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Material and non-material incentives in the workplace: employee perceptions and motivational outcomes

Damira Ke?ek , Katerina Fotova ?ikovi? , Karlo Vuruši?

University North, Croatia

Abstract

Employee motivation and job satisfaction are closely related to how individuals perceive the value of rewards offered by their organizations. While financial incentives remain an important component of employment relationships, non-financial aspects of work are increasingly relevant especialy when considering employee expectations and organizational practices. This study explores employee perceptions of different reward forms, material and non-material, and examines their relationships with satisfaction with reward practices and work motivation. Results of the conducted research based on the survey reveal that employees distinguish between different forms of incentives and assign varying importance to the elements of reward practices. The analysis also identifies significant associations among reward perceptions, expectations, satisfaction, and motivation, although these relationships differ depending on the type of reward considered. The study contributes to a better understanding of the role of workplace incentives in human resource management and highlights the importance of developing reward approaches that consider both financial and non-financial dimensions.

Keywords: Human Resource Management; Organizational Practices; Employee Expectations; Performance Management; Workplace Well-Being