great reset? American Journal. Retrieved April 29, 2022, from <https://www.aeaweb.org/research/guido-alfani-pandemics-impact-inequality>
17. Gallini, N., & Scotchmer, S. (2002). Intellectual Property: When Is It the Best Incentive System? *Innovation Policy and the Economy*, 2, 51–77. <https://doi.org/10.1086/653754>
18. Golberd, C. (n.d.). *Herzbergs Two-Factor Theory of Motivation*. Management Study Guide. Retrieved April 1, 2022, from <https://www.managementstudyguide.com/herzbergs-theory-motivation.htm>
19. Gordon, J. (2022, April 16). *Gain Sharing Plan - Explained*. The Business Professor, LLC. Retrieved May 22, 2022, from [https://thebusinessprofessor.com/en\\_US/employment-law/gain-sharing-plan-definition](https://thebusinessprofessor.com/en_US/employment-law/gain-sharing-plan-definition)

20. Gunn, N. (2019, November 19). *17 Employee Incentive Examples Your Staff Will Be Thankful For!* Incentive Solutions. Retrieved April 3, 2022, from <https://www.incentivesolutions.com/blog/17-employee-incentive-examples/>
21. Hepach, R., Vaish, A., & Tomasello, M. (2012). A New Look at Children's Prosocial Motivation. *Infancy*, *18*(1), 67–90. <https://doi.org/10.1111/j.1532-7078.2012.00130.x>
22. I. (2021, January 11). *Rewarding Your Employees: 15 Examples of Successful Incentives in the Corporate World*. Robinson Resource Group. Retrieved March 27, 2022, from <https://rrgexec.com/blog/rewarding-your-employees-15-examples-of-successful-incentives-in-the-corporate-world/>
23. IISTE. (n.d.). *Management control systems: a review of literature and a theoretical framework for future researches - UUM Repository*. Edu. Retrieved March 16, 2022, from <https://repo.uum.edu.my/id/eprint/20819/>
24. *Incentive Theory of Motivation: Definition and How to Use It in the Workplace*. (n.d.). Indeed Career Guide. Retrieved March 5, 2022, from <https://www.indeed.com/career-advice/career-development/incentive-theory-of-motivation>
25. Issue Information - TOC. (2018). *International Journal of Osteoarchaeology*, *28*(6), 613–614. <https://doi.org/10.1002/oa.2623>
26. J. Porporin, F. (2008). Proceedings of the First Annual Corrections Research Forum. *Forum*, *1*, 34–67. <https://www.publicsafety.gc.ca/lbrr/archives/hv%209274%20c6%201989-eng.pdf#page=94>
27. Jennings, C., & Sanchez-Pages, S. (2017). Social capital, conflict and welfare. *Journal of Development Economics*, *124*, 157–167. <https://doi.org/10.1016/j.jdeveco.2016.09.005>
28. Juneja, P. (n.d.). *Motivation Incentives - Incentives to motivate employees*. Management Study Guide. Retrieved May 7, 2022, from [https://www.managementstudyguide.com/motivation\\_incentives.htm](https://www.managementstudyguide.com/motivation_incentives.htm)

29. Kashuba, M. (n.d.). *Forms of non-material incentives. Examples from leaders*. Fondecu. Retrieved March 11, 2022, from <https://fondeco.ru/en/formy-nematerialnogo-stimulirovaniya-primery-ot-rukovoditelei-cto-takoe/>
30. Kopytova, A., Matys, E., Zotkina, N., Reshetnikova, I., Meller, N., & Nekrasova, I. (2018). Normative regulation of material incentives for workers in the sphere of high-rise construction. *E3S Web of Conferences*, 33, 03053. <https://doi.org/10.1051/e3sconf/20183303053>
31. *Learn About Commission Only Sales and Benefits*. (2019, November 20). The Balance Careers. Retrieved April 31, 2022, from <https://www.thebalancecareers.com/benefits-to-a-commission-only-sales-position-2918350>
32. *Learn About the Different Types Sales Commission*. (2019, November 20). The Balance Careers. <https://www.thebalancecareers.com/different-types-of-sales-commission-2918474>
33. MasterClass publishing group. (2020). What Is Maslow's Hierarchy of Needs? *Masterclass Journals*, 1, 3–5. <https://www.masterclass.com/articles/a-guide-to-the-5-levels-of-maslows-hierarchy-of-needs#:~:text=Maslow%27s%20hierarchy%20of%20needs%20is,%2C%20and%20self-actualization%20needs.>
34. Merchan, K. A. (n.d.). *Disciplinary constraints on the advancement of knowledge: the case of organizational incentive systems*. Science Direct. Retrieved March 13, 2022, from <https://www.sciencedirect.com/science/article/abs/pii/S0361368201000514>
35. Moore, C. (2022, May 3). *How To Use Motivational Incentives: 13 Examples*. Quenza. Retrieved May 21, 2022, from <https://quenza.com/blog/motivational-incentives/>
36. *Pay For Team Performance*. (2021, December 6). Human Resource Management. Retrieved February 19, 2022, from <https://www.whatishumanresource.com/pay-for-team-performance>

37. *Practice Incentives Program forms - Practice Incentives Program - Services Australia*. (n.d.). Services Australia. Retrieved May 24, 2022, from <https://www.servicesaustralia.gov.au/practice-incentives-program-forms?context=23046>
38. *Retention Incentive Forms*. (n.d.). Dialogue McGill. Retrieved April 29, 2022, from <https://www.mcgill.ca/dialoguemcgill/forms/retention-incentive-forms>
39. S.C.S.D. (2022, March 26). Job duration and inequality — Economics E-Journal. Economics-Ejournal. Retrieved May 17, 2022, from <http://www.economics-ejournal.org/economics/journalarticles/2020-9/>
40. Vashchuk, O. (2018). FORMATION OF MODERN INCENTIVE SYSTEM FOR MANAGERS IN THE CONTEXT OF EUROPEAN INTEGRATION PROCESSES. *Baltic Journal of Economic Studies*, 4(1), 49-61.
41. Watson, R. (2020). Learner Motivation From a Teacher Perspective. *JALT Postconference Publication*, 2019(1), 151. <https://doi.org/10.37546/jaltpcp2019-19>