

Review

The influence of incentives as mediators in the relationship between antecedent factors and worker productivity: A systematic literature review

Irmohizam Ibrahim, Norhasni Zainal Abiddin*

National Defence University of Malaysia, Kuala Lumpur 57000, Malaysia

* Corresponding author: Norhasni Zainal Abiddin, norhasni@upnm.edu.my

CITATION

Ibrahim I, Abiddin NZ. (2025). The influence of incentives as mediators in the relationship between antecedent factors and worker productivity: A systematic literature review. *Human Resources Management and Services*. 7(3): 4543.
<https://doi.org/10.18282/hrms4543>

ARTICLE INFO

Received: 3 June 2025

Revised: 6 August 2025

Accepted: 12 August 2025

Available online: 16 September 2025

COPYRIGHT



Copyright © 2025 by author(s).

Human Resources Management and Services is published by PiscoMed Publishing Pte. Ltd. This work is licensed under the Creative Commons Attribution (CC BY) license.

<https://creativecommons.org/licenses/by/4.0/>

Abstract: In today's changing world of work, Strategic Human Resource Management (SHRM) still focuses on making workers more productive. This study systematically examines the mediating function of incentives both monetary and non-monetary between antecedent characteristics (e.g., leadership, organizational culture) and employee productivity using a systematic literature review (SLR) of papers published from 2010 to 2024. The review adheres to PRISMA principles and integrates 18 peer-reviewed studies chosen through a stringent screening and quality evaluation process from Scopus and Google Scholar. The results show that the success of incentives depends a lot on things like the ideals of the business, the style of leadership, and the demographics of the workforce. Thematic analysis, informed by the Ability-Motivation-Opportunity (AMO) theory and Strategic Human Resource Management (SHRM) frameworks, delineates four principal processes by which incentives affect productivity: goal alignment, perceived equity, motivational pathways, and cultural congruence. The research emphasizes the necessity of customizing incentive systems to specific organizational contexts and offers practical guidance for HR professionals. Recognizing limitations and publishing bias, suggestions for future incentive system design are presented.

Keywords: incentives; employee productivity; AMO theory; strategic HRM; systematic literature review; motivation; organizational context

1. Introduction

In today's corporate world, trying to get workers to be more productive is still a key part of making a company successful. Productivity, frequently assessed through labor efficiency, is influenced not only by human competencies but also by several organizational and environmental factors. In this context, incentives both monetary and non-monetary have become a strategic instrument for aligning individual performance with corporate objectives (Manzoor et al., 2021; Zakaria et al., 2020).

Most traditional economic theories see incentives as outside factors that motivate people. However, emerging research in strategic human resource management (SHRM) and organizational behavior shows that the relationship between incentives, motivation, and performance is more complicated than that. The Ability-Motivation-Opportunity (AMO) theory posits that an employee's performance is shaped by the interaction of their abilities, motivations, and opportunities for contribution (Boxall and Purcell, 2016). In this model, incentives are particularly crucial for motivation since they can boost both intrinsic and extrinsic engagement as long as they fit with the organization's culture and goals.

There is more and more study on how incentives effect performance, but we still don't know much about how they connect things that happen before (such leadership,

work environment, and culture) to worker productivity. Some research says that incentives always make people work harder, but others suggest that badly thought-out incentive systems can backfire, especially if they go against people's natural drive or the ideals of the firm (Deci and Ryan, 2000; Zakaria et al., 2020). This disparity highlights how vital it is to carefully aggregate results to find out when incentives work best.

Also, a lot of the studies that are already out there don't follow precise methodology and don't look at HR from a strategic point of view. A lot of people don't think about how elements like demographic diversity, company culture, and leadership style can all effect how well incentive schemes work. There isn't a lot of research that uses HR-specific theoretical frameworks, such Ability-Motivation-Opportunity (AMO) and Strategic Human Resource Management, to look at how incentives affect performance. This study fixes these shortcomings by completing a systematic literature review that is founded on theory, makes its methodologies explicit, and is relevant to the circumstance.

The goal of this study is to extensively examine the function of incentives as mediators in the connection between antecedent conditions and worker productivity, with a focus on concepts from peer-reviewed literature published between 2010 and 2024. The Systematic Literature Review technique, which follows the PRISMA protocol and employs quality assessment tools like the Mixed Methods Appraisal Tool (MMAT), makes sure that all relevant studies are put together in a way that is thorough and can be replicated.

1.1. Research question

How do incentives mediate the relationship between antecedent organizational factors and worker productivity, and under what conditions are these incentives most effective?

1.2. Research objectives

To identify and synthesize empirical findings on the mediating role of incentives in the productivity framework.

- 1) To explore how antecedent factors such as leadership, organizational culture, and work environment shape the effectiveness of incentive systems.
- 2) To explore how antecedent factors such as leadership, organizational culture, and work environment shape the effectiveness of incentive systems.
- 3) To apply and extend the Ability-Motivation-Opportunity (AMO) theory and Strategic Human Resource Management perspectives to interpret incentive-related findings.
- 4) To propose practical implications for designing incentive strategies that enhance productivity across diverse organizational contexts.

By addressing these aims, the study enhances a strategic and evidence-based comprehension of incentive systems in human resource management. It also wants to teach policymakers and professionals how to develop effective, context-sensitive reward systems that will help organizations do well in the long run.

2. Literature

Jegatheeswari and Anandi (2023) assert that firms aspiring to thrive in the 21st century must perpetually endeavor to comprehend the myriad aspects that affect employee productivity. Worker productivity, also known as labor productivity, is an important measure of performance that shows how well workers turn resources into outputs in a certain amount of time (Zakaria et al., 2020). Abiddin and Ismail (2014); Ismail and Abiddin (2009); Abiddin (2007) highlighted various individual-level drivers to productivity, including work habits and time management abilities. However, current research underscores the increasing influence of external influences on people's motivation and performance (Poovaiah and Mathew, 2022; Hassan et al., 2015; Abiddin, 2007; Abiddin and West, 2007). Incentives have been identified as a significant mediating component in the relationship between antecedent characteristics, including organizational climate and leadership style, and total worker productivity (Zakaria et al., 2020).

For companies that want to improve employee performance, it's important to look into how incentives work. Deci and Ryan (2000) found that there is a substantial and important link between incentives and employee productivity. This indicates that when employees recognize a distinct correlation between fulfilling their demands and achieving high performance, they are more inclined to invest more effort, hence enhancing productivity. This finding aligns with expectancy theory, which asserts that motivation is influenced by three primary components: effort-to-performance expectancy (the conviction that effort yields successful performance), performance-to-reward expectancy (the belief that performance leads to rewards), and valence (the perceived value of the reward) (Robbins and Judge, 2020). Incentive programs that are well thought out can deal with all three parts at the same time. Organizations can boost employees' confidence that their hard work will be acknowledged and rewarded by making it clear how performance standards are linked to specific rewards. Also, making sure that rewards are meaningful and attractive makes the program more motivating.

Nonetheless, the efficacy of incentives continues to be a topic of academic discourse. Critics contend that an overreliance on extrinsic rewards, such as financial incentives, may undermine intrinsic motivation the underlying impetus to perform things for inherent satisfaction (Zakaria et al., 2020). This risk, known as the crowding-out effect, means that focusing too heavily on external rewards can undermine the natural motivation to perform well. Nevertheless, the research conducted by Manzoor et al. (2021) presents a counterargument. Their meta-analysis suggests that both monetary and non-monetary incentives particularly recognition can boost employee motivation and productivity without compromising intrinsic drive. This perspective aligns with self-determination theory, which posits that intrinsic motivation flourishes when individuals perceive autonomy, competence, and relatedness in their tasks (Deci and Ryan, 2000). Incentive systems that address these psychological needs such as rewarding skill mastery (competence) or providing options for reward selection (autonomy) can enhance both intrinsic and extrinsic motivation.

These differing viewpoints show how complicated and multi-layered the link is between incentives, things that come before them, and worker productivity. They underline the necessity of developing incentive programs that address not only the type and structure of rewards, but also the larger work context in which they are administered. To enhance comprehension of this dynamic and pinpoint effective practices, this study conducts a systematic literature review to integrate existing research on the mediating role of incentives between antecedent conditions and employee productivity, while also highlighting potential gaps or inconsistencies in the current body of knowledge.

3. Methodology

This study used a Systematic Literature Review (SLR) method to look into how incentives affect the link between things that come before and worker productivity. The review followed the 2020 standards for the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) to make sure it was clear, could be repeated, and followed strict rules (Page et al., 2021).

3.1. Review design and framework

The four phases of the PRISMA paradigm drove the design of the Systematic Literature Review: (i) Identification, (ii) Screening, (iii) Eligibility, and (iv) Inclusion. Protocols put out by Kitchenham and Charters (2007) and Whitemore and Knafl (2005) for integrated literature synthesis aided this process. The Mixed Methods Appraisal Tool (MMAT) was used to rate the quality of articles from qualitative, quantitative, and mixed-method studies (Hong et al., 2018).

3.2. Database selection and time frame

To ensure broad coverage and relevance, two academic databases were selected:

- a) Scopus (for high-quality, peer-reviewed publications)
- b) Google Scholar (to capture grey literature, conference papers, and non-indexed journals)

The search took place from January 2010 to March 2024, making sure that the most recent results were included and that more than ten years of empirical development were recorded. Web of Science and PsycINFO were eliminated due to their narrower indexing in HR-specific literature on incentives and productivity, as confirmed by Gusenbauer and Haddaway (2020).

3.3. Search strategy

A structured keyword search was developed using Boolean operators and truncation. The search strings for Scopus were:

TITLE-ABS-KEY (("incentives in the workplace" OR "employee incentives" OR "performance incentives") AND ("antecedent factors" OR "organizational determinants" OR "productivity predictors") AND ("employee productivity" OR "organizational performance"))

Search terms were improved over time based on the first results. Google Scholar also used snowballing techniques, both backward and ahead, to find more studies that were relevant.

3.4. Inclusion and exclusion criteria

Articles were selected based on the following pre-established criteria as mentioned in Table 1.

Table 1. Inclusion and exclusion Criteria of Articles.

Criteria	Inclusion	Exclusion
Timeline	Published between 2010–2024	Prior to 2010
Language	English	Non-English
Field	HRM, Organizational Behavior, Social Sciences	Non-social sciences (e.g., pure economics, medicine)
Article Type	Empirical peer-reviewed journal articles	Opinion pieces, editorials, theses, books
Relevance	Focused on incentives, antecedents, and productivity	Unrelated topics (e.g., healthcare, supply chains)

After applying these filters, a total of 254 articles were initially identified.

3.5. Screening and eligibility process

The screening process removed:

- a) 100 articles for not meeting inclusion criteria
- b) 3 duplicates
- c) 37 additional articles that lacked empirical data or did not address the relationship between incentives and productivity

After a full-text review, 24 papers were left. The Mixed Methods Appraisal Tool 2018 was used to rate the quality of these, and 18 high-quality articles reached the standard of 3 out of 5 criterion or higher.

3.6. Data extraction and analysis

Data extraction centered on author(s), year, country, technique, type of incentives examined, and their mediating function. We used a thematic synthesis approach (Thomas and Harden, 2008) to find conceptual categories and patterns that came up in more than one study. These topics were analyzed using the Ability-Motivation-Opportunity (AMO) theory and Strategic HRM frameworks, facilitating theoretical synthesis and contextual analysis.

3.7. PRISMA flow diagram extraction and analysis

Here's a simplified text-based version of the PRISMA flow diagram for documentation purposes. A figure version can be created later for the manuscript as **Figure 1** below.

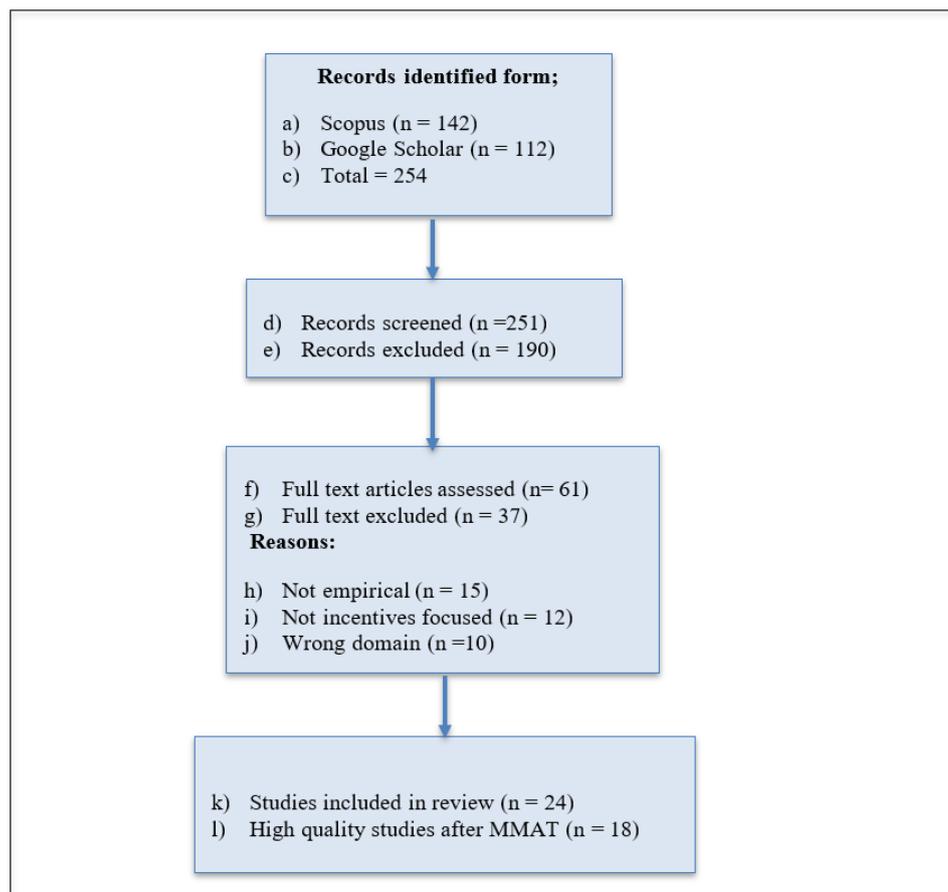


Figure 1. Flow chart adaptation from Shaffril et al. (2019).

4. Results

This section presents a synthesis of findings from the 18 high-quality empirical studies selected through the PRISMA process. Instead of a descriptive listing, a thematic synthesis was conducted to uncover dominant themes regarding how incentives mediate the relationship between antecedent factors and worker productivity. The thematic coding was guided by the Ability-Motivation-Opportunity (AMO) framework and Strategic HRM perspectives.

4.1. Thematic synthesis of findings

Four overarching themes emerged from the analysis as stated in Table 2:

Table 2. Thematic findings.

Theme	Description	Representative Studies
Goal-Alignment and Incentive Fit	Incentives are most effective when aligned with organizational goals, values, and job roles. Misaligned incentives reduce motivation and output.	Bonner and Sprinkle (2002); Parashakti and Lukertina (2020); Salah (2016)
Leadership and Organizational Culture	Transformational leadership and recognition-rich cultures enhance the motivational impact of both monetary and non-monetary incentives.	Al-bawaia et al. (2022); Andika and Darmanto (2020); Ogbari (2024)
Non-Monetary Incentives as Catalysts	Career development, autonomy, and recognition often outperform financial rewards in sustaining long-term motivation and commitment.	Deci and Ryan (2000); Iis et al. (2022); Manzoor et al. (2021)
Contextual Moderators	The effectiveness of incentives varies based on sector, region, employee demographics (e.g., age, tenure), and cultural expectations.	Nguyen et al. (2020); Suastini and Damayanthi (2022); Zakaria et al. (2020)

4.2. Patterns identified across studies

- a) **Monetary vs. Non-Monetary Balance:** Monetary incentives yielded immediate short-term performance improvements, whereas non-monetary incentives (e.g., flexible scheduling, skill recognition) exhibited more significant long-term engagement effects (Manzoor et al., 2021; Taba, 2018).
- b) **Organizational Culture as a Mediator:** Research in the banking and education sectors indicates that a supportive culture enhances the impact of incentives on performance (Al-bawaia et al., 2022).
- c) **Employee Empowerment:** Giving employees more freedom and letting them help make decisions greatly increased the role of incentives in boosting productivity (Andika and Darmanto, 2020).
- d) **Geographic and Industry Variation:** Research from Indonesia, Jordan, and Malaysia underscores contextual disparities in the perception and reception of incentives, necessitating tailored HR solutions.

4.3. Summary of thematic relationships

The results show that incentives don't work on their own; they are part of larger organizational and cultural systems. When incentives work best,

- a) Tailored to individual and organizational needs;
- b) Integrated with leadership practices and cultural values;
- c) Part of a holistic HRM strategy, rather than standalone mechanisms.

This is in line with the Ability-Motivation-Opportunity (AMO) hypothesis, which says that incentives can motivate people, but they only work if they are backed up by training and job design that help them use their skills and take advantage of opportunities.

5. Discussion and implication

The goal of this study was to find out how incentives work as middlemen between things that come before them and worker productivity. The thematic synthesis indicated that incentive systems are most efficacious when they are aligned with organizational objectives, supported by leadership and culture, and attuned to contextual variables. These findings are examined within the frameworks of Ability Motivation Opportunity (AMO) theory and Strategic Human Resource Management, offering a theoretical foundation for comprehending the interplay between organizational design and employee behavior.

5.1. Incentives as motivational drivers: Insights from the Ability-Motivation-Opportunity (AMO) framework

According to the Ability-Motivation-Opportunity (AMO) framework, an employee's performance is affected by three main things: Ability (A), Motivation (M), and Opportunity (O) (Boxall and Purcell, 2016). In this approach, motivation is a key factor that affects how employees act in order to reach the goals of the firm. When they are carefully chosen to fit with the person's position and expectations, both financial and non-financial incentives can be quite effective at boosting motivation. This analysis concentrates on the motivational (M) component, analyzing how

incentives function as catalysts that transform employee potential into performance output.

The results of this review demonstrate that both monetary and non-monetary incentives greatly influence motivation, although their impact depends on numerous crucial aspects. These are the perceived fairness (distributive justice) of the incentive, how clear it is (how well the link between performance and reward is communicated), and how relevant it is to the employee's personal or professional goals. Non-monetary rewards, such as flexible work schedules, professional recognition, or development chances, are more likely to enhance intrinsic motivation, particularly in knowledge-based roles. This fits with the Ability-Motivation-Opportunity (AMO) framework's focus on empowerment, which says that giving employees freedom and influence over their job can make them more engaged and happier (Deci and Ryan, 2000).

But incentives can also have the opposite effect if they don't fit with the values of the employees or the culture of the firm. For example, giving bonuses for jobs that are already intrinsically motivating may actually lower motivation. This is called the "crowding-out effect." In the same way, if people think that incentive systems are unfair, unclear, or too competitive, they may lose faith and morale. Because of this, HR professionals need to carefully plan incentive systems that not only reward good work but also respect workers' demand for freedom, justice, and purpose. The Ability-Motivation-Opportunity (AMO) paradigm helps businesses understand how incentives may keep people working hard by using both external and internal motivational drives.

5.2. Strategic HRM integration: Aligning incentives with organizational goals

In Strategic Human Resource Management view, incentives should be part of a well-thought-out Human Resource (HR) structure that connects individual behavior to strategic goals. The review showed that incentive programs work best when they are part of a culture of support and appreciation, which is made possible by transformational leadership (Al-bawaia et al., 2022). Instead of using generic "one-size-fits-all" rewards, HR professionals should make incentives that correspond with departmental KPIs, role-specific outcomes, and the demographics of the employees. For instance, team-based rewards might work better in cultures that value working together, whereas individual recognition might work better in competitive sales settings. In addition, incentives should support strategic goals like improving quality, coming up with new ideas, or providing better customer service. Aligning incentives with strategic performance metrics improves long-term sustainability beyond short-term profits.

5.3. Contextual moderators and cultural fit

Incentive systems don't work the same way for everyone; they depend a lot on things like culture, industry norms, and the demographics of the employees. Research conducted in countries such as Indonesia, Jordan, and Malaysia indicate that employees' perceptions and reactions to incentives are frequently influenced by their cultural beliefs and expectations (Kadir, 2023). In high power-distance cultures such

as Malaysia, acknowledgment from supervisors or managers holds greater motivational significance than peer recognition, which may be more effective in flatter, more egalitarian cultures.

Cultural aspects, such as collectivism versus individualism, also have an impact. In collectivist societies, group-based awards like team bonuses are often more effective and culturally suitable. In individualist cultures, on the other hand, personal performance incentives may be better (Zimu, 2023). Also, different age groups of workers like different kinds of rewards. Younger workers might be more motivated by flexible work hours, praise, or chances to learn new things. Older workers, on the other hand, might care more about job stability and retirement benefits (Krishna and Agrawal, 2024).

These variances show that HR managers need to design incentive systems that work for people from different cultures and backgrounds (Mazumdar et al., 2024). Strategic HR practices should make sure that rewards are in line with both the aims of the firm and the cultural and personal values of the workers. Organizations can get the most out of their incentive programs by taking these contextual moderators into consideration (Melo and Demo, 2024).

5.4. Theoretical contribution

This review makes a theoretical contribution by connecting the Ability-Motivation-Opportunity (AMO) and Strategic Human Resource Management (SHRM) frameworks to real-world incentive design. Previous research frequently depends on fundamental motivation theories (e.g., expectancy theory); however, this synthesis incorporates multilevel interactions: individual motivation, organizational culture, leadership behavior, and plan implementation. When we look at incentives not just as motivators but as strategic levers that turn an organization’s ability into performance, it becomes evident how they work as a middleman.

5.5. Summary of actionable HR strategies

This review’s thematic findings suggest a number of practical tactics that HR professionals may use to create incentive systems that work better and are more relevant to the situation. These techniques are based on the ideas of the Ability-Motivation-Opportunity (AMO) framework and Strategic Human Resource Management (SHRM). They stress the necessity of making sure that incentives are in line with the requirements of employees, the goals of the business, and the realities of the situation. **Table 3** shows the most important strategic priorities and the HR

Table 3. Summary of actionable HR strategies.

Strategic Priority	HR Practice Recommendation
Goal alignment	Link incentives to department-level and individual KPIs
Motivation diversity	Combine monetary (bonus, pay) and non-monetary (recognition, autonomy) rewards
Cultural/contextual sensitivity	Adapt rewards to employee values, age, experience, and regional expectations
Leadership integration	Train managers to reinforce incentive goals through transformational leadership behaviors
Long-term engagement	Design rewards for both short-term results and sustained professional development

practices that go with them to boost motivation, performance, and long-term engagement.

6. Conclusion

This systematic review reveals the complex dynamics of an incentive system as well as its effects on a single type of productivity based on a thorough examination of the existing literature. Incorporation of these insights would have significant implications for management practices, which implies that companies must now consider different incentive design frameworks with a view to develop comfortable employees across contexts and increased productivity successfully. It highlights the need for a holistic human resource management approach, where not only incentive strategies are integrated, but strategic planning of incentives is also supported by developing a healthful organizational culture and emphasized at employee empowerment and motivation levels as well. These are things that managers and organizational leaders need to bring into their decision-making processes in order to increase not only employee productivity but overall organizational performance as well.

Overall, the reviewed studies all confirm that there is a complex orchestration of incentives, culture, and motivation for performing in organizations. They emphasize that strategic and sophisticated human resource management practices such as payroll tools and benefits admin solutions are no longer just about incentives, but also about the surrounding corporate context and unique provisions for each employee. Besides, it perfectly highlights the importance of organizational culture in driving the optimal incentive systems as focusing on aligning incentives with organizational aims and building up a culture of recognition and reward via good leadership.

As we move forward, more in-depth probing and examination are required to support the development of comprehensive and personalized incentive schemes tailored to address workforce satisfaction and performance in multiple domains of organizations. The mediating and moderating roles of organizational culture and employee motivation in enhancing organizational performance are also worthy avenues for future research. Two changes in perspectives concerning incentive systems, employee output, and the place of organizational culture and motivation are underlined by this study. It highlights a need to understand with clarity incentive structures and their impacts on the broader workforce in order to design effective incentive systems. Also, it focuses on the need for further studies in order to better understand why precursor factors and incentives can lead to increased employee performance in multiple organizational settings.

Acknowledgments: The authors sincerely appreciate National Defence University of Malaysia's financial assistance in publishing this article.

Conflict of interest: The authors declare no conflict of interest.

References

- Abiddin, N. Z. & Ismail, A. (2014). Exploring Service and Support Needs in Postgraduate Education towards the Higher Education Quality, *Asian Social Science*, 10(17), 52-56. <https://doi.org/10.5539/ass.v10n17p52>
- Abiddin, N. Z. (2007). The Role of an Effective Supervisor: Case Studies at University of Manchester, United Kingdom. *European Journal of Scientific Research*, 16(3), 380-394.
- Abiddin, N. Z. (2007). Challenges in Ph.D. studies: The case of arts student. *European Journal of Social Sciences*, 5(2), 83-93.
- Abiddin, N. Z., & West, M. (2007). Supervision practices for foreign graduate research students. *American Journal of Applied Sciences*, 4(6), 362–370. <https://doi.org/10.3844/ajassp.2007.362.370>
- Ahmad, I., Ullah, K., & Khan, A. (2021). The impact of green HRM on green creativity: mediating role of pro-environmental behaviors and moderating role of ethical leadership style. *The International Journal of Human Resource Management*, 33(19), 3789–3821. <https://doi.org/10.1080/09585192.2021.1931938>
- Al-bawaia, E., Alshurideh, M., Obeidat, B., & Masa'deh, R. (2022). The impact of corporate culture and employee motivation on organization effectiveness in the Jordanian banking sector. *Academy of Strategic Management Journal*, 21, 1-18.
- Ali, B. (2023). What we know about transformational leadership in tourism and hospitality: a systematic review and future agenda. *The Service Industries Journal*, 44(1–2), 105–147. <https://doi.org/10.1080/02642069.2023.2250302>
- Aljumah, A. (2023). The impact of extrinsic and intrinsic motivation on job satisfaction: The mediating role of transactional leadership. *Cogent Business & Management*, 10(3). <https://doi.org/10.1080/23311975.2023.2270813>
- Alsolami, B., & Embi, M. R. (2018). Crowding perception: A case study of developed systematic literature review procedure with multiple software programs as management and synthesis tools. *International Journal of Engineering & Technology*, 7(2.10), 121. <https://doi.org/10.14419/ijet.v7i2.10.10969>
- Andika, R., & Darmanto, S. (2020). The effect of employee empowerment and intrinsic motivation on organizational commitment and employee performance. *Jurnal Aplikasi Manajemen*, 18(2), 241–251. <https://doi.org/10.21776/ub.jam.2020.018.02.04>
- Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International Journal of Engineering, Business and Management*, 5(1), 35–47. <https://doi.org/10.22161/ijebm.5.1.4>
- Arshad, M., Abid, G., Contreras, F., et al. (2021). Impact of prosocial motivation on organizational citizenship behavior and organizational commitment: The mediating role of managerial support. *European Journal of Investigation in Health, Psychology and Education*, 11(2), 436–449. <https://doi.org/10.3390/ejihpe11020032>
- Balinda, J. (2023). The impact of mentorship programs on career advancement and satisfaction. *International Journal of Human Resource*, 1(1), 36-47.
- Bonner, S. E., & Sprinkle, G. B. (2002). The effects of monetary incentives on effort and task performance: theories, evidence, and a framework for research. *Accounting, Organizations and Society*, 27(4-5), 303-345. [https://doi.org/10.1016/S0361-3682\(01\)00052-6](https://doi.org/10.1016/S0361-3682(01)00052-6)
- Butt, M. A., Nawaz, F., Hussain, S., et al. (2018). Individual knowledge management engagement, knowledge-worker productivity, and innovation performance in knowledge-based organizations: the implications for knowledge processes and knowledge-based systems. *Computational and Mathematical Organization Theory*, 25(3), 336–356. <https://doi.org/10.1007/s10588-018-9270-z>
- Condly, S. J., Clark, R. E., & Stolovitch, H. D. (2008). The effects of incentives on workplace performance: A meta-analytic review of research studies 1. *Performance Improvement Quarterly*, 16(3), 46–63. <https://doi.org/10.1111/j.1937-8327.2003.tb00287.x>
- Daniel, C. O. (2019). Effects of incentives on employees productivity. *International Journal of Business Marketing and Management*, 4(1).
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227-268. https://doi.org/10.1207/S15327965PLI1104_01
- Durach, C. F., Kembro, J., & Wieland, A. (2017). A new paradigm for systematic literature reviews in supply chain management. *Journal of Supply Chain Management*, 53(4), 67–85. Portico. <https://doi.org/10.1111/jscm.12145>
- Gusenbauer, M., & Haddaway, N. R. (2020). Which academic search systems are suitable for systematic reviews or meta-analyses? Evaluating retrieval qualities of Google Scholar, PubMed, and 26 other resources. *Research Synthesis Methods*, 11(2), 181–217. Portico. <https://doi.org/10.1002/jrsm.1378>

- Hassan, A., Maharoff, M., Abiddin, N. Z., et al. (2015). Teacher trainers' and trainee teachers' understanding towards the curriculum philosophy regarding soft skills embedment in the Malaysian Institute of Teacher Education. *Policy Futures in Education*, 14(2), 164–175. <https://doi.org/10.1177/1478210315597857>
- Hong, Q. N., Fàbregues, S., Bartlett, G., et al. (2018). The Mixed Methods Appraisal Tool (MMAT) version 2018 for information professionals and researchers. *Education for Information*, 34(4), 285–291. <https://doi.org/10.3233/efi-180221>
- Iis, E. Y., Wahyuddin, W., Thoyib, A., et al. (2022). The effect of career development and work environment on employee performance with work motivation as intervening variable at the office of agriculture and livestock in Aceh. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS)*, 2(2), 227–236. <https://doi.org/10.54443/ijebas.v2i2.191>
- Ismail, A., & Abiddin, N. Z. (2009). The importance of graduate students' needs on supervisory contribution in a Malaysian public university. *The Social Sciences*, 4(4), 355-365.
- Jegatheeswari, P., & Anandi, D. (2023). A study on the effect of incentives on employees performance. *SJCC Management Research Review*, 13(1), 143-153. <https://doi.org/10.35737/sjccmrr/v13/i1/2023/188>
- Jha, A. (2022). Impact of Monetary and Non-Monetary Rewards on Employee Motivation. *Scholars Journal of Economics, Business and Management*, 9(9), 185-190.
- Kadir, Abd. (2023). The role of mediation of work motivation in improving the performance of BNN employees in Central Kalimantan Province. *East Asian Journal of Multidisciplinary Research*, 2(8), 3231–3244. <https://doi.org/10.55927/eajmr.v2i8.5157>
- Kerdasi, A. A. A., & Azam, S. F. (2020). The impact of non-monetary incentive on employees commitment in telecommunication sector in Libya. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(9), 7781-7798.
- Kerubo, N. F., & Thomas, D. M. (2022). Non-financial incentives and employee performance in non-governmental organizations in nairobi city county, Kenya. *Journal of Human Resource Management*, 5(2), 113-127.
- Kitchenham, B., & Charters, S. (2007). Guidelines for performing systematic literature reviews in software engineering. EBSE Technical Report (Version 2.3). Keele University and Durham University.
- Krishna, S. M., & Agrawal, S. (2024). Creative performance of millennials and generation Z: What matters more, intrinsic or extrinsic rewards? *Administrative Sciences*, 15(1), 11. <https://doi.org/10.3390/admsci15010011>
- Kuvaas, B., Sutherland, V. L., & Zackova, S. (2010). Interactive effects of perceived organizational support and social capital on knowledge sharing. *Journal of Applied Psychology*, 95(5), 908-918.
- Leitão, J., Pereira, D., & Gonçalves, Â. (2019). Quality of work life and organizational performance: workers' feelings of contributing, or not, to the organization's productivity. *International Journal of Environmental Research and Public Health*, 16(20), 3803. <https://doi.org/10.3390/ijerph16203803>
- Manjenje, M., & Muhanga, M. (2023). Financial and non-financial incentives best practices in work organisations: a critical review of literature. *Journal of Co-operative and Business Studies (JCBS)*, 6(2).
- Manzoor, F., Wei, L., & Asif, M. (2021). Intrinsic rewards and employee's performance with the mediating mechanism of employee's motivation. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.563070>
- Mazumdar, B., Warren, A. M., & Brown, T. C. (2024). The new meaning of retirement for bridge employees: Situating bridge employment through the lens of the Kaleidoscope Career Model. *Human Resource Development Quarterly*, 36(1), 89–112. Portico. <https://doi.org/10.1002/hrdq.21520>
- Melo, T. A. de, & Demo, G. (2024). Home sweet home? The mediating role of human resource management practices in the relationship between leadership and quality of life in teleworking in the public sector. *Sustainability*, 16(12), 5006. <https://doi.org/10.3390/su16125006>
- Muthoka, E. (2023). A sectoral analysis of Trade openness and Women employment in selected East African Countries. *International Journal of Science and Business*, 24(1), 127–144. <https://doi.org/10.58970/ijsb.2120>
- Nguyen, P. T., Yandi, A., & Mahaputra, M. R. (2020). Factors that influence employee performance: motivation, leadership, environment, culture organization, work achievement, competence, and compensation. *Dinasti International Journal of Digital Business Management*, 1(4), 645-662.
- Niemiec, R. M., Ryan, R. M., Deci, E. L., & Deci, L. (2018). Relative autonomy as a basic psychological need in the workplace: A review and theoretical model. *Journal of Vocational Behavior*, 106, 151-168.
- Ogbari, M. E. (2024). Navigating academic excellence: Understanding how university vision impacts staff effectiveness. *Human Resources Management and Services*, 6(4), 3430. <https://doi.org/10.18282/hrms.v6i4.3430>

- Okoli, C. (2015). A guide to conducting a standalone systematic literature review. *Communications of the Association for Information Systems*, 37. <https://doi.org/10.17705/1cais.03743>
- Page, M. J., Moher, D., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hrobjartsson, A., Lalu, M. M., et al. (2021). PRISMA 2020 explanation and elaboration: updated guidance and exemplars for reporting systematic reviews. *British Medical Journal* 372, n160.
- Parashakti, R. D., & Lukertina, L. (2020). Is employee's performance influenced by incentives and work motivation? In: *Proceedings of the 4th International Conference on Management, Economics and Business (ICMEB 2019)*.
- Poovaliah, S. M., & Mathew, A. (2022). Impact on employees' productivity on-shift in workplace environment during pandemic. *Ushus Journal of Business Management*, 21(2), 15–23. <https://doi.org/10.12725/ujbm.59.2>
- Ritala, P., Vanhala, M., & Järveläinen, K. (2019). The role of employee incentives and motivation on organisational innovativeness in different organisational cultures. *International Journal of Innovation Management*, 24(04), 2050075. <https://doi.org/10.1142/s1363919620500759>
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
- Salah, M. (2016). The influence of rewards on employees performance. *British Journal of Economics, Management & Trade*, 13(4), 1–25. <https://doi.org/10.9734/bjemt/2016/25822>
- Shaffril, H. A. M., Samah, A. A., Samsuddin, S. F., et al. (2019). Mirror-mirror on the wall, what climate change adaptation strategies are practiced by the Asian's fishermen of all? *Journal of Cleaner Production*, 232, 104–117. <https://doi.org/10.1016/j.jclepro.2019.05.262>
- Singha, R., & Singha, S. (2024). Positive interventions at work. *Fostering Organizational Sustainability with Positive Psychology*, 151–179. <https://doi.org/10.4018/979-8-3693-1524-8.ch007>
- Suastini, N. M., & Damayanthi, N. P. S. (2023). The effect of indirect compensation on employee performance (case study at the Khayangan Dreams Villas, Bali, Indonesia). *International Journal of Applied Research in Tourism and Hospitality*, 1(2), 156–168. <https://doi.org/10.52352/ijarth.v1i2.814>
- Taba, M. I. (2018). Mediating effect of work performance and organizational commitment in the relationship between reward system and employees' work satisfaction. *Journal of Management Development*, 37(1), 65–75. <https://doi.org/10.1108/jmd-11-2016-0256>
- Taheri, R. H., Miah, M. S., & Kamaruzzaman, Md. (2020). Impact of Working Environment on Job Satisfaction. *European Journal of Business and Management Research*, 5(6). <https://doi.org/10.24018/ejbmr.2020.5.6.643>
- Varandas, C., Fernandes, C. I., & Veiga, P. M. (2024). Human resource management in ambidextrous organisations – A systematic literature review. *Technology in Society*, 77, 102504. <https://doi.org/10.1016/j.techsoc.2024.102504>
- Whittemore, R., & Knafl, K. (2005). The integrative review: updated methodology. *Journal of Advanced Nursing*, 52(5), 546–553. Portico. <https://doi.org/10.1111/j.1365-2648.2005.03621.x>
- Zakaria, N. H., Alias, M., & Rani, N. (2020). Employee's productivity: The most dominant factors. *International Journal of Entrepreneurship and Management Practices*, 3(9), 01–13. <https://doi.org/10.35631/ijemp.39001>
- Zimu, F. (2023). Exploring the Impact of Cultural Factors on Consumer Behavior in E-Commerce: A Cross-Cultural Analysis. *Journal of Digitainability, Realism & Mastery (DREAM)*, 2(03), 31–36. <https://doi.org/10.56982/dream.v2i03.90>