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THE NEXUS BETWEEN REWARD MANAGEMENT AND COMPETITIVE ADVANTAGE. A KENYA COMMERCIAL BANK'S PERSPECTIVE

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Abstract

The foundation of reward management is the idea that people run organizations; they are the ones that generate value by utilizing company resources to provide goods and services that customers want, and they must be paid for their labour. However, as commercial banks compete for the same talent pool and the expenses are high, reward management is becoming a concern in the banking industry in the twenty-first century. Talent scarcity has existed since globalization allowed talented workers to advertise their skills internationally. Experts are worried about the potential for fierce global talent rivalry, which raises questions about how talent is acquired and kept. This study aimed to examine how the Kenya Commercial Bank's competitive advantage was affected by reward management. The Equity theory of motivation served as the study's theoretical cornerstone. The study's target group was 108 senior and mid-level executives at the KCB headquarters. It was conducted using a case study methodology. Census data were used because the population was not very large. A questionnaire was used to gather the information. The data was analyzed using descriptive statistics for frequency and percentages, Pearson correlation analysis, and simple and multiple linear regression. The study found that reward management significantly boosted commercial banks' competitive advantage (r= 0.786, p-value = 0.000). The simple linear regression analysis, used to test the null hypothesis, resulted in its rejection because the t-values were higher than the critical t-values. The majority of respondents maintained that KCB's competitive advantage was influenced by incentive management. Therefore, the study recommended that commercial banks should use suitable reward management to increase their competitive advantage.

Keywords*:* reward management, talent management, competitive advantage, banking industry.

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1. Introduction

The banking sector is known for its intense talent competition, where finding qualified and seasoned employees is a never-ending task. Financial institutions' efforts to recruit, keep, and inspire top talent put efficient administration of rewards and compensation in the spotlight in this changing environment [1]. Due to the fierce competition for talent in the banking industry, reward management is now a crucial strategic element for companies looking to acquire a competitive edge. This introduction digs into the complex world of reward administration in the banking sector, examining the issues, plans of action, and technological advancements that have shaped the way the sector approaches paying and rewarding its employees in the face of strong competition. The search for outstanding talent in banking goes far beyond the limits of conventional hiring. Financial institutions rely significantly on the talents and knowledge of their personnel to negotiate the intricacies of the sector in an era, characterized by technology innovation, regulatory changes, and increasing client expectations [2]. As a result, a well-organized and competitive compensation system is essential for both attracting the best talent and encouraging commitment and excellence among current employees [3].

Banking institutions have a special set of difficulties in this situation. The financial industry is well known for its difficult working conditions, strict compliance requirements, and high-pressure positions, all of which call for compensation plans that acknowledge and reward the sacrifices and efforts, made by employees. However, due to the industry's intense competition, prudent financial management is required to guarantee sustainability and profitability. For compensation managers in banking, finding the ideal balance between these frequently at-odds demands is hard. The article will delve into the complexities of reward management in the banking industry, illuminating the approaches and innovations, used to draw in and keep top personnel, maximize performance, and match pay to organizational objectives. Reward management is not only a tactical HR function but rather a strategic necessity that shapes the future of financial institutions in their desire to prosper in the face of intense competition for employees as we navigate the changing banking business landscape [4–7].

A variety of resources are required to improve an organization's performance. Financial resources, labour force, and equipment are only a few required resources. The workforce is the most crucial component of this resource [8–10]. Over time, the values of the workforce/employees in an organization changed. They were initially referred to as "factors of production" or "human resources" of the firm. They are now viewed as special skills, employed by the company, which has given them additional value [8, 11]. This idea was taken from the intellectual capital theory, which defines it as the stock of knowledge flows at an organization's disposal. These can be viewed as the intangible resources related to people that, along with the actual resources like money and physical assets, make up a business's market or overall value [12, 13]. The rewards, given to the workers, were also gauged on the performance contract that showed the employers expectations [14–16].

The proper people must be placed in the appropriate jobs as part of reward management [7, 15, 17]. This guarantees that the staff members use their skills to the fullest for the organization's success. Most organizations have prioritized reward management because it is still a relatively new field for both public and private sector organizations. This is done to make sure they hire the best candidates. This is due to the correlation between reward management and influential firms [18–21]. Around the beginning of 2000, reward management began to gain popularity. During this time, the management consulting company "McKinsey" said that companies are engaged in a "war for talents" that is defined by challenges in hiring new personnel due to a competitive labor market [22, 23]. Since then, in both the literature and commercial practices, reward management has grown in significance. According to Hartmann et al. (2010), it is ''quickly acquiring top importance for organizations across countries'' and is ''more crucial than ever to organizational strategic success [18, 23].

In the banking sector, "competitive advantage" refers to the distinctive characteristics, approaches, and talents that help a bank outperform its rivals, draw in and keep customers, and realize sustained profitability in a cutthroat market. It is a comprehensive idea encompassing different components that distinguish a bank from rivals and enable it to provide higher value to its clients, shareholders, and other stakeholders. Talent and human capital are among the competitive advantages that banks can pursue: Banks that draw and keep top talent in disciplines like risk management, finance, and technology have an edge in adjusting to shifting market conditions and staying ahead of rivals [24–26].

Statement of the Problem. The function of incentive management in creating a sustained competitive advantage is a topic of utmost importance in the fiercely competitive banking sector. The efficiency of financial institutions' compensation systems becomes a crucial issue that necessitates careful analysis as they compete for supremacy in luring and keeping elite people. This study recognizes the need to strike a careful balance between rewarding employees and enhancing organizational performance and seeks to explore the impact of reward management strategies on the competitive advantage of banks. The need for efficient reward management has grown as a result of the fierce labor market rivalry in the banking industry, which is defined by a never-ending struggle to find workers with the necessary training, expertise, and experience. Financial institutions face a complex challenge: On the one hand, they must provide alluring compensation packages to recruit and keep top talent, and on the other, they must maintain a prudent use of financial resources to ensure long-term sustainability and profitability. Reward management is gaining more attention in Kenya's banking sector as commercial banks compete for the same pool of talent globally. The payment rates in developed countries are much higher than in developing countries, hence the importance of reward management. However, it is not clear how reward management affects the competitive advantage of commercial banks in Kenya. It is such that the study intends to fill the gap and provide information to guide future decisions and research

Research Objective. To establish the effect of reward management on the competitive advantage of the Kenya Commercial Bank.

Research Hypothesis. Ho1: There is no significant effect of reward management on the competitive advantage of the Kenya Commercial Bank.

Significance of the Study. The study's conclusions will assist Kenyan commercial banks in determining the significance of reward management for competitive advantage in the banking sector. Commercial banks are becoming more conscious of the value of reward management in the twenty-first century, and this study will emphasize the connection between reward management and the competitive advantage of the company. By studying diverse reward management systems, which will aid them in improving reward management, commercial banks in Kenya would also benefit from this study. The study's findings will help commercial banks' top management determine which aspects of reward administration are more closely related to the company's competitive advantage. The study will also advance understanding and offer a new paradigm for investigation or research.

Scope of the Study. The study aimed to ascertain how reward management affected KCB's competitive advantage. Senior staff at KCB made up the target population. The decision to go with KCB was supported by the fact that it was one of Kenya's best-performing commercial banks and had the most employees in the banking sector.

Theoretical Foundation. The theoretical foundation for this study was based on the Equity theory of motivation.

Equity Theory of Motivation. Adams introduced the equity theory of incentives in 1965. The theory is concerned with the rewards that might be promised to an individual [27]. The theory's central principle is balance or equity. For instance, an individual's degree of motivation is based on how they view the management's commitment to equity, fairness, and justice [28, 29]. The inference is that employees are more driven to work hard and show greater levels of dedication when they perceive justice to a greater extent. As a result, they are loyal to their employers and more inclined to stick around for a while. This theory is predicated on the suppositions that people care about both their rewards and those of others who hold similar positions, and that employees expect an organization to treat them fairly and equitably regarding the contributions they make and the rewards they receive. Additionally, Adam (1965) contends that employees who believe their work effort does not correspond to their compensation will try to change this perception by either delivering subpar work or leaving their position [27]. Equity theory was crucial for reward management in the setting of this study because it influenced employees' perceptions of receiving fair and equitable benefits from KCB. Employees are likely to compare the inputs they put into their work with the outcomes they receive from the organization, according to Drafke and Kossen (2012), who make this argument in favor of the relationship [30]. They interpret this as unfairness and inequality, which makes them feel dissatisfied or unmotivated. As a result, they are more inclined to leave the organization once they believe they receive less output for the labor they have completed. On the other hand, employees are less inclined to leave the company where they feel there is fairness and equity. In the context of the current study, it was deduced that businesses could entice workers by implementing policies and practices that they believe to be just and equitable, such as a competitive remuneration structure with both internal and external equity.

Rewards Management Concept. Businesses continuously look for strategies to beat their competitors in today's brutally competitive business world. The strategic management of incentives and recognition systems is one of the most underrated forces in this conflict and has a significant impact. This study explores how incentive management and an organization's competitive advantage are intricately linked and how this dynamic interaction can be used as a strategic lever for success, as shown below:

1. The Basis for Motivation. The intrinsic drive of workers is at the core of this interaction. Salaries, bonuses, and stock options have historically been the main monetary incentives, on which corporations have based their reward systems [26]. Recent research emphasizes the effectiveness

of non-financial rewards, even though these are still crucial. These include a variety of factors, including respect, opportunities for career advancement, a supportive work environment, and intrinsic job pleasure. Organizations that adapt their reward systems to meet these many demands can uncover a source of improved employee engagement, leading to higher performance since they are aware of the complexity of human motivation [25, 31].

2. Alignment with Strategic Goals. A crucial component is ensuring that reward management effortlessly integrates with an organization's strategic goals [32]. Consider a business whose innovation drives its competitive advantage. Its reward structure should be adjusted to encourage and recognize employees who come up with ground-breaking ideas in order to strengthen this advantage. Employees are compelled to direct their resources toward activities that advance the organization and strengthen its competitive position due to the alignment between rewards and strategic intent [33].

3. The Employee Development and Retention Role. Competitive advantage depends not only on obtaining great talent but also on retaining and cultivating that talent [34]. In this case, awards serve as strategic investments in employee growth. Comprehensive training, mentorship programs, and educational incentives enhance an employee's skill set and build a sense of allegiance and commitment. Lower attrition rates strengthen the organization's competitive edge by retaining a talented and dedicated team [35].

4. The Creation of an Organizational Culture. Rewards shape organizational culture. They establish core values, reinforce desired behaviors, and sustain a culture that promotes and maintains competitive advantage. It is worth mentioning, however, that misplaced rewards might result in cultural misfits, limiting the organization's capacity to compete effectively. As a result, reward systems must be strategically calibrated to both shape and reflect the culture that propels the firm ahead [36, 37].

5. Continuous Assessment and Adaptation. The competitive landscape is an ever-changing terrain that necessitates organizational adaptability. The critical function of ongoing review of reward systems is highlighted here. Employee feedback and continuous monitoring of key performance indicators serve as a guidepost for recalibrating compensation strategies in response to changing conditions. Organizations that pay attention to these signs and adjust proactively are better positioned to protect and enhance their competitive position [38, 39].

6. Ethical Implications. In reward management, ethics and fairness are non-negotiable [40]. Unfair or unethical behaviours not only harm a company's reputation, but also diminish its competitive advantage. The effectiveness of a reward system is judged not only by its efficiency but also by its adherence to ethical ideals. This moral compass assures that the competitive advantage is potent and clean [41].

In summary, the complex relationship between reward management and organizational competitive advantage is analogous to a symphony—a harmonious interaction of motivation, alignment, development, culture, adaptability, and ethics. Organizations that use this symphony as a strategic instrument will prosper and lead to a never-ending war for supremacy. As a result, firms must recognize the significant importance of reward management in today's business landscape and consistently invest in and change their reward systems to remain at the forefront of their industries.

1. 1. Management of Rewards and Competitive Advantage

Reward management is all about creating and implementing strategies and policies to reward individuals fairly, equitably, and consistently in line with their worth to the organization. Employee compensation, remuneration, and any other employee perks are all analyzed and managed as part of reward management. Indirect costs include lost productivity, lower performance levels, unneeded overtime, and bad morale, while direct costs are those associated with turnover, replacement, and transition costs [42]. Extrinsic and intrinsic incentives are two types of retention tools that Noreen and Imran defined in 2023 to meet employee expectations. While intrinsic incentives refer to non-cash rewards that can satiate employees' psychological requirements, extrinsic incentives encompass various forms of monetary rewards that can meet employees' physiological needs. Money is seen as being a key instrument for maintaining talent [43].

According to Hughes & Rog (2018), there are similarities and variances among the techniques, used by various firms worldwide to retain talent [44]. For instance, in Brazil, France, and the Netherlands, they use stimulation to keep talent; in Japan, employers use intimidation to gain the respect and trust of their staff; in Italy, organizations conduct practical performance assessments; in South Korea, employee retention is based on performance goals; and in Canada, employee satisfaction and motivation are factors that influence retention. Money is acknowledged as a key strategy for maintaining talent in other studies [45]. O'Callaghan et al. (2018) underline that ensuring that employees are paid competitively is the only method for firms to keep talented personnel [46]. His list of measures for employee retention included signing bonuses, stock options with a maturity clause, and market-related pay and incentives. Mendez and Stander (2011) underline that for a business to succeed, it must invest in employee retention [47]. For instance, an attractive, competitive benefits package that includes life insurance, disability insurance, and flexible hours encourages employees to commit to an organization and is crucial for employee retention [48, 49]. Given the foregoing, for a wage to function as a retention factor, it should be considered as a lump quantity of money and a package of payments.

This is referred to as internal and external equity by Gomez-Mejia et al. (2016). The perception of the compensation's fairness about what other workers doing similar work in the same industry are being paid is known as external equity [50]. Internal equity, on the other hand, relates to how a worker views his/her salary about another worker whom he/she views as being in a comparable position within the same firm. Employees must be able to derive both internal and extrinsic satisfaction from their work for their potential to be developed. If a person finds their work fascinating and demanding, they will put up all necessary effort to enhance production. Chikumbi, (2011) study was initially carried out through literature review and later empirical study [51]. To see if there was any difference between the results of the literature review and the practices of talent retention in Zambian banks, the findings from the survey and the literature review were compared. According to the study, preparing the organization's goals through to succession planning was necessary for successful talent retention. Workers, however, claimed that the compensation and reward system was unfair, leading many of them to believe their career advancement was in jeopardy. In addition, the respondents had trouble adopting corporate culture due to a negative opinion of the same. As a talent management component, talent retention denotes that the business wants to keep its most skilled employees – or those who are most likely to leave – on board [12, 52]. Although organizations don't always succeed in keeping their finest personnel, they can apply tried-and-true methods to do so [12].

Age, gender, and the characteristics of talented people all impact talent retention. Younger workers have a propensity to switch employment frequently, but elderly workers need security and job stability. Recruiting, selection, and deployment processes, leadership (managers join firms and employees leave them), learning opportunities, and performance rewards are other elements that affect talent retention [12]. It is wise to first take into account the internal talent pool before looking outside the company for talent. Choosing internal personnel gives serving employees more motivation and helps them to develop. The Malaysian study by Poorhosseinzadeh and Subramanian (2012) involved multinational corporations [53]. The study intended to identify the factors influencing a company's talent management success. According to the study's findings, talent retention and the success of multinational corporations in Malaysia are positively and significantly related.

2. Materials and methods

Research Design. The study's methodology was a case study. The case study allows a researcher to collect rich and thorough information about a specific issue. To get a full picture of the case, researchers can employ a range of data collection methods, such as interviews, questionnaires and observations [54].

Target Population and Sample Size. The study's intended audience was 146 senior and mid-level management employees at the KCB headquarters. The study employed a census. It was utilized since the target group was not very large and only managers were considered and it allowed the researcher to describe the values, perceptions, attitudes, and actions with a higher degree of accuracy, providing more accurate justifications for the answers. The study was carried out in the year, 2023. All participants gave consent for their involvement and they were also allowed to withdraw at anytime if they so wished

Instrument for Study. The original data and questionnaires were used to gather the primary data. Questionnaires enable researchers to collect data from a large number of respondents efficiently. Making it a viable strategy for reaching a varied sample [55]. They also give a structured method of collecting data. Each participant is asked an identical set of questions, maintaining consistency and comparability of responses between respondents. Questionnaires produce predominantly quantitative data that may be easily evaluated and analyzed using statistical approaches. Thirty senior employees of ABSA Bank were used as a sample in the pre-testing of the data collection instrument for this study.

Validity and Reliability of the Instrumentю The validity of the study instrument was examined using the Kaiser-Meyer-Olkin Measure of Sampling Adequacy, and it was discovered that the objective's result were valid if they were above 0.4. Cronbach's coefficient alpha was used to calculate the study instrument's reliability. The questionnaire was regarded as reliable since all of the scales' Cronbach's alpha reliability indices were above 0.7.

Data Analysis. To determine how the independent variable affected the dependent variable, the researcher computed both descriptive and inferential statistics. The data was coded to make sure it was properly sorted and categorized for analysis. Using a Pearson's moment correlation coefficient, the study examined whether the independent and dependent variables had a linear connection. At a 95 % level of confidence, the linear relationship was tested for existence. Simple linear regression analysis was attempted to determine the impact of each independent variable on the dependent variable. The t-statistic was used to test the hypothesis with a 95 % confidence level.

$$\mathrm{Y}=\beta_{01}+\beta_1 X_1+e, \tag{1}$$

where Y – Competitive Advantage;

β_{01} – The Y-intercept;

X_1 – Reward management.

3. Results and Discussions

3. 1. Effect of Reward Management on the Competitive Advantage of KCB

The objective of the study was to ascertain how KCB's competitive advantage was impacted by reward management. The respondents were given the following statements about reward management and asked to rate them on a scale of 1 to 5: One strongly disagrees, two disagree, three are unsure, four agree, and five are firmly in agreement. **Table 1** provides the descriptive statistics findings.

Table 1

Descriptive Statistics for Reward Management

Statement	SA F (%)	A F (%)	NS F (%)	D F (%)	SD F (%)	Total F (%)	Mean±SD
We use an effective compensation scheme and we are careful about how we handle employee issues.	56 (52)	36 (33)	8 (7)	4 (4)	4 (4)	108 (100)	4.56±1.008
My bank has a competitive compensation system in place.	64 (59)	36 (33)	0 (0)	8 (7)	0 (0)	108 (100)	4.64±0.835
My bank's flexible working hours are a motivating factor for our employees.	52 (48)	40 (37)	8 (7)	4 (4)	4 (4)	108 (100)	4.52±0.998
My bank ensures employees are satisfied and motivated all the time.	52 (48)	36 (33)	20 (19)	0 (0)	0 (0)	108 (100)	4.53±0.764
My bank offers attractive remuneration to its employees.	64 (59)	40 (37)	4 (4)	0 (0)	0 (0)	108 (100)	4.56±0.569
My bank offers attractive non-monetary rewards to employees.	56 (52)	28 (26)	12 (11)	8 (7)	4 (4)	108 (100)	4.15±1.118

Note: SD – Strongly Disagree; D – Disagree; NS – Not Sure; A – Agree and SA – Strongly Agree. Source (Field Data, 2023)

According to **Table 1**'s findings, 56 respondents (52 %) with (4.56±1.008) strongly agreed that the bank has an efficient compensation plan and takes care when handling employee concerns. The standard deviation is low, showing they were consistent in their agreement. The vast majority of respondents 64(59 %) and (4.64±0.835) strongly agreed with the statement that the bank has a competitive remuneration system in place. This shows a widespread belief that a competitive advantage for the bank comes from a good compensation scheme that attracts more skilled workers. This was consistent with Iles and Preece's (2010) argument that firms must position themselves as employers of choice by offering competitive pay.

The study also found that the majority of respondents, 52(48 %) and (4.52±0.998) strongly agreed that the bank's flexible work schedule motivates its staff. The majority of respondents (52/48 %) with (4.53±0.764) strongly agreed with the statement that the bank guarantees staff are happy and motivated all the time. This demonstrates that there was a widespread belief that motivated staff members, delivered exceptional services, increasing the bank's competitive edge. This was in line with Glen's (2017) argument that effective personnel management leads to good organizational performance [56, 57].

The study also aimed to determine whether the bank pays its staff appealing salaries. The majority of respondents, 64(59 %) and (5.56±0.569) agreed that the bank provides appealing compensation to its employees. If the bank offers enticing non-financial incentives to staff, 56(52 %) of the respondents (4.15±1.118) agreed with the statement in the majority. This demonstrates that there was a widespread belief that high pay encouraged workers to deliver high-quality services, enhancing KCB's competitive edge. This backs up the conclusions of Iles and Preece (2010), who contended that firms must position themselves as employers of choice by offering competitive pay [58, 59].

The data was subjected to additional analysis using Pearson's Correlation to determine whether there was a linear link between incentive management and competitive advantage at Kenya Commercial Bank. **Table 2** provides the findings.

Table 2
Pearson's Correlation Analysis between Reward Management and Competitive Advantage

Item		Competitive Advantage
	Pearson Correlation	0.786**
Reward Management	Sig. (2-tailed)	0.000
	N	108

Source (Field Data, 2023)

According to the findings in **Table 2**, Kenya Commercial Bank's competitive advantage and incentive management have a strong positive link (r= 0.786, p = 0.000). This indicates that incentive management is essential to enhancing KCB's competitive edge. This was in line with the findings of Poorhosseinzadeh and Subramanian (2012), who discovered a favourable and significant association between reward management and corporate success [53].

The study also aimed to determine how reward management affected KCB's competitive edge. To do this, the study examined the null hypothesis, which claimed:

H_o*: *There is no significant effect of reward management on the competitive advantage of KCB.
This analysis was done using simple linear regression, and the results are presented in **Table 3**.

Table 3
Regression Coefficients for Reward Management

R^2	β	F	T	*p*
0.618	0.786	171.310	8.187	0.000

Source (Field Data, 2023)

According to **Table 3**, the regression between reward management and KCB's competitive advantage had a decent goodness of fit. Reward management accounts for 61.8 % of KCB's competitive advantage, according to an R2 of 0.618. Reward management greatly impacts KCB's competitive advantage, as shown by the F-value of 171.310 and P=0.000. The null hypothesis, which claimed that incentive management had no substantial impact on KCB's competitive edge, was disproved by a t-value of 8.187, which was greater than the crucial t-value and a P-value of less than 0.05. The study concluded that KCB's competitive edge is significantly influenced by reward management. This was consistent with the findings of Poorhosseinzadeh and Subramanian (2012), who discovered a favourable and significant connection between reward management and business success [53].

Novelty Implications of the Study. First off, it would support the frequently mentioned but occasionally understated effect of reward systems on a company's competitive position with actual data. This empirical validation would provide a concrete basis for upcoming research and discussions in the field of organizational management. These findings would equally offer useful information for companies seeking to strengthen their competitive edge. They would stress the significance of creating a high-performance culture and matching reward systems with strategic objectives.

Limitations of the Study. Findings from a single organisation, such as a Kenya Commercial Bank, may be difficult to generalise to other industries or areas. The specific setting, organisational culture, and industry dynamics may limit the study's broader application**.**

Causation vs. Correlation: It might be difficult to establish a causal relationship between reward management strategies and competitive advantage. Other external elements may influence both reward management and competitive advantage, and correlation does not indicate causality.

Organisational Culture: The study may have overlooked the importance of organisational culture in mediating the relationship between reward management and competitive advantage. Cultural differences inside the Kenya Commercial Bank may have a substantial impact on outcomes.

Prospects for further Research. Longitudinal Studies: Conduct longitudinal studies to investigate the long-term impact of various reward management strategies on Kenya Commercial Bank's competitive advantage. This method would allow researchers to study changes over time and determine the long-term viability of detected effects.

Comparative Analysis: Contrast Kenya Commercial Bank's reward management procedures with those of other banks or financial organisations in the region. Examine how differences in reward techniques contribute to competitive advantages or disadvantages across industries.

4. Conclusions

The study concluded that commercial banks' ability to compete is influenced by reward management. Commercial banks should make sure to implement the proper reward management if they want to increase their competitive edge. The study suggests that commercial banks should take into account reward management as a strategy to ensure that clients receive high-quality services when they strive to increase their competitive advantage.

Recommendations of the Study:

1. Aligning Reward Strategies with Organisational Goals. The management should ensure that reward management initiatives are tightly connected with Kenya Commercial Bank's overall strategic objectives. Rewards should be structured to promote behaviours and results that directly contribute to the bank's competitive advantage.

2. Review and update Reward Programmes on a Regular basis. The management should create a mechanism for reviewing and revising reward programmes to reflect changes in the external environment, industry dynamics, and organisational demands. This could entail conducting regular evaluations of the efficiency of existing reward mechanisms.

3. Create a Performance-Based Culture. Create a performance culture by explicitly tying rewards to individual and team accomplishments. This could include communicating clearly about performance objectives, defining quantifiable targets, and recognising and rewarding extraordinary efforts.

Conflict of Interest

The authors declare that there is no conflict of interest in relation to this paper, as well as the published research results, including the financial aspects of conducting the research, obtaining and using its results, as well as any non-financial personal relationships.

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Data availability

Manuscript has no associated data.

Use of artificial intelligence

The authors confirm that they did not use artificial intelligence technologies when writing the current work.

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