

# Impact of Incentive Programs on Organizational Growth: A Case Study

Muhammed Zakir Hossain<sup>1\*</sup>, Umma Nusrat Urme<sup>2</sup>

<sup>\*1</sup>Assistant Professor, Department of Business Studies, State University of Bangladesh, **BANGLADESH**

<sup>2</sup>Lecturer, Department of Business Studies, State University of Bangladesh, **BANGLADESH**

\*( zakir@sub.edu.bd)

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## Abstract

**In this study, we discussed Maritz LLC's incentives, motivation, and incentive programs so that the reader can easily understand the core concept of incentives. We have discussed the various incentives that most organizations are currently using to motivate their employees, customers, and dealers or distributors to perform better. We also included some of the most widely used incentive theories adopted by Maritz LLC, which have changed the modern world's view of incentives and their implications. These theories give us a better understanding of the various needs that people have and the importance of those needs. The theories also told us what kinds of incentives are significant and how important they are. Finally, we compare what the theory implies to what an organization like Maritz LLC is doing to improve its overall performance. We also attempted to identify the parallels and differences between theory and application.**

## Keywords

**Incentive, Incentive Programs, Rewards, Motivation.**

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## 1. INTRODUCTION

The incentive program is the most crucial part of the organization because it affects employees, customers, dealers, distributors, and the organization. Incentive programs help the organization achieve its desired result and improve its performance and improve its efficiency. Incentive programs encourage specific actions or actions by specific groups of people to complete specific tasks at specified times.

Every organization has some incentive programs for its employees and outside stakeholders for its growth and achievement. In most cases, these incentive programs gain success for the organization, but the incentive programs have adverse effects in some cases. In today's competitive environment, every organization wants to provide the best quality products and services. But survive very few companies achieve the best performance from their employees by providing better incentive facilities because

employees are the key to success. The incentive is vital in the organization because employees and customers need to be motivated. After all, it includes substantial investment by the organization, and the organization requires suitable returns for these investments. A successful incentive program requires well-defined rules, appropriate rewards, effective communication strategies, and a measurable success matrix.

As an organization involves a diverse workforce and different situations, it requires various incentive programs for its different employees and customer preferences. Furthermore, because the taste of different employees and customers is different, organizations need to organize separate incentives for their employees and customers.

As we all know, customers are the primary concern of any organization and organization because of every activity and action for their customers. To satisfy the desired customers, organizations need to produce quality goods and services and provide better quality services to their customers. To do this, an incentive program helps the employees to produce the best output by improving their performance.

This paper tries to demonstrate incentive programs applied by the organization for their profitability and growth. Along with the theoretical analysis and case study of Maritz LLC, this paper concludes incentives programs used by Maritz LLC ensure its continuous growth in a globally competitive market.

### ***1.1 Objectives***

The main objective of this study is to analyze the incentive, incentive programs, and incentive strategies adopted by Maritz LLC and its relation to getting employees, customers, channel partner satisfaction, and side-by-side to its growth. In addition, we have also analyzed the impact of incentives and incentive programs adopted by Maritz LLC for creating the right working environment.

### ***1.2 Methodology***

This study is based on a single case study design to analyze incentive and incentive programs implemented by Maritz LLC. This paper tries to find the relationship between incentives and the company growth and overall satisfaction and the theoretical discussion on incentives or motivation and their applicability. This study is based on a secondary source of information. The required information is collected from the official website of Maritz LLC, online books, and other related articles on the topic.

### ***1.3 Organizational Background: MARITZ LLC***

Maritz, L.L.C. provides sales and marketing services as well as an employee incentive and reward programs. Edward Maritz founded it in 1894 as a jewelry manufacturing company. When the stock market crashed in 1929, the company was on the verge of going bankrupt. Maritz was forced to seek new opportunities due to the crisis, and he began selling watches, jewelry, and merchandise to large corporations as sales incentives and employee service rewards. Its programs are intended to assist its clients in improving the quality of their workforce and customer satisfaction. Maritz Loyalty and Motivation, Maritz Research, and Maritz Travel are among the subsidiaries and segments. As a result, the sales incentive industry thrived for the next three decades.

Maritz develops a more sophisticated catalog of product awards each year and services to promote and manage sales incentive programs. In addition, Maritz has established itself as a leader in loyalty rewards and incentive travel through strategic partnerships with American Express businesses from the late 1990s to the new century. Today, Maritz is the largest source of global integration of performance enhancement, travel, and market research services, led by Chairman and CEO Steve Maritz.

Maritz worked with 30 of the world's FORTUNE 50 companies and was named to Information Week's 2007 500 Master of Technology list. Maritz, founded 126 years ago, was the 19th largest privately held company in St. Louis in fiscal 2019, with \$1.3 billion in revenue. However, due to COVID 19 pandemic, this was reduced by 77 percent to \$300 million in fiscal 2020. With plenipotentiary offices in the United

States, Canada, the United Kingdom, and Germany, as well as partners, alliances, and preferred suppliers in Europe, Africa, Asia Pacific, and America, Maritz has a global presence.

### ***1.4 Frame of Reference***

This study is based on secondary data. First, using empirical case study methods illustrates the incentives or motivational programs created and planned by corporate organizations. In this instance, Maritz LLC (one of the most significant sales and marketing companies). Data on Maritz LLC and incentive-related information were obtained for this study from academic journals, university databases, books, and relevant websites. The books Robbins (2003, 2009), Hiriyappa. (2009), Andre (2008), Miner (2005), and others, as well as some academic journals, have primarily been used to explain theories about motivation, incentive, and incentive programs. 'Incentive,' 'Incentive Theories,' 'Motivation Theories,' and 'Incentive Programs' were the keywords used to find articles. In addition, we used the Maritz Web site and Maritz case studies to back up our claims that we wrote the theoretical framework. We also used Google to find up-to-date information about incentives and their circumstances.

## **2. THEORETICAL FRAMEWORK**

### ***2.1 Incentive or Motivation***

Every incentive is designed with a specific goal in mind and the organization's person or employee receives the incentives or rewards to achieve the goal. An incentive is a monetary or non-monetary factor that enables or motivates a specific course of action or a reason to prefer one alternative. It is a social norm that encourages people to act in a certain way (Sullivan & Steven, 2003). Because humans are intentional beings, the study of incentive structures is central to all economic activity. Finally, incentives are intended to provide value for money while also contributing to the organization's success (Armstrong, 2002). Goals are defined as being external to the individual by (Hersey et al., 2000). They are attempting to motivate the "expected" reward. Psychologists have devised many of these objectives as incentives. In other words, there are tangible monetary rewards like promotions and intangible rewards like praise and power.

In the context of motivation, incentive or motivation is defined as a concept that describes a force acting on or on an individual to initiate a direct action (Mitchell, 1982). (Gibson et al., 2003) distinguished between the intensity of a behavior (severe behaviors are more motivated) and the direction of behavior (aim to sleep when a person is tired). Actions are taken in response to a person's motives and attitudes. According to (Schermerharn et al., 2003), when several possible alternatives are presented, the direction indicates an individual's choice. The amount of effort a person expends is referred to as their level. The length of time people focus on a specific action is referred to as persistence.

According to Dalton E. MacFarland, *"Motivation refers to how urges, drives, desires, aspirations, striving or needs direct, control or explain the behavior of human being."* According to Stephen P. Robbins (2004), *"Motivation represents an unsatisfied need, which creates a state of tension, or disequilibrium, causing the individual to move in a goal-directed pattern towards restoring a state of equilibrium by satisfying the need."*

### ***2.2 Characteristics of Motivation***

In his book "Organizational Behavior," B. Hiriyappa (2009) introduces four characteristics, which include-

- **Motivation is an inner feeling:** Motivation is a psychological phenomenon that occurs in an individual's mind when certain things are lacking and require them. In other words, motivation is a valuable force that encourages individuals to act in a specific manner.
- **Needs are related to motivation:** A condition is a flaw that arises whenever there is a physiological or psychological imbalance. To put it another way, to motivate people, a company must first understand the needs of its employees who seek fulfillment.

- **Motivation leads to goal-directed behavior:** the goal is to reduce the need for the drive. In other words, an individual's actions can lead to the achievement of a goal.
- **Motivation can be both positive and negative:** positive and negative motives based on an organization's incentive or reward system. "Positive motivation is the process of influencing others through the possibility of a profit or reward and attempting to impress an employee," writes Flippo (1989). Positive motivational praise, credit for openwork, wages and salaries, and appreciation are some other methods. Delegation of authority and responsibility

### 2.3 What to pay

The organization must decide how much to pay its employees and channel partners for their performance and accomplishments. Employee performance and experience are used to determine pay levels and incentive structures. According to (Robbins & Judge 2009), there are numerous ways to pay employees. The initial salary setting process can be pretty complex, requiring a balance between internal equity and the value of an organization's work and external fairness versus its external competitiveness in terms of compensation elsewhere in its field (Robbins & Judge, 2009). Some organizations prefer to compensate their leaders above market rates, while others may lag because they can afford to pay market rates or are willing to pay below-market rates.

### 2.4 Theories of incentives

We divide (Schermerhorn et al., 2003)'s incentive theory into three groups.

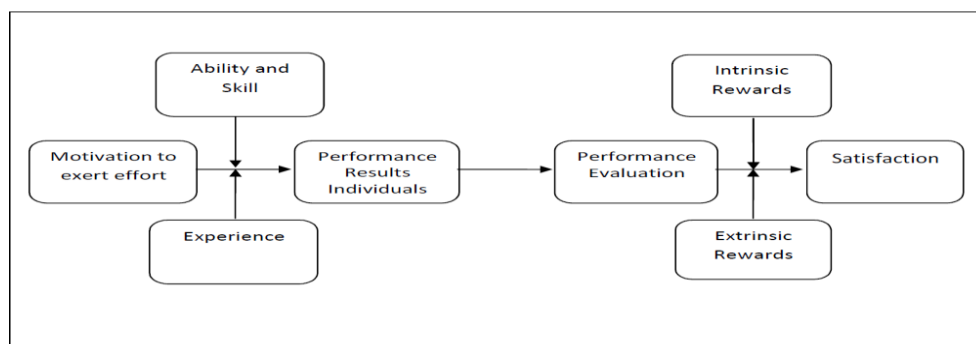
- **Reinforcement Theory:** Manipulation of results to emphasize the means through which an individual's conduct is controlled.
- **Content Theory:** This theory focuses on the needs of people who have physiological or psychological deficits that we believe need to be addressed. Maslow's hierarchy of desires, Clayton Alderfer's ERG theory, and Herzberg's two-factor theory are all well-known theories in this field.
- **Process Theory:** This focuses on mistakes and cognitive processes that occur in people's heads and influence their actions. John Stacey Adams Equity Theory, Expectancy Theory, and other theories fall within this area.

### 2.5 A model of individuals or group rewards

The primary goals of reward programs offered by (Gibson et al., 2003) are:

- To entice qualified individuals to join the organization.
- Keeping employees motivated to come to work
- Encouraging employees to achieve high levels of performance

Gibson et al. (2003) also show how awards fit into a company's broader policies and initiatives, which managers may find beneficial. Motivation, inputs, performance, performance evaluation, incentives, and satisfaction are all factored into the model.



Source: (Gibson et al., 2003)

### **2.5.1 Motivation**

Motivation is the process of persuading others to perform a specific task for a particular purpose. Individual and group behavior is reinforced by motivation. (Mitchell, 1982) identifies four common characteristics that serve as the foundation for the definition of motivation. Motivation is a common occurrence. Every person is unique, and all grand theories of motivation allow for this to be expressed somehow. Intentionality is a term that is frequently used to describe motivation. Motivation is under the worker's control, and motivation-influenced behaviors are viewed as developmental efforts and action options. There is a lot of motivation. Two important factors are (i) what triggers people and (ii) the individual's strength to engage in desired behaviour. The goal of motivational theories is to predict behavior. Motivation is not behavior itself, and it is not performance. Motivation deals with the actions and internal forces that influence one's choice of activities.

#### ***Inputs:***

A person brings personal characteristics such as skills, experience, and learning to the workplace (Gibson et al., 2003). According to equity theory, employees compare their efforts and rewards with others in similar work situations (Adams, 1965). It is also based on the assumption that people who work for organizational rewards are motivated to be treated fairly at work (Adams, 1965). Various articles mention education, intelligence, experience, training, skills, seniority, age, gender, ethnicity, social status, effort power at work, personal appearance, health, and tool possession (Adams, 1965).

According to Hackman and Oldham (1980 and 1990), the input to their job characteristics model is the degree to which an individual's experience works in general. Second, the experience of accepting responsibility for the work's outcomes, or the extent to which an individual feels personally responsible for the work's consequences. Third, knowledge of the actual results of work activities as a person knows and understands the efficiency with which they perform the work on an ongoing basis.

### **2.5.2 Performance**

Individual results or activities within the organization are referred to as performance. According to Miner (2005), positive performance effects are associated with an increase in satisfactory work experience, while adverse performance effects are related to unsatisfactory experiences. High internal motivation, high growth satisfaction, high overall job satisfaction, and high work efficiency are all examples of performance (Hackman & Oldham 1980, 1990). It means that if an employee performs well, they will be more motivated, have a higher level of satisfaction, and do their job more effectively and efficiently. According to Lawler and Porter (1968), performance is a person's accomplishment on tasks that make up a job. Vroom (1964) defined performance as a function of three factors expressed in the symbolic equation  $P = f(E, A, M)$ , where performance (P) refers to how well a task is performed, and environment (E) refers to the equipment, etc., in which the task is to be performed. The ability (A) is the set of skills and knowledge required to complete the task successfully. Motivation (M) is the desire to complete the task.

### **2.5.3 Rewards**

Managers familiar with and understand specific motivational approaches will have a leg up in creating rewarding incentive programs that motivate employees. However, it is the theories that set the tone and guide the creation of a dynamic environment. Organizational reward systems aim to put theoretical principles into practice (Gibson et al., 2003). The author also discusses the numerous changes in performance measurement and reward distribution that are currently taking place. Paying employees (determined by establishing compensation structures) through variable compensation plans and performance-based compensation plans was a critical strategic reward decision Robbins and Judge (2009) examined.



Andre (2008) has presented four specific corporate reward programs that any organization can follow. This is explained further below:

- 1. Material reward:** Pay in various forms such as salary, bonuses, stock options, benefits, perks, job security, and financial security are examples of material rewards (Andre, 2009). According to Maslow (1943), his physiological and safety needs include pay, pleasant working conditions, cafeteria, safe working conditions, company benefits, and job security. Therefore, it is also included in this category of needs. Because pay is the essential material reward, (Herzberg 1976) suggests giving employees minibudgets that hold them directly accountable for cost. He also contends that investments in salary, working conditions, and fringe benefits, among other things, yield benefits only up to a point.
- 2. Social reward:** Social rewards include praise and recognition from managers and peers, advancement upward and laterally into desired positions, customer and client appreciation, respect, and friendship from coworkers (Andre, 2008). Proper communication between employees and channel partners is an essential consideration for a business. According to Herzberg (1976), communication with the individuals required to complete the task is necessary regardless of possible hierarchical constraints.
- 3. Work Reward:** According to Andre (2008), work reward entails carrying out a sense of accomplishment and fulfillment, something worthwhile, responsibility, and autonomy. According to Turner and Lawrence (1965), autonomy is known to be an indicator of the extent to which an individual feels personally responsible for their work and, as a result, owns the performance of their work. According to Maslow (1943), work rewards are part of the needs for self-esteem and the desire for self-actualization, which are opinions of work achievement, challenges, opportunities for creativity, social awareness, position, high-status occupation, and the workplace itself. Finally, Herzberg (1976) considers how time can be used to understand the autonomy and responsibility of employees and channel partners to do things their way.
- 4. Personal Rewards:** Learning opportunities, self-esteem, career opportunities, and other opportunities for long-term growth and development (André, 2009). According to Hackman and Oldham (1980, 1988), there is a strong need for personal development if one is fully qualified to perform the work required by a complex and challenging task. If we expect both personal satisfaction and job context satisfaction, we can expect both personal satisfaction and high motivation and performance at work.

In today's world, there are two types of rewards: extrinsic rewards and intrinsic rewards.

### ***Extrinsic Benefits***

Extrinsic rewards are tangible benefits that individuals receive in exchange for their efforts, such as a salary, benefits, pensions, working conditions, and security. Because the organization provides these, the amount received is largely beyond the individual's control (Rollinson, 2008).

- **Wages and salaries:** Money is the essential extrinsic reward. According to one source, "although it is generally agreed that money is the primary mechanism for rewarding and modifying behavior in the industry....very little is known about how it works" (Opsahl & Marvin, 1966). According to Gibson et al. (2003), to truly understand how money modifies behavior, the perceptions and preferences of the person being rewarded must be understood, which is a difficult task for managers. He also explains that success necessitates paying close attention to and observing employees. Furthermore, managers must be trusted so that employees can freely express their feelings about financial rewards (ibid).
- **Fringe benefits:** Gibson et al. (2003) primarily describe financial fringe benefits, with pensions, health insurance, and vacations, among other things, being a significant economic benefit in many organizations.

- **Interpersonal rewards:** Managers have some control over how rewards such as status and recognition are distributed. Managers and coworkers both have a say in determining employment status. A manager may attempt to improve or eliminate a person's status by assigning them to prestigious positions (Gibson et al., 2003).
- **Recognition** refers to a manager's acknowledgment of an employee's performance, leading to a promotion (Barbara, 2001). He also contends that public praise, expressions of a job well done, or special attention can all be used to recognize a manager (Barbara, 2001). In addition, the types of behavior that are encouraged and the procedures for identifying them are clearly defined (Robbins & Judge, 2009).
- **Promotions:** Promotions are not typical for many employees, and some have never received any in their careers. Managers who make decisions on promotion and compensation seek to match the right people with the right jobs (Gibson et al., 2003). He also explains that the most common criteria used to make promotion decisions are performance and seniority (Gibson et al., 2003).
- **Job rotation and cross-training:** Because permanent work assignments are often discouraged, and job rotation by team members is encouraged, high involvement organizations must invest heavily in training to achieve workforce flexibility (Tosi, 1993). High involvement organizations use skill cross-training, problem-solving training, and interpersonal training to accomplish this workforce flexibility. Employees are taught various skills required to perform the group's tasks needed during cross-training. Training also serves as a tool for employee socialization, an essential component in the screening process (ibid).
- **Customer loyalty:** According to DiJulius (2008), empirical evidence suggests that investments in customer satisfaction result in high returns with low risk. He also claims that happy customers are high-return, low-risk economic assets (DiJulius, 2008).

### *Intrinsic Benefits*

Intrinsic rewards are psychological benefits derived from work experience or membership in an organization. For example, having the opportunity to put skills and abilities to use, feeling challenged or accomplished, or having one's efforts recognized and appreciated. These rewards come from within the person and are given to themselves by people, which can only happen if the circumstances allow them to feel that way.

- **Completion:** For some people, the ability to start and finish a project or task is critical. These people value task completion. Their reaction to task completion is a form of self-reward (Gibson et al., 2003).
- **Achievement:** Achievement is the self-sustaining reward that results from achieving a lofty goal. Individual differences in people who strive for success were described by David C. McClelland (1967).
- **Autonomy:** Some people want to be able to make their own decisions at work. They want to be able to operate without being watched over. The freedom to do what an employee believes is best in a given situation can lead to feelings of empowerment (Gibson et al., 2003).
- **Personal development:** Each person's emotional development is unique. Individuals undergoing such development can feel their progress and see how their abilities expand. As a result, employees can maximize or satisfy their skill potential by increasing their capabilities (Gibson et al., 2003).

### 3. EMPIRICAL STUDY

#### ***3.1 Maritz Incentive Programs***

Even at Maritz, employee motivation is critical. Through their success recognition and incentive solutions, compelling rewards, and world-class fulfillment services, Maritz Incentive and Incentive Programs have helped businesses achieve significant goals. A comprehensive incentive program or solution developed by Maritz focuses on the performance of employees and channel partners and inspires them to succeed. Maritz believes that by improving their incentive programs and incentive strategies, they can improve the performance of their employees and channel partners. Maritz's goal is to create incentive programs that cater to the needs of the company's various employees while also helping the company achieve its desired outcomes. To improve sales, customer experience, innovation, and cost savings, Maritz utilizes a combination of its incentive programs and effective program design, communication, tracking, and reporting techniques, as well as advanced analytics (Maritz, 2020).

#### ***3.2 Maritz incentives indicatives***

Maritz's international sales and marketing firm focuses on understanding customers, channel partners, and employees to motivate them and their strategies. Employee recognition programs benefit from a combination of formal rewards programs, and better results are finally given as a result of increased recognition (Maritz, 2020b).

#### ***3.3 Employee recognition***

Employees are actively involved, understand their rules, and share company ideals when they are adequately recognized for their achievements, and the organization's advantages are unavoidable. We all know that behind every success story of an organization is absolutely a motivated employee and effective recognition programs can reinforce behavior, alien employees with brand image, and continuously improve performance. At Maritz, they are meticulous about their recognition programs' appropriate job titles, gifts, and other rewards. They strive to create meaningful and consistent recognition programs and comprehensive recognition programs that blend informal gestures of gratitude with the science of formal rewards programs to get more significant results. Maritz recognition studio has developed eight suites of employee recognition programs – measurement, assessment, design, education, technology, management, communication, and rewards. After passing the seventh stage of employee recognition programs, the employer will clearly understand what rewards are appropriate for achieving the best results and better performance improvements. And that's why the recognition programs will best fit with the employees (Maritz, 2020c).

#### ***3.4 Incentive travel program***

Maritz offers incentives to improve sales, increase productivity, and implement their experiences to achieve the primary goal. Its work is in human sciences, and it provides strategic solutions to encourage, inspire, and reward a broad set of travelers. The company offers the program genuine activities which are meaningful and knowledgeable. And the organization can handle everything, including destination and trip planning, program administration, supplier sourcing, registration, reporting, ticketing, engaging, room gifts, entertainment, speakers, awards, budget management and reconciliation, trip extension support, and so on. At the end of the period, the incentive travel program reached the people's highest level of performance and has an experience and delivers results that last a lifetime (Maritz, 2020d).

#### ***3.5 Training***

Maritz tries to motivate their employees through learning and training, but their training method is not the same as the other companies do. They have adopted different training programs and techniques so that the employees can be motivated easily. Maritz offers various training and development services, including e-learning, virtual and live instructor-led training, mobile training, electronic reinforcement programs, one-minute drills, and simulations. Maritz thinks that there is no time to waste; that's why they build such training programs so that they can go fast. Because their intension to attract the



respective customers and after doing this they have to retain those customers by providing the appropriate training. Maritz introduces different training programs for their sales force to achieve more excellent knowledge about sales, such as product knowledge, selling skills, and coaching skills for managers to improve their performance (Maritz, 2020e).

### ***3.6 Rewards***

Maritz creates every reward program based on a clear understanding of the client's goals, experiences, ability to perform under any situation, and the most important performance. Maritz provides the right task to the right employee based on their knowledge, and the reward is based on their performance. Maritz's extensive rewards portfolio and enhanced rewards program drive new levels of employee performance and drive more revenue from top clients. Maritz also understands program size assessment and believes in adding new, fresh, and exciting rewards options to meet modern needs.

Maritz also believes that increasing reward options will improve performance and preserve a high level of motivation, inspiring employees, customers, and partners to help Maritz achieve business goals. (Maritz, 2020f).

### ***3.7 Customer Rewards Program***

Nowadays, customers' expectations, choices, and lifestyles are changing and customers are getting more innovative and more demanding than before. Every day the customers receive several new offers from the competitors. The Maritz Customer Reward Program builds and maintains customer loyalty by establishing fair relationships based on customer behavior to produce better customer loyalty, retain existing customers, create new customers, and maintain the market successfully. Maritz offers quick, exciting, and motivational rewards to a unique set of customers. This means they offer different motivational rewards to their various customer levels to increase customer engagement and reduce customer mix. (Maritz, 2020g).

Some customer rewards strategies used in Maritz are:

- a. Chose the target customers that are most precious and understandable.
- b. Talk to the target customers as individuals and treat them individually.
- c. Take care of the attitudes and behavior of the whole customer.
- d. Motivate the strategies that Maritz builds for their specific customer base.

With Maritz's truthful loyalty program, the company has increased its royalty rate for its best customers and understands its target customers and customers spending more money on Maritz products and access to Maritz services than before. In addition, it means Maritz better utilized their customer rewards, leading to a better return on investment (ibid).

### ***3.8 Employee Rewards Program***

The Maritz offers a premier reward offering for their thousands of employees. Maritz chooses the best and most attractive recognition awards and gifts for their employees for each specific situation from the thousands of rewards. In addition, Maritz offers exclusively reward and recognition of employee recognition, as prize cards, merchandise awards, travel, etc., and some of the most popular employee recognition awards include (Maritz, 2020h):

The exclusive reward series that provides employees with travel, meals, unique experiences, books, CDs, and DVDs is meaningful and motivating and is a vital aspect of the effective operation of the performance improvement program—significant and practical rewards in the industry that encourage dreaming and reinforce goal setting (ibid).

An exclusive reward card (your card) allows employees to shop at some of the most meaningful and acceptable retail and hotel companies (ibid).

This global employee recognition and rewards website (global catalog) provides merchandise, retail, and travel rewards cards to Maritz employees in more than 150 countries. The Global Directory is a fulfillment solution for multinational companies with employees and sales partners around the world. In addition, this offers online shopping and gift baskets, including culture and country-specific green and generous rewards (ibid).

Structured to satisfy a wide variety of needs (specialty), such as selections of custom merchandise, personalized rewards cards, service anniversaries, wellness services, cultural awards, and provide employees who offer shopping experience when they pass through a warehouse. And they are also designed for providing a memorable and personal experience (travel) of exception (ibid).

The incentives program and reward should be able to motivate the employee within the organization. That means the offered rewards should be meaningful to the employees to feel that the organization is a part of the employee. Therefore, the company finds out the best rewards and gifts for the target group of employees to motivate them in such a manner that helps them change their behaviors and engagement (ibid).

### ***3.9 Sales Incentives Program***

Every individual directly or indirectly related to the Maritz, including the sales team and channel partners, adds value to the organization. Maritz developed positive and meaningful methods to change the sales team's behavior to achieve better outcomes. It can be done through upbeat, engaging, and rewarding programs (Maritz, 2020i).

#### ***Our specialty is motivating people:***

Maritz developed the most complete and effective incentive strategies for their sales force that involves three steps:

Step one: Through analysis, Maritz expert assesses sales, the competitive environment where the organization will operate their business, what the salespeople expect from the organization, and the overall reward strategy. As a result, Maritz developed an effective strategy to motivate salespeople and reward them for their best performance (ibid).

Step two: Maritz provides its suppliers with integrated technologies, multimedia communication deliveries, and incentive structures, and participants also have tools, information, and dimensions to perform the preferred results (ibid).

Step three: Through Inspiration, Maritz creates specific sales incentives based on particular situations, including evaluation, program design, management, communications, rewards, measurement, and feedback. (ibid).

#### ***Successful solutions based on insightful processes***

Through Maritz integrated technologies, multimedia communication incentive structures, and measurement and feedback, the organization, provides successful solutions developed for the salespeople and clients' needs and aspirations. In addition, Maritz provides sales incentives programs to motivate people so that the employee contribution toward the sales increases and changes consumer behavior, and maximizes the organization (ibid).

To improve the salesperson's performance, the company identifies which incentive is effective and which one is not effective and designs a method to secure the gap. Maritz understands all aspects of a salesperson's needs, problems, and expectations and develops ways to measure progress. Maritz has developed an effective sales reps incentive plan for their sales team (ibid).

Maritz program management is designed for sound implementation and operation of the project. Therefore, the process starts with the client's expectations, project scope, and specific outcomes are defined as a critical measure of the project's success (ibid). Maritz keeps their people energized and engaged through proper communication to achieve their desired goals (ibid).

Maritz strategies include measurement and feedback systems for both individuals and program levels to track the performance measurement data and measure the performance. After that, the company provides feedback to the participants. This program helps Maritz to measure program improvement and also return on investment (ibid).

### ***Discover the most meaningful reward and deliver:***

Maritz developed the exclusive sales incentive program, including reward selection based on the specific group of participants. Because the needs and aspirations of particular groups of participants are different from others, the incentive programs are various (ibid).

### ***Rewards for every lifestyle***

Maritz provides a wide variety of programs designed to complete every individual's participant's requests and hopes to work for the organization to deliver unforgettable experiences (ibid).

### ***Rewards programs***

The power of a suitable reward is truly understandable. The more a person is rewarded, the more they can go further. But as employee choice and desires are different, it is difficult to identify which reward is best suited for them. Many companies focus on trophies and gift cards. In Maritz, we not only distribute gifts but also launch exclusive programs, such as sales reward cards, merchandise rewards, travel, experiences, or a combination of them (ibid).

### ***Incentive travel***

The Maritz Incentive Travel Program brings better ideas, more creative solutions, and ultimately more lasting solutions (ibid).

### ***Maritz put the world of possibilities at disposal***

Effective incentive plan design helps participants understand cultural differences, customs, and economics. Maritz supports participants with localized technology, communication, and incentive structures and motivates them with culturally relevant, tangible, and localized rewards (ibid).

### ***Thank you***

When people are adequately evaluated for essential contributions, they are genuinely involved, be aware of their roles, and contribute to company ethics. Thus, the optimistic effect of incentive programs on the company traditions and business destinations is inevitable. But it is also true that the creation, measurement, and maintenance of victorious employee programs are complex. Maritz manages various rewards, service, and sales incentive programs; these programs contain best practices, including mandatory and occasional recognition (ibid).

## **4. FINDINGS AND ANALYSIS**

Maritz's primary focus is on the incentive programs because an incentive program helps the companies realize the organizations' goals and objectives through successful incentive programs. Employees and channel partners are the cornerstones of any organization. That's why Maritz focuses on the incentive programs that accelerate the organization's performance and the improvement of the employee and channel partners themselves. Maritz is always trying to develop an incentive program to get the best results from their employees and channel partners. They use various incentive strategies, such as effective plan design, communication, reporting and sales analysis, customer experience, and cost reduction. As Sullivan & Steven (2003) said, Maritz motivation can facilitate or inspire a specific course of action; it is an expectation that encourages people to act in a certain way. In the incentive process defined by Armstrong (2002), Maritz intends to provide incentives to provide value-for-money products and contribute to the company's success. As Gibson et al. (2003) expressed, Maritz identifies the

difference between the intensity of behavior and direction of behavior by applying for different incentive programs.

Hiriyappa (2009) believes that motivation is a psychological phenomenon that produces a feeling that they lack and need something in the individual's mind. Maritz implemented many incentive programs for their employees and channel partners, and employee recognition is one of them so that the employees understand the rules and share corporate values. As Maslow (1943) described in his Hierarchy of Needs Theory, acknowledging achievement in making employees feel valued and valued provides job titles that reflect the importance of that position. Maritz also recognizes their employees that are meaningful and appreciated by the employees. Therefore, Maritz is offering significant job titles to the employees based on their abilities and experiences.

Maritz is organizing social events for their employees and channel partners to create a sense of community and social gathering. As Maslow (1943) explains in his hierarchy of needs, social needs relate to interaction with others, e.g., be needs for friends and property. This process shows that Maritz is organizing social events such as destination and trip planning, room gifts, entertainment, speakers and awards, etc., as recommended by Maslow (1943).

Maritz is always concerned about its employees and channel partners. Maritz provides their employees with appropriate training facilities so that they can do their work with integrity. According to Tosi (1993), cross-training or mobile training helps employees to become more socialize about on and off the job process. Maritz provides adequate training programs based on modern technology, including sound neuroscience-based instructional design, and the methodologies include e-learning, virtual training, and live instruction services, mobile training, etc. Like Tosi (1993) expressed, cross-training or mobile training achieve workforce flexibility to adjust to any working situation Maritz applied quickly.

Maritz rewards their employees as per their performance when the employees or channel partners are performing well. Still, they do not get their rewards sufficiently that's means if the ratio of inputs of the employees and channel partners are not equivalent to the rate of outputs, the employees are depressed, as explained by Adams (1965). According to Lawler & Porter (1968), Maritz decides appropriate rewards that comprise a job. As Adams (1965) expressed, anger is induced by underpayment inequity. Based on Adam's (1965) theory, Maritz's authority is more careful about their employees and reward programs. They set the reward programs in a manner appropriate to the employees' performance so that they are satisfied yet.

Day after day, customer expectations, choices, and lifestyles are changing. As a modern company, Maritz has to be more careful about their customer by offering quality goods and services. Maritz believes that customers can change everything in a globally competitive market because they will buy their products and get services. If their products and services are not standard, the customer will pass through it to the other side. Therefore, we can say that investing in customer satisfaction brings low-risk high returns, as DiJulius (2008) put it. The author also pointed out that satisfied customers are high-return, low-risk assets DiJulius (, 2008). It indicates that if the customers are happy with the company's products and services, they become their assets, as Maritz applies the theory.

Employees are the main gear to keep the company on the way to competition and accelerate the company to the highest peak of growth. Therefore, Maritz focuses on their employees as an essential part of the company. According to (Gibson et al., 2003), Maritz provides their employees with lots of access to travel and dining facilities and enables them to access different shops to buy the products with a discount. Like (Gibson et al., 2003) expressed, the manager has some power to distribute such rewards as status and recognition. Maritz authority provides worldwide employee recognition awards that include retail and travels reward cards and global online shopping facilities to understand the global situation better.

Salesforce is one of the essential parts of the organization. That's why Maritz developed eight strategic steps to measure their sales force potentials. Based on these potentials, they decide the incentive to be given to the sales force. Like Andre (2008) expressed, Maritz provides their sales force proper autonomy and a sense of responsibility to perform their job adequately and effectively. Herzberg (1976) explained

that you need to do your work and use your time accordingly. Maritz authority gives their sales force appropriate freedom so that the sales force can do their job in their unique style, and that's why the time is utilized accordingly. At first, Maritz analyzes the situation of what the sales force wants and desires. Top management then gives proper support to perform their task and inspires the sales force with appropriate communication and rewards. Maritz then decides which incentive is better for the salespeople based on the integrated technologies, multimedia communication incentive structures to be better motivated. Finally, Maritz discovers the most meaningful rewards for each specific sales force and provides the rewards based on that assessment. At last, we can say that Maritz creates their incentive programs by focusing on each employee's culture, customs, and traditions as they adjust with the company's incentives. According to Robbins and Judge (2009), Maritz also follows a very innovative technique ranging from a spontaneous thank you after completing a successful assignment to widely publicized formal programs.

## 5. CONCLUSION

The Maritz Incentive Program helps companies achieve important objectives by providing successful incentive solutions, enticing rewards, and first-class fulfillment services. When it comes to motivating employees and distributors, Maritz develops and implements a comprehensive incentive strategy.

Maritz takes pride in its recognition programs, appropriate job titles, gifts, and other forms of recognition and reward. They take these things very seriously. A meaningful and consistent recognition program is being set up, along with a broader recognition program that combines informal gestures of appreciation with the science of a formal incentive program to improve performance. A variety of Maritz incentives are available, including rewards, budget management, reconciliation assistance, assistance in extending the itinerary, and more. These are just a few examples of what they offer.

Maritz's training method differs from other companies in that it aims to motivate employees through learning and training. With a wide range of training and further education institutions, Maritz integrates a neuroscience-based rational teaching design. Maritz.com E-learning, virtual and instructor-led on-site training services, mobile training, e-enhancement activities, one-minute exercises, and simulations are some examples of these methods. If an employee has relevant experience, Maritz assigns the right task, and the company rewards them based on their results. Maritz's extensive bonus portfolio and advanced bonus program have raised employee performance to new heights while increasing sales with the company's most valuable customers.

As part of Maritz's customer loyalty program, customers are incentivized to stay loyal by establishing fair relationships with the company, which motivates them to do more business with them in the future. In addition, Maritz is a company that specializes in offering employee recognition and reward programs, such as gift cards, commodities, and vacations. Exclusive reward collections, cards, global catalogs, and more are among the most popular employee recognition awards. Maritz also devised effective methods for influencing the behavior of the sales team to improve results.

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