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THE IMPACT OF FINANCIAL AND NON-FINANCIAL BENEFITS ON THE MOTIVATION OF PUBLIC SECTOR EMPLOYEES

ABSTRACT

An effective motivational system increases the likelihood of attracting and retaining talent while reducing staff turnover. Financial and non-financial incentives such as salary and allowances, pay for performance, profit-sharing, bonus, recognition, flexibility, training, etc., significantly increase employee engagement and a sense of belonging to the organization. The research subjects are employees at various management levels in the Ministry of Economy and Sustainable Development of Georgia. The quantitative research method was applied throughout the research procedure. In particular, a questionnaire was created, which was completed by 720 respondents. The acquired results were analyzed using the SPSS statistical software package. The following hypotheses were formulated during the research process: Hypothesis 1. The motivation of subordinates determines the desire to change/not change the leader. In the case of positive motivation, there is no desire to change the leader; Hypothesis 2. Subordinate motivation increases when the supervisor is endowed with leadership skills. Hypothesis 3. The use of financial benefits by a supervisor in performance appraisal has a positive effect on the motivation of subordinates. Managers with leadership skills can identify the needs of employees, which affects their motivational level. As a result of the research analysis, it is important to note that financial motivation is a fundamentally important factor in developing countries. As a result, we formulated key findings and recommendations that will significantly increase employee motivation.

Keywords: financial benefits, motivational system, public sector, wage of employees, employee behaviour, performance, SPSS statistical software package, employee productivity

JEL Classification: J24, J28, J3, J50

INTRODUCTION

Financial and non-financial incentives in the organization are important components in raising employee motivation. Effectively integrating the mentioned benefits is vital for attracting talented individuals. Financial benefits boost morale and increase a sense of loyalty and belonging among employees (Biworldwide, 2024). According to the Harvard Business Review, job satisfaction and organizational commitment are all positively correlated with performance-related compensation (Rule, 2023). Given that the study was conducted in the public sector, it is essential to analyze the roles of both financial and non-financial benefits within this realm. The public sector is characterized by specific traits that distinguish it from the private sector, recognized for its considerably greater flexibility regarding the motivational system and benefits provision (Buelens & Van den Broeck, 2007). Public service motivation (PSM) explains why individuals are motivated to connect their activities with the common public interest and serve society. According to research, these factors include Attraction to public policy-making, Commitment to public values, Compassion, and Self-sacrifice (Paul, 2021). It is worth noting that in Georgia, legislation determines the salary increment of an officer, class-based increment of an officer and its amount, and monetary reward (Parliament of Georgia, 2017). Although individuals often choose to work in the public sector for non-financial reasons, it is important to consider that Georgia is a developing country. In developing countries, where the average monthly nominal wage is much lower than in developed countries,

it is not surprising that the main motivators for employees are salary and financial benefits. In developed countries, employees have higher remuneration and fewer concerns about issues such as healthcare and retirement plans, so organizations try to attract and retain individuals with other types of non-financial benefits in addition to high salaries (Rizvi, 2023). For example, according to the National Statistics Service of Georgia, the average monthly nominal wage in Georgia for the third quarter of 2024 is GEL 2056.7 (USD 737.25). In addition, the average monthly nominal wage of employees in the public sector in 2023 was GEL 1487.5 (USD 530). Since the Median Wage provides a more adequate picture, it is important to present the given data. According to the data for 2023, the Median Wage in Georgia is GEL 1238 (USD 440.7) (National Statistics Office of Georgia, 2024). Considering the significance and relevance of the issue, the presented study is dedicated to the impact of financial and non-financial benefits on employee motivation.

LITERATURE REVIEW

Financial and non-financial motivation both influence employee behaviour and performance. Organizations are constantly challenged to develop motivational systems tailored to each employee. An effective motivational system increases the likelihood of attracting and retaining talent while reducing staff turnover (Rolnick, 2022). Financial and non-financial incentives such as salary and allowances, pay for performance, profit-sharing, bonus, recognition, flexibility, training, etc. (Team Loop, 2022) significantly increase employee engagement and a sense of belonging to the organization. According to Gallup research, the Annual Employee Engagement for 2023 is 23%. It is worth noting that compared to 2020, the 2023 data has increased by 3% (Gallup, 2024). It is also worth noting that organizations with high employee engagement have 18% higher productivity, 23% higher profitability, and 21% lower turnover (Gallup, 2023). According to the authors, financial motivation is vital and, in some instances, can provide immediate motivation. However, it should be noted that it may not have long-term results if non-financial benefits or incentives are not used in parallel (Ercegović, 2024). In addition to the above, it is crucial to consider that financial motivation among employees takes precedence in developing countries, where economic development significantly lags behind developed countries. Furthermore, the role of financial incentives in increasing employee performance is worth noting, especially during the transformation period (Bachmann, Ligon, & Skerritt, 2022). According to McKinsey's 2024 study, several fundamental issues increase motivation, including a financial and non-financial reward system, clear goals, skilled managers, etc (Komm, Weddle, Maor, Wagner, & Breaux, 2024). According to Indeed, high employee motivation ensures the effective functioning of organizations. In addition, indeed presented the following motivating factors: financial benefits, leadership style, positive organizational culture, development opportunities, etc. (Indeed Editorial Team, 2025).

Many American corporations offer employees a variety of benefits that impact different aspects of the organization. These benefits include discounts on parking, dental care, and more. We are less likely to recognize benefits related to food. Research has shown that benefits addressing family-related needs enhance satisfaction (Ranta, Mikko; Ylinen, Mika; 2024). The impact of financial benefits on employee productivity centres on how this aspect influences the level of employee engagement. The mentioned study relies on quantitative data and insights gathered through interviews. Employees across various management levels, including team leaders, participated in the interviews. The t-test results indicate a statistically significant relationship between financial benefits and employee productivity, which enhances employee motivation and boosts engagement. The study's findings offer organizations the chance to leverage the insights gained to develop strategies for increasing motivation, which will serve as a foundation for enhancing productivity (Mercy R & Abal Akello, 2023). The paper examines how various types of incentives impact employee performance and job satisfaction. The study presented explores factors such as participation, feedback, and recognition-respect.

Additionally, it emphasizes both monetary and non-monetary incentives. The author suggests that the consequences of different factors produce a range of outcomes, some of which may be impacted by the country's present economic circumstances (Jegatheeswari & Anandi, 2023). The study confirms that it is important to implement a management system that ensures high employee performance.

Furthermore, it is critical to consider the existence of a transparent evaluation system since evaluation has the strongest positive relationship with work improvement. In some countries, the most sought-after type of reward is financial benefits. To obtain these benefits, the organization needs to offer employees training that will allow them to develop and refine existing skills. As a result, certain bonuses can be used to boost motivation (Siraj & Hågen, 2023). The impact of WLB policies on numerous metrics of an organization's financial success has become an increasingly common subject. The mentioned issues are interrelated. The resolution of organizations' financial issues directly affects WLB. Several studies have been conducted on the relationship between WLB policies and financial performance. Most studies have found a weak positive relationship between WLB policies and financial performance. Studies undertaken in Western countries had more positive outcomes than in Asian countries, indicating the importance of culture (Opatrná & Prochazka, 2023).

Financial benefits, shorter workdays, and more vacation time are vital for any company that wants to encourage workers' work-life balance. It is often unacceptable for an organization to care about WLB precisely because of financial factors. In such cases, businesses are more focused on profit than on the happiness and productivity of their employees. Also, the impact of monetary and psychological incentives on employee performance is important. The hypotheses formulated in the study showed that there is a significant connection between financial and psychological incentives and employee performance (Abdelhay, Haider, Abdulrahim, & Marie, 2023). Financial benefit is the basis for increasing the productivity of an organization (Manjenje M & Muhanga M, 2023). While the compensation system in an organization is important for all employees, it's also critical to pay them based on their contributions to the workplace.

Furthermore, organizations should consider monetary and non-monetary incentives while creating a motivational system. It is worth noting that in some cases, financial incentives alone are not enough to increase employee performance. Occasionally, only 52% of employees find that the monetary incentive is enough for motivation (John Mfikw, Kisawike, & Golyama, 2022). In addition, a leader's management style significantly impacts employee behaviour (Kharadze, Katsitadze, Pirtskhalaishvi, Dugladze, & Tushishvili, 2024) (Pirtskhalaishvili, Kharadze, Katsitadze, Dugladze, & Sulkhanishv, 2023).

Lastly, it's critical to remember that attaining organizational objectives largely depends on improving staff performance. Accordingly, organizations should consider using both financial and non-financial benefits. Furthermore, considering employees' expectations and needs is critical (Agus Triansyah, Hejin, & Stefania, 2023).

AIMS AND OBJECTIVES

The purpose of the study is to determine the impact of financial and non-financial incentives on employee motivation. To obtain subordinate motivation as a general variable, we transformed data and calculated a new variable based on sub-variables with the same characteristics. In addition, we formulated important hypotheses and tested them using various statistical procedures.

METHODS

The study was conducted in the Ministry of Economy and Sustainable Development of Georgia. The quantitative research method was applied throughout the research procedure. In particular, a questionnaire was created, which was completed by 720 respondents. The acquired results were analyzed using the SPSS statistical software package. Depending on the nature of the data, various statistical methods were used to process them. The following methods were employed to determine the relationships between variables: data transformation, filtering, cross-tabulation, correlation, analysis of variance, T-test, graphical analysis, and the Kruskal-Wallis test etc. The use of the quantitative research method allows us to conduct research quickly. It has the advantage of being more relatable. Furthermore, during data processing, we can utilize a variety of procedures and generalize the data (Williams, 2021).

RESULTS

We will discuss the subordinate's overall motivation and how it affects the variables, allowing us to evaluate the subordinate's behaviour. Several statistical processes were employed to analyze the subordinate's motivation and behaviour, including data transformation, filtering, cross-tabulation, correlation, analysis of variance, T-test, graphical analysis, and the Kruskal-Wallis test.

To obtain subordinate motivation as a general variable, we transformed data and calculated a new variable based on sub-variables with the same characteristics (Table 1). The sub-variables are interval variables rated from 1 to 4 points, so the resulting general motivation variable is rated on a 4-point scale.

Table 1. General motivation.	
Initial variables	Rating score 1-4 with the following compliance
1. Do you believe your level of motivation depends on your salary?	1 – Never
2. Do you believe your level of motivation depends on your leader's behaviour?	2 - Sometimes
3. Do you believe your level of motivation depends on your working conditions?	3 - Often
4. Do you believe your level of motivation is influenced by the team environment in the workplace?	4 - Always

The second table presents the descriptive statistics of the new variable. The arithmetic mean and median values (2.96, 3.00) reflect a positive assessment. At the same time, extreme scores have almost no impact on the average, and there is a minimum difference (0.003) between the average score and the 5% Trimmed Mean.

A negative value of Skewness indicates that the distribution is skewed to the right toward higher scores. A positive value of Kurtosis demonstrates that the data is concentrated rather than scattered. There are no extreme scores in the distribution (Table 2).

Table 2. Descriptive statistics for the general motivation variable.

Descriptives			
		Statistic	Std. Error
Mean		2.96	.025
95% Confidence Interval for Mean	Lower Bound	2.91	
	Upper Bound	3.00	
5% Trimmed Mean		2.99	
Median		3.00	
Variance		.437	
Std. Deviation		.661	
Skewness		-.542	.091
Kurtosis		.566	.182

Figure 1 presents a box plot of the motivation variable, indicating that 50% of the grades are within the range of 2.5 to 3.5, with the median at 3. Figures 1 and 2 illustrate the relationship between received and expected grades, which displays an increasing trend (Figures 1 and 2).

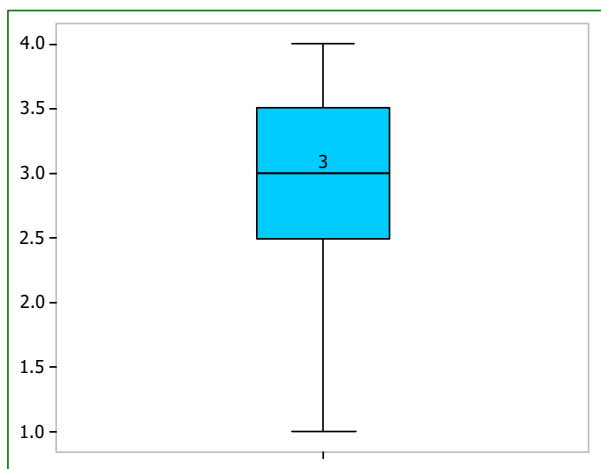


Figure 1. Boxplot of the general motivation variable.

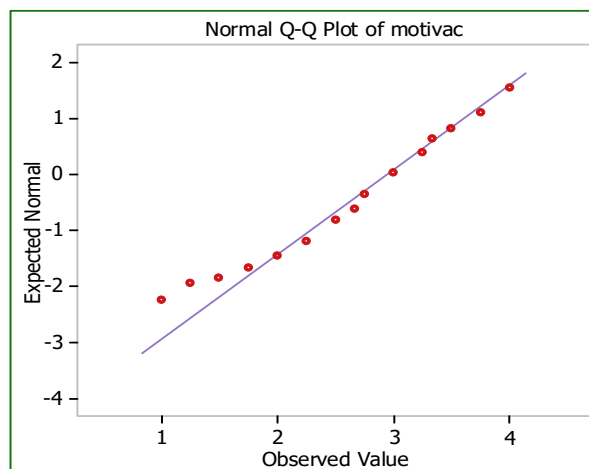


Figure 2. Received and expected scores.

As can be seen, the general motivation of subordinates is much higher than average and is increasing, indicating a positive state of the organization. The third table presents the correlation of general motivation with its constituent sub-variables (Table 3).

Table 3. Correlation of the general motivation variable with its constituent sub-variables. Note: ** - The correlation is noted at the 0.01 level of statistical significance.

Correlations					
		Q9: Do you believe your level of motivation depends on your salary?	Q10: Do you believe your level of motivation depends on your leader's behaviour?	Q11: Do you believe your level of motivation depends on your working conditions?	Q12: Do you believe your level of motivation is influenced by the team environment in the workplace?
Motivac	Pearson Correlation	.641**	.727**	.793**	.713**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	716	716	715	718

As can be seen from the correlation table, general motivation has a high positive correlation with all its constituent variables, with very high reliability (statistical significance level 0.01). According to the Pearson correlation coefficient, i.e., the strength of the connection, it is ranked in the following order:

1. Dependence on working conditions ($r=0.793$);
2. Dependence on the behaviour of the leader ($r=0.727$);
3. Dependence on the team environment in the company ($r=0.713$);
4. Dependence on remuneration ($r=0.641$).

Hypothesis 1. The motivation of subordinates determines the desire to change/not change the leader. In the case of positive motivation, there is no desire to change the leader.

To get an accurate representation, motivation rated on a 4-point scale (1- never, 2- sometimes, 3- often, 4- always) was represented as an ordinal variable to obtain a cross-tabulation table (Table 4). Due to the qualitative nature of both variables involved in the cross-tabulation, we employed the chi-square test to determine differences between groups (Table 5).

Table 4. Crosstabulation.			
General motivation assessment scores	Q15: Would you like to change the current leader?		
	Yes	No	I don't have an answer
1 (never)	100%	0 %	0%
2 (sometimes)	31.4%	47.1%	21.4%
3 (often)	16.5%	68.5%	15%
4 (always)	13.7%	78.1%	8.2%

The fourth table demonstrates that 100% of respondents who feel unmotivated (marked with -1 never) want to change their leader. The higher the motivation, the lower the desire to change the leader. Among motivated respondents, 78.1% say they have no intention of replacing the existing leader.

The chi-square test results also show that motivation has a very high-reliability impact on the desire to change the leader (statistical significance level $P < 0.001$). We used the data partitioning method to represent the relationship between general motivation and the variables of the desire to change (not to change) the leader (Figures 3 and 4).

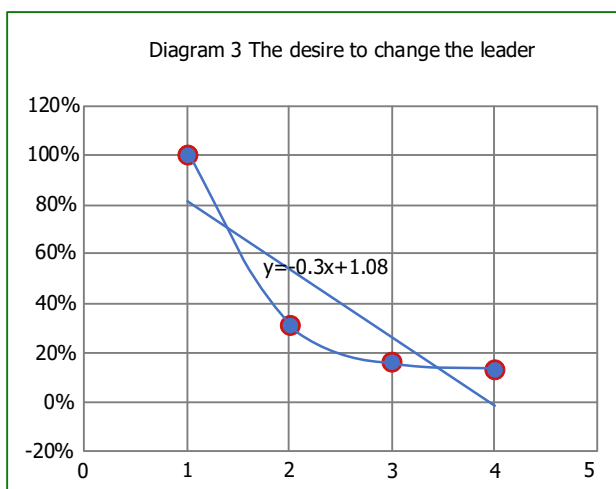


Figure 3. The desire to change the leader.

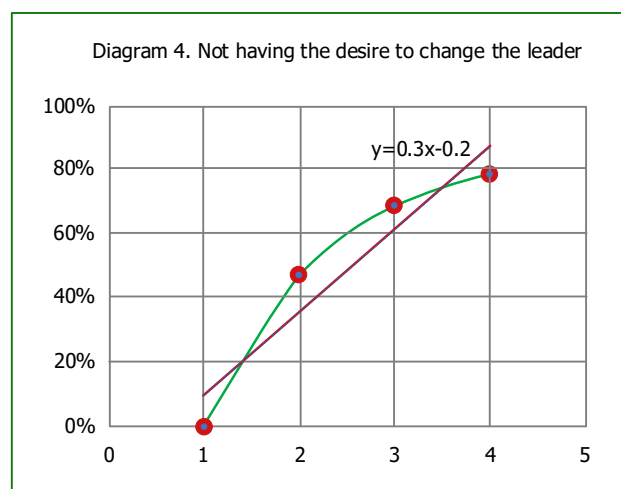


Figure 4. Not having the leader to change the leader.

As the diagrams show, there is an inverse relationship between motivation and the desire to change the leader. The third diagram shows that in the case of a desire to change the leader ("yes" category), the general motivation has a decreasing form. In this case, the regression equation has the following form: $Y = -0.3X + 1.08$.

The fourth diagram shows that the lack of desire to change the leader ("no" category) is determined by increasing motivation. The regression equation has the following form: $Y=0.3X-0.2$.

In the mentioned equations, the dependent variable (Y) is the desire to change the leader, and the independent variable (X) is general motivation.

The findings of the chi-square test demonstrate that motivation is a strong predictor of the leader change/non-change variable (Table 5). We obtained a very high statistical correlation between the given variables at the 0.01 level ($P<0.001$). Based on all of the above, it is clear that the first hypothesis was confirmed.

Table 5. Chi-square test results.

		Q1: Would you like to change the current leader?
General motivation	Chi-square	79.377
	df	6
	Sig.	.000

Hypothesis 2. Subordinate motivation increases when the supervisor is endowed with leadership skills.

This hypothesis was tested using a T-test, which compares the means of two groups of a categorical variable based on the quantitative variable (motivation). The statistical table obtained from the T-test for mean comparison (see Table 6) indicates that the average score of general motivation in the presence of a leader with leadership skills is higher than that of a leader without such skills. Conversely, the standard error is smaller in the former case (0.03), suggesting the stability of this variable.

Table 6. Group Statistics.

	Q16: Do you think your supervisor is gifted with leadership skills?	N	Mean	Std. Deviation	Std. Error Mean
General motivation	1 Yes	425	3.07	.626	.030
	2 No	218	2.71	.697	.047

The second table obtained by the t-test (see Table 7) confirms that there is a maximum statistical relationship between general motivation and the variable Q16 (Do you think your supervisor is gifted with leadership skills?) at the 0.01 level ($P < 0.001$). The t value is equal to 6.700.

Table 7. Independent Samples Test.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
General motivation	Equal variances assumed	17.966	.000	6.700	640	.000	.364	.054	.257	.470
	Equal variances not assumed			6.472	397.903	.000	.364	.056	.253	.474

Since the SPSS program does not provide an effect size for the t-test, we used the Eta Squared formula to determine the effect size (strength of association, correlation) based on the data obtained with the Student's t-test:

Eta Squared= $t^2/(t^2+(N1+N2-2)) = 6.72/(6.72 +(425+218-2))$ As a consequence, we obtained 0.07, which is higher than the average effect. In percentage terms, leadership skills explain 7% of the difference between the means.

The fifth diagram below depicts the behaviour of the general motivation variable in the cases of a manager endowed with leadership skills (category “Yes”) and a manager lacking these skills (category “No”) (Figure 5).

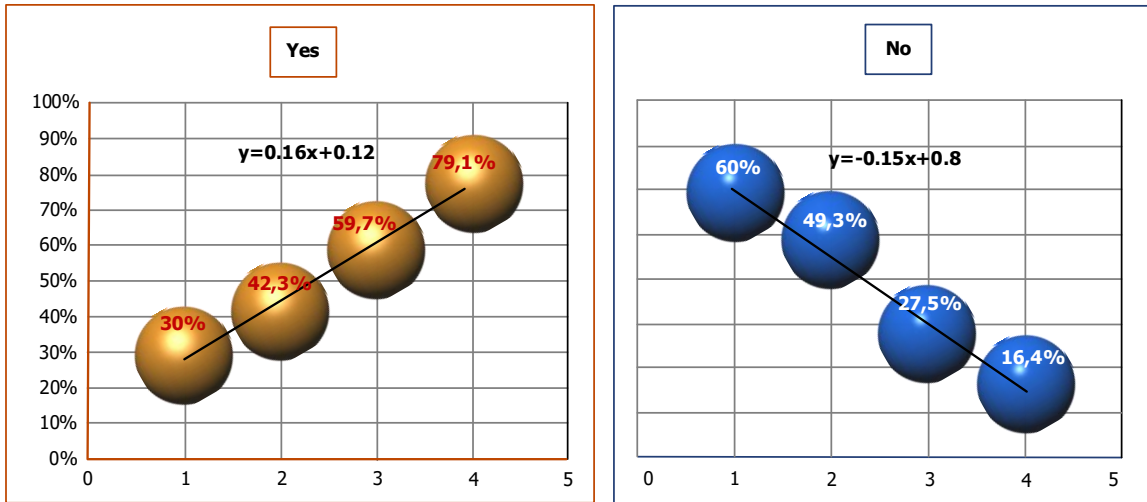


Figure 5. General motivational behaviour under conditions of a supervisor with and without leadership skills.

As can be seen from the diagram and regression equations, in the case of a manager with leadership skills, general motivation is characterized by an increasing trend, while in the other case, it is the opposite. Thus, Hypothesis 2 is confirmed by the results of the T-test and the trend diagrams.

Hypothesis 3. The use of financial benefits by a supervisor in performance appraisal has a positive effect on the motivation of subordinates.

To test the hypothesis, we used a one-way ANOVA to determine whether there were differences in the mean of subordinates' motivation across all groups of the categorical independent variable. The dependent variable is an interval variable - motivation, which, as already mentioned, is rated on a scale of 1 to 4, with the following correspondence: 1 - never, 2 - sometimes, 3 - often, 4 - always. The independent variable (factor) is the manager's usage of financial benefits.

The first table obtained by the procedure reflects the results of descriptive statistics (Table 8). According to the average of the general motivation, financial benefits stand out the most (Mean=3.10). The standard error is also the smallest in the mentioned category.

Table 8. Descriptive statistics. Note: mot2 General motivation.

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Financial benefits	257	3.10	.626	.039	3.02	3.17	1	4
Non-financial benefits	173	2.92	.567	.043	2.83	3.00	1	4
Does not use benefits	283	2.81	.713	.042	2.72	2.89	1	4
Total	713	2.94	.660	.025	2.89	2.99	1	4

In the ANOVA table of variance analysis (see Table 9), $F(2,709) = 13.552$, $P < 0.001$, indicating a statistically significant relationship between the groups at the 0.01 level, confirming the validity of hypothesis 3.

Table 9. Analysis of variance table ANOVA. Note: General motivation.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	11.428	2	5.714	13.552	.000
Within Groups	298.949	709	.422		
Total	310.377	711			

To evaluate the impact of the factor, we calculated its effect using Table 9. In the Sum of Squares column, we compared the Between Groups value to the Total, resulting in $11.428/310.377=0.036$. This shows that a one-unit change in the factor leads to a 4% change in the dependent variable. The sixth diagram obtained through variance analysis demonstrates the average motivation scores by benefits type (Figure 6).

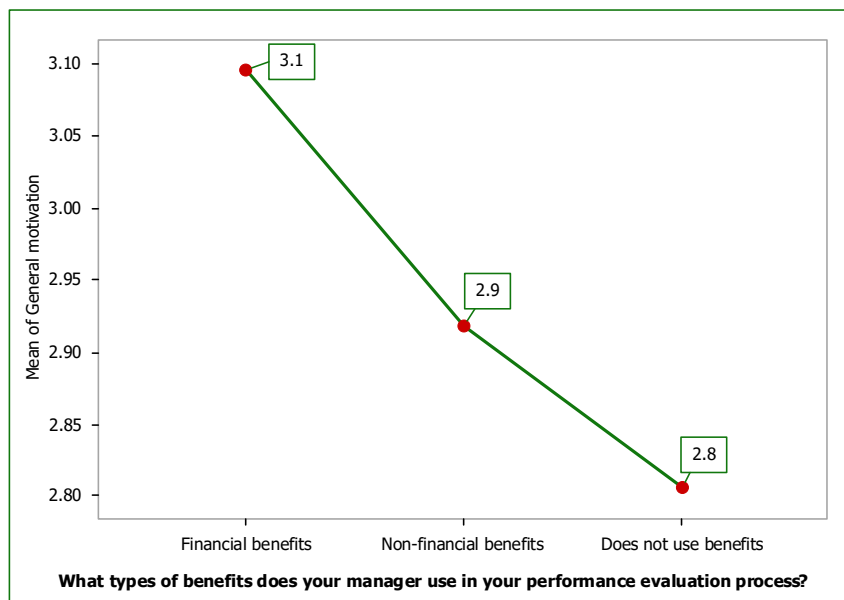


Figure 6. Diagram of averages.

According to Figure 6, subordinates' motivation is very high when financial benefits are used, followed by non-financial benefits. The motivation is lowest when the supervisor does not use benefits. Thus, the analysis of variance revealed that the supervisor's utilization of financial benefits in assessing performance has a favourable effect on subordinate motivation, thereby confirming the third hypothesis.

DISCUSSION

Based on the study results, we can agree with the authors (Perry and Kim et al.) that several of the main motivators of public sector employees are attraction to public service, commitment to public values, and compassion. Additionally, the factors highlighted by Indeed in the process of motivating employees (financial benefits, leadership style, positive organizational culture, development opportunities) are also significant. No one disputes that non-financial motivation is crucial for employees. However, it is important to note that based on our study, also taking into account the current economic situation in Georgia and the data of the National Statistics Service of Georgia, we can claim that one of the main motivators in Georgia is finances. For individuals facing low incomes, relying solely on non-financial motivators can be challenging. Moreover, globalization, along with many positive aspects, increases the likelihood of the outflow of professional personnel from developing countries. In conclusion, we generally agree with the authors' opinions and believe that it is important for organizations to consider the importance of both non-financial and financial incentives while working on motivational strategies. However, in countries like Georgia, where employees' monthly incomes are lower than those in developed countries, financial benefits demand particular attention.

CONCLUSIONS

Based on the research objective and the data findings, it is worth noting that the employee directly connects the motivation policy in the organization to the leader. As a result, in cases of low motivation, he or she may desire to change the leader. Managers with leadership skills can identify the needs of employees, which affects their motivational level. As a result of the research analysis, it is important to note that financial motivation is a fundamentally important factor in developing countries. In addition, organizations should distribute it fairly and transparently to avoid discriminatory and biased attitudes.

The study results confirmed that internal motivators alone cannot ensure organizational engagement of employees in countries where employees believe that their compensation is not adequate for the work performed. The current income cannot meet the needs of the employee's family's obligations to support them. In such a situation, financial benefits are an important motivator for the employee. The bonus system implemented in the public sector is often not transparent and does not apply to all levels of management. Middle and especially lower-level managers are less likely to benefit from salary increases, which causes dissatisfaction and makes them feel like insignificant members of the organization.

The employee does not consider overtime pay sufficient to compensate for the additional time spent at the workplace. Due to Georgian traditions, we find representatives of different generations in many families. The income of pensioners cannot meet even their small needs. Therefore, the pensioner is often dependent on an employed family member. The employed individuals support retired parents, and in such a situation, external motivators, additional remuneration, become more important than internal motivators.

Having one or more children in the family increases the burden on employees. Public schools are less adapted to the needs of employees. Parents are forced to send their children to private schools or kindergartens, which is associated with additional costs. The salaries of middle- and low-income employees cannot cover the costs of one child's education. In such a case, it is difficult for the employed to rely on internal motivators. In the case of a second child, private school benefits are almost negligible. Considering the above, it is not surprising that the birth rate in Georgia has decreased significantly, especially in families where both parents are employed. High income and financial benefits are the main motivators for families and can increase the birth rate, which is important for small countries such as Georgia.

Another painful problem is the unfair distribution of financial benefits in the public sector, which, along with the growing sense of discrimination, increases negative attitudes towards leaders. An effective motivational system increases the likelihood of attracting and retaining talent and reduces staff turnover. Currently, the public sector is not an attractive field for large families. Based on Georgian traditions, where a woman's primary function is raising children, she is forced to leave the public sector and take a job tailored to her.

In the future, we consider it essential to study additional factors affecting employee motivation. Furthermore, we find it interesting to conduct future research in the private sector and compare motivating factors between the private and public sectors. Additionally, it would be valuable to conduct a joint study with international colleagues working in countries that share similar developmental levels as ours, to compare their characteristics.

ADDITIONAL INFORMATION

AUTHOR CONTRIBUTIONS

All Authors have contributed equally.

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The Authors received no funding for this research.

CONFLICT OF INTEREST

The Authors declare that there is no conflict of interest.

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ВПЛИВ ФІНАНСОВИХ І НЕФІНАНСОВИХ СТИМУЛІВ НА МОТИВАЦІЮ ПРАЦІВНИКІВ БЮДЖЕТНОЇ СФЕРИ

Ефективна мотиваційна система підвищує ймовірність залучення та утримання талантів при одночасному зниженні плинності кадрів. Фінансові та нефінансові стимули, такі як заробітна плата й надбавки, оплата праці, участь у прибутку, бонуси, визнання, гнучкість, навчання тощо, значно підвищують залученість працівників і відчуття приналежності до організації. Предметом дослідження є співробітники різних рівнів управління в Міністерстві економіки та сталого розвитку Грузії. Кількісний метод дослідження використовували протягом усього процесу дослідження. Зокрема, було створено анкету, яку заповнили 720 респондентів. Отримані результати були проаналізовані за допомогою статистичного програмного комплексу SPSS. У процесі дослідження були сформульовані гіпотези. Гіпотеза 1. Мотивація підлеглих визначає бажання змінювати / не змінювати керівника. У разі позитивної мотивації відсутнє бажання змінювати керівника. Гіпотеза 2. Мотивація підлеглих підвищується тоді, коли керівник наділений лідерськими рисами. Гіпотеза 3. Використання керівником фінансових благ при оцінці роботи позитивно позначається на мотивації підлеглих. Керівники з лідерськими рисами можуть виявляти потреби співробітників, що впливає на їхній мотиваційний рівень. За результатами аналізу дослідження важливо зазначити, що фінансова мотивація є принципово вагомим фактором у країнах, що розвиваються. У підсумку ми сформулювали ключові висновки та рекомендації, які значно підвищують мотивацію співробітників.

Ключові слова: фінансова вигода, мотиваційна система, державний сектор, заробітна плата працівників, поведінка співробітників, продуктивність, пакет статистичних програм SPSS

JEL Класифікація: J24, J28, J3, J50