"A STUDY ON PERCEPTION OF INCENTIVE SYSTEM AMONG THE SALES EXECUTIVES AT BRD CAR WORLD LTD, KONIKKARA, THRISSUR"

Project Report

Submitted in partial fulfilment of the requirements

For the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

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By

MEGHA THOMAS

YPAWMBA026

IV Semester MBA

Under the guidance of

Fr. Ajo Moothedan

Assistant Professor

NAIPUNNYA BUSINESS SCHOOL

Affiliated to University of Calicut, Accredited by NAAC with B++
Approved by AICTE, ISO 9001:2015 Certified
Pongam, Koratty East, Thrissur Dist.
Kerala. Pin: 680308
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DECLARATION

I **MEGHA THOMAS** hereby declare that the project report entitled "**A STUDY ON PERCEPTION OF INCENTIVE SYSTEM AMONG THE SALES EXECUTIVES AT BRD CAR WORLD LTD, KONIKKARA, THRISSUR** "has been prepared by me and submitted to the University of Calicut in partial fulfilment of the requirement for the award of **Master of Business Administration**, is a record of research of original work done by me under the supervision of Fr. Ajo Moothedan Assistant Professor of Naipunnya Business School, Pongam, Koratty East, Thrissur.

I also declare that the project work has not been submitted by me fully or partly for the award of any Degree, Diploma, Title, or recognition before any authority.

Place: Koratty East, Thrissur MEGHA THOMAS

Date: YPAWMBA026

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Place MEGHA THOMAS

Date: YPAWMBA026

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CHAPTER I

INTRODUCTION

1.1 INTRODUCTION

A strong incentive program is essential for sustaining a highly motivated and productive team in the hectic sales world. It increases the company's motivation to meet goals, cultivates a positive competitive attitude, and results in more sales and a larger market share. At BRD, it's critical to comprehend how our sales executives see the existing incentive system. To learn more about our salesforce's experiences and degree of satisfaction with the current incentive system, this study project digs deep into their hearts and thoughts. Offering incentives is only one aspect of a well-designed incentive program. It creates a clear path for job advancement recognition and respect. When properly planned, it creates a situation where everyone wins by coordinating personal ambitions with the organization's overarching aims. On the other hand, a badly thought-out strategy may backfire and cause dissatisfaction, demotivation, and even staff attrition. We can spot any flaws and places for development by knowing how our sales executives see the present program. This study is not an average satisfaction survey. This acknowledges that perceptions can differ depending on personal histories and experiences. We can obtain a more sophisticated view by looking at demographic data like age, experience level, region assignment, product line, etc. Younger CEOs may have different incentive preferences than their more seasoned counterparts. Perhaps the incentives need to be changed because of the difficulties experienced by those living in geographically dispersed areas. Measuring our sales executives' overall satisfaction with the incentive structure is the main goal of this study. Do the objectives and measurements for obtaining rewards make sense? Do the goals laid out generate an unrealistic sense of pressure, or are they reasonable and reachable? The value and appeal of commissions, bonuses, and other benefits that are being offered will be examined in this study. Are they a true source of motivation and performance, or are there other possibilities that the team would find more agreeable? Even though quantitative data is extremely valuable, it's just as crucial to record the qualitative components of the sales leaders' experiences. Insights about the advantages and disadvantages of the existing program can be gained from open-ended inquiries. Which features of the framework most inspire motivation? Where do they think we can still improve? Through direct communication from the sales force, we will be able to gain a greater knowledge of their requirements and motivations thanks to these qualitative comments. This research project will yield conclusions that go beyond a simple tally of statistics. Through a thorough examination of both the quantitative data, statistically significant variations in perception according to demographic factors can be determined. This will enable us to modify the incentive program to better meet the various needs of our sales force. The main focus of this study will be practical suggestions.

We can suggest practical modifications to the incentive program by identifying the problems and potential areas of improvement. This could entail modifying the target structures, looking into different choices for rewards, or improving systemic communication and transparency. Our goal with this research is to develop an incentive program that motivates and elevates the high performance, contentment, and performance of the BRD sales force. This extensive study project promises an important new understanding of how well BRD's incentive scheme works. We can make sure that our program genuinely inspires, incentivizes, and promotes long-term success by getting insight into our sales executives' perspectives.

1.2 STATEMENT OF PROBLEM

Sales executives at BRD have been performing, however, the company is not satisfied with their performance. So, they were trying to find out whether the incentives which are provided to the sales executives are satisfying or motivating them or not. To make sure that the incentive system is effectively boosting employee satisfaction and sales performance, it is crucial to understand how they view it.

This study is to learn more about the perspectives of sales executives, pinpoint possible areas for development, and eventually help to make the BRD’s incentive system more effective.

1.3 OBJECTIVES OF THE STUDY

1. To understand how BRD's sales executives perceive the incentive system.
2. Analyze whether the views of sales executives differ in any way depending on demographic variables.
3. Determine whether or not the incentive system was beneficial to the sales executives.

1.4 SCOPE OF STUDY

The purpose of this study is to find out how sales leaders at BRD perceive the company's incentive program. To get in-depth information on sales executives' perceptions of the efficiency, equity, and overall influence of the current incentive structure, surveys and questionnaires will be used.

To find any striking variations in perspectives, the research will examine these impressions across a range of demographic characteristics, including age, gender, years of service, and sales performance measures. Furthermore, the research will evaluate the perceived advantages of the incentive system, with particular focus on its impact on sales executives' motivation, job satisfaction, and performance results. The results will give BRD useful information to improve its incentive program and make sure it meets the demands and expectations of its sales force. This will increase employee retention and overall output.

Purpose of the study

The purpose of the study is to determine how BRD sales executives perceive the incentive system. Assessing the current incentive structure's effectiveness in encouraging performance and accomplishing organizational objectives requires an understanding of how sales executives see it. The goal of this research is to provide useful insights that can guide strategic decisions targeted at improving motivation, productivity, and overall job satisfaction among sales professionals at BRD by identifying the incentive system's strengths and areas for development.

Hypothesis

This study proposed the following hypothesis:

- Null Hypothesis (H01): There is no significant difference in the perception of incentives among the Age groups.

  Alternative Hypothesis (Ha1): There is a significant difference in the perception of incentives among the Age groups.

- Null Hypothesis (H02): There is no significant difference in the perception of incentives among the Genders.

Alternative Hypothesis (Ha2): There is a significant difference in the perception of incentives among the Genders.

- Null Hypothesis (H03): There is no significant difference in the perception of incentives among the sales executives in Education Qualification.
  Alternative Hypothesis (Ha3): There is a significant difference in the perception of incentives among the sales executives in Education Qualification.

1.5 RESEARCH METHODOLOGY

“According to Greenfield (1996), Research is an art aided by skills of inquiry, experimental design, data collection, measurement and analysis, interpretation, and presentation. A further skill, which can be acquired and developed, is creativity or invention”. It is a typical method of doing research. In research, issues are defined and solutions are found, hypotheses are developed or suggested solutions are found, data is collected, organized, and evaluated, conclusions are simplified and then studied, and finally, the conclusion is thoroughly evaluated.

This indicates that the methodology addresses the study's goal, how the research problem is defined, what kind of hypothesis is developed, how data is acquired, how to analyze the data, etc.

To solve the research problem methodically. The purpose of the study is to understand the perception of the incentive system among the sales executives at BRD Car World. To systematically solve the study topic, the research methodology will use a mixed-methods approach that combines quantitative techniques to get full insights into employees' perspectives, attitudes, and behaviors connected to the incentive system.

1.5.1 Research design

The Research Design provides the basis for the Framework, which offers instructions for every stage of the research procedure. It is the blueprint's guide that specifies how the research is to be carried out. A quantitative survey will be the main component of the study design.

The results of the poll will give a general idea of how employees feel about their incentives. Descriptive research is the research design used in this instance. A theory-based research method that describes the main topic matter, descriptive research uses data collection techniques like surveying, questionnaires, and observation to conclude.

After establishing the objectives and determining the design of the research, it is necessary to collect data The methods used for the collection of data. The data for the research is collected with the help of a proper survey method.

1.5.2 Population of the study

“Population refers to the entire group of individuals about whom the research is concerned and from which a sample is drawn. It encompasses all elements that meet certain criteria for inclusion in a study” (Kumar, 2020).

The population for this study comprises 200 sales executives of the BRD Car World LTD, Konikkara, Thrissur. This population includes various demographic factors. By focusing on sales executives, the study aims to identify the perception of incentive systems among themselves. Through this understanding, the organization can motivate and satisfy the sales executives through the incentive system and help the organization reduce the turnover of employees.

1.5.3 Sample frame

The list of sources from which the sample unit is named is often referred to as a sample frame. The researcher may determine a representative sample from the sample frame, which acts as an example or sample frame. For the reliability and applicability of exploratory findings, the sample frame's acceptability and quality are essential. The sales executives of BRD Car World Ltd, Konikkara, Thrissur, are included in the sample frame.

1.5.4 Sampling plan

The method of sampling is implemented to collect the primary data. This is a method of probability sampling where the interviewers select the sample according to which method works best for them.

1.5.5 Sampling technique

"Sampling is the act, process, or technique of selecting a suitable sample, or a representative part of a population to determine parameters or characteristics of the whole population". (Jones, 1955; Salant & Dillman, 1994).

To collect data from a representative group in research efficiently and avoid studying the full population, sampling techniques are used. These methods guarantee that the sample appropriately represents the features of the population, which makes them crucial from a logistical and practical standpoint. There are two main categories of sampling techniques: probability sampling and non-probability sampling.

1. **Probability Sampling:** Each member of the population has a known chance of being selected. Probability sampling methods include simple random sampling, systematic sampling, stratified sampling, and cluster sampling.
2. **Non-Probability Sampling:** Non-probability sampling is a method in which not all population members have an equal chance of participating in the study. Non-probability sampling methods include Convenience sampling, Consecutive sampling, and Snowball sampling.

The researcher adopted random sampling through the use of a random number generator. This can be a program or an online tool that generates random numbers inside the unique identifier range of the sample frame. The sampling frame includes a list of all the population components that can be selected for the sample. Let's say that 120 is the perfect sample size. The random number generator generates random numbers such as 25, 105, 210, and so on. These numbers match the components of the sample frame. For instance, if the number of identifiers matched the identifiers of the people in the sampling frame, they would be selected for the sample. This process is repeated until the desired sample size of 120 is acquired. Using random sampling in conjunction with a random number generator to ensure that each member of the population has an equal chance of being chosen helps the study reduce bias and allows the researchers to make valid conclusions and generalizations about the entire population based on the characteristics observed in the sample.

1.5.6 Sample size

A sample size refers to the number of individuals selected from the entire population for the study. Out of a population of 200 sales executives, 132 respondents were chosen by the random sampling method.

1.5.7 Source of data

Primary Data

Primary data are those that are directly gathered from sources with the express intent of conducting research work. Employee interviews and surveys will be used to gather primary data for this study. Original information gathered directly from the source by the researcher with a specific goal in mind is known as primary data. Due to its first-hand collection, this data is guaranteed to be accurate, up-to-date, and customized to meet the goals of the study. Surveys, interviews, and observations are among the primary data collection techniques. A business might, for instance, do interviews to learn more about client preferences or surveys to gauge employee happiness. A deeper and more precise comprehension of the subject matter is made possible by the primary data's specificity to the research topic. That being said, it can be costly and time-consuming to collect, requiring careful planning and resource allocation.

Secondary Data

Data that has previously been gathered and released by other sources is referred to as secondary data. These data may support the core research by offering background information. Information that has previously been gathered, processed, and released by others is referred to as secondary data. Typically, sources including scholarly journals, official documents, industry analyses, and internet databases are used to collect this data. Scholars utilize secondary data to obtain contextual information, spot patterns, or evaluate findings with original data. To help with their analysis, a researcher looking into market trends could consult industry reports and earlier research. The availability and affordability of secondary data, which may be obtained with less effort and expense, are its primary advantages. However, it might not be exactly in line with the particular requirements of the current research, and its accuracy and relevance can vary depending on the source.

1.5.8 Data collection tool

Primary and secondary data are collected using various equipment. To gather primary data directly from the source, researchers use methods and instruments called primary data collecting tools. A questionnaire was used to collect the primary data for this investigation. These tools are designed to collect accurate, direct data relevant to the objectives of the study. By using secondary data collection tools, researchers can access and retrieve data that was previously collected for different purposes by other organizations or researchers. By using these resources, researchers can gather background and significance without having to collect new, original data.

→ Primary Data Collection Tools:

Questionnaire: The main tool for gathering information in my study was a questionnaire, which was used to gather primary data. An organized survey was created to collect pertinent and in-depth data about the incentive system experiences of employees over the phone or online. Closed-ended questions are included in the survey to collect quantitative data. To facilitate analysis and measure the opinions and experiences of the respondents, the closed-ended questions included multiple-choice and Likert scale replies. A carefully chosen sample of 132 respondents received the questionnaire, ensuring the sales executives' perceptions of the incentive scheme. This strategy made it easier to gather thorough data that represented a variety of perspectives.

Understanding the perception of incentive schemes among sales executives across a range of demographic categories was made possible by the data collected using this methodology. The questionnaire's organized style made sure that the data was gathered methodically, enabling accurate analysis and insightful interpretation of the results.

→ Secondary Data Collection Tools:

Internal Records: BRD Car World's internal records serve as the source of secondary data. This approach makes use of already-existing organizational data, including personnel files, performance reviews, and other relevant documents. This historical data is essential for understanding BRD Car World's incentive scheme. Making use of internal records saves money and time since it eliminates the need for labour-intensive data collecting. To obtain valuable insights, a methodical analysis of the easily accessible data is possible. Using internal records as a secondary data gathering instrument, this study guarantees an accurate evaluation based on trustworthy and pertinent organizational data unique to the BRD Car World incentive scheme.

Software utilized for Analysis

1. Microsoft Excel:

Microsoft Excel is a commercial spreadsheet program that may be used for pivot tables, macros, graphing, and simple computations. Cells structured into rows and columns are used to organize and modify data, and charts and graphs are used to present the data. Excel coding and advanced math techniques are made possible by Microsoft Visual Basic.

2. SPSS (Statistical Package for the Social Science)

Software called SPSS is frequently used in social science research for statistical analysis. It provides a user-friendly interface for handling data, executing various statistical analyses, and visualizing results. Both inexperienced and seasoned researchers can benefit from using SPSS because it allows for the correct and efficient analysis of large, complicated data sets. Descriptive statistics, correlation analysis, regression analysis, factor analysis, and many other aspects make it a flexible tool for tackling a broad range of research topics. All things considered, SPSS simplifies the analytical procedure and helps social scientists extract valuable conclusions from data.

1.5.9 Period of study

The period of the study was a total of 56 days starting from 1st April 2024 to 26th May 2024.

1.5.10 Nature of the study

The nature of the study was a descriptive research study. Descriptive research is a theory-based research method, describing the primary subject matter. This type of research includes data collection methods like observation, case studies, questionnaires, and surveys to derive the result.

1.6 LIMITATIONS OF THE STUDY

- **Small Sample Size:** Limited participation from sales executives may not fully represent the diverse perspectives within the organization, potentially skewing the findings.
- **Response Bias:** Sales executives may provide responses that reflect what they perceive as desirable or expected rather than their true opinions, affecting the accuracy of the data.
- **Limited Generalizability:** Findings may not be applicable beyond BRD due to unique organizational culture, industry-specific factors, or regional variations in perceptions of incentives.
- **Short-term Focus:** Assessing the long-term impact of the incentive system may be constrained by the study's duration, potentially missing gradual changes or adaptations in perceptions over time.

1.7 INDUSTRY PROFILE

1.7.1 Introduction to the Industry

The History of the automobile began about 4,000 years ago when the first wheel was used for transportation in India. Several Italians recorded designs for wind-driven cars. The first was Guido da Vigevano in 1335. It was a windmill-type drive to gears and thus to wheels. Vaturio designed a similar car that was never built. Later Leonardo da Vinci designed a clockwork-driven tricycle with tiller steering and a differential mechanism between the rear wheels.

In the early 15th century, the Portuguese arrived in China and the interaction of the two cultures led to a variety of new technologies, including the creation of a wheel that turned under its power. By the 1600s, small steam-powered engine models were developed, but it was another century before a full-sized engine-powered automobile was created.

Catholic priests named Father Ferdinan Verbiest were credited to have built a steam-powered car for the Chinese Emperor Chien Lung in about 1678. There is no information about the automobile. Since James Watt did not invent the steam engine until 1705, we can guess that this was possibly a model automobile powered by a mechanism like Hero's steam engine spinning wheel with jets on the periphery.

Although by the mid-15th century, the idea of a self-propelled automobile had been, put into practice with the development of an experimental car powered using springs, clockworks, and the wind, Nicolas-Joseph Cugnot of France is considered to have built the first true automobile in 1769. Designed by Cugnot and constructed by M. Brezin, it is also the first automobile to move under its power for which there is a record. Cugnot's three-wheeled steam-powered automobile carried four persons and was meant to move artillery pieces. It had a top speed of a little more than 3.2 km/h (2 mph) and had to stop every 20 minutes to build up a fresh head of steam.

Evans was the first American who obtain a patent for "a self-propelled carriage." He attempted to create a two-in-one combination of a steam wagon and a flat-bottomed boat, which did not receive any attention in those days. During the 1830's, the steam car had made great advances. However, stiff competition from railway companies and crude legislation in Britain forced the poor steam automobile gradually out of use on roads. The early steam-powered automobiles were so heavy that they were only practical on a perfectly flat surface as strong as iron. A road thus made out of iron rails became the norm for the next hundred and twenty-five years. The automobiles got bigger and heavier and more powerful and as such they were eventually capable of pulling a train of many cars filled with freight and passengers.

Carl Benz and Gottlieb Daimler, both Germans, share the credit for changing the transport habits of the world, for their efforts laid the foundation of the great motor industry, as we know it today. First, Carl Benz invented the petrol engine in 1885 and a year later Daimler made a car driven by the motor of his design and the rest is History. Daimler's engine proved to be a great success mainly because of its less weight could deliver 1000 rpm and needed only very small and light vehicles to carry them.

France too had joined the motoring scenario by 1890 when two Frenchmen Panhard and Levassor began producing automobiles powered by Daimler engines, and Daimler himself, possessed by the automobile spirit, went on adding new features to his engine. He built the first V-Twin engine with a glowing platinum tube to explode the cylinder gas-the very earliest form of sparking plug. The engines were positioned under the seat in most of the Daimler as well as Benz cars. However, the French duo of Panhard and Levassor made a revolutionary contribution when they mounted the engine in the front of the car under a 'bonnet'. Charles Duryea built a car carriage in America with a petrol engine in 1892, followed by Elwood Haynes in 1894, thus paving the way for motor cars in that country.

For many years after the introduction of automobiles, three kinds of power sources were in common use: steam engines, gasoline or petrol engines, and electrical motors. In 1900, over 2,300 automobiles were registered in New York, Boston, Massachusetts, and Chicago. Of these, 1,170 were steam cars, 800 were electric cars, and only 400 were gasoline cars. Ten years after the invention of the petrol engine, the motor car evolved into amazing designs and shapes. By 1898, there were 50 automobile manufacturing companies in the United States, a number that rose to 241 by 1908. In that year, Henry Ford revolutionized the manufacture of automobiles with his assembly-line style of production and brought out the Model T, a car that was inexpensive, versatile, and easy to maintain. The introduction of the Model T transformed the automobile from a plaything of the rich to an item that even people of modest income could afford; by the late 1920s, the car was commonplace in modern industrial nations.

Herbert Austin and William Morris, two different carmakers, introduced mass production methods of assembly in the UK, thus paving the way for a revolution in the automobile industry. Austin Seven was the world's first practical four-seater 'baby car, which brought the pleasures of motoring to many thousands of people who could not buy a larger, more expensive car. Even the 'bull-nose' Morris with a front-mounted engine became the well-loved model and one of the most popular cars in the 1920s.

Automobile manufacturers in the 1930s and 1940s refined and improved on the principles of Ford and other pioneers. Cars were generally large, and many were still extremely expensive and luxurious; many of the most collectible cars date from this time. The increased affluence of the United States after World War II led to the development of large, petrol-consuming cars, while most companies in Europe made smaller, more fuel-efficient cars. Since the mid-1970s, the rising cost of fuel has increased the demand for this smaller car, many of which have been produced in Japan as well as in Europe and the United States.

The History of motor cars has surely been a well-traversed one. The automobile, as it progressed, was a product of many hands, revolutionary concepts, and simple, almost unnoticed upgrading. In the end, the one who received the most for these challenges and changes was the motorist, whose interest, money, and enthusiasm forced the auto-moguls to upgrade, perfect, and add to previous achievements to stay in the competition.

1.7.2 Indian automobile industry

The automotive industry in India is the fourth-largest by production in the world as per 2021 statistics. In 2022, India became the fourth largest country in the world by the valuation of its automotive industry. As of 2023, India is the third-largest automobile market in the world in terms of sales. As of April 2022, India's auto industry is worth more than US$100 billion and contributes to 8% of the country's total exports and 7.1% of India's GDP. According to the 2021 National Family Health Survey, barely 8% of Indian households own an automobile. According to government statistics, India has barely 22 automobiles per 1,000 people. India's major automobile manufacturing companies include Maruti Suzuki, Hyundai Motor India, Tata Motors, Ashok Leyland, Mahindra & Mahindra, Force Motors, Tractors and Farm Equipment Limited, Eicher Motors, Royal Enfield, Sonalika Tractors, Hindustan Motors, Hradyesh, ICML, Kerala Automobiles Limited, Reva, Pravaig Dynamics, Premier, Tara International and Vehicle Factory Jabalpur.

The automobile sector is divided into four segments two-wheelers (mopeds, scooters, motorcycles, electric two-wheelers), passenger vehicles (passenger cars, utility vehicles, multi-purpose vehicles), commercial vehicles (light and medium-heavy vehicles), and three-wheelers (passenger carriers and goods carriers).

The industry is one of the key drivers of the economic growth of the nation. Since the DE licensing of the sector in 1991 and the subsequent opening up of 100 percent FDI through automatic routes, the Indian automobile sector has come a long way. Today, almost every global auto major has set up facilities in the country.

The world standings for the Indian automobile sector, as per the Confederation of Indian Industry, are as follows:

- Largest three-wheeler market
- Second largest two-wheeler market
- Tenth largest passenger car market
- Fourth largest tractor market

- Fifth largest commercial vehicle market
- Fifth largest bus and truck segment

The auto sector reported a robust growth rate of 26 percent in the last two years (2010-2012). The BSE AUTO Index outperformed the benchmark Nifty by 79%, 12%, and 19% in FY10, FY11, and FY12, respectively. However, the sector has shown a sluggish growth of 12 percent in 2012. The trend is likely to stay with a 10 percent growth outlined for 2013 citing high ownership costs (fuel costs, cost of registration, excise duty, road tax) and slow rural income growth. Solid but cautious growth is expected over the next few years. However, from a long-term perspective, rising incomes, improved affordability and untapped markets present promising opportunities for automobile manufacturers in India. According to Macquarie equities research, the sale of passenger vehicles is expected to double in the next four years and the growth anticipated is higher than the 16 percent achieved in the past 10 years. The two-wheeler vehicle segment is expected to show slow growth of 10 percent CAGR throughout 2012-2016, suggests the report.

The Government recognizes the impact of the sector on the nation's economy, and consequently, the Automotive Mission Plan 2016 launched by it seeks to grow the industry to a size of US $145bn by 2016 and make it contribute 10 percent to the nation's GDP.

1.7.3 Suzuki motor corporation-Japan

Suzuki is a Japanese multinational corporation headquartered in Minami-Ku Hamamatsu Japan, which specializes in manufacturing automobiles four-wheel drive vehicles, motorcycles, all-terrain vehicles, outboard marine engines, wheelchairs, and a variety of other small internal combustion engines.

The company was founded by Macho Suzuki Its current chairman and CEO is Osamu Suzuki the Fourth Mukoyoshi (daughter's husband) to run the company. In 1909 company started as a looming industry in the small Seacoast Village of Hamamatsu, Japan Macho Suzuki was intent on making better more user-friendly looms and for 30 years his focus on the development of these exceptionally compelled machines Macho's desire to diversity into automotive products was interrupted by World War II. Before it began building four-stroke engines, Suzuki Motor Corporation was known for its two-stroke engines (for motorcycles and autos)).

After the war, Suzuki made a two-stroke motorized bicycle, but eventually, the company would be known for Hayabusa and GSX-R motorcycles, for the Quad Runner, and for dominating racetracks around the world. Even after producing its first car in 1955, the company didn't have an automobile division until 1961. Today Suzuki is among the world's largest automakers and a major brand name in important markets including Japan and India but it no longer sells cars in North America.

1.7.4 **Maruti Suzuki**

Originally, 18.28% of the company was owned by the Indian government, and 54.2% by Suzuki of Japan. The BJP-led government held an initial public offering of 25% of the company in June 2003. As of May 2007, the government of India sold its complete share to Indian financial institutions and no longer has any stake in Maruti Udyog.

Maruti Udyog Limited (MUL) was established in February 1981, though the actual production commenced in 1983 with the Maruti 800, based on the Suzuki Alto kei car which at the time was the only modern car available in India, its only competitors the Hindustan Ambassador and Premier Padmini were both around 25 years out of date at that point. Through 2004, Maruti Suzuki has produced over 5 million vehicles. Maruti Suzuki is sold in India and various several other countries, depending upon export orders. Models similar to those made by Maruti in India, albeit not assembled or fully manufactured in India or Japan are sold by Pak Suzuki Motors in Pakistan.

The company exports more than 50,000 cars annually and has domestic sales of 730,000 cars annually. Its manufacturing facilities are located at two facilities Gurgaon and Manesar in Haryana, south of Delhi. Maruti Suzuki's Gurgaon facility has an installed capacity of 900,000 units per annum. The Manesar facilities, launched in February 2007 comprise a vehicle assembly.

Maruti Suzuki in Gorgon, Haryana Maruti Suzuki India Limited is an Indian Automobile manufacturer that is a subsidiary of Japanese automaker Suzuki Motor Corporation. Besides being the largest Suzuki branded company in terms of car sales, Maruti Suzuki also acts as a company that showcases a wide range of car models designed according to the needs of the customers.

Maruti Suzuki India Limited (formerly Maruti Udyog Limited) is the Indian subsidiary of

Japanese automaker Suzuki Motor Corporation. As of September 2022, the company had a leading market share of 42 percent in the Indian passenger car market. The company is known for making highly reliable, low-maintenance cars for the Indian market.

Plant with a capacity of 550,000 units per year and a Diesel Engine plant with an annual capacity of 100,000 engines and transmissions. Manesar and Gurgaon facilities have a combined capability to produce over 14,50,000 units annually. Maruti makes up about 35% of all cars sold in India. The company is 54.2% owned by the Japanese multinational Suzuki Motor Corporation percent of Maruti Suzuki. Public and financial institutions own the rest. It is listed on the Bombay Stock Exchange and the National Stock Exchange of India.

During 2007 and 2008, Maruti Suzuki sold 764,842 cars, of which 53,024 were exported. In all, over six million Maruti Suzuki cars have been on Indian roads since the first car was rolled out on 14 December 1983. The Suzuki Motor Corporation, Maruti's main stakeholder, has been a global leader in mini and compact cars for three decades. Suzuki's strategy is to utilize lightweight, compact engines with stronger power, fuel efficiency, and performance capabilities. Nearly 75,000 people are employed directly by Maruti Suzuki and its partners. JD Power Asia Pacific was rated first in customer satisfaction among all carmakers in India from 1999 to 2009. Maruti Suzuki will be introducing a new 800 cc model by Diwali in 2012. The model is supposed to be fuel efficient, and therefore more expensive. With increasing market competition in the small car segment, a new model along with the upcoming WagonR Stingray will be the key fresh products for Maruti Suzuki India (MSI) to defend its market share amid the ever-increasing competition.

1.8 COMPANY PROFILE

1.8.1 History of the company

BRD CAR WORLD PRIVATE LIMITED, KONIKKARA, THRISSUR was established in the year 2009 to enable our customers to experience the finest range of Maruti Suzuki Cars in an exclusive and inspiring environment. Maruti Suzuki India Limited, formerly known as Maruti Udyog Limited, is a subsidiary of the Japanese automotive manufacturer Suzuki. It was founded and owned by the Government of India between 198 BRD corporate family-an ever-ready group.

The group is headed by Shri. C.C. William Verges, whose constant and consistent efforts, coupled with the daring and positive attitude have made BRD more visible, audible, and acceptable to all. The committee workforce for business, Research, and Development (BRD) and the unstinted support and guidance from Maruti Suzuki India Limited have been the added strength. The never-ending passion for the goals of our chairman, who leads the BRD team from the front, is the real secret behind the success and raising the group to the present reckoning. Setting an example by self, daring to think beyond and practice today what others think tomorrow, is his mission to accomplish the vision of BRD is much ahead of time and others.

Every BRD Car World showroom is designed to give the customers an enchanting experience of a lifetime. BRD Car World is a platinum Dealer of Maruti Suzuki India Limited has its dealership in Thrissur District and is the market leader in the passenger car market in this district. We have spread our wings to neighboring districts Ernakulum and Palakkad. The fast-paced growth of BRD Car World is surprising the customers as well as competitors. No wonder we are ever more enthusiastic in winning the hearts of our customers to bring them into the BRD family.

1.8.2 BRD group of the corporate family

BRD GROUP OF COMPANIES established in the year 1993 by C.C. William Varghese is an organization of different firms providing a wide variety of products and services to society. The leader and the founder started this venture as a finance company with chit promotions at Kunnamkulam. Thrissur and subsequently grown and diversified into hire purchases, vehicle sales and services, security world developers, etc. The leader of the BRD group, Sri. William Varghese is assisted by 18 dedicated directors for the accomplishment of the corporate goal of the BRD family.

1.8.3 Associates of the BRD group

- → BRD Securities Limited (Non-Banking Financial Company)
- → BRD Finance Limited (Chit Promoters)
- → BRD Motors Limited (Authorized dealers for flaggy vehicles)
- → BRD Car World Limited (New and used vehicle showroom)
- → BRD Fabricators (Authorized Fabricator for DiMaggio Vehicles)

→ BRD Builders & Developers
→ BRD Training Institution

BRD securities limited

Launched in 1993 at Kunnamkulam as a financial fillip to the trade and industry around, has risen to the status of an NBFC (Non-Banking Finance Company approved by Reserve Bank of India), presently not less than 25000 vehicle owners are enjoying the facilities from this NBFC with RBI approval. The RD Securities Limited as an "Asset Financial company" (AFC) by RBI, elevation is a golden feather in BRD's cap. BRD Securities Limited is a role model to others in their NPA level touching zero, a rare achievement.

BRD finance limited

The company was seeded with a vision in the year 1995 as a public limited company. The company concentrates mainly on chit promotion business. Service with quality is the essence of success in winning customer confidence. The success of Pooval Kuri and Monthly Kuries motivated me to think in a big way. Customers gladly received and responded greatly to the 6th day monthly Kuri started with fabulous bonus prizes in November 2006. Now in chit business company creates new trends.

With professionalism and an aggressive approach towards achieving continual improvement in the sphere of professional excellence, this small chit-fund grew to become one of the top chit Fund Companies in the Country today with many a distinction. The company does not accept any deposits but deposits the money directly into scheduled banks of the subscribers' choice. Thus, the company follows a very transparent and trustworthy mode of operation without doing any monthly lending or financial business.

BRD Finance Limited becomes distinct from others because the common person its money for his needs through Kuries without tiresome procedures and is made by other financial institutions.

BRD motors limited

Motors Limited is the authorized dealer of M/S Piaggio Vehicles Pvt Ltd. heir world-renowned products viz Apr Truck, Pick up, etc. through outlets at Thrissur, Nattika, Chalakudy, Wadakkancheri, Kunnamkulam, Nonnikara and Irinjalakuda. BRD is not resting on its laurels but is poised to be the dealer of the prestigious vehicles of other companies of worldwide repute. BRD Motors Limited had won Piaggio's Platinum Award for excellence and the esteemed "DEECOR" Award.

BRD Car World Limited

BRD Car World, Thrissur is the prestigious project of the BRD group exclusively for Maruti Suzuki vehicles. The Company has ISO 9001:2008 certifications for Quality Management. The 35 Mega showrooms with all the state-of-the-art facilities and True value have been commissioned as a landmark of Thrissur at NH by-Pass, Konikkara, which no one can bypass BRD car world is honored by 5 awards in the very first year, which is an incredible feat.

BRD Fabricators

The Engineering wing of the BRD family has made BRD proud of being appointed as the authorized fabricators for M/s. Piaggio Vehicles Pvt. Ltd... BRD Fabricators has been adjudged with the first rank by M/s. Piaggio for their bodybuilding in Kerala, by which innovative modern trends are created by BRD Fabricators to reach further excellence.

BRD Institute of Technology & Management

A unique Techno Management Institute BRD Group. The Automobile Industry is the only Industry with above 30% growth and more job opportunities. As a part of BRD's social commitment, BRD ITM offers various Government of India Approved Certificate Courses with job training at the most modern automobile workshops.

BRD ITM Advantages:

- Most modern furnished classrooms and use of Audio-Visual Aids (Multimedia)
- Library facilities with Textbooks, Reference books, Service Manuals, Auto Magazines, CDs, etc.
- 100% placement for successful candidates at BRD group workshops (ape, Maruti, etc) and other workshops.
- Most suitable to go to abroad (Gulf countries)
- Govt. of India certificates for selected courses.
- Syllabus covers the latest technologies in modern Automobiles such as MPFI, CRDI,

WTI, ABS with EBD, Power window, Power window, Power steering (Hydraulic/Electronic), and Centre locking. Airbag. Automatic transmission, GPS ETC.

- On-job training at modern Automobile Workshops.
- Personality Development, Communicative English, Customer care, etc for better grooming.

BRD Developers & Builders Limited

BRD Developers & Builders is a strong, multifaceted, multi-disciplinary, and vibrant organization, committed to delighting our customers through innovation. We strive to achieve the highest degree of technical excellence while maintaining the finest standards of business practices in all our endeavors. This trait has always attracted the most talented people to our company. While we seek to bring newness and fresh energy into the organization, we have never under-valued our old relationships.

The Chairman and Managing Director of BRD Developers & Builders Limited, Mr. C.C. William Varghese, an amazing visionary, is a Keralite who holds the honor of fulfilling the aspirations of Non-resident Indians who dreamed of a serene but splendid living style.

BRD homes never stop at being mere places of living; rather they go on proclaiming one's personality and making style statements. Everything about BRD is a pleasure for generations to come. The innovation and vision with which a BRD home is built is well embodied in its fine blend of beauty and utility. The cut we got over the rest is in continual improvement and upgrading. Then there is no reason to ask why it has brought the country's affluent citizens, upwardly mobile businesspersons, industrialists, corporate figures, and government elites under one roof.

1.8.4 BRD Car World Limited

The name BRD Car World is a synonym for outstanding performance in the auto industry in Kerala in terms of propelling a brand to the top gear or experiencing an overdue in customer satisfied customers over helming response from thousands of satisfied customers.

BRD CAR World, Thrissur is the prestigious project of BRD Group exclusively for Marti Suzuki Vehicles. The Company has ISO 9001:2008 Certification for Quality Management.

The 3s Mega Showroom with all the state-of-the-art facilities and true value has been commissioned as a landmark of Thrissur at NH by-pass, Konikkara, which no one can bypass BRD Cr world is honored with 5 awards in the first year, which is an incredible feat. It has also bagged several other prestigious awards for its excellence in the field.

BRD Car World Limited has been bestowed with the status of PLATINUM DEALERS (the highest that a dealership can achieve) two times from the Maruti Suzuki Dealer Conference (MSDC) by 7th and 8th May 2013 in Bali Indonesia.

BRD Car World Limited headquartered in Thrissur is the most preferred Maruti Suzuki dealer in central Kerala. The landmark of the showroom is at NH 47 bypass with state-of-the-art facilities where customers are offered an exciting experience of Maruti Suzuki's latest models. The undisputed leadership in sales of Maruti Suzuki vehicles has made it easy for customers simply to walk to the BRD showroom and a car with complete peace of mind. They are also assured superior after-sales service and inkstand care for other vehicle-related issues. BRD also offers Maruti Suzuki Car with utmost ease, BRD Car World has flourished in Thrissur district and has now branches in Palakkad and Ernakulum as well. The fast-paced growth of the BRD Car world is surprising the competitors. BRD Car World Limited was established to enable customers to experience the finest Indo-Japanese creations in automobiles in an exclusive and inspiring environment Every BRD Car World Limited showroom is designed to give the customers an enchanting experience of a lifetime BRD Car World Limited showroom is designed to give the customers and enchanting experience of a lifetime BRD Car World Limited is committed to delivering optimum levels of customer's satisfaction and brand equity.

1.8.5 Sales

BRD has an obsession with customer delight and has set a commitment to itself to create value through innovation, quality, creativity, partnerships, openness, and learning. They have always been ambitious and ensure and make sure that will remain the same way throughout. Little did they know that it was going to be a splendid journey creating a revolution in the automobile scenario in the area of our operation where they have our dealership and today. BRD Car World Limited is the market leader and a Platinum Dealer of Maruti Suzuki India Limited.

They have held our head high above every major global company in their area of operation and while proudly making a laudable mark, they firmly believed and acted on delivering the best to their customers through efficiency and honoring their commitments. A team of dedicated and passionate professionals spread out at over 16 sales outlets in Thrissur and neighboring districts Palakkad, Ernakulum, and Malappuram to market and sell 15 models with over 150 variants of Maruti Suzuki India Limited. The drive is backed up by our dedicated service network spanning 9 centers with a commitment to give maximum customer satisfaction by servicing them with after-sales, service, and spares. Their Quality policy defines that they shall be committed to giving their best care to each customer they meet by knowing his requirements with utmost satisfaction. They shall continuously improve their methods and processes while providing the best sales experience to each customer they come across.

1.8.6 Products and services offered by the company

The company's products are cars. The following are those:

- Wagon R
- Swift
- Dzire
- Eeco
- Ertiga
- Alto 800
- Celerio
- Grand Vitara
- Brezza
- CelerioX
- Baleno
- Ignis
- Fronx
- Ciaz
- Jimny
- Invicto

1.8.7 Service Overview

BRD Car World Limited has 10 state-of-the-art service outlets across the length and breadth of Thrissur District and neighboring districts. The success of our service centers stands as a testimony to increased customer satisfaction. Motivated by this support and encouragement that we have received from our valuable customers; we have now decided to extend our service to the other unexplored areas of these three districts. We have already begun our activities towards expansion and we shall come up with many more service outlets across Kerala shortly.

Our trained and experienced technicians at every BRD service station follow guidelines to ensure proper service of your vehicle. This in turn ensures quality as well as safety.

True value

We evaluate your car by inspecting 11 car systems using a 120-point checklist to ensure transparency and consistency in the evaluation process. The evaluation process will involve a close inspection of the mechanical and structural conditions.

Maruti genuine spares

We at BRD Car World have our Genuine parts division located at all our workshops to help you with genuine spare parts.

Maruti finance

One-stop shop for customer needs: Maruti Suzuki Finance offers a customer, the convenience of a one-stop shop for his entire vehicle finance-related needs.

Maruti Insurance

Insurance is the process of 'transfer of risk from the customer to the insurance company by paying a premium.

Maruti Service

BRD Car World Limited has 10 state-of-the-art service outlets across the length and breadth of Thrissur District and neighboring districts Ernakulum and Palakkad.

Maruti on-road service

You leave the showroom with your Maruti Suzuki, but we never leave your side. We're always there, on every road, whenever you need help. All you need is to remember our number.

Maruti extended warranty

Is a written guarantee from the manufacturer to repair or replace defective parts for some time.

The quality policy of BRD Car World

BRD Car Word is committed to achieving customer satisfaction by understanding customers' requirements and continually importing our methods and processes to provide quality service in sales, servicing, and spare parts.

1.8.8 Quality Objectives

- Obtaining and evaluating satisfaction by understanding customer development and improvement of service offered. The internal customer satisfaction index and SSI will be above 85%.
- Providing continuous education and training to employees in identified areas to improve competence.
- The training norms set by MSIL Copal be achieved to 90% level in all departments.

1.8.9 Welfare activities carried out by BRD Car World

The different welfare activities carried out by the company include the following:

- Provident Fund
- Employee State Insurance
- Employee Welfare Fund-KSHEMANIDHI
- Road Safety Insurance
- Lunch for all the employees
- Pay and take canteen
- Accommodation facility

- Employee Performance Awards
- Medical Claim Policy
- Washing Allowance, etc.

1.8.10 Company Master Data

Corporate Identification Number (CIN)	U50401 K1200RPLC022450
Company Name	BRD CAR WORLD LIMITED
Company Status	Active
Roc code	Roc-Ernakulum
Registration Number	22450
Company Category	Company limited by Shares.
Company Subcategory	Non-Government Company
Class of Company	Public

Date of incorporation	21 May 2008

BRD CAR WORLD LIMITED is a public incorporated on 21 May 2008. It is classified as a non-government company and is the registrar of companies in Ernakulum. Its authorized share capital is Rs. 350000000 and its paid-up capital is Rs.193028992. It is involved in the sale, maintenance, and repair of motorcycles and related parts and accessories. BRD Car World Limited's Annual General Meeting (AGM) was last held on 29 December 2020 and as per records from the Ministry of Corporate Affairs (MCA), its balance sheet was last filed on 31 March 2020, Directors of BRD Car World Limited are Jijin Chanayil Surendran, Bahuleyan Raman Nalupurakkal, Porathur Antony Devassy, Kochumathew Chowailoor Joseph, Mathew Jose, Chungath Cheru Simon, William Varghese Chungath Cheru, Cheruvathoor Kuriappan Appumon, Sunny Mathew.

1.8.11 Vision & Mission

Company's vision

"To be a leader in the automobile industry creating customer delight and shareholder wealth, a pride of India".

Company's mission

- Modernization of the Indian automobile industry.
- Production of fuel-efficient vehicles to conserve scarce resources.
- Market penetration and market development.
- Networking and partnerships.

1.8.12 DEPARTMENT PROFILE

The main departments are:

- Accounts departments
- Maruthi's true value departments
- Finance departments
- Extended warranty departments
- Human resource departments
- Maruthi insurance departments

❖ Accounts department

This department mainly focuses on the company's finances which deals with money paid, received, and borrowed. This department plays an important role in the financial stability of a company.

Responsibilities of the Accounts department

- Cash Collection
- Cash Payments (Disbursements)
- Procurement and Inventory
- Property Accounting
- Customer Docket Checking

❖ Maruti true value department

Maruti's true value is.......

- India's no.1 organized pre-owned car
- It is an initiative of Maruti to provide quality, reliability, transparency, and convenience to Indian used car customers.

- Under Maruti's true value, customers can buy, sell, or exchange pre-owned Maruti cars up to 10 years/1,00,000 km, non-accidental, and not more than 3 previous owners.

Benefits of true value for customers

- Maruti's true value has a transparent and fair evaluation process, which is currently missing in the largely unorganized market for pre-owned cars. Maruti's true value processes and systems ensure that the seller gets the right price and is paid Promptly.
- Maruti true value ensures high residual value to all used Maruti cars.
- Transparent evaluation ensures the right price.
- Hassle-free and instant payments.
- No commission payable by seller.
- Assurance that your car goes to the right hands.
- Under true value, the seller has the option to be paid in cash cheque or get a true value car in exchange for a brand new Maruti Suzuki car in exchange.
- True value category cars are refurbished in state of art workshops using maruti genuine parts and by skilled technicians. These cars are then sold through Maruti True value outlets.
- As a mark of confidence, and to provide reassurance to customers, every vehicle bought under Maruti's true value is inspected and certified by Maruti engineers and the car carries a one-year warranty and three free services. Convenient finance options are also offered to buyers of Maruti true value cars.

- ❖ **Finance department**

- An arrangement in which a lender gives money to a borrower and the borrower agrees to repay the money along with interest at some future point(s) in time.

- Finance ensures 'buy now pay later'.
- Generally, 75-80% of vehicles are purchased through the finance route.
- Presently all finance companies have their channel partners to sell the finance to customers.
- Generally, any finance company gives 70-85% of the loan against the on-road price of the vehicle.
- It is a partnership between Maruti and leading finance companies in India.
- Provides loans to customers through dealerships at attractive rates.

Objectives of Maruti finance

- To make quality & transparent finance available,
- To provide highly attractive finance deals.
- To offer deals exclusively to Maruti customers.
- To improve the vehicle buying experience of our customers.
- To improve customer loyalty

Benefits of Maruti finance

- To increase the reach of Maruti cars in the market
- Maruti finance has increased the reach of organized finance to more cities, even small towns and villages.
- To improve customer's purchase experience by offering a standardized and transparent finance system.
- To bring ownership of customers to the dealership and hence increase customer loyalty towards dealers.

Terms used in finance

- On-road price:

It includes the ex-showroom price + insurance + road tax + registration charge with handling charge + extended warranty

- Down payment

Most finance companies provide finance up to 75-85% of the on-road price of the vehicle. The balance money paid by the customer is called a down payment.

- Initial outflow

Down payment, first EMI in advance, and processing fee.

- Emi

Equated monthly instalment. The fixed amount is paid by the customer every month to repay the loan amount during the loan term. EMI amount depends upon the loan tenure, loan amount, and interest rate.

- Loan term/tenure

It is usually mentioned in months eg:36 months, 48 months, etc.

- Rack rate

The actual rate of interest that a finance company charges. Presently it varies from 14-16% p.a... The rack rate varies as per the tenure, and credit rating of the customer.

- Processing fees

A one-time amount varying between 1-2% of the loan amount charged by the finance company to cover the processing & paperwork expenses.

- Late payment charges

A particular percentage (%) of the amount depends upon EMI which is charged by the finance company if the customer does not pay the EMI in time.

- Post-dated check

Usually, the finance companies collect the post-dated cheques of EMI for the entire loan term and it also acts as a security for the finance company.

- Subvention

An additional incentive is given by a manufacturer to the customer; if the customer taking a loan to buy the vehicle.

- Hypothecation

Hypothecation acts as ownership without possession. Finance companies hypothecate the vehicle in their name as security. An entry is made to this effect in the registration book of the vehicle.

The customer can get the hypothecation deleted, after repaying the loan and submitting a certificate to the registration authority issued by the finance company.

Features of the BRD Finance

- Transparent deals
- Easy loan available procedures.
- Maximum loan against on-road price depends upon the credit rating of the customers.
- No other hidden charges.
- Reasonable rate of interest.
- Better relationship with customers

❖ **Extended warranty department**

- Any vehicle manufactured by Maruti will be eligible for warranty coverage (primary warranty) for 2 years or 40,000 km whichever comes earlier.

- Customers have the option of extending the warranty (primary warranty) to the third year/60,000 km or the fourth year/80,000 km by paying a nominal amount.

- Validity of extended warranty would be as per the plan chosen by the customer
- There are two options plan 1 & plan 2

What is a warranty?

Is there a written guarantee from the manufacturers to repair or replace defective parts for some time? A warranty is a legal document.

What is an extended warranty?

It's a special warranty given to Maruti customers for certain crucial parts of the car on a payment of a small amount.

Benefits to customers

- Peace of mind: The customer can feel reassured that she/he is covered in the event of any unexpected failure vehicle.
- Increasing customer's confidence: customer sees that the manufacturer is very confident in the quality of their product.
- Building customer relationships: an opportunity to interact with customers to sell more services, and accessories and repeat sales of vehicles.
- Better re-sale value: even if the vehicle is sold before 4 years

- **Human resource department**

Duties and responsibilities:

- Recruitment, selection and training
- Payroll calculation
- Compensation and benefits
- Rewards and recognition
- Employee welfare activities

- Employee agent to the management
- Performance analysis

HR procedures

- Joining formalities
- Employee kit
- Payment of salary
- Probation and confirmation
- Identity cards
- Communication expenses
- Visiting cards
- Dress code
- Employee welfare schemes
- Suggestion schemes
- Personal accident cover
- Grievance handling procedure
- Employee exit

Joining formalities

- 3 passport-size photographs
- Copies of educational certificates
- Experience certificates
- Residential address proof

- Bank account details

Employee kit

- Brief profile about the dealership business
- Organization structure
- Stationary
- Blank visiting cards
- Employee handbook
- Brochures of cars
- Price list

❖ **Maruti insurance department**

- Insurance "transfer of risk" from customer to insurance company by paying a premium
- A car insurance option promises the customer complete "peace of mind"
- Maruti Insurance is a one-stop shop for all car insurance needs.

Maruti genuine accessory

- Gives a wider choice to the customers
- Gives a distinct identity to their car through personalization
- Fulfils specific needs of comfort, convenience, security, etc.
- further adds to the original accessories present in the car

- Bridges the gap between variants

1.8.13 Swot Analysis of BRD

(BRD Car World LTD)

Strength:

Market leadership: The brand car world is the market leader in central Kerala for Maruti Suzuki vehicles, with a strong presence in Thrissur, Palakkad, and Ernakulum districts.

Award-winning showrooms: the company has received multiple awards for excellence in sales and service, showcasing its commitment to customer satisfaction.

Wide range of products: offers a diverse range of Maruti Suzuki vehicles, catering to various customer preferences.

Strong service network: operates 10 state-of-the-art service outlets, ensuring quality service and support for customers.

Strong brand equity: recognized as a platinum dealer by Maruti Suzuki, indicating high brand trust and customer confidence.

Weakness:

Regional concentration: while dominant in its current regions, there may be opportunities to expand further into other regions of Kerala or neighboring states.

Dependence on Maruti Suzuki: being exclusively tied to Maruti Suzuki limits diversification into other automobile brands.

High competition: faces competition from other authorized Maruti dealerships as well as other automobile brands in the region.

Opportunities:

Geographical expansion: the opportunity to expand into new territories within Kerala or neighboring states to increase market share.

Diversification of services: introducing new services or products related to automotive needs, such as accessories or aftermarket services.

Growing automobile market: the increasing demand for automobiles in Kerala and India presents growth opportunities for sales and service.

Digital transformation: leveraging digital platforms for marketing, sales, and customer service to reach a wider audience.

Threats:

Economic instability: fluctuations in the economy could impact consumer spending on high-value purchases like automobiles.

Intense competition: competes with both local and national automobile dealerships, as well as other brands vying for market share.

Technological disruptions: rapid advancements in automotive technology and electric vehicles could disrupt traditional sales and service models.

Regulatory changes: changes in government policies related to automobiles, taxation, or environmental regulations could impact operations and costs.

(Rumaisa T V (2023). A study on stress management of sales executives concerning BRD Car World Private Limited, Konikkara, Thrissur)

CHAPTER II

REVIEW OF LITERATURE & THEORETICAL FRAMEWORK

2.1 LITERATURE REVIEW

Gallus, J., Reiff, J., Kamenica, E., & Fiske, A. P. (2022) Relational incentives theory provides a framework for understanding how incentives can be effectively used to coordinate efforts and sustain relationships. Unlike prior research that has primarily focused on the types of incentives (means), such as monetary versus non-monetary incentives, this theory emphasizes the importance of the way incentives are applied (schemes) and how they interact with social relationships. The theory suggests that the effectiveness of incentives largely depends on the fit between the incentive scheme and the relational structure of the individuals involved. It identifies four key relational structures: communal sharing relations, authority ranking relations, equality matching relations, and market pricing relations, each requiring different incentive schemes for optimal effectiveness. Congruent incentives, where the scheme matches the relational structure, reinforce relationships, and enhance coordination and effort. In contrast, incongruent incentives disrupt relational motives, undermining the relationship and reducing effort. However, incongruent incentives can also be used strategically to shift to a new relational model. This theory provides a comprehensive framework for predicting the effects of incentives across various organizational and individual contexts, offering valuable insights for analyzing the structural congruence between incentives and relationships. It contributes to the research on relational models and the literature on incentives and contracting by highlighting the significance of scheme-relational structure fit in achieving desired outcomes.

Cappelli and Tavis (2018) is a study of an analysis of incentive systems perceptions, highlighting their influence on worker motivation and output. The authors examine diverse incentive schemes in different industries, emphasizing their efficacy as well as any possible limitations in promoting intended conduct and results. To optimize incentives' beneficial effects on worker engagement and output, the paper emphasizes how crucial it is to match them with both individual motivations and organizational goals.

Han, Christopher R. MD (2018) In this study the Merit-based Incentive Payment System (MIPS) is designed to incentivize clinicians towards value-based purchasing, integrating financial rewards and penalties, and encouraging participation in alternative payment models (APMs). A critical aspect of MIPS involves the use of Medicareapproved qualified clinical data registries (QCDRs), which provide specialty-specific quality measures for clinician reporting. Despite the availability of these registries, their impact on clinician performance and payment adjustments has been unclear. A cross-sectional analysis of the 2018 MIPS program, encompassing 558,296 clinicians across 35 specialties, reveals notable differences in performance scores and payment adjustments based on reporting methods and QCDR use. Clinicians reporting individually had lower median performance scores and payment adjustments compared to those reporting as groups, with the highest scores and adjustments observed among clinicians within MIPS APMs. Specifically, clinicians using at least one QCDR measure within a subset of 202,685 clinicians across 12 specialties showed significantly higher performance scores and payment adjustments than those not utilizing QCDR measures. These findings underscore the variability in MIPS outcomes related to reporting affiliations and highlight the positive impact of QCDR use on clinician performance and financial incentives.

Lisa M. Scheele, Ulrich W. Thonemann, Marco Slikker (2017)In the context of firms where the sales division (Sales) is responsible for demand forecasting and the operations division (Operations) manages to order, Sales typically have superior information about demand. Sales provides a nonbinding demand forecast to Operations. To incentivize truthful information sharing, a forecast error penalty is introduced into the Sales incentive system. Beyond monetary incentives, behavioral factors are also incorporated into Sales' utility function. This scenario is effectively modeled as a signaling game, with the analysis yielding Pareto-dominant separating equilibria. Empirical laboratory experiments demonstrate that human behavior aligns with the predictions of the behavioral model, deviating significantly from behavior aimed purely at maximizing expected payoffs. The behavioral model's utility in designing incentive systems for truthful information sharing is validated through experiments with out-of-sample treatments and subjects. Further experiments bolster the robustness of these findings, underscoring the importance of incorporating behavioral factors into incentive systems to ensure truthful information sharing.

André de Waal and Paul Jansen (2016) examine the proponents of monetary incentives for enhanced productivity and organizational success content that bonuses have a positive effect on managerial performance; detractors contend that bonuses might have unforeseen consequences. The discussion surrounding bonuses and their impact on managerial performance is still ongoing. One point that is frequently disregarded is how important bonuses are to an organization's ability to succeed over the long run. To better understand this complexity, this study will look at the various ways that bonuses affect performance as well as the long-term effects on organizational effectiveness.

Cornelius S. L. Schutte (2016) examines the closes any gaps in the literature by identifying thirteen major incentive plan design considerations (PICs) that are critical to improving employee performance. These PICs give engineering managers a structured framework for creating incentive programs that function by utilizing a variety of discipline studies on incentives and motivation. To maximize employee motivation and performance, they support managers during the design, review, and implementation stages as a comprehensive tool in addition to currently available guidance.

Deeksha (2016) explores the influence of incentive systems on employee motivation and organizational effectiveness, highlighting the importance of aligning incentives with strategic objectives. The research indicates that a well-designed incentive system can enhance employee performance, job satisfaction, and retention rates. Deeksha emphasizes the need for a balanced approach that incorporates both monetary and non-monetary incentives to cater to different employee preferences. The study concludes that organizations that effectively implement incentive systems can achieve significant improvements in overall performance and employee engagement

Lucinda Gitura Mugaa (2015) this study examines about the bank requires a motivated workforce to survive in a competitive market, and incentive programs that work are essential. Through surveys and interviews, this Co-operative Bank of Kenya study investigated how employees perceived and were aware of incentives. Descriptive statistics were used for analysis. The results showed a strong awareness of incentive programs and their beneficial effects on productivity and motivation, with a preference for monetary rewards. Nevertheless, despite impartial assessments, it was seen that rewards are not always in line with individual performance.

Ismail and Ahmed (2015) examine that the factors of recognition for performing well, chances of promotion, professional growth, and incentive schemes, are perceived as motivating factors by many employees who will in turn feel satisfied.

Cerasoli et al. (2014) investigated the perception of incentive systems, examining their impact on employee motivation and performance. They highlighted how employee attitudes and behaviors are shaped by both internal and external incentives. The study emphasized the difficulty of using incentives to motivate staff members, pointing out that situational variables and individual characteristics affect how effective they are. To promote engagement and increase productivity, Cerasoli et al. emphasized the significance of matching incentive systems with the psychological requirements of employees and organizational objectives. According to their research, a well-rounded strategy that incorporates both kinds of incentives could enhance motivating results, support long-term performance, and improve organizational efficacy.

Gupta and Shaw (2014) examine an in-depth analysis of how workers view incentive schemes, emphasizing the psychological aspects that affect how successful they are. Their analysis explores the intricacies of incentive design, looking at how employee attitudes and behaviors are shaped by fairness, transparency, and alignment with personal goals. They emphasize the value of context-specific incentive system designs and promote customized approaches that take individual and organizational culture into account. The review provides significant insights into how incentive structures can be optimized to improve performance outcomes, employee motivation, and satisfaction.

Edwinah Amah, Christine. A. Nwuche, Nwakaego Chukuigwe (2013) examines the literature and concludes that, in the twenty-first century, incentive and reward programs play a critical role in improving organizational performance. It highlights how important it is for businesses to swiftly adjust their compensation structures to fit into increasingly international settings. In summary, an organization's success is greatly influenced by how well its reward and incentive programs work to inspire people and build a sense of dedication to the organization's objectives. The article suggests that to increase output, responsiveness, and worker engagement, managers give careful thought to putting in place strong incentive programs.

Müller (2013) investigates the relationship between incentive systems and employee performance, emphasizing the importance of aligning incentives with organizational objectives to enhance motivation and productivity. The study highlights that effective incentive systems not only reward individual achievements but also promote collaboration and engagement among employees. Müller argues that incorporating both financial and non-financial incentives is crucial for fostering a motivated workforce and achieving long-term organizational success, demonstrating that a comprehensive approach to incentive design can lead to improved employee outcomes.

Milkovich et al. (2013) present a contemporary review of the perception of incentive systems, focusing on their strategic role in shaping organizational behavior and performance. The study looks at how incentive practices such as non-monetary incentives and pay-for-performance programs are changing and how that has affected worker satisfaction and motivation. To create incentive systems that work, he emphasizes the significance of fairness, transparency, and alignment with company goals. Their findings highlight the complexity of incentive perception in various organizational contexts and offer guidance on how to best optimize these systems to improve organizational outcomes and employee engagement.

Aguinis et al. (2013) analysis of how employee perceptions are shaped by incentive systems. To highlight elements impacting how incentives are perceived, such as fairness, transparency, and alignment with corporate goals, their literature review synthesizes findings from a variety of studies. They stress how crucial these views are in influencing how well incentive schemes work and are received in businesses

Fisher (2012) explores the dynamics of incentive systems within organizations, emphasizing their critical role in influencing employee behavior and performance. The study highlights how effective incentive systems not only motivate employees but also align individual goals with organizational objectives. Fisher argues that the design of these systems should consider both monetary and non-monetary rewards to cater to diverse employee needs. Additionally, the research underscores the importance of transparency and fairness in the distribution of incentives, suggesting that perceived equity can significantly impact employee engagement and satisfaction. Overall, Fisher's work provides valuable insights into how well-structured incentive systems can foster a motivated and committed workforce.

Larkin et al. (2012) The analysis of the research on incentive systems' perceptions, emphasizing how they affect employee motivation and productivity in work environments. To explain how various incentive schemes affect worker behavior, output, and satisfaction, they examine a range of theories and empirical research. The paper highlights the intricacy and subtleties required in creating incentive programs that are both effective and in line with organizational objectives, taking individual preferences and motivational factors into account.

Ng et al. (2012) The significance of fairness, openness, and perceived parity in influencing employees' responses to incentives was underscored by their study. Ng and colleagues emphasized that well-thought-out incentive programs not only improve performance but also cultivate a favorable work environment by coordinating individual and group objectives. They advised businesses to carefully analyze the design and messaging of incentives to maximize their ability to promote desired actions and results.

David Naranjo-Gil(2012) in this study Organizations are increasingly adopting team-based structures to foster cooperation and coordination, aiming to enhance overall performance (Libby and Thorne 2009; Chenhall 2008). However, merely implementing team-based structures does not guarantee improved performance. Economic literature suggests that team settings might impair performance due to potential conflicts between individual and group incentives. In contrast, organizational behavior literature posits that team performance can be enhanced through members' collectivist cognitive orientation. This paper examines the interplay between economic incentive systems and the cognitive orientation (individualist or collectivist) of team members in influencing team performance. An experiment conducted with postgraduate students reveals that team performance improves significantly with the presence of individual economic incentives and a predominantly collectivist team orientation. The study highlights that the effectiveness of incentive systems is closely linked to the cognitive orientation prevalent within the team, suggesting a nuanced approach to incentive design for optimizing team performance.

Beardwell and Claydon (2010) examine the role of incentive systems within the broader context of human resource management, focusing on how these systems can drive organizational success. Their research highlights the interplay between motivation, performance, and incentive design, emphasizing that effective incentive systems must be integrated with organizational culture and strategic goals. The authors argue that both individual and team-based incentives are essential for promoting collaboration and accountability. They suggest that a strategic approach to designing incentive systems can lead to enhanced employee performance and a more cohesive organizational environment.

Magnusson and Nyrenius (2011) examine the impact of incentive systems on teamwork and collaboration within organizations. Their research indicates that incentive structures that emphasize team-based rewards can significantly improve cooperation and collective performance among employees. They argue that aligning incentives with group objectives fosters a sense of shared responsibility and accountability, leading to better outcomes. The study underscores the necessity of integrating teamwork-oriented incentives into organizational strategies to enhance overall performance and create a supportive work environment.

Parker et al. (2009) explore the interplay between incentive systems, employee behavior, and organizational performance, emphasizing the significance of aligning incentives with strategic objectives. Their research identifies how different types of incentives monetary and non-monetary can impact employee motivation and engagement. The authors argue that while financial rewards can drive short-term performance, non-financial incentives, such as recognition and opportunities for development, are crucial for fostering long-term commitment and job satisfaction. Additionally, Parker et al. highlight the importance of context, suggesting that the effectiveness of incentive systems is influenced by organizational culture, managerial practices, and external competitive pressures. Their findings advocate for a comprehensive approach to designing incentive systems that not only drive performance but also promote a positive organizational environment.

Pinder (2008) The study integrates theories of organizational behavior to investigate incentive systems from a motivational standpoint. To highlight how incentives affect workers' perceptions of justice, equity, and motivation, his review synthesizes studies. Pinder talks about the psychological components of incentives, including expectancy theory, goal-setting, and the influence of rewards on behavior. He draws attention to how employees' reactions to incentive schemes are shaped by their sense of control and ability to self-regulate. Pinder's study sheds light on the intricacy of creating incentive programs that are both effective and in line with corporate objectives while taking individual differences and motivational dynamics into account. This helps to understand how incentives influence attitudes and actions in the workplace.

Chenhall (2008) examines the relationship between management control systems and organizational performance, focusing on the role of incentive systems in promoting strategic alignment. His research emphasizes that well-designed incentive systems should support the overall business strategy and adapt to the dynamic organizational environment. Chenhall identifies various factors that influence the effectiveness of incentive systems, including the clarity of performance measures, the alignment with organizational objectives, and the adaptability to changing circumstances. The study underscores the importance of integrating performance measurement and incentive design to enhance employee motivation and drive organizational success, highlighting that a strategic approach to incentives is essential for achieving desired outcomes.

Chiang and Birtch (2007) The study focused on incentive systems' perception and how they affect workers' performance and motivation. They emphasized how employees' attitudes about incentives are shaped by fairness, clarity, and alignment with company goals. The study emphasized how important it is to include perceived fairness and transparency when determining how well incentive schemes work to promote desired behaviors and results. To optimize employee engagement and organizational success, Chiang and Birtch recommended that firms build incentive systems that not only reward achievement but also foster a fair and supportive work environment.

Armstrong (2006) provides a comprehensive overview of incentive systems, emphasizing their critical role in motivating employees and driving organizational performance. The study outlines various types of incentives, including financial rewards, bonuses, and non-monetary recognition, and discusses how each can impact employee behavior. Armstrong argues that effective incentive systems should be aligned with organizational goals and tailored to meet the diverse needs of employees. He stresses the importance of transparency and fairness in incentive design, suggesting that well-structured incentive systems can enhance employee engagement and foster a positive organizational culture.

Rynes et al. (2005) The study examined the perception of incentive systems, focusing on the effectiveness of various types of incentives in influencing employee behaviors and attitudes. Their study brought to light the challenges of creating incentive programs that strike a balance between employee preferences, organizational objectives, and motivational factors. They emphasized how employee perceptions of incentives are shaped by perceived equity, transparency, and fairness. Rynes et al. emphasized that to maximize incentive systems' efficacy in raising performance, motivation, and overall organizational success, businesses must customize them to meet unique settings and individual preferences.

Holtmann and Grammling (2005) focus on the role of incentive systems in knowledge-based organizations, analyzing how these systems can drive innovation and performance. Their research suggests that traditional monetary incentives may not suffice in creative environments; instead, intrinsic motivators, such as recognition and autonomy, play a pivotal role. The authors advocate for the design of incentive systems that balance extrinsic and intrinsic rewards to cultivate a culture of innovation, highlighting that a well-rounded approach can enhance employee commitment and organizational effectiveness

Twenge et al. (2004) investigated how incentive systems are perceived, with a specific emphasis on how they affect the attitudes and actions of employees, especially about generational disparities. Younger generations, they discovered, frequently place a higher emphasis on meaningful labor and intrinsic benefits than on conventional financial incentives. The study made clear how important it is for businesses to modify their incentive programs to reflect the changing tastes and ideals of different generations. According to Twenge et al., including non-cash rewards like recognition and chances for skill development can boost younger workers' motivation and job satisfaction, which will increase organizational performance and retention.

Stock and Tatikonda (2004) explore the relationship between supply chain management and the effectiveness of incentive systems, emphasizing the critical role that incentives play in fostering collaboration among supply chain partners. Their research highlights that well-structured incentive systems can reduce information asymmetry and encourage truthful communication, ultimately leading to improved decision-making and operational efficiency. They argue that aligning incentives across different functions and organizations is essential for achieving shared objectives and enhancing overall supply chain performance. Stock and Tatikonda's findings suggest that a comprehensive understanding of the dynamics within supply chains is vital for designing effective incentive systems that support collaboration and drive success in complex environments.

Nelson (2004) His analysis synthesizes research to highlight how incentives influence how employees perceive justice, fairness, and performance expectations. Nelson emphasizes how important it is to match incentive programs with company goals to improve worker happiness and output.

Gerhart and Rynes (2003) explored the perception of incentive systems, focusing on how different types of incentives influence employee motivation and performance. Their study underlined how crucial it is to match incentives with both personal preferences and corporate goals to maximize effectiveness. They talked about how employee perceptions of fairness, openness, and the psychological contract influence how they feel about incentive schemes. Gerhart and Rynes emphasized that effective incentive programs can have a favorable effect on worker dedication and satisfaction, which in turn can enhance organizational success. Their research made clear how important it is to continually assess and modify incentive programs to keep them in line with shifting employee and organizational dynamics.

Towry (2003) The implementation of incentive programs, which include non-monetary benefits like recognition programs and career progression as well as monetary ones like bonuses and commissions, is crucial for ensuring that employee Behavior is in line with company goals. To combat demotivation, effective incentive systems strike a compromise between fairness and performance rewards). Studies show that the best outcomes are obtained when non-monetary and monetary incentives are combined to meet both extrinsic and inner motivators. Social recognition and perceptions of fairness are two behavioral elements that have a big impact on how well incentive schemes work. his study on forecast inaccuracy penalties in a sales-operations setting shows that behavioral insights improve information accuracy and match incentives with company objectives. In general, performance can be driven and a happy work atmosphere can be fostered by well-designed incentive systems that take behavioral and financial factors into account.

Merchant et al. (2003) The study provides a comprehensive review of the perception of incentive systems, highlighting their impact on employee motivation and performance. The study emphasizes the behavioral and psychological effects of incentive structures while examining different reward kinds and their efficacy in diverse organizational environments. To maximize the motivational influence of incentives, Merchant et al. emphasize how important it is to match incentives with organizational goals. They also provide future study directions for improving incentive systems for higher employee engagement and productivity.

Sarah E Bonner, Geoffrey B Sprinkle (2002) This study examines the theories and data about how individual effort and task performance are affected by monetary incentives that are reliant on performance, particularly in accounting settings. It offers a framework for comprehending these impacts, concentrating on how accounting conditions affect the linkages between incentives, effort, and performance. The collection of ideas and data from many academic fields has important ramifications for accounting practice and research. The article makes recommendations for future research paths to investigate the effectiveness of monetary reward systems in accounting based on this framework.

Heneman et al. (2002) examine how different incentive structures affect employee attitudes, behaviors, and organizational outcomes. It does this by synthesizing data from research on organizational behavior and human resource management. It emphasizes how crucial it is to match incentives with both personal and company objectives to boost output and contentment. According to Heneman et al., to effectively support employee engagement and accomplish strategic objectives, firms must dynamically change their incentive systems.

Ovidiu-Iliuta Dobre (2002) this study demonstrates the beneficial relationship between motivation and effectiveness, and performance measurement is essential for management since it highlights organizational accomplishments. This study examines the elements that boost employee motivation and performance, such as acknowledgment and empowerment. On the other hand, performance can be weakened by client pressure and frustration with repetitive work, which raises turnover and absenteeism. Customized approaches are required since various people have different motivators, such as better work surroundings for some people and greater commissions for others.

Frey and Osterloh (2001) The study applies behavioral economics and social preferences to the analysis of incentive systems. To highlight how both monetary and non-monetary incentives affect motivation and behavior in organizations, their review integrates data. They draw attention to the value of intrinsic motivation as well as the possible crowding out consequences of extrinsic rewards. To effectively match corporate goals with employee preferences and behaviors, their work highlights the complex effects of incentive systems on employee attitudes and performance, arguing for designs that take into account both financial incentives and the psychological components of motivation.

Judge and Bono (2001) emphasized that employees' attitudes and actions regarding incentives are greatly influenced by their perceptions of fairness, clarity, and efficacy. To maximize positive reactions like resentment or demotivation and minimize potential negative ones like performance enhancement and motivation, their synthesis emphasizes the significance of matching incentive systems with organizational goals.

Che and Yoo (2001) investigate the influence of incentive systems on organizational performance and employee behavior, focusing on the interplay between extrinsic and intrinsic motivators. Their research emphasizes that while financial incentives can effectively drive short-term performance, intrinsic motivators, such as job satisfaction and professional growth, are crucial for sustaining long-term engagement and commitment. Che and Yoo argue that an integrated approach that combines both types of incentives is essential for fostering a productive work environment. They highlight the importance of aligning incentive systems with organizational goals and individual employee needs, suggesting that a well-balanced incentive framework can lead to enhanced performance and a more positive organizational culture.

Stajkovic and Luthans (2001) investigated how incentive systems are perceived using psychological empowerment theory as a framework. Their study demonstrated how incentives can improve worker motivation and output when they are seen as fostering competence, autonomy, and meaningfulness. They emphasized how the psychological states of empowerment and perceived self-efficacy function as mediators in the link between employee outcomes and incentives. To create a happy work environment, encourage sustained performance and engagement, and nurture a positive work environment, Stajkovic and Luthans emphasized the significance of matching incentive systems with employees' psychological needs and organizational goals.

Morris and Venkatesh's (2000) analysis of cultural factors on how incentive systems are perceived shows how organizational and national cultures influence effectiveness and preferences. Their review emphasizes the significance of cultural factors in determining the impact and acceptance of different incentive systems by integrating results from organizational behavior and cross-cultural psychology. They make the case that incentive schemes should be modified to better reflect cultural norms and values to improve worker motivation and organizational effectiveness. The research highlights how difficult it is to create incentives that maximize involvement and productivity within firms while also fitting into a variety of cultural situations.

Lazear (2000) analyzes incentive systems and highlights how they help to balance the interests of individuals and organizations. His analysis of the literature summarizes the body of data to support his claim that performance-based pay in particular affects organizational effectiveness and productivity. Lazear emphasizes how crucial incentive design is to employee motivation, arguing that well-thought-out rewards can improve performance and effort. He talks about the trade-offs between various incentive schemes and how they affect retention and employee happiness. In general, Lazear's research advances knowledge of how reward structures affect attitudes, actions, and results in work environments.

Lawler's (2000) assessment of the research on incentive schemes explores the effects of these systems on worker motivation and organizational performance. Lawler investigates several forms of incentives, including pay-for-performance and non-monetary rewards, and their influence on individual and group behavior by drawing on organizational theory and empirical research. He emphasizes how crucial it is to match incentive schemes to the objectives and core values of the company to boost worker productivity. To achieve desired outcomes inside companies, Lawler advocates for a balanced approach to incentive design that takes into account fairness, transparency, and the long-term sustainability of motivation.

Deci et al. (1999) Based on an integration of studies, their review makes the case that incentives can either strengthen or weaken intrinsic motivation, depending on how well they meet demands related to autonomy, competence, and relatedness. They draw attention to the possibility that incentives interpreted as restricting or weakening intrinsic motivation could result in lower levels of satisfaction and engagement. Deci et al. support incentive schemes that encourage self-motivation to support long-term productivity and worker well-being. Their research emphasizes how psychological variables affect how incentives are perceived and how that affects organizational behavior.

Prendergast (1999) The study looked into how people view incentive programs, with an emphasis on how incentives impact work and output in businesses. The focus of his research was on how incentive design affects worker motivation and output. According to Prendergast, several variables, including fairness, openness, and purpose alignment between the firm and its workforce, affect how effective incentives are. Principal-agent theory and incentive structures' effects on reducing agency costs and encouraging desired actions were among the topics he covered. According to Prendergast's research, incentive systems must be carefully planned and put into place to maximize worker effort, productivity, and organizational success.

Triandis and Gelfand (1998) examine the cultural dimensions that influence the effectiveness of incentive systems, highlighting the role of individualism and collectivism in shaping employee motivation and behavior. Their research suggests that incentive systems must be tailored to fit the cultural context of an organization to achieve optimal results. In individualistic cultures, personal rewards and competition may be more effective, while collectivist cultures benefit from team-based incentives and shared rewards. The study underscores the importance of understanding cultural differences when designing incentive systems to ensure they resonate with employees and drive desired outcomes.

Kissan Joseph, Manohar U. Kalwani (1998) According to recent statistics, bonus payments are being used more frequently by businesses, especially in high-tech industries. Over 50% of salespeople receive bonuses, demonstrating the general acceptance of these payments as incentives (1, 3, 4). Bonuses are essential for focusing sales efforts on strategic objectives and rewarding top performers since they are discretionary rewards given for surpassing performance benchmarks (4). Nevertheless, recommendations for a more in-depth understanding of bonus practices, and rigorous research on their function in salesforce pay plans are sparse (5, 6). By using firm and salesperson-level surveys to analyze bonus distribution criteria, frequency, retention impact, and salespeople perception and satisfaction, this paper seeks to close these disparities.

Jenkins et al. (1998) This study provides a thorough analysis of incentive system perception, focusing on how these systems affect organizational performance and behavior. Their investigation looks at how various incentives, such as cash payouts and non-cash awards, affect workers' motivation and job satisfaction. The review combines actual data to show how intricately incentive systems, corporate culture, and personal preferences interact. To enhance their performance, Jenkins et al. stress the significance of coordinating incentives with strategic objectives and cultivating a positive work environment. All things considered, their research offers insightful information on creating incentive programs that improve worker engagement and corporate success.

Eisenberger and Cameron's (1996) Thorough analysis of incentive system perceptions is providing who concentrates on how reward systems influence employee attitudes and actions. Their review of the literature combines organizational behavior and psychology studies to investigate the effects of various incentives, such as cash payouts and public recognition, on motivation and output. The review highlights the impact of perceived equity and fairness on employee satisfaction and organizational commitment, emphasizing the significance of these factors in incentive systems. Eisenberger and Cameron make the case that to effectively increase employee engagement and productivity, incentive programs should be strategically designed to coincide with organizational objectives.

Finkelstein and Hambrick (1996) examine the relationship between executive leadership and organizational outcomes, highlighting the impact of top management teams on strategic decision-making and performance. Their research emphasizes that the composition of the top management team, including factors such as experience, demographic diversity, and cognitive styles, significantly influences the effectiveness of incentive systems. They argue that a well-aligned executive team can foster a strong organizational culture and enhance the implementation of incentive strategies that support overall strategic goals. Their findings suggest that understanding the dynamics within top management is crucial for designing effective incentive systems that drive organizational success.

Denison et al. (1996) investigate the connection between organizational culture and effectiveness, emphasizing how cultural attributes can shape the implementation and success of incentive systems. Their research identifies key cultural traits, such as adaptability, mission clarity, and involvement, that influence employee engagement and performance. They argue that organizations with strong, positive cultures are more likely to benefit from well-designed incentive systems that align with their core values. The study underscores the importance of integrating cultural considerations into the design of incentive structures to enhance employee motivation and overall organizational performance, suggesting that a strong culture can amplify the effects of incentives on employee behavior.

Mohrman et al. (1995) give a thorough analysis of incentive schemes and how they affect the functioning of organizations. Their research highlights how difficult it can be to create incentive programs that both suit the needs of the business and the motivations of its employees. They stress that to promote desired behaviors and results, incentives must be properly crafted to fit the unique environment and culture of the company. Mohrman and associates examine a range of incentives, encompassing pecuniary and non-pecuniary benefits, emphasizing the significance of harmonizing immediate performance objectives with the long-term well-being of the business. They contend that incentive programs have to encourage cooperation, innovation, and teamwork in addition to individual achievement. The writers also cover the possible drawbacks of badly thought-out incentive schemes, including the promotion of unhealthy rivalry, a focus on the here and now, and gaming of the system. According to their assessment, incentive programs that are seen as equitable, open, and in line with corporate and individual goals are more likely to be successful. All things considered, he offers insightful advice on how to create and administer incentive programs that can raise worker motivation, contentment, and output.

Wagner (1995) investigates the impact of team dynamics on the effectiveness of incentive systems, emphasizing the importance of collaboration and shared goals in organizational performance. His research indicates that incentive systems that promote teamwork and collective achievement are more likely to enhance motivation and productivity among employees. Wagner argues that aligning incentives with team objectives fosters a sense of accountability and cooperation, ultimately leading to better outcomes. The findings highlight the necessity of integrating team-oriented incentives into organizational strategies to cultivate a supportive work environment and drive overall performance.

Abernethy and Lillis (1995) examine the role of incentive systems in managerial performance and organizational effectiveness. They highlight the importance of aligning incentive structures with strategic goals and the operational environment. The research suggests that incentive systems tailored to specific organizational contexts, such as competitive intensity and technological uncertainty, can enhance managerial performance and strategic alignment. Abernethy and Lillis emphasize that both financial and non-financial incentives play critical roles in motivating managers, with non-financial incentives often fostering long-term commitment and intrinsic motivation. Their study underscores the complexity of designing effective incentive systems and the need for a nuanced approach that considers various organizational and environmental factors to achieve optimal outcomes.

Huselid (1995) The study looked into how incentive systems were perceived, with an emphasis on how they affected employee attitudes and organizational performance. His studies focused on how incentive programs might be strategically used to increase worker commitment, motivation, and output. Huselid promoted the idea of combining incentive programs with more general HRM techniques to establish a positive work atmosphere that encourages excellent performance. To ensure that incentives are effective in promoting desired behaviors and outcomes, he emphasized the significance of matching incentives with company goals and values. Huselid's research has demonstrated that incentive systems with a strong design can boost employee engagement and help organizations achieve their goals by coordinating individual efforts.

Katzenbach and Smith (1994) explore the critical role of teams in organizational performance and the importance of aligning incentive systems with team dynamics. Their research highlights that effective incentive systems not only reward individual performance but also encourage collaboration and collective achievement among team members. They argue that incentives should be designed to foster trust and shared accountability within teams, ultimately leading to improved outcomes. By integrating team-based incentives, organizations can enhance communication and cooperation, ensuring that all members are motivated to work towards common goals, thereby reinforcing a strong organizational culture.

Tharenou (1993) investigates how reward structures affect motivation and career achievements for men and women by looking at how incentive systems are seen via a gender lens. Her analysis combines knowledge from gender studies and organizational behavior to show differences in how fair and effective rewards are seen by different genders. The significance of fair incentive policies in advancing organizational justice and gender equality is highlighted by Tharenou's research. She promotes inclusive incentive systems that address gender-related differences in perception and results while taking into account a range of motivating requirements and improving individual and organizational performance.

2.2. THEORETICAL FRAMEWORK

Overview

"According to Eisenhart, a theoretical framework is "a structure that guides research by relying on a formal theory constructed by using an established, coherent explanation of certain phenomena and relationships" (1991, p. 205).

A research study's theoretical framework is the framework in which a hypothesis can be supported or held inside. In addition to the theory, the theoretical framework includes a narrative explanation of how the researcher applies the theory and its underlying assumptions to the topic of interest. It offers the fundamental framework required to comprehend, evaluate, and explain the phenomenon under study. To put it another way, consider a theoretical framework as a road map that aids researchers in navigating the intricacies of their research subject by assisting them in comprehending the guiding and underlying principles that form the basis of their investigation.

2.2.1 Incentive System

According to K. N. Subramaniam, "incentive is a system of payment emphasizing the point of motivation, that is, the imparting of incentives to workers for higher production and productivity".

Incentive systems are structured initiatives that associate performance with rewards to inspire individuals or groups within an organization. These programs usually consist of non-cash benefits like recognition, chances for professional progression, or privileges in addition to monetary incentives like commissions, bonuses, or profit-sharing. Aligning employee efforts with company goals, promoting performance gains, and increasing overall productivity are the main purposes of incentive systems. Equitable treatment of employees, clear and open criteria for award allocation, and alignment with strategic objectives are characteristics of effective incentive programs. Incentive systems assist develop a motivated workforce, build an accomplishment culture, and contribute to the long-term profitability and competitiveness of the firm by offering concrete rewards for reaching targeted results.

2.2.2 Types of incentive system

Sales executives perceive incentive systems as a means of motivating and recognizing employees through a variety of incentive structures.

Commission-based incentives: in sales roles where sales leaders receive a part of the income they generate, commission-based incentives are commonly employed. This kind of incentive gives a clear and straightforward cash reward for hitting or surpassing sales targets by directly linking earnings to individual sales performance.

Bonus program: bonus programs go above and beyond conventional sales commissions by providing extra financial incentives based on meeting predetermined goals or performance benchmarks. Bonuses may be determined by performance measures for the team, the individual, or the company.

Profit-sharing plans: profit-sharing programs use preset formulas to divide a percentage of the company's income among its employees, especially sales executives. These programs can encourage a sense of shared ownership and match incentives with overall business prosperity.

Non-financial incentives: non-monetary incentives consist of rewards, professional development opportunities, recognition programs, and prizes like items or travel incentives. These rewards are intended to inspire and recognize achievement above and beyond monetary gain.

Performance contests and challenges: performance challenges and contests provide clear performance objectives within a time frame, rewarding top achievers. These programs have the potential to boost performance in the near term and foster competition.

Global Scenario

Based on organizational, cultural, and regional variables, sales professionals' perceptions of incentive schemes in the global corporate environment differ greatly. These systems are essential instruments for increasing income, inspiring sales teams, and coordinating individual performance with organizational goals. Comprehending the global perception of these systems offers valuable perspectives on their efficacy and obstacles in many settings.

Cultural and regional variations: western cultures—us and some areas of Europe, for example—often place a great focus on individual accomplishment, rivalry, and performance-based incentives. Commission-based arrangements are widely used to reward top performance and surpassing goals. In these arrangements, sales leaders receive a portion of the sales income. Individual achievement may not always take precedence over teamwork and group cohesion in collectivist cultures such as those seen in Japan or certain other regions of Asia. Here, team-based awards and bonuses linked to group objectives are frequently highlighted in incentive schemes, encouraging.

Corporation and support within sales teams. Perceptions of incentives are shaped by local business practices and economic situations in emerging markets found in areas of Asia, Latin America, and Africa. Depending on factors like purchasing power parity, inflation rates, and economic stability, sales leaders could place varying values on financial incentives. Non-cash incentives, such as chances for professional advancement or recognition, might be more important in some areas where cash rewards by themselves might not be enough to inspire or keep talent.

Organizational practices and industry dynamics: market competition and corporate goals influence how incentive systems are designed and implemented in many industries, such as technology, pharmaceuticals, and the automobile sector. High-tech businesses frequently use equity-based incentives, such as stock options, to match employee interests with the long-term success and expansion of the business. On the other hand, sectors with cyclical demand, such as retail or consumer products, can depend on sales competitions or seasonal bonuses to produce an immediate benefit, perceptions of incentives are significantly shaped by the culture of the organization. Businesses with a reputation for creativity and employee-first practices typically provide a range of incentive plans to meet the needs of various motivational factors. In competitive markets, start-ups and entrepreneurial enterprises can leverage innovative incentives, such as flexible work schedules or performance-based benefits, to draw and keep top people.

Impact on motivation and performance: the ability of incentive schemes to inspire sales leaders and promote desirable behaviors determines how effective they are. To promote involvement and trust, goals, metrics, and incentive systems must be communicated openly and transparently. Sales executives need to think of incentives as just and equal, with attainable but difficult goals that honor great achievement. Unintended consequences, such as prioritizing short-term goals over long-term client relationships, or an unfair compensation system, on the other hand, can be obstacles that erode motivation and morale. Furthermore, miscommunications based on cultural differences or a mismatch in incentive design between the global headquarters and local subsidiaries can cause discontent and employee turnover in sales teams.

Future trends and adaptations: in the future, technology developments like data-driven insights and AI-driven analytics will change incentive programs all over the world. More and more incentive programs are becoming individualized based on performance data and personal preferences, which boosts engagement and motivation. Furthermore, the increasing focus on sustainability and corporate social responsibility (CSR) is having an impact on incentive design. To meet societal expectations and draw in socially conscious talent, companies are incorporating environmental, social, and governance (ESG) criteria into performance metrics.

In summary, sales executives' perceptions of incentive systems in the global situation are influenced by a combination of organizational, cultural, and regional factors. Successful incentives not only motivate employees and help the firm meet its goals, but they also create a happy work atmosphere where sales professionals feel appreciated, inspired, and in line with the company's core values. Companies will need to continuously adapt and innovate their incentive plans to maintain their competitive advantage and promote sustainable growth in the global marketplace as they navigate varied markets and changing employee expectations.

Indian Scenario

In India, a unique combination of organizational practices, cultural influences, and monetary factors influences sales executives' perceptions of incentive systems. The motivation of sales teams, coordinating individual performance with corporate objectives, and promoting business expansion are all made possible by incentive systems. Gaining insight into the perception of these systems within the Indian context might help one understand their problems as well as their effectiveness.

Cultural context: sales executives' perceptions of incentive schemes are greatly influenced by the cultural diversity and values of India. Perceptions of incentives are frequently shaped by traditional values like stability, family orientation, and respect for authority. Sales executives may place a higher priority on the security and stability of their finances, seeing incentives as a way to meet their financial objectives and provide For their families. Moreover, incentive preferences may be influenced by India's cultural emphasis on social status and recognition. Financial rewards may not always be valued equally or even more highly than non-monetary incentives like possibilities for career growth, public recognition, awards, or promotions. Rewards that improve sales executive's standing and reputation in their social and professional networks are highly valued by them.

Economic influences: the perceived value of incentives in India is influenced by economic factors such as geographical differences, cost of living, and rates of inflation. Sales executives assess incentive plans according to how well they can support their desired standard of living while offering a competitive wage. Stable and predictable incentives are especially appreciated during recessions, whereas performance-based variable pay may be preferred during economic expansion. Incentive methods are also influenced by industry-specific issues and India's shifting market environment. To promote sales performance and market penetration, incentive programs frequently incorporate performance-based bonuses, sales commissions, and target-driven awards in industries with variable sales cycles and fierce rivalry, such as services, FMCG (fast-moving consumer goods), and pharmaceuticals.

Organizational practices: leadership and organizational culture are important factors in determining how incentive schemes are viewed. Organizations that place a high priority on employee development, fairness, and transparency typically have incentive structures that are more favorably viewed. Transparency in goals, measurements, and reward systems encourages sales executives to feel trusted and involved, which increases their drive and dedication to meeting objectives. On the other hand, problems like uneven implementation of incentive programs, arbitrary assessment standards, and incentive payment delays can erode confidence and demoralize sales teams. Morale maintenance and incentive effectiveness optimization depend heavily on efficient management procedures that guarantee impartiality, uniformity, and prompt performance recognition.

Regulatory environmental: the regulatory environment in India, which includes tax and labor rules, affects incentive programs as well. When creating incentive programs, it is crucial to take into account industry-specific regulations (such as those governing pharmaceutical marketing activities), income tax laws on incentive earnings, and compliance with minimum wage requirements. Businesses must handle these rules to guarantee legal compliance and optimize sales executive incentive rewards.

Future trends & adaptation: incentives in India are anticipated to change in the future due to digital transformation and technology improvements. Artificial intelligence (AI)-powered analytics, big data insights, and mobile-friendly platforms will make it possible to track performance in real-time, create customized incentive programs, and react quickly to changes in the market. To attract socially conscious people and stay in line with global best practices, companies should incorporate sustainability goals and CSR efforts into their reward measures on a growing basis.

In summary, the way sales executives in India see incentive schemes is influenced by a variety of factors, including organizational procedures, cultural norms, economic circumstances, and legal requirements. To create an inclusive and inspiring work environment, incentive systems in India need to be specifically designed to take into account industry-specific obstacles, cultural preferences, and economic realities. It will be crucial to constantly innovate and adjust incentive schemes.

State Scenario

Sales executives' perceptions of incentive schemes can differ greatly depending on the particular state in which they work. How incentive systems are viewed and valued depends on several elements, including industry dynamics, organizational practices, cultural norms, economic conditions, and regulatory settings.

Economic context: the way incentive programs are viewed by sales executives is significantly impacted by the state's economy. States with strong economies that are defined by consistent growth, low unemployment rates, and a variety of industries may create a competitive atmosphere where commissions, incentives linked to sales targets, or profit-sharing are prioritized in incentive programs. States that are struggling economically, though, including those with high unemployment rates or recessions in certain industries, could give priority to incentives that offer stability and security of income, like tenure-based bonuses or minimum wages that are guaranteed.

Cultural influence: sales executives' opinions of incentive schemes are also influenced by state-specific cultural elements. Preferences for incentive systems are influenced by cultural norms about money and success, individual vs collective achievements, and work ethic. States that place a high value on community and group objectives, for instance, can support team-based rewards that encourage cooperation and mutual success. States that prioritize individual success, on the other hand, can favor incentive programs that highlight and compensate for individual accomplishments and initiative.

Organization practice: perceptions of incentive systems are greatly influenced by organizational rules and practices of businesses that operate in the state. Incentive schemes of companies that place a high priority on equity, openness, and employee development are typically viewed more favorably. Building trust and engagement among sales professionals requires clear communication of objectives, performance indicators, and incentive standards. On the other hand, companies that have unclear or inconsistent incentive plans may find it difficult to keep their sales teams inspired and morale high.

Industry dynamics: the state scenario's particular industry landscape defines how sales executives' incentive systems should be designed and implemented. Industries like technology, healthcare, or industrial manufacturing, which have lengthy sales cycles and intricate customer interactions, might provide rewards for establishing and maintaining long-term relationships with customers. Conversely, sectors like retail or consumer products, which are known for their fierce competitiveness and quick market shifts, could place more emphasis on short-term incentives related to market share increases and sales targets.

Regulatory environment: the structure and management of incentive programs are greatly impacted by the state's regulatory framework, which includes labor laws, tax legislation, and industry-specific norms. While creating incentive programs, businesses must take into account income tax rules on incentive profits, industry standards (such as those governing pharmaceutical marketing), and compliance with minimum wage legislation. Ensuring compliance with legal standards guarantees that incentive programs are just, equal, and compliant with legislation particular to each state.

Future trends and adaptations: anticipating future developments, shifting consumer tastes, and changes in international market dynamics all have an impact on new trends and modifications in incentive schemes. The future of incentive programs in states is anticipated to be shaped by the use of digital platforms for real-time performance tracking, AI-driven analytics for customized reward structures, and the incorporation of sustainability goals into incentive measurements. Furthermore, incentives that recognize and reward contributions to environmental sustainability, social impact, and community involvement projects may result from the growing significance of corporate social responsibility (CSR) and ethical business practices.

2.2.3 Theories Related to Incentive Systems

1. Maslow's Hierarchy of Needs

According to Maslow's hypothesis, there is a hierarchy of requirements that humans have, starting with basic physiological demands like food, drink, and shelter. Following the satisfaction of these fundamental wants, people look for protection and safety, next social needs like love and belonging. Esteem needs, which include self-respect, achievement, and acknowledgment, are positioned higher on the hierarchy. At the top of the hierarchy is self-actualization, the pursuit of personal development and fulfillment. Incentive plans can be created for the workplace to cater to these distinct needs to varying degrees. While team-building exercises and recognition initiatives can satisfy social and esteem demands, competitive pay and job security can address physiological and safety needs. Recognizing this hierarchy enables firms to design an all-encompassing incentive program that inspires workers by addressing their varying needs.

2. Herzberg's Two-Factor Theory

The Two-Factor Theory developed by Herzberg distinguishes between motivators and hygienic factors. While they are important to minimize job unhappiness, hygiene elements like pay, business policies, and working conditions may not always inspire people. Conversely, intrinsic elements that promote job satisfaction and higher motivation include motivators like opportunity for advancement, accountability, and acknowledgment. According to Herzberg's theory, an incentive system needs to incorporate motivators to improve job happiness and performance as well as hygiene considerations to prevent dissatisfaction. For instance, opportunities for professional growth and career promotion can spur more productivity and devotion, while fair compensation can help to reduce dissatisfaction.

3. Vroom's Expectancy Theory

Employees must feel that their efforts will result in desired performance, that their performance will be rewarded, and that the benefits are worthwhile to them for an incentive system to be effective. For example, a salesperson will be more motivated if they believe that increasing sales would result in a bonus (instrumentality), predict that greater sales will lead to higher sales (expectancy), and value the bonus (valence). This theory emphasizes how crucial it is for incentive systems to have transparent reward structures and open lines of communication. According to Vroom's Expectancy Theory, an individual's expectations regarding effort leading to performance (expectancy), performance leading to results (instrumentality), and the value of those outcomes (valence) all have an impact on motivation.

4. Adams' Equity Theory

Adams' Equity Theory emphasizes equity and striking a balance between the inputs—such as an employee's work, skill, and experience and outputs such as their wage, perks, and recognition. Workers assess fairness by contrasting their input-output ratio with that of their peers. They can become distressed if they sense an imbalance, which would lower their motivation and output. Fair and consistent incentives in comparison to those in similar positions are necessary for an incentive system to be effective in ensuring perceived equity. If two employees with comparable roles and experience levels are paid differently, for instance, the underpaid person might become unmotivated. Maintaining incentives and job satisfaction can be achieved by making sure that rewards are distributed fairly and transparently.

5. Skinner's Reinforcement Theory

Behavior is influenced by its consequences, according to Skinner's Reinforcement Theory, which is based on operant conditioning. While negative reinforcement entails eliminating an unpleasant circumstance to promote conduct, positive reinforcement involves rewarding desired behavior to encourage its repetition. Conversely, punishment seeks to curtail undesirable behavior by enacting unfavorable consequences. A well-designed incentive program at work can inspire staff members with positive reinforcement like bonuses, recognition, or promotions. Reducing workload or enhancing working circumstances following goal achievement are examples of negative reinforcement. Knowing how reinforcement affects behavior is useful for creating incentive programs that successfully encourage desired actions and output.

6. Goal-Setting Theory

According to Locke and Latham's Goal-Setting Theory, performance and motivation are increased when goals are hard, explicit, and well-defined. Employees use goals as a benchmark to direct their work and concentrate their attention. For objectives to be effective, they need to be reachable and come with progress reports. Performance-based incentives, in which staff members receive compensation for meeting predetermined goals, are one type of goal-setting incentive program. This strategy guarantees that workers are inspired to reach and beyond their objectives, resulting in increased output. Regular feedback also helps workers stay on task and modify their efforts as necessary, which boosts motivation and output even more.

7. Self-Determination Theory (SDT)

According to the Self-Determination Theory (SDT), persons are driven by their needs for relatedness, competence, and autonomy. Control over one's actions is a sign of autonomy, effectiveness, and ability are signs of competence, and meaningful relationships with other people are a sign of relatedness. These inherent demands would be supported by an incentive structure created with SDT in mind. Offering flexible work schedules (autonomy), chances for skill acquisition and mastery (competence), and cooperative projects or team-building exercises (relatedness) are a few examples of how to improve motivation. Employers can create a work environment where people are driven by both internal fulfillment and satisfaction as well as outward benefits by attending to these intrinsic requirements.

8. Agency Theory

The relationship between principals, owners, agents, or employees, is examined by agency theory, which also draws attention to any potential conflicts of interest. Whereas agents could put their interests first, principals aim to maximize returns. Incentive systems link employee compensation to organizational success to harmonize these interests. Offering stock options or bonuses based on performance, for instance, guarantees that employees' financial benefits are correlated with the company's success. Employee motivation to work toward the organization's objectives is increased by this alignment, which lowers agency issues. Efficient incentive schemes grounded in Agency Theory facilitate openness, delineate unambiguous performance indicators, and guarantee that incentives are reliant on accomplishing predetermined objectives, thereby cultivating a cooperative and objective-driven workplace.

9. McGregor's Theory X and Theory Y

Two opposing theories of employee motivation are presented by McGregor in his Theories X and Y. According to Theory X, workers are naturally lazy, shirk accountability, and need outside supervision and rewards to function. On the other hand, Theory Y assumes that workers are self-driven, eager for accountability, and satisfied with their jobs. According to Theory X, an incentive system can consist of stringent oversight, unambiguous regulations, and extrinsic benefits like bonuses for achieving goals. In contrast, a system based on Theory Y would prioritize employee empowerment, professional development opportunities, and intrinsic rewards like recognition and a feeling of achievement. Managers can adjust their incentive plans to better align with their perception of employee motivation by being aware of these presumptions.

Some of the additional theories are:

10. Job Characteristics Model

The Job Characteristics Model identifies five core job dimensions that impact employee motivation: skill variety, task identity, task significance, autonomy, and feedback. This framework suggests that incentive systems should be designed to enhance these dimensions. For instance, providing incentives that promote autonomy and offer feedback can lead to higher engagement and job satisfaction among sales executives. By focusing on these job characteristics, organizations can create more effective incentive systems that resonate with employees.

11. Self-Efficacy Theory

Self-efficacy theory, proposed by Albert Bandura, emphasizes the belief in one's ability to succeed in specific tasks. High self-efficacy is linked to greater motivation and persistence in the face of challenges. When applied to incentive systems, if sales executives believe they can achieve the performance targets tied to incentives, they are more likely to engage positively with those systems. Organizations can enhance self-efficacy by providing support, training, and realistic performance goals.

12. Social Cognitive Theory

Social cognitive theory posits that learning and behavior are influenced by observing others in a social context. This framework suggests that the behaviors of peers and leaders can impact sales executives' perceptions of incentive systems. When sales executives see their colleagues benefiting from an incentive system, they may develop a more positive view of it. This theory highlights the importance of role models and social influences in shaping attitudes toward incentives.

13. Commitment Theory

Commitment theory examines the psychological attachment of employees to their organization, which can significantly influence their attitudes and behaviors. High organizational commitment often leads to positive perceptions of incentive systems. When sales executives feel a strong bond with their organization, they are more likely to view incentives as valuable and meaningful. This framework emphasizes the need for organizations to foster commitment to enhance the effectiveness of their incentive programs.

14. Attribution Theory

Attribution theory explores how individuals interpret events and the implications of these interpretations for motivation and behavior. In the context of incentive systems, sales executives may attribute their successes or failures to external factors (like the design of the incentive system) or internal factors (such as personal effort). These attributions influence their perceptions and engagement with the incentives provided. Understanding how employees attribute outcomes can help organizations design more effective incentive systems that encourage positive perceptions.

15. Fairness Theory

Fairness theory posits that individuals assess situations based on perceived fairness, especially in organizational contexts. Sales executives evaluate incentive systems not only on the outcomes they produce but also on the fairness of the reward distribution and the transparency of processes involved. This framework underscores the critical role of perceived fairness in shaping executives’ attitudes toward incentives. Organizations that prioritize fairness in their incentive systems are more likely to foster positive perceptions and enhance employee motivation.

16. Theory of Planned Behavior

The Theory of Planned Behavior (TPB), developed by Ajzen, posits that an individual's behavior is determined by their intentions, which are influenced by attitudes, subjective norms, and perceived behavioral control. Concerning incentive systems, sales executives’ attitudes toward the incentives offered, the expectations of their colleagues, and their perceived ability to meet performance targets all play a critical role in shaping their motivation. This theory helps organizations understand the psychological processes that underlie the engagement with incentive systems.

2.2.4 Laws of Incentive System

Laws and regulations governing employment, salary, and business procedures also have an impact on sales leaders' perceptions of incentive systems, in addition to organizational practices and cultural elements. These regulations support moral principles in the creation and administration of incentive programs, guarantee equity, and safeguard employee rights. The following important laws affect how sales executives view incentive schemes:

→ Employment laws:

Fair Labor Standards Act (FLSA) (United States): The FLSA sets forth standards for recordkeeping, youth employment, minimum wage, overtime pay, and recordkeeping that have an impact on employee compensation, including incentive rewards. It guarantees that incentive programs honor minimum wage obligations and that qualified employees' overtime compensation is computed accurately.

Employment contracts: regulations about employment contracts control the terms and circumstances in which incentive schemes are provided. They guarantee contracts are enforceable by law and provide precise details regarding incentive eligibility, performance measures, and payout requirements.

→ Anti-discrimination laws:

Title VII of the Civil Rights Act (United States): prohibits prejudice on the grounds of national origin, sex, ethnicity, color, or religion. Sales executives shall not be subjected to discrimination by incentive systems about eligibility, distribution, or access to incentives based on these protected qualities.

Equality Act (United Kingdom): shields people from discrimination based on protected characteristics, including age, sex, sexual orientation, gender reassignment, marriage, civil partnerships, pregnancy, and maternity. These rules must be followed by incentive programs to guarantee equity and justice for sales executives.

→ Tax laws:

Income tax regulations: income tax applies to incentive earnings like commissions, bonuses, and stock options. How these wages are computed, reported, and withheld by employers is governed by tax rules. The perception of incentives among sales leaders is impacted by net earnings following tax deductions.

Tax treatment of benefits: employers and employees must take into account the unique tax implications of certain incentives, including stock options or equity awards. Sales executives' perceptions of incentives are influenced by effective communication and knowledge of these tax ramifications.

→ Consumer protection laws:

Federal Trade Commission Act (United States): outlaws unethical or dishonest behavior in business. These rules must be followed by incentive programs in marketing and sales to maintain openness and equity in consumer dealings. This might affect how sales executives view the morality and validity of their incentives.

→ Data protection and privacy laws:

General data protection regulation (GDPR) (European Union): incentive programs that gather, handle, or store personal data are subject to GDPR regarding permission, data protection, and openness. How employers handle and safeguard their personal information may have an impact on the incentives that sales leaders perceive.

→ Health and safety regulations:

Occupational Safety and Health Administration (OSHA) regulations (United States): workplace safety regulations shouldn't be compromised or risky practices encouraged by incentive programs. Adherence to Osha laws guarantees that incentives are matched with the upkeep of a secure workplace for sales leaves.

→ Contractual obligations:

Non-compete agreements: non-compete clauses, which prohibit sales personnel from working for rival companies or launching rival ventures for a predetermined amount of time after quitting their jobs, are included in some incentive agreements. For these clauses to be enforceable, they must meet legal requirements. These clauses may affect sales executives' perceptions of incentives about prospects and career mobility.

For firms to create, execute, and oversee incentive programs that are well-received by sales leaders, they must comprehend and abide by these laws and regulations. Ensuring fairness, openness, and ethical practices through compliance minimizes legal risks and liabilities for employers while cultivating trust and motivation within sales teams.

2.2.5 Factors affecting Incentive system

Incentive systems are shaped by several kinds of factors affecting their understanding, appreciation, and application inside firms. These elements belong into a few key categories:

Clarity and transparency:

Communication: communication is key. It is important to communicate incentive schemes, eligibility requirements, performance indicators, and payout procedures understandably and transparently. Sales executives are more likely to see the system favorably when they comprehend how incentives are earned and determined. Transparency: being open and honest about the decision-making procedures involved in incentives, including how objectives are established, performance is assessed, and awards are given, builds credibility and confidence. Sales leaders may become confused, distrustful, and less motivated as a result of a lack of transparency.

Fairness and equity:

Fairness: it's important to consider how incentives are seen to be distributed fairly. Sales executives ought to believe in the organization-wide incentive programs. Requirements are met fairly and consistently.

Equality: preserving morale and lowering perceptions of partiality or bias requires ensuring that every sales executive has an equal chance to engage in incentive programs and receive rewards based on their accomplishments.

Alignment with goal and objectives:

Goal alignment: perception is influenced by how closely incentive programs match company and individual goals. Sales leaders ought to perceive a clear correlation between their exertions, accomplishments, and the benefits they obtain.

Strategic alignment: incentive programs that support overarching organizational strategy and market goals serve to reinforce desired behaviors and galvanize teamwork in the pursuit of corporate success.

Performance measurement and evaluation:

Accuracy: perception is influenced by the precision and dependability of the performance measures used to establish incentives. Metrics that represent significant indicators of sales performance should be quantitative, objective, and present.

Consistency: ensuring fairness and integrity among sales leaders is facilitated by applying performance evaluation criteria consistently. Dissatisfaction and a sense of unfairness might result from variations or discrepancies in the methods used for evaluation.

Organization culture:

Values and beliefs: the perception of incentive systems is greatly influenced by the organizational culture. Incentive schemes are generally seen more favorably by organizations that place a high priority on employee development, integrity, and transparency.
Acknowledgment and recognition: non-cash incentive schemes that include career progression chances, acknowledgment, or customized development programs can boost morale and reinforce good deeds.

Leadership and management practices:

Supportive leadership: leaders must endorse, encourage, and communicate regarding incentive systems. Supportive supervisors who offer direction, criticism, and acknowledgment of accomplishments have a good impact on perspective.

Effective management: coaching, mentoring, and enabling sales leaders to reach their objectives are examples of competent management techniques that help to create a favorable impression of incentive programs.

External environment and market condition:

Competitive landscape: the perceived value of incentives is influenced by external economic conditions and market competitiveness. To attract and retain top salespeople in competitive businesses, it may be important to offer attractive incentive packages.

Economic conditions: the perceived value of financial incentives is affected by inflation rates, overall economic outlook, and economic stability. Stable and secure incentives could be more appreciated during hard economic times.

Individual preferences and motivation drivers:

Personal goals: developing tailored incentive programs that meet the objectives of individual sales executives is made easier by having a thorough understanding of their career goals, driving forces, and preferred forms of incentives (such as cash payouts, Acknowledgment and work-life balance).
Motivational drivers: well-designed incentive programs identify a range of motivational factors and provide a variety of prizes to suit varying tastes, which raises participation and satisfaction levels all around.

Feedback mechanisms and adaptability:

Feedback loops: sales leaders can monitor their performance, make necessary modifications, and maintain motivation by receiving regular feedback on their performance and incentive progress. The efficiency of incentive schemes is increased by prompt and constructive criticism.

Adaptability: organizations can maintain relevance and continuous motivation by modifying their incentive programs in response to shifting market conditions, company priorities, and employee input.

Risk and uncertainty management:

Risk-taking: incentive programs ought to promote sensible risk-taking practices that are consistent with the objectives and core values of the company. Reducing undue risk in incentive programs promotes trust and controls perceptions of justice.

In general, incentive systems are influenced by a variety of intricately intertwined factors, including transparency, equity, goal alignment, organizational culture, leadership styles, the external environment, personal preferences, feedback channels, flexibility, and risk management. Companies that successfully handle these variables can create and put into place incentive programs that boost morale, stimulate output, and advance the success of the sales force and the company in general.

2.2.6 Advantages & Disadvantages of the Incentive System

Sales executives' perceptions of incentive programs can have positive and negative effects on their performance, motivation, and general job satisfaction.

Advantages:

Motivation and performance enhancement: well-thought-out incentive programs can greatly increase sales executives' motivation. Sales executives are more likely to be driven to meet and surpass goals when incentives are linked to specific objectives and rewards. As an illustration, commission-based sales incentives frequently encourage CEOs to boost their volume of sales and work more productively to receive larger rewards.

Alignment with organizational goals: incentive programs assist in coordinating sales leaders' efforts with the organization's strategic goals. A more unified and goal-oriented sales team is produced when incentives are set up to recognize actions that advance the business. For instance, rewarding upselling or cross-selling pushes sales representatives to concentrate on boosting profits and client happiness at the same time.

Attraction and retention of talent: offering attractive incentive plans can draw top talent to the company and aid in keeping top salespeople on staff. Salespeople frequently look for positions that provide competitive incentive programs as part of their benefits package. As an illustration, providing career development incentives, stock options, or performance bonuses can help the company stand out in the competitive employment market.

Increased accountability and transparency: incentive programs with transparent incentive structures and unambiguous performance indicators encourage sales professionals to take responsibility for their actions. They are aware of the expectations. Placed on them as well as the evaluation criteria. Example: To ensure fairness and clarity in performance evaluation, set explicit sales targets and relate rewards to reaching these targets.

Disadvantages:

Risk of short-term focus: incentive programs that place a strong emphasis on quick outcomes could lead sales leaders to put short-term profits ahead of long-term client Relationships or long-term goals. For instance, sales executives may prioritize closing agreements swiftly over fostering prospects for longer-term, more meaningful connections.

Potential for unintended consequences: incentive programs can occasionally have unforeseen effects, such as unethical behavior or manipulating the system to get more incentives without actually benefiting the company or its clients. For instance, to reach goals and receive rewards, sales representatives may inflate sales numbers or coerce clients into making needless purchases.

Perceived inequity or unfairness: these incentive programs are that they may cause sales executives to become dissatisfied and demotivated if they believe they are unfair or inequitable. This perception may be influenced by elements like uneven incentive distribution or subjective performance reviews. For instance, if sales executives think that others are given preferential treatment or if the requirements for receiving incentives are not clearly stated or applied inconsistently, they may feel that they are not being treated properly.

Overemphasis on financial rewards: sales leaders may become dissatisfied and demotivated if they believe that incentive programs are unfair or inequitable. This perception may be influenced by elements like uneven incentive distribution or subjective performance reviews. For instance, if sales executives think that others are given preferential treatment or if the requirements for receiving incentives are not clearly stated or applied inconsistently, they may feel that they are not being treated properly.

In summary, well-thought-out incentive programs can improve sales executives' motivation, alignment with company objectives, and talent retention, they also come with risks, including a short-term focus, unforeseen consequences, perceived unfairness, an excessive emphasis on monetary rewards, and administrative difficulties. Organizations must carefully create incentives that are in line with their values, monitor their impact regularly, and guarantee openness and fairness in their implementation if they hope to optimize the benefits of incentive systems and minimize these drawbacks.

2.2.7 Future Direction for Incentive Systems

Personalization: Personalization involves tailoring incentive systems to meet individual employee preferences, motivations, and performance styles. By recognizing that not all employees respond equally to the same rewards, organizations can design incentives that resonate with each person's unique values—whether through financial bonuses, recognition, career development opportunities, or flexible work arrangements. This approach enhances engagement and satisfaction, leading to better overall performance.

Integration of Technology:The integration of advanced technology, such as analytics and artificial intelligence, allows organizations to collect and analyze performance data more effectively. By leveraging these insights, companies can create more targeted and personalized incentives that align with individual performance metrics and organizational goals. Technology can also facilitate real-time tracking and adjustments to incentive systems, ensuring they remain relevant and effective.

Focus on Well-being: Incorporating employee well-being into incentive structures acknowledges the importance of a balanced work-life dynamic. Organizations can offer incentives that promote health, such as wellness programs, flexible hours, or mental health days, thereby fostering a supportive environment. This not only boosts morale but also enhances productivity, as employees who feel supported are more likely to perform at their best.

Team-Based Incentives: Shifting from individual to team-based incentives encourages collaboration and collective achievement. By rewarding teams for meeting shared goals, organizations can foster a culture of cooperation and unity, reducing competition that may lead to negative dynamics. Team-based incentives can enhance overall performance and drive innovation by encouraging employees to work together toward common objectives.

Sustainability and Corporate Social Responsibility (CSR): Aligning incentive systems with sustainability and CSR initiatives promotes ethical behavior and encourages employees to engage in practices that support the company’s values. Incentives can be structured to reward contributions to sustainability goals, community service, or ethical business practices. This alignment not only enhances employee engagement but also strengthens the organization's reputation and impact on society.

Continuous Feedback: Adopting a culture of continuous feedback rather than relying solely on annual performance reviews allows organizations to provide real-time insights and adjustments to incentives. This ongoing dialogue helps employees understand their performance and how it relates to their incentives, leading to improved outcomes and higher engagement. Regular feedback can also help address issues promptly, making the incentive system more responsive to individual and organizational needs.

Diversity and Inclusion: Ensuring that incentive systems are equitable and inclusive is crucial for fostering a diverse workforce. Organizations must consider various backgrounds, experiences, and perspectives when designing incentives to avoid biases and disparities in reward distribution. By promoting inclusivity, companies can create a more harmonious workplace and enhance employee satisfaction and loyalty.

Emphasis on Learning and Development: Incentives that reward learning and professional development encourage employees to invest in their skills and career growth. Organizations can offer rewards for completing training programs, acquiring new certifications, or achieving professional milestones. This focus not only enhances individual capabilities but also contributes to the organization's long-term success by building a more skilled workforce.

Adaptive Systems: Creating flexible and adaptive incentive systems allows organizations to respond quickly to changing business needs, market conditions, and employee feedback. By designing systems that can be adjusted in real-time, companies can maintain relevance and effectiveness, ensuring that incentives continue to motivate employees as circumstances evolve.

Behavioral Insights: Applying insights from behavioral economics can lead to more effective incentive designs by understanding how employees make decisions and what motivates them. By considering cognitive biases, social influences, and other psychological factors, organizations can create incentives that promote desired behaviors while minimizing unintended consequences. This approach can lead to more robust and sustainable incentive systems.

By focusing on these future directions, organizations can develop incentive systems that are not only effective in driving performance but also ethical and aligned with employee values and organizational goals.

CHAPTER III

DATA ANALYSIS & INTERPRETATION OF DATA

3.1 Data analysis

“According to Patton (1990) stated that data analysis is a process of. inspecting, cleansing, transforming, and modeling data. to discover useful information, suggest conclusions, and support decision-making”. Data analysis is the process of systematically examining and interpreting data to conclusions and insights from it. Data analysis involves "the application of statistical and computational methods to describe, summarize. and visualize data, as well as to identify patterns and relationships within it".

Data analysis is the process of inspecting, cleaning, transforming, and interpreting data to discover patterns, trends, and useful information. It involves using various statistical, mathematical, and computational techniques to make sense of raw data and derive meaningful insights. Data analysis is an integral part of the broader field of data science and is used across various domains, including business, science, research, healthcare, finance, marketing, and more. Data analysis is an iterative process, and sometimes additional data may be required, or the analysis approach may need to be adjusted based on initial results. The goal is to gain valuable insights that can be used to make informed decisions and improve processes or strategies.

The ultimate goal of data analysis is to turn data into actionable knowledge, which can lead to better understanding, more effective strategies, and evidence-based decision-making. As data continues to grow in volume and complexity, data analysis remains a fundamental skill in the modern world. (Kelleher and Tierney (2018)).

3.1.1 Tools of data analysis

The most important aspect of any research project is creating a research instrument or tool for data collection since the type of data collected will influence the conclusions or findings, and the questions asked of respondents will define the total amount of data collected. The research instruments employed in this study were a questionnaire and direct communication. The appropriate statistical techniques will be used to analyze the collected data. Descriptive information such as frequency, charts, and percentages will be used to summarize employee perceptions.

1. Percentage Analysis

In research methodology, percentage analysis is the process of analyzing data to ascertain the percentage or proportion of particular variables in a dataset. It gives researchers a clear picture of how participant responses or characteristics are distributed, making it possible to spot trends, patterns, or discrepancies. This technique helps in the description and analysis of study findings by allowing researchers to quantify and present data clearly and understandably. The percentage analysis approach is used to analyze the primary data that was obtained from the samples.

Percentage = (No. of respondents/total respondents) *100

A key technique in this research is percentage analysis, which examines factors like age, gender, education, employment function, and retention to provide insights into participant opinions and demographics. It helps to understand how BRD's sales executives perceive the incentive system, helping them recognize difficulties and assess organizational support. The method of percentage analysis is applied to construct a condition table from the frequency distribution and to describe the collected data for better understanding. It is used to represent a row stream of data as a percentage.

2. Anova- Test

ANOVA is a statistical technique that compares the means of two or more groups to see if any differences are statistically significant. It divides overall variability into variance within and between groups to determine whether group differences are the result of genuine effects or random chance. This study employs Analysis of Variance (ANOVA) to evaluate the influence of demographic variables on sales executives' perceptions of the incentive structure, including age, educational attainment, and year of experience.

Using an ANOVA, we may compare the means of various groups and see whether there are any statistically significant differences. For example, one can use ANOVA to investigate whether employees from different age groups and educational backgrounds have different opinions on the program. If so, any significant differences between the employees' opinions would be indicated by the ANOVA.

3. T-test

In this study, a t-test is used to evaluate the demographic factor gender of the sales executive on their perception of the incentive system. The t-test compares the mean of two groups (E.g., Male and Female sales Executives) to determine if there is a statistically significant difference in their satisfaction levels. By analyzing this difference, we can identify whether gender plays a role in the sales executives perceive their incentives. If the t-test results indicate a significant difference, it may suggest that the perception of incentive systems in male and female sales executives is different. This analysis is vital for ensuring the incentive system plays an effective role in enhancing overall satisfaction for the sales executives.

Tools used for data presentation:

- Tables
- Charts

3.2 GENDER ANALYSIS FOR T-TEST

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Incentive System	Female	11	4.00	.000	.000
	Male	121	4.03	.499	.045
Sales Target	Female	11	3.82	.603	.182
	Male	121	4.03	.499	.045

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Incentive System	Equal variances assumed	4.622	.033	-.219	130	.827	-.033	.151	-.332	.266
	Equal variances not assumed.			-.729	120.000	.467	-.033	.045	-.123	.057
Sales Target	Equal variances assumed	1.785	.184	-1.344	130	.181	-.215	.160	-.531	.101
	Equal variances not assumed.			-1.147	11.280	.275	-.215	.187	-.626	.196

INTERPRETATION

The group statistics and independent samples test results reveal minimal differences between male and female perceptions of the incentive system and sales targets. For the incentive system, both genders rated it similarly, with females having a mean of 4.00 and males 4.03.

The t-test for the incentive system shows no significant difference between genders ($t (130) = -0.219$, $p = 0.827$), suggesting that both genders have comparable views on the incentive system. Similarly, for sales targets, females had a mean of 3.82 and males 4.03. The t-test also indicates no significant gender difference in perceptions of sales targets ($t (130) = -1.344$, $p = 0.181$).

So, here we are accepting the Null hypothesis (H01) and rejecting the alternative hypothesis (Ha1) so the results suggest that gender does not significantly influence employee perceptions of the incentive system or sales targets, indicating a consensus across genders regarding these aspects.

3.3 AGE DISTRUBUTION OF RESPONDENTS- ANOVA TEST

Descriptives

Age

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	95% Confidence Interval for Mean Upper Bound	Minimum	Maximum	Between-Component Variance
(21-30)		2	1.00	.000	.000	1.00	1.00	1	1	
(31-40)		12	1.42	.515	.149	1.09	1.74	1	2	
(41-50)		99	1.61	.726	.073	1.46	1.75	1	4	
(51-60)		19	1.42	.607	.139	1.13	1.71	1	3	
60 Above		132	1.55	.691	.060	1.43	1.67	1	4	
Model	Fixed Effects			.691	.060	1.43	1.67			
	Random Effects				.061	1.36	1.75			.000

ANOVA

Age

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.444	3	.481	1.007	.392
Within Groups	61.185	128	.478		
Total	62.629	131			

INTERPRETATION

The ANOVA results show no significant difference ($p < 0.05$) in the perception of incentive systems among sales executives. so, accepting the null hypothesis (H02).

Descriptive Statistics:

- (21-30): The smallest age group, with only 2 respondents, had a mean score of 1.00, indicating uniformity in responses (Std. Deviation = 0.000).

- (31-40): This group had 12 respondents with a mean score of 1.42 (Std. Deviation = 0.515), showing some variability in responses.
- (41-50): The largest group with 99 respondents, had a mean score of 1.61 (Std. Deviation = 0.726), indicating a wider range of responses.
- (51-60): This group had 19 respondents with a mean score of 1.42 (Std. Deviation = 0.607), similar to the 31-40 age group.
- 60 Above: Representing the total sample, this group's mean score was 1.55 (Std. Deviation = 0.691).

The ANOVA test results show that the differences in mean scores among the four age groups are not statistically significant ($F (3, 128) = 1.007$, $p = 0.392$). The p-value (0.392) is much higher than the conventional threshold of 0.05, indicating no significant variance between age groups regarding their responses.

3.4 EDUCATION QUALIFICATION OF RESPONDENTS-ANOVA TEST

Descriptives

Education Qualification

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	95% Confidence Interval for Mean Upper Bound	Minimum	Maximum
SSLC	14	3.79	.426	.114	3.54	4.03	3	4
Higher Secondary	16	4.00	.365	.091	3.81	4.19	3	5
Diploma	22	3.91	.526	.112	3.68	4.14	3	5
Degree	55	4.24	.637	.086	4.06	4.41	3	5
PG	25	4.12	.440	.088	3.94	4.30	3	5
Total	132	4.08	.553	.048	3.99	4.18	3	5

ANOVA

Education Qualification

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.341	4	.835	2.887	.025
Within Groups	36.743	127	.289		
Total	40.083	131			

Multiple Comparisons

Dependent Variable: EQ1

LSD

(I) Qualification	(J) Qualification	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
SSLC	Higher Secondary	-.214	.197	.278	-.60	.18
	Diploma	-.123	.184	.503	-.49	.24
	Degree	-.451*	.161	.006	-.77	-.13
	PG	-.334	.180	.065	-.69	.02

Higher Secondary	SSLC	.214	.197	.278	-.18	.60
	Diploma	.091	.177	.608	-.26	.44
	Degree	-.236	.153	.124	-.54	.07
	PG	-.120	.172	.487	-.46	.22
Diploma	SSLC	.123	.184	.503	-.24	.49
	Higher Secondary	-.091	.177	.608	-.44	.26
	Degree	-.327*	.136	.017	-.60	-.06
	PG	-.211	.157	.182	-.52	.10
Degree	SSLC	.451*	.161	.006	.13	.77
	Higher Secondary	.236	.153	.124	-.07	.54
	Diploma	.327*	.136	.017	.06	.60
	PG	.116	.130	.371	-.14	.37
PG	SSLC	.334	.180	.065	-.02	.69
	Higher Secondary	.120	.172	.487	-.22	.46
	Diploma	.211	.157	.182	-.10	.52
	Degree	-.116	.130	.371	-.37	.14
*. The mean difference is significant at the 0.05 level.						

(Table 3.4 Education Qualification of Respondents- Anova Test)

INTERPRETATION

The ANOVA test indicates statistically significant differences in mean scores among the different educational qualification groups ($F(4, 127) = 2.887$, $p = 0.025$). The p-value (0.025) is less than the conventional threshold of 0.05, suggesting significant variance between groups and so, accepting the alternative hypothesis (Ha3).

Multiple Comparisons: Using the Least Significant Difference (LSD) method for multiple comparisons, significant differences were found between specific groups:

- SSLC vs. Degree: The mean difference is -0.451 ($p = 0.006$), indicating that those with a degree have significantly higher scores than those with SSLC qualifications.
- Diploma vs. Degree: The mean difference is -0.327 ($p = 0.017$), indicating that those with a degree have significantly higher scores than those with a Diploma.

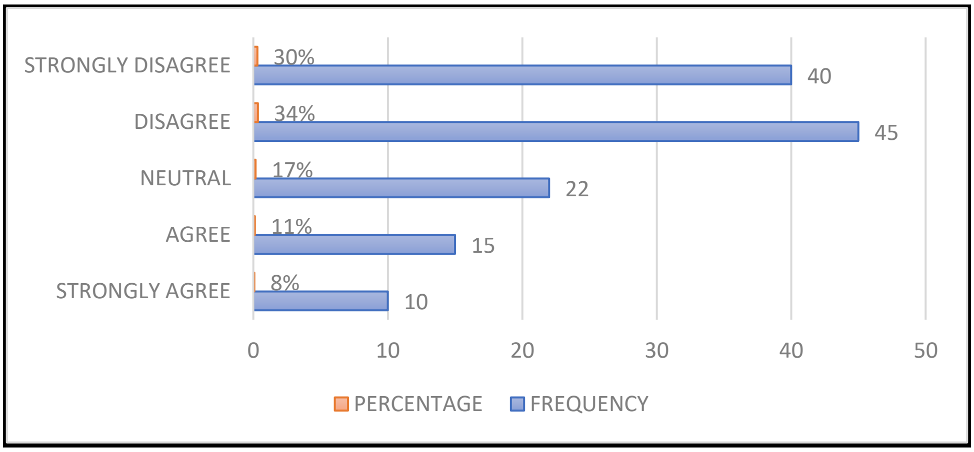
There are significant differences were found between the other educational qualification groups.

PERCENTAGE ANALYSIS

3.5 Relationship between Incentive System and Working Environment

PARTICULAR	FREQUENCY	PERCENTAGE
STRONGLY AGREE	2	2%
AGREE	14	11%
NEUTRAL	20	15%
DISAGREE	60	45%
STRONGLY DISAGREE	36	27%
TOTAL	132	100%

(Table 3.5 Relationship between Incentive System and Working Environment)



(Figure 3.5 Relationship between Incentive System and Working Environment)

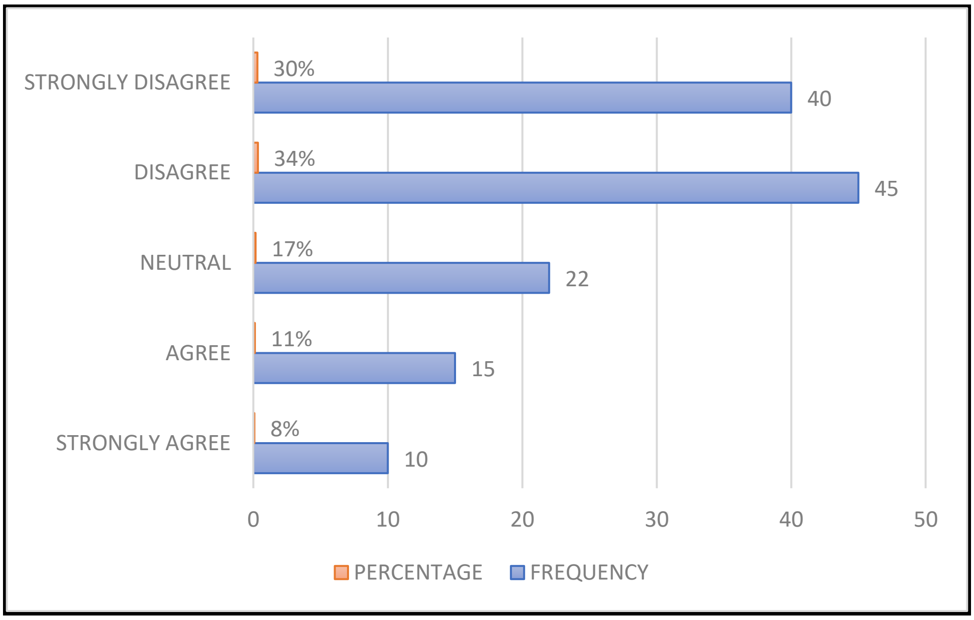
INTERPRETATION

The data reveals a clear perspective on the relationship between the incentive system and the working environment among respondents. A small number of participants, 2%, strongly agree that the incentive system positively affects the working environment, with an additional 11% agreeing. However, the majority of respondents, 45%, disagree, with a significant portion, 27%, strongly disagreeing. A smaller group, 15%, remains neutral, indicating that they do not see a clear positive or negative impact. Overall, the dominant sentiment is negative, suggesting widespread dissatisfaction with how the incentive system influences the working environment.

3.6 Relationship between Incentive system and morale

PARTICULAR	FREQUENCY	PERCENTAGE
STRONGLY AGREE	0	0%
AGREE	4	3%
NEUTRAL	22	17%
DISAGREE	67	51%
STRONGLY DISAGREE	39	30%
TOTAL	132	100%

(Table 3.6 Relationship between Incentive system and morale)



(Figure 3.6 Relationship between Incentive system and morale)

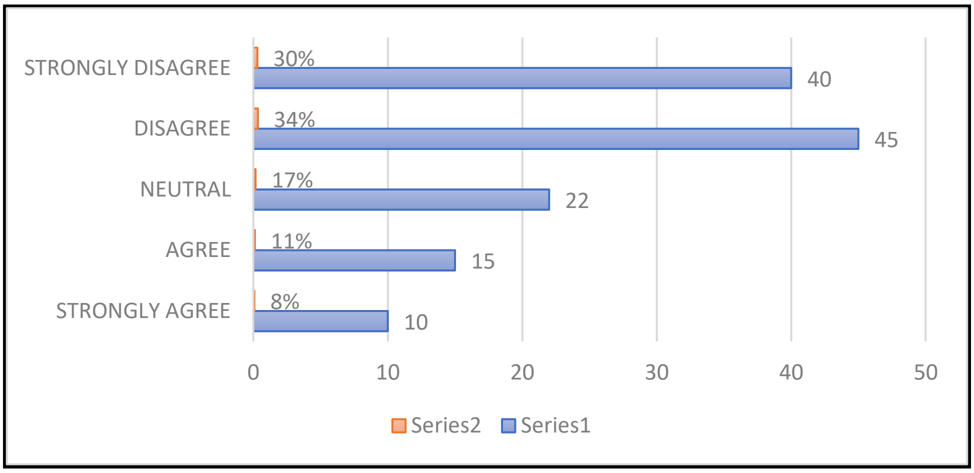
INTERPRETATION

The data reveals a relationship between the incentive system and employee morale. A significant majority of respondents, 30%, strongly agree that the incentive system positively impacts morale, with an additional 51% agreeing. Only a small fraction, 2%, disagree, and no respondents strongly disagree. A minority, 17%, remains neutral, indicating they do not see a clear positive or negative impact. Overall, the data suggests that most employees perceive the incentive system as a beneficial factor for boosting morale.

3.7 The Role of Motivation in the Incentive System.

PARTICULAR	FREQUENCY	PERCENTAGE
STRONGLY AGREE	5	4%
AGREE	17	13%
NEUTRAL	12	9%
DISAGREE	59	45%
STRONGLY DISAGREE	39	30%
TOTAL	132	100%

(Table 3.7 The Role of Motivation in the Incentive System.)



(Figure 3.7 The Role of Motivation in the Incentive System.)

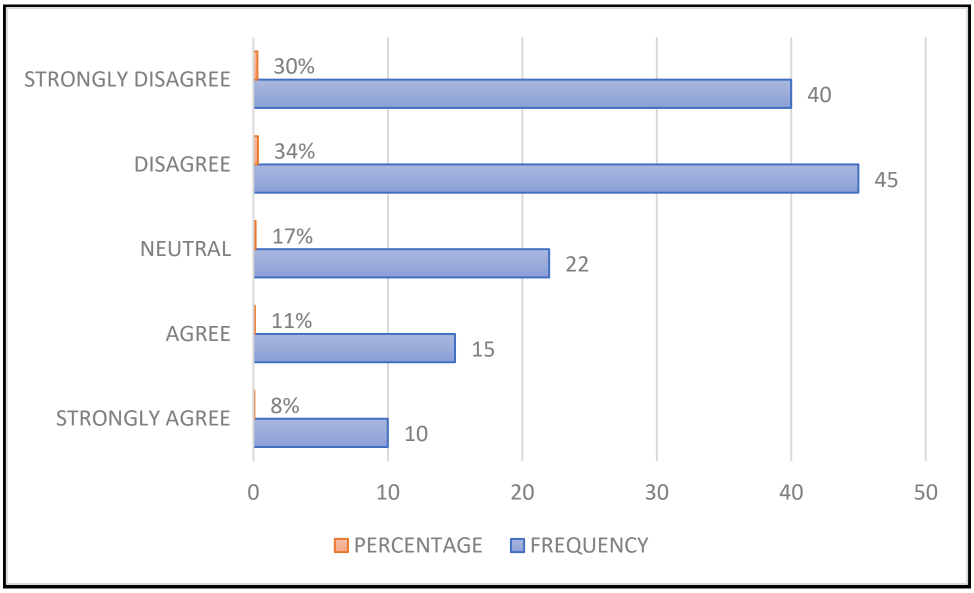
INTERPRETATION

The data indicates a strong negative response to the statement, with 75% of respondents expressing disagreement (45% disagree and 30% strongly disagree). Only 17% of participants show some level of agreement (4% strongly agree and 13% agree), reflecting limited support for the statement. Additionally, 9% of respondents remain neutral, suggesting a slight ambivalence. This significant majority of disagreement underscores widespread dissatisfaction or concern among respondents, highlighting an area that may require attention or further investigation to improve perceptions related to the statement.

3.8 Impact of Incentive Types and Structures on Employee Engagement

PARTICULAR	FREQUENCY	PERCENTAGE
STRONGLY AGREE	10	8%
AGREE	15	11%
NEUTRAL	22	17%
DISAGREE	45	34%
STRONGLY DISAGREE	40	30%
TOTAL	132	100%

(Table 3.8 Impact of Incentive Types and Structures on Employee Engagement)



(Figure 3.8 Impact of Incentive Types and Structures on Employee Engagement)

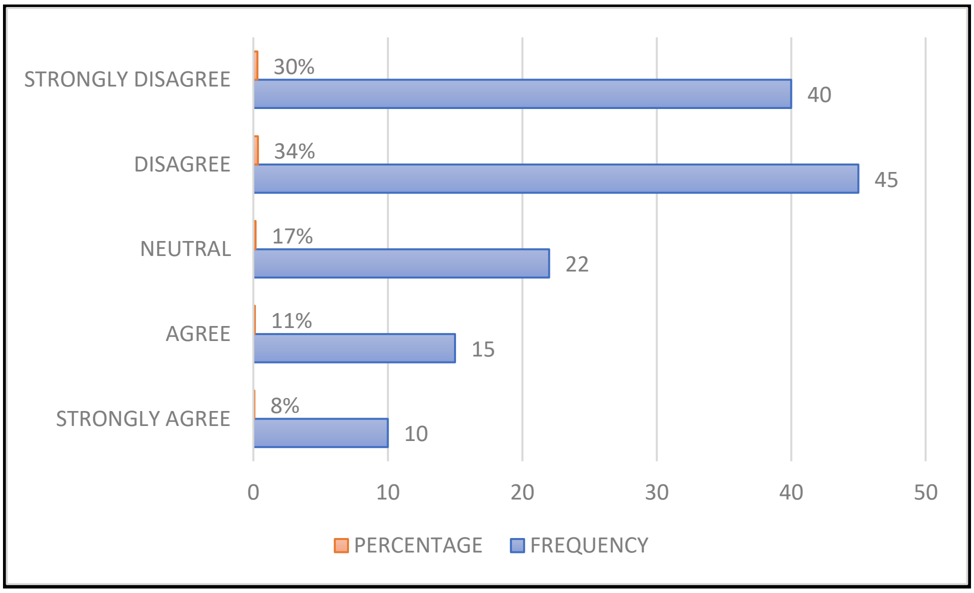
INTERPRETATION

The data on the effect of employee engagement in the types and structures of the incentive system reveals a generally negative perception. A combined total of 64% of respondents expressed dissatisfaction, with 34% indicating "Disagree" and 30% "Strongly Disagree." In contrast, only 8% "Strongly Agree" and 11% "Agree," suggesting limited support for the current engagement practices. Additionally, 17% of respondents remained neutral. Overall, the findings highlight a significant level of dissatisfaction with how employee engagement impacts the types and structures of the incentive system, indicating a need for better alignment and improvements in this area.

3.9 Impact of Incentive Systems on Work Quality

PARTICULAR	FREQUENCY	PERCENTAGE
STRONGLY AGREE	5	4%
AGREE	12	9%
NEUTRAL	0	0%
DISAGREE	90	68%
STRONGLY DISAGREE	25	19%
TOTAL	132	100%

(Table 3.9 Impact of Incentive Systems on Work Quality)



(Figure 3.9 *Impact of Incentive Systems on Work Quality)*

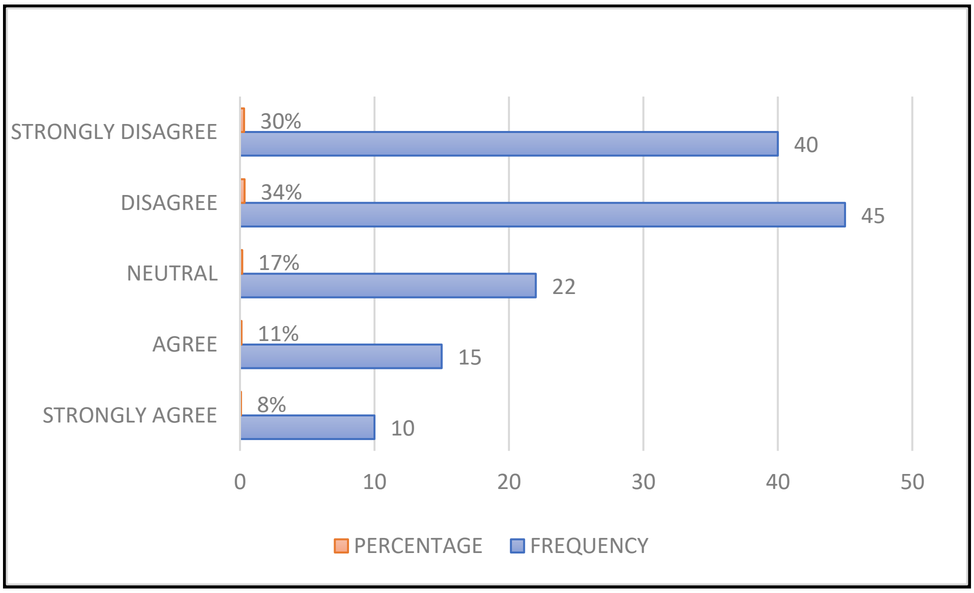
INTERPRETATION

The survey data reveals a predominant negative sentiment towards the statement in question. A significant 68% of respondents disagreed, and an additional 19% strongly disagreed, collectively accounting for 87% of the total responses. In contrast, only a small fraction, 4%, strongly agreed and 9% agreed with the statement, showing minimal positive sentiment. Notably, there were no neutral responses, indicating that participants had clear and strong opinions. Overall, the data indicates a substantial consensus against the statement, with the vast majority of respondents expressing disagreement.

3.10 Incentive Systems and Long-Term Organizational Commitment

PARTICULAR	FREQUENCY	PERCENTAGE
STRONGLY AGREE	5	4%
AGREE	6	5%
NEUTRAL	6	5%
DISAGREE	90	68%
STRONGLY DISAGREE	25	19%
TOTAL	132	100%

(Table 3.10 Incentive Systems and Long-Term Organizational Commitment)



(Figure 3.10 Incentive Systems and Long-Term Organizational Commitment)

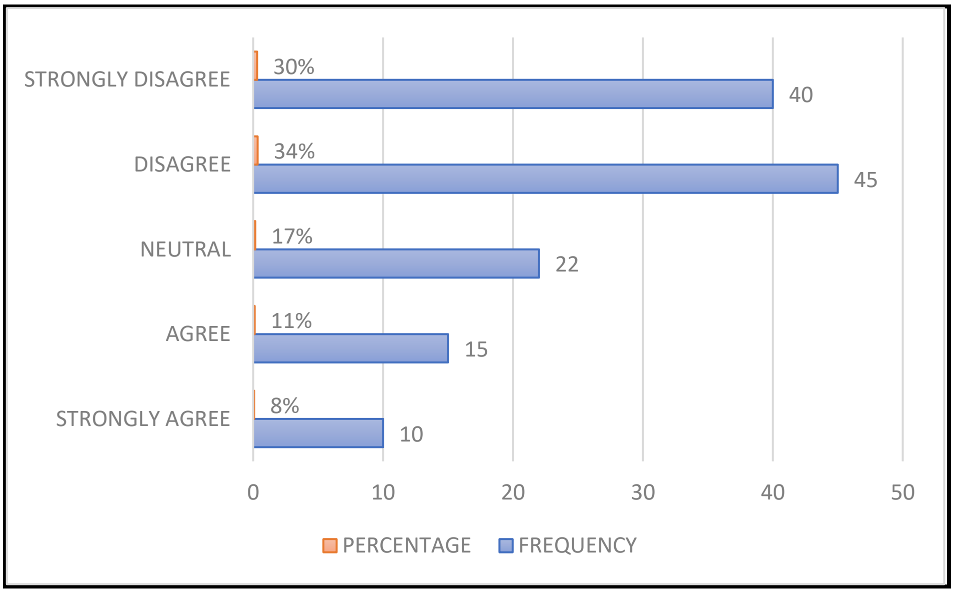
INTERPRETATION

The survey data suggests that the current incentive system is not effective in promoting long-term employee retention within the organization. A substantial majority of respondents, 68%, disagreed and an additional 19% strongly disagreed that the incentive system supports long-term retention, making up a total of 87% expressing a negative view. Only a small minority, 4%, strongly agreed and 5% agreed with the statement, indicating very limited positive feedback. Additionally, 5% of respondents were neutral, showing some indifference or uncertainty. Overall, the overwhelming disagreement signifies that the incentive system is largely perceived as inadequate for encouraging employees to remain with the organization in the long term.

3.11 Importance of Incentive Programs for Competitive Advantage

PARTICULAR	FREQUENCY	PERCENTAGE
STRONGLY AGREE	30	23%
AGREE	80	61%
NEUTRAL	22	17%
DISAGREE	0	0%
STRONGLY DISAGREE	0	0%
TOTAL	132	100%

(Table 3.11 Importance of Incentive Programs for Competitive Advantage)



(Figure 3.11 Importance of Incentive Programs for Competitive Advantage)

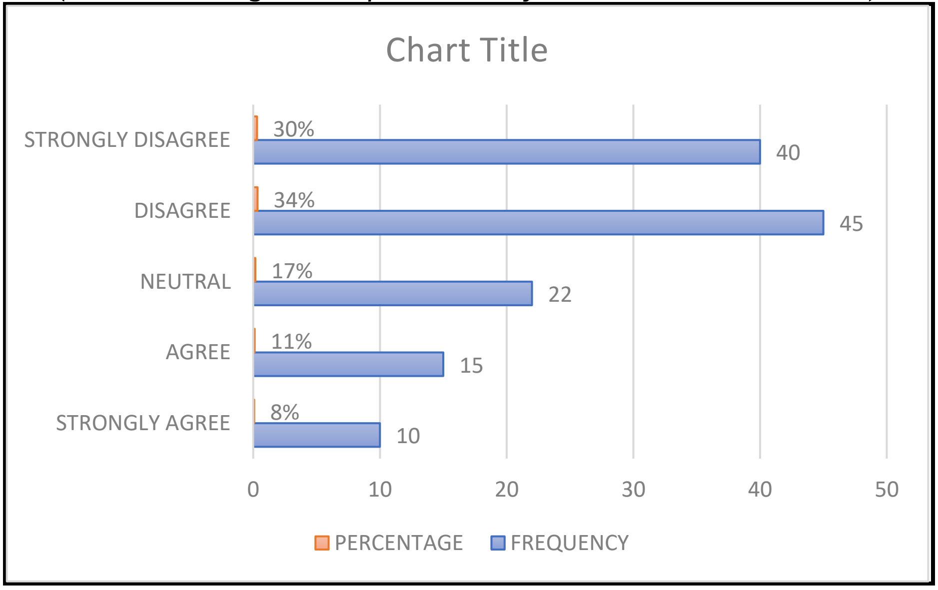
INTERPRETATION

The survey data indicates that the respondents recognize the importance of incentive programs for maintaining a competitive edge in the market. A significant majority, 61%, agreed and an additional 23% strongly agreed with this statement, totaling 84% positive responses. Additionally, 17% of respondents remained neutral, and notably, there were no disagreements or strong disagreements. This suggests a strong consensus among the participants that incentive programs are indeed crucial for the organization’s competitive positioning. The absence of any negative responses further underscores the collective belief in the value of such programs for market competitiveness.

3.12 Alignment of Incentive System with Personal Goals

PARTICULAR	FREQUENCY	PERCENTAGE
STRONGLY AGREE	20	15%
AGREE	50	38%
NEUTRAL	0	0%
DISAGREE	50	38%
STRONGLY DISAGREE	12	9%
TOTAL	132	100%

(Table 3.12 Alignment of Incentive System with Personal Goals)



(Figure 3.12 Alignment of Incentive System with Personal Goals)

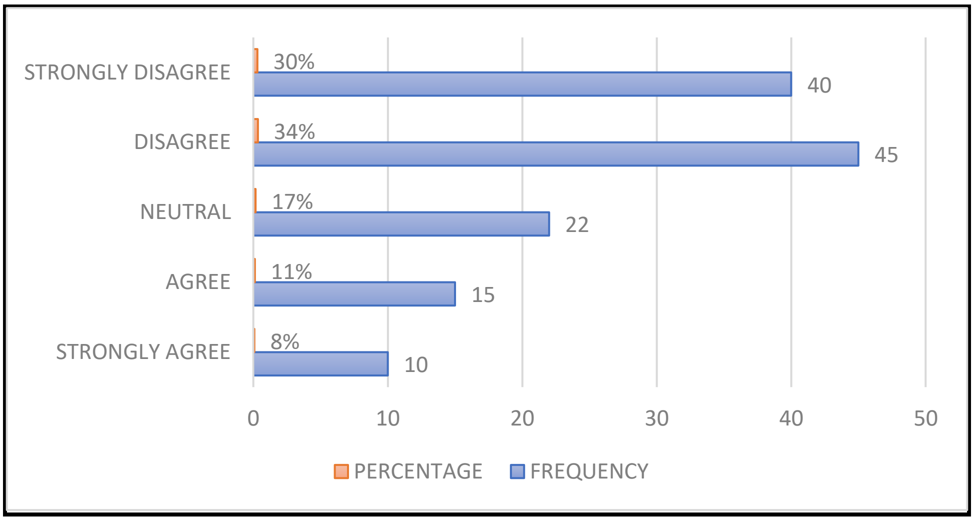
INTERPRETATION

The survey data indicates a mixed perception of whether the incentive system aligns with personal goals and objectives. While 38% of respondents agreed and 15% strongly agreed that the system aligns with their goals, making up a combined 53% with a positive view, an equal 38% disagreed and 9% strongly disagreed, totalling 47% with a negative view. Notably, there were no neutral responses, suggesting that respondents have clear opinions on the matter. This division in sentiment highlights a split in the workforce, with just over half feeling that the incentive system supports their personal goals, while nearly half do not perceive such alignment. This suggests room for improvement in ensuring the incentive system meets the diverse needs and objectives of all employees.

3.13 Impact of Incentive Targets on Work-Life Balance

PARTICULAR	FREQUENCY	PERCENTAGE
STRONGLY AGREE	30	23%
AGREE	80	61%
NEUTRAL	20	15%
DISAGREE	2	2%
STRONGLY DISAGREE	0	0%
TOTAL	132	100%

(Table 3.13 Impact of Incentive Targets on Work-Life Balance)



(Figure 3.13 Impact of Incentive Targets on Work-Life Balance)

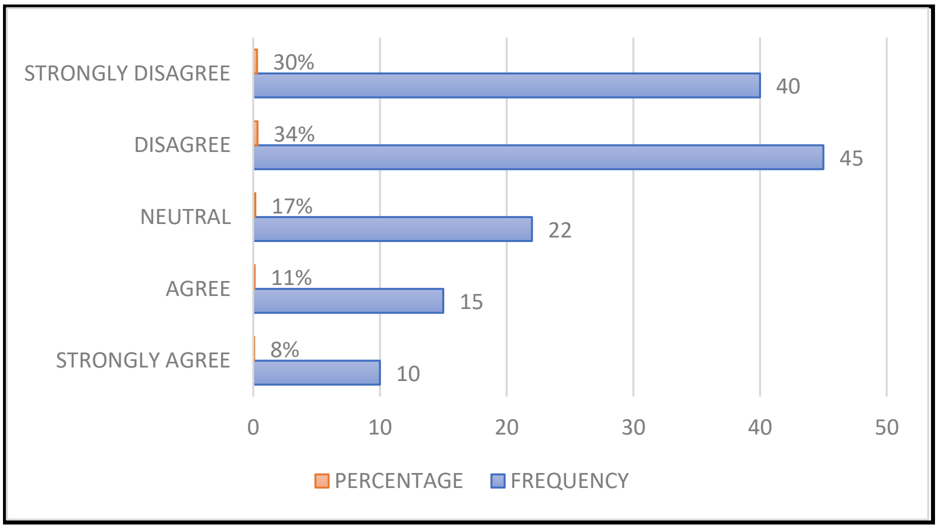
INTERPRETATION

The table presents findings from a survey on the impact of sales targets related to the incentive system on work-life balance. Out of 132 respondents, a substantial majority of 84% (comprising 61% agree and 23% strongly agree) believe that sales targets linked to the incentive system affect work-life balance. This indicates a prevalent perception among participants that such targets can significantly influence the ability to maintain a healthy balance between work responsibilities and personal life. Additionally, 15% of respondents remained neutral, suggesting some uncertainty or mixed feelings regarding the impact of sales targets on work-life balance. Only a small minority, 2%, disagreed with the statement, indicating a limited number of respondents who believe that sales targets do not affect work-life balance. These results highlight the perceived importance of carefully managing sales targets within incentive systems to mitigate potential negative impacts on employees' overall well-being and work-life harmony.

3.14 Incentive System and Job Satisfaction

PARTICULAR	FREQUENCY	PERCENTAGE
STRONGLY AGREE	20	20%
AGREE	25	23%
NEUTRAL	0	0%
DISAGREE	17	4%
STRONGLY DISAGREE	70	53%
TOTAL	132	100%

(Table 3.14 Incentive System and Job Satisfaction)



(Figure 3.14 Incentive System and Job Satisfaction)

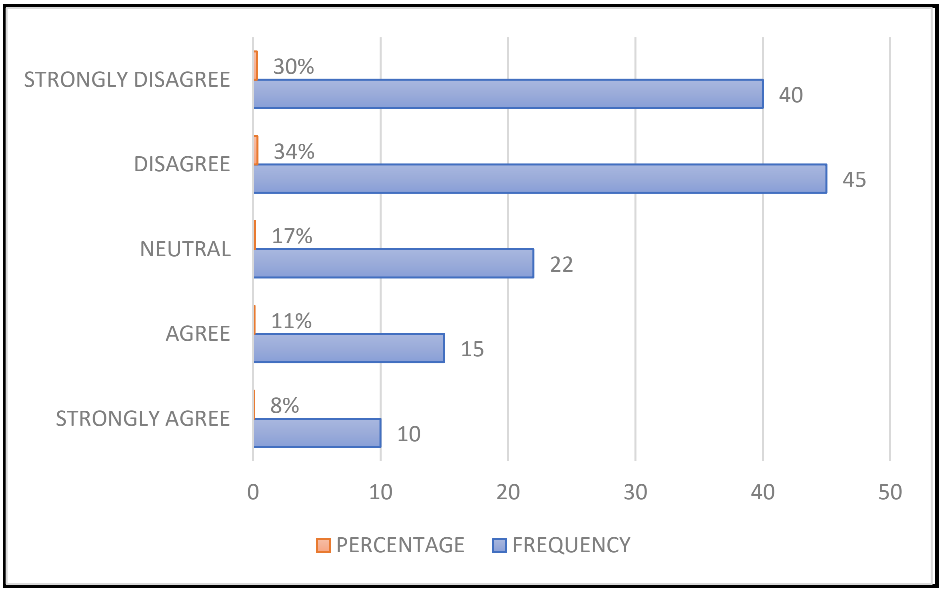
INTERPRETATION

The table summarizes responses from 132 participants regarding whether the incentive system contributes to job satisfaction. A significant majority of 73% (comprising 53% very much and 20% completely) strongly believe that the incentive system enhances job satisfaction. This high percentage suggests a widespread perception among respondents that incentives play a crucial role in fostering satisfaction at work. Additionally, 23% (moderately) acknowledged a moderate impact, indicating varying degrees of satisfaction attributed to incentive programs. Importantly, none of the respondents indicated that incentives have no effect on job satisfaction, and only a small proportion (4%) felt that incentives contribute slightly to satisfaction. These findings underscore the perceived importance of well-designed incentive systems in not only motivating employees but also in positively influencing their overall job satisfaction, highlighting incentives as a key factor in fostering a content and motivated workforce.

3.15 Timeliness and Accuracy of Incentive Rewards

PARTICULAR	FREQUENCY	PERCENTAGE
STRONGLY AGREE	20	20%
AGREE	25	23%
NEUTRAL	0	0%
DISAGREE	17	4%
STRONGLY DISAGREE	70	53%
TOTAL	132	100%

(Table 3.15 Timeliness and Accuracy of Incentive Rewards)



(Figure 3.15 Timeliness and Accuracy of Incentive Rewards)

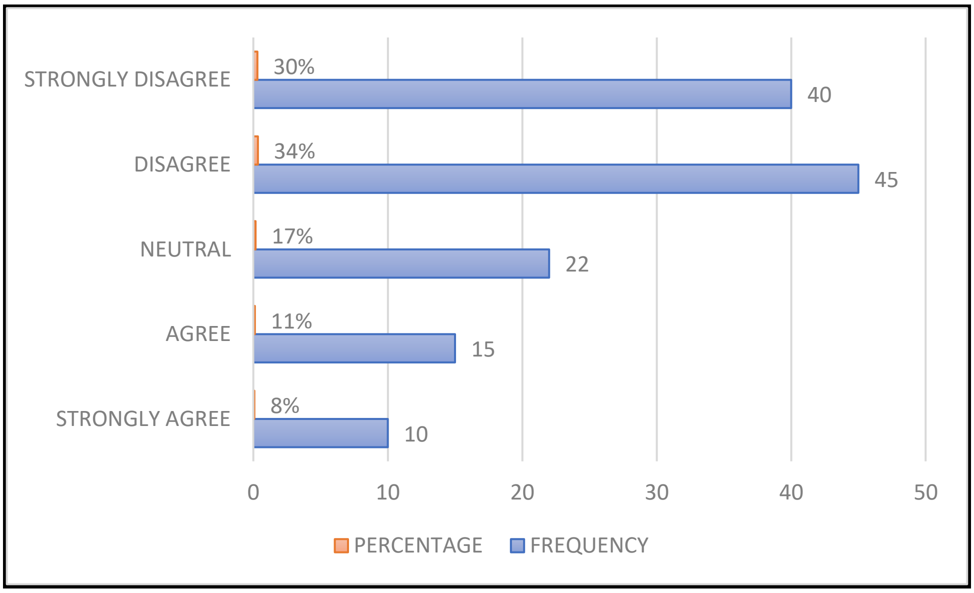
INTERPRETATION

The data on the understanding that incentive rewards are timely and accurately distributed indicates a predominantly negative perception among respondents. A significant 53% of participants expressed "Strongly Disagree," and 4% "Disagree," totaling 57% who are dissatisfied with the distribution of incentive rewards. In contrast, 20% of respondents "Strongly Agree," and 23% "Agree," amounting to a combined 43% who view the incentive rewards favorably. Notably, no respondents chose a neutral stance. Overall, the findings reveal a prevailing sentiment of dissatisfaction regarding the timeliness and accuracy of incentive rewards distribution, highlighting a critical area for improvement.

3.16 Incentive System and Financial Expectations

PARTICULAR	FREQUENCY	PERCENTAGE
STRONGLY AGREE	20	15%
AGREE	25	19%
NEUTRAL	0	0%
DISAGREE	24	18%
STRONGLY DISAGREE	63	48%
TOTAL	132	100%

(Table 3.16 Incentive System and Financial Expectations)



(Figure 3.16 Incentive System and Financial Expectations)

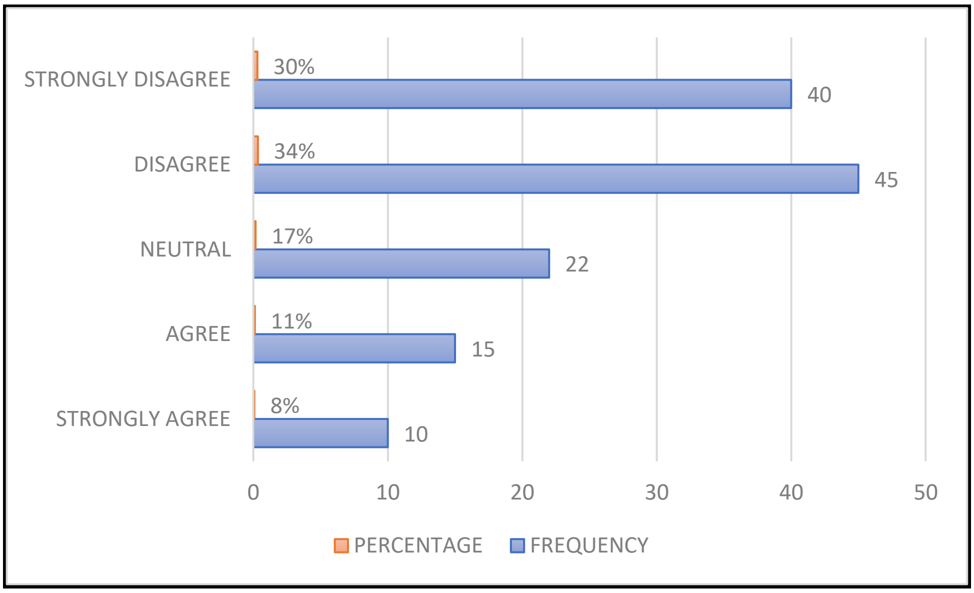
INTERPRETATION

The data on whether the incentive system meets respondents' financial expectations reveals a largely negative perception. A significant 48% of participants indicated "Strongly Disagree," and 18% "Disagree," totaling 66% who feel that their financial expectations are not being met. In contrast, 15% of respondents "Strongly Agree," and 19% "Agree," amounting to a combined 34% who believe the incentive system meets their financial expectations. Notably, no respondents chose a neutral stance. Overall, the findings indicate a prevailing dissatisfaction with the incentive system's ability to meet financial expectations, suggesting a need for a thorough review and potential overhaul of the incentive structure to better align with employee financial needs.

3.17 Company Transparency About the Incentive System

PARTICULAR	FREQUENCY	PERCENTAGE
STRONGLY AGREE	2	2%
AGREE	4	3%
NEUTRAL	20	15%
DISAGREE	70	53%
STRONGLY DISAGREE	36	27%
TOTAL	132	100%

(Table 3.17 Company Transparency About the Incentive System)



(Figure 3.17 Company Transparency About the Incentive System)

INTERPRETATION

The data reveals a significant dissatisfaction among respondents regarding the incentive system, with 80% either disagreeing (53%) or strongly disagreeing (27%) with its effectiveness. Only 5% of participants agreed, indicating minimal support for the incentives offered. Additionally, 15% remained neutral, suggesting ambivalence or uncertainty about the system's impact. This overwhelming negative sentiment highlights that the current incentive structure fails to meet employee expectations and needs, indicating a critical need for reassessment and improvement to enhance motivation and satisfaction within the organization. Most respondents (80%) express dissatisfaction with the incentive system, highlighting its ineffectiveness.

CHAPTER IV

FINDINGS, SUGGESTIONS & SUMMARY

4.1 FINDINGS

- The analysis of gender variations in sales executives' views on incentive systems reveals minimal differences between male and female perceptions. Both groups rated the incentive system similarly, with females scoring a mean of 4.00 and males 4.03, and the t-test indicated no significant difference ($t(130) = -0.219$, $p = 0.827$). Similarly, for sales targets, females had a mean score of 3.82 compared to males' 4.03, with the t-test also showing no significant gender difference ($t(130) = -1.344$, $p = 0.181$). These findings lead to the acceptance of the null hypothesis (H01) and rejection of the alternative hypothesis (Ha1), indicating that gender does not significantly influence perceptions of the incentive system or sales targets. Overall, there is a consensus across genders regarding these aspects.
- The ANOVA analysis of age distribution among respondents indicates no significant differences in perceptions of incentive systems among the various age groups. With a p-value of 0.392, which exceeds the conventional threshold of 0.05, the results lead to the acceptance of the null hypothesis (H02). The descriptive statistics reveal that the youngest group (21-30) had the lowest mean score of 1.00, reflecting uniformity in responses, while the largest age group (41-50) showed a mean score of 1.61, indicating a wider range of perceptions. Other age groups, such as 31-40 and 51-60, had mean scores of 1.42, suggesting similar variability. Overall, the findings suggest that age does not significantly influence sales executives' views on the incentive system, indicating a consistent perspective across different age demographics.
- The ANOVA analysis of educational qualifications reveals statistically significant differences in perceptions of the incentive system among various groups ($F(4, 127) = 2.887$, $p = 0.025$), leading to the acceptance of the alternative hypothesis (Ha3). Descriptive statistics show that respondents with a degree had the highest mean score of 4.24, while those with SSLC qualifications had the lowest mean score of 3.79. Multiple comparisons using the Least Significant Difference (LSD) method indicate significant differences between specific groups, notably between SSLC and Degree (mean difference = -0.451, p = 0.006) and Diploma and Degree (mean difference = -0.327, p =

0.017). These findings suggest that educational qualification significantly influences perceptions of the incentive system, with higher education levels correlating with more favorable views.

- 72% of respondents feel that the incentive system negatively affects the working environment, indicating significant dissatisfaction.
- majority of respondents 81% perceive the incentive system as negatively impacting employee morale, indicating significant dissatisfaction.
- 75% of respondents express dissatisfaction regarding the role of motivation in the incentive system, indicating a need for improvement.
- 64% of respondents are dissatisfied with the impact of incentive types on engagement, suggesting a disconnect in current practices.
- 87% of respondents believe the incentive system does not positively affect work quality, highlighting a significant consensus against its effectiveness.
- 87% of respondents indicate the incentive system does not support long-term commitment, reflecting serious concerns about employee retention strategies.
- 84% of respondents recognize the importance of incentive programs for competitive advantage, showing strong support for their role in organizational success.
- Responses are divided, with 53% seeing alignment with personal goals while 47% do not, indicating a need for better alignment strategies.
- 84% of respondents believe that incentive targets significantly affect work-life balance, underscoring the need for mindful target setting.
- 73% of respondents feel the incentive system is crucial for job satisfaction, reinforcing its role in employee morale and contentment.
- 57% of respondents express dissatisfaction regarding the timeliness and accuracy of rewards, indicating a critical area needing improvement.
- 66% of respondents feel the incentive system does not meet their financial expectations, suggesting a need for structural changes.
- 80% of respondents are dissatisfied with company transparency regarding the incentive system, highlighting a need for clearer communication and trust-building.

4.2 SUGGESTIONS

- Improve Incentive System Design:
  Given that 72% of respondents feel the incentive system negatively affects the working environment, a comprehensive review and redesign of the incentive structure are necessary to foster a more positive atmosphere.
- Enhance Motivation Strategies:
  With 75% of respondents expressing dissatisfaction with motivation roles, the organization should explore new approaches to enhance intrinsic motivation and employee engagement.
- Align Incentives with Employee Goals:
  The divide in perceptions regarding alignment with personal goals (53% vs. 47%) suggests a need for better communication and strategies that connect incentives to individual aspirations.
- Increase Transparency:
  The high dissatisfaction (80%) with company transparency about the incentive system indicates a pressing need for clearer communication about how the system operates and decision-making processes.
- Target Setting Adjustments:
  With 84% recognizing the impact of incentive targets on work-life balance, a more mindful approach to target setting is crucial to avoid undue pressure on employees.
- Improve Reward Timeliness and Accuracy:
  The dissatisfaction expressed by 57% of respondents regarding the timeliness and accuracy of rewards highlights the need for systematic improvements in reward distribution processes.
- Focus on Financial Expectations:
  With 66% of respondents feeling the incentive system does not meet their financial expectations, a review of the financial components of incentives is needed to ensure they are competitive and satisfactory.

- Leverage Incentive Programs for Competitive Advantage:

  With 84% acknowledging the importance of incentive programs, the organization should actively promote these programs as part of its strategic advantage to attract and retain talent.

4.3 SUMMARY

The study aims to evaluate how BRD's sales executives perceive the incentive system, analyze any differences in views based on demographic variables, and determine the system's overall benefits for the sales team. By understanding these perceptions, the research seeks to assess the effectiveness of the current incentive structure in promoting performance and achieving organizational objectives. Ultimately, the goal is to provide valuable insights that can inform strategic decisions to enhance motivation, productivity, and job satisfaction among sales professionals at BRD, identifying both the strengths and areas for improvement within the incentive system.

The analysis of sales executives' perceptions of the incentive system reveals significant insights across various demographic factors. Gender and age showed minimal impact on perceptions, with no significant differences found. However, educational qualification significantly influenced views, indicating that higher education correlates with more favorable perceptions of the incentive system. Despite this, a considerable portion of respondents expressed dissatisfaction: 72% felt the incentive system negatively affected the working environment, and 81% believed it harmed employee morale. Additionally, 75% were dissatisfied with motivation roles, and 87% felt the system did not enhance work quality or long-term commitment. Respondents also indicated a need for better alignment of incentives with personal goals and greater transparency, with 80% expressing dissatisfaction in this area. To address these issues, suggestions include redesigning the incentive system, enhancing motivation strategies, improving reward processes, and leveraging incentive programs as a competitive advantage, highlighting a pressing need for organizational change to foster a more positive and effective workplace environment.

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APPENDIX

Questionnaire

1. Branch: …………………
2. Gender
   a. Male
   b. Female
3. Age:
   a. 21-30
   b. 31-40
   c. 41-50
   d. 51-60
   e. 60 Above
4. Education Qualification:
   a. SSLC
   b. Higher Secondary
   c. Diploma
   d. Degree
   e. PG
5. Year Of Experience:
   a. Less than 1 Year
   b. 1-2 Years
   c. 3-5 Years
   d. 6-10 Years
   e. More than 10
6. To what extent do you agree our company's present incentive system encourages sales success within various age groups?
   a. Strongly Agree
   b. Agree
   c. Neutral
   d. Disagree
   e. Strongly Disagree
7. "Women and men are equally encouraged and supported in achieving their sales targets through the incentive system."

a. Strongly Agree
b. Agree
c. Neutral
d. Disagree
e. Strongly Disagree

8. Gender Doesn't influence the effectiveness of the incentive system
   a. Strongly Agree
   b. Agree
   c. Neutral
   d. Disagree
   e. Strongly Disagree
9. Educational background does not affect my perception of the incentive system. Do you Agree?
   a. Strongly Agree
   b. Agree
   c. Neutral
   d. Disagree
   e. Strongly Disagree
10. Do you agree that the incentive system takes into account the varying levels of experience among the sales executives?
    a. Strongly Agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly Disagree
11. Do you agree that an incentive system can contribute to a positive work environment?
    a. Strongly Agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly Disagree
12. Do you agree that an incentive system contributes to boosting morale?
    a. Strongly Agree

b. Agree
c. Neutral
d. Disagree
e. Strongly Disagree

13. Do you agree that the incentive system plays a significant role in motivating to be more productive in the workplace?
    a. Strongly Agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly Disagree
14. Did you think/agree that the type and structure of incentives affect employee engagement?
    a. Strongly Agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly Disagree
15. Did you agree that an incentive system helps to improve the quality of your work?
    a. Strongly Agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly Disagree
16. Do you agree that the incentive system helps you to stand the organization for a long period?
    a. Strongly Agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly Disagree
17. Do you agree that incentive programs are crucial for maintaining a competitive edge in the market?

a. Strongly Agree
b. Agree
c. Neutral
d. Disagree
e. Strongly Disagree

18. The incentive system aligns with my personal goals and objectives?
    a. Strongly Agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly Disagree
19. Do you agree that sales targets related to the incentive system affect the work-life balance?
    a. Strongly Agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly Disagree
20. Do you agree that the incentive system helps to make satisfaction in the work?
    a. Strongly Agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly Disagree
21. The Incentives rewards are timely and accurately distributed?
    a. Strongly Agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly Disagree
22. Do you agree that the incentive system can meet my financial expectations?
    a. Strongly Agree
    b. Agree

c. Neutral
d. Disagree
e. Strongly Disagree

23. Do you agree that the company shared the details about the incentive system?
    a. Strongly Agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly Disagree