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REWARD MANAGEMENT PRACTICES AND ITS IMPACT ON EMPLOYEES MOTIVATION: AN EVIDENCE FROM SOME SERVICE ORGANIZATIONS IN LUCKNOW

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ABSTRACT

In the post-liberalized business environment, every organization be service organization or manufacturing are facing tough competition for enhancing competitiveness, profitability and the wellbeing of employees. The various practices like staffing, retention of people, reward management, performance management, talent management, change management, and taking care of exits from the organization are the key factors are taken care to raise the motivation of the employees and enhance their competitiveness. The present paper aims to analyse the reward management practices and its impact on employee's motivation. It examine the various reward management practices like Compensation Management Practices Job Recognition at Work Career advancement policies and practices Work Autonomy Job security at Work place in motivation employees. Descriptive statistics of various reward management practices indicates that Job Recognition at Work in the organisation has scored highest mean ($m=3.9615$) is the most important dimension of reward management practices influencing employees to performance better. Further regression analysis confirms that linear regression explains 76.4% of the variance in the data. Job security and compensation practices of the organization has significant impact on employee's motivation. Some of the suggestion based on survey are also suggested to improve employee's motivation.

KEYWORDS

reward management practices, employees performance, human resource management practices, employees motivation, social security policy, job security.

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INTRODUCTION

In the present global competitive business environment, every organization be service organization or manufacturing are facing tough competition for enhancing competitiveness, profitability and the wellbeing of employees. The development of Human resource management practices are the key for motivating people and their collective skills, abilities and experience, coupled with their ability are now recognized as making a significant contribution to organizational success and as constituting a significant source of competitive advantage. Looking at the global competitiveness index, India has been ranked the 40th most competitive economy on the list of 137 economies. In the latest Global Competitiveness Report, India has slipped from the 39th position to 40th while neighbouring China is ranked at 27th. Other ranking include infrastructure (66th rank), higher education and training (75) and technological readiness (107). Service sector in India has witnessed a significant growth in the last few decade. Since these organizations are most labour intensive, the human resource management become a strategic and coherent approach for the management to keep its employees happy and motivated. The various practices like staffing, retention of people, reward management, performance management, talent management, change management, and taking care of exits from the organization are the key factors that must be taken care to raise the motivation of the employees and enhance their competitiveness. This means that the people working in the organization are to be supported financially and socially by adapting the various practices to keep them motivated.

Reward management practices have emerged as an important topic in the fields of human resource management, industrial relations, as well as industrial psychology. The management within the firm or organizations are primarily responsible to ensure that employees are properly compensated for the task they perform in the organization and it should be competitive at par with other similar organization. To achieve this, these managers must ensure that they have a competent personnel department for the recruitment of the best employees that are capable to do the job, keep them upto date by providing suitable training and development program, keep them motivated by providing financial and non-financial incentives and finding the continuous mean to keep them happy and engaged. The work on reward management practices and its relationship with employee's motivation argue that motivated employees are required to keep the organization alive, and to keep the organisation alive, managers need to understand what motivates employees within the context of the roles they perform, motivating employees through introducing appropriate reward and recognition programs and other benefits. Other author argue the benefit of reward management practice like compensation systems, legal compliance, labour cost control, perceived fairness towards employees and enhancement of employee performance raises the high level of productivity and customer satisfaction. Looking the relationship between reward management practices and employees motivation some author suggested that, pay is directly related with productivity and reward system depends upon the size of an organization. Firm's reward system plays a critical role in motivating employees to perform creatively. Effective reward and recognition system can be a good motivator but inappropriate reward and recognition program increase de-motivation of the employees. Other benefits are the program an employer uses to supplement cash compensation that employee receives. the use of Human Resource management Practices, including comprehensive employee recruitment, selection procedures, compensation, performance management systems, extensive employee involvement and training can improve the knowledge, skills, and abilities of a firm's current and potential employees, increase their motivation, reduce shirking, and enhance employee retention while encouraging non-performers to leave the firm (Maire and Nick 2002, Bishop 1987, Decenzo and Robbins 2002, Chaubey D.S., Khugshal, Richa & Rawat, Babita 2014, Jones & Wright, 1992; U.S. Department of Labor, 1993). Economy is totally moved towards service sector. It is once again expected to lead in GDP growth within service segment, trade, hotels, transport and communication will repeat its good performance. Financial institutions are the backbone of any economy even banks play a pivotal role. New information age has posed many challenges in front of management. Even the instability caused by the globalization pattern has led the business organization to discover new ways of motivating employees and keep them connected together. This is realized that out of various factors of competitiveness like technology, capital, land etc., only Human resource is the factor that help

firm in generating sustainable competitive advantage. As the business environment facing competition firm's human resource become more and more important for its survival.

REWARD AND EMPLOYEES MOTIVATION

Employee motivation is one of the most essential parts in a company's development and success. In order to maximize the overall performance of the company it is vital for an employer to understand what motivates the employees and how to increase their job satisfaction. It might however be challenging for a company to find out what motivates its employees, especially because different people are motivated by different things. A well-designed and functional reward system is an efficient way to increase employee work motivation. The appropriate type of reward is developed in accordance to the company's reward philosophy, strategies and policy. However, it might be challenging to find the right way to combine the company's integrated policies and practices together with the employee's contribution, skill and competence. (Armstrong, 1999, p. 569- 570). Empirical study on reward and employees motivation indicates that nature of rewards that an employees get in the organization are the important part of the understanding of motivation. Over the last few years, there has been large number of research carried out on this domain and it is observed that there has been a shift from a stiff competitive work environment to a workplace where employee motivation and engagement is a key area to stand out in the industry. Today organizations have started focusing on team building. A recent study by Dale Carnegie Training shows the determination of Indian companies on improving the mentor-mentee relationship and consequently, the level of engagement in Indian employees (46%) has surpassed that of their global counterparts (34%). Despite such encouraging figures, workplace stress still exists at an un-ignorable level. Constant engagement initiatives permit the employees to be more relaxed & creative, which only means good things for the company. Carraher et al (2006) advocates that there should be an effective reward system to retain the high performers in the organization and reward should be related to their productivity. A lot of work has been done on evaluating the relationship between rewards and employee motivation and there exist a large number of studies in the literature describing impact of reward on employee motivation. In order to maximize the performance of the employees organization must make such policies and procedures and formulate such reward system under those policies and procedures, which increase employee satisfaction and motivation. Today an organizations result is highly dependent on the employees work motivation. It is therefore important for a company to find out what motivates its employees so that it can plan a suitable reward system and gain better results. The right combination of immaterial and material rewards can boost up the employees' work motivation and enhance their commitment to the company.

EFFECTIVE REWARD SYSTEMS

A motivated workforce can be a significant factor in organizational success. When employees are motivated to work at higher levels of productivity, the organization as a whole runs more efficiently and is more effective at reaching its goals. This is in contrast to an unmotivated workforce, who can negatively disrupt an organization and distract employees from their work. For this reason, it is imperative that managers understand the power of reward systems and how they are used to influence employee behavior.

Rewards are positive outcomes that are earned as a result of an employee's performance. These rewards are aligned with organizational goals. When an employee helps an organization in the achievement of one of its goals, a reward often follows. There are two general types of rewards that motivate people: intrinsic and extrinsic.

INTRINSIC REWARDS

Intrinsic motivation is internal to the person in that it is something that you have to offer yourself and is driven by personal interest or enjoyment in the work itself. Because intrinsic motivation exists within the individual, achieving it does not depend on others. Some people believe that the most powerful rewards come from inside a person. Think of that sense of accomplishment you feel once you have overcome a significant challenge or completed an assignment or work project that required a good deal of effort. Intrinsic motivation provides that personal pat on the back or natural high that reflects a person's ability, competency, growth, knowledge and self-control over their endeavors. Employees who are intrinsically motivated tend to work at higher levels of productivity and strive to develop professionally. Intrinsic rewards include things such as: personal achievement, professional growth, sense of pleasure and accomplishment.

In a knowledge economy where the greatest asset an employee can offer an organization is their intelligence, experience, problem solving ability and change-savvy persona, intrinsic rewards are especially important to workers. In fact, Frederick Herzberg, who is one of the leading theorists of workplace motivation, found intrinsic rewards to be much stronger than financial rewards in increasing employee motivation. This is not to say that employees will not seek financial rewards in addition to intrinsic rewards, rather it just means that money is not enough to maximize motivation in most employees. People want to feel like their contributions matter. For example, an employee might want to reach a sales quota set by his manager to earn the bonus that is attached to it, but unless the employee feels a sense of accomplishment as part of making those sales, the motivation to achieve the quota is less powerful. To help employees with their intrinsic motivation, managers should:

- provide meaningful work
- allow workers to make choices through a high level of autonomy
- provide opportunities for employees to show their competence in areas of expertise
- facilitate professional development so that employees can expand on their level of knowledge
- offer frequent opportunities for employees to reward themselves
- allow employees the opportunity to connect with those with whom they serve to obtain valuable feedback
- give them a path to monitor their progress with milestones along the way

EXTRINSIC REWARDS

Extrinsic motivation is based on tangible rewards. Unlike intrinsic motivation that is self-administered, extrinsic motivation is external to the individual and is typically offered by a supervisor or manager who holds all the power in relation to when extrinsic rewards are offered and in what amount. Extrinsic rewards are usually financial in nature, such as a raise in salary, a bonus for reaching some quota or paid time off. However, extrinsic rewards can also be as simple as getting the better office, verbal praise, public recognition or awards, promotions and additional responsibility. This idea of money being the ultimate or sole motivating force was first proposed by Taylor (1911). With such misconception, certain managers either focus or tend to have a bias for monetary rewards. However, Shanks notes that monetary compensation motivates only to a point; that is, when compensation isn't high enough or is considered to be inequitable, it is a de-motivator. In contrast, when it is too high, it also seems to be a de-motivator... and results in individual performance being tempered to protect the higher compensation level' (2007:32). Further, Atchison argues that 'as soon as money is predictable, it is an entitlement, not a motivator' (2003:21).

REVIEW OF RELATED LITERATURE

Most organizations view rewards as a means of motivating certain behaviour in employees. Specifically, rewards are intended to motivate employees to perform effectively and efficiently towards achieving organizational goals. Malhotra et al. (2007:2095) note that no matter the kind of organization one looks at, 'rewards play an important role in building and maintaining the commitment among employees that ensures a high standard of performance and workforce stability'. Shanks (2007:24) however argues that; 'while rewards may serve as incentives and those who bestow rewards may seek to use them as motivators; the real motivation to act comes from within the individual'. This is because managers can only influence employees with a combination of rewards to motivate them to perform but cannot force them. The onus therefore lies on the individual to choose to perform or act. To this effect, it is essential that with the issue of management and motivation, both managers and employees play a critical role in the process of motivation. Effective motivation can therefore only be achieved when both managers and employees act in partnership.

According to Beer et al (1984), traditionally, reward and recognition programmes were uncertain and there was a lack of set standards to measure outstanding performance. There has been great changes since the 1980's, where in current organisational settings, reward and recognition is linked to the business strategy because organisations have a good understanding of the great gains being achieved (Flynn, 1998). Rewards influence working effectiveness by providing a means of recognition of achievement, particularly by motivating and improving engagement; financial rewards are not automatically effective as motivators hence the

use of total rewards (Armstrong 2012). It does have a direct effect on the level of absenteeism. If an employer is considered to be fair in rewarding its workforce, it can make the employer attractive to work for, thus building a distinctive employer's brand (CIPD, 2008).

The use of rewards (especially monetary rewards and benefits) as motivation for employee performance is seen to have certain drawbacks, which can undermine the purpose for its use. Key in this area is the fact that monetary rewards yield temporary compliance and fails to act as a permanent or long term motivation. Other authors have noted that in the long term employees tend to view monetary rewards such as benefits and bonuses as entitlements thereby losing its motivation effect. Moreover, because such rewards are only temporary and do not induce long term motivation, employees end up getting stuck in a constant cycle of agitating for more to satisfy their immediate wants (Shanks 2007). Finally, rewards fail to tap into individual initiatives or their free will and in most cases, assume that without them, the individual cannot be innately motivated to perform. With such assumptions, managers end up emphasizing the extrinsic rewards to the detriment of the intrinsic ones.

Pınar Güngör (2011) in his study on "The Relationship between Reward Management System and Employee Performance with the Mediating Role of Motivation: A Quantitative Study on Global Banks" analysed the relationship between the reward management system applications and employee performance of bank employees on global banks in Istanbul. The result indicates that both Extrinsic and Intrinsic Motivation have an impact on Employee Performance. Study bring out the bring out a positive relationship between the perceived features of the reward system and extrinsic motivation. According to their findings similar with the results of this study, Intrinsic motivation is not affected by the design of monetary compensation, but by promotion opportunities.

Reward Management practices includes both Financial and Non-Financial Rewards, which are also considered as Extrinsic and Intrinsic Rewards. Financial rewards are salary increase, bonus system, perquisite etc. On the other hand there are non-financial rewards which are; promotion and title, authority and responsibility, education, appreciation and praise, certificate and plaque, participation to decisions, vacation time, comfort of working place, social activities, feedback, flexible working hours, design of work, recognition, social rights etc. Yazıcı, (2008), in their work on title "The Effect of Reward System Applications On Employee Performance In Service Sector", (2008), "concluded that effectiveness of an organization's performance and reward management have an impact on moral and productivity. Review of literature raises certain questions like

- What motivates the employees engaged in service sector organizations in lucknow?
- Which reward system does the employees perceive the most motivating?
- How can the reward systems be further developed?

OBJECTIVES

Present research work has been taken up with the following objectives

- explore the impact of reward management practices on employees' motivation
- to investigate and analyze how well the current reward system helps generate employee motivation.

RESEARCH METHODOLOGY

Present research is exploratory as well as Descriptive in nature. Research is based on primary as well as secondary data. Secondary data was collected from different sources like: books, magazine, journals, research paper etc. Primary data was collected by using survey method; a structured questionnaire is designed covering different dimension of reward management practices and its relationship with employee's motivations. The reward management practices promoting employees motivation was rated on the following variable like compensation practices, Comprehensive Benefits Package, Management Recognition of Good Work, Opportunities for Advancement, Interesting and Challenging Work, Job Security, Participation in Setting Professional Goals, Freedom to Work Independently, Having Respect for the Organization, Open Communication Between Managers/Employees and the way the employees is recognized and his success is measured. The employees motivation was measured on his feeling towards his Concern for Doing a Good Job in the organization, his involvement in innovation process, willingness to Take Responsibility for Difficult Jobs, Sense of Belonging, Acceptance of Changes, utilizing his ability, enjoying job in the organization, nature of challenges accepting while performing job in meeting company's comprehensive goals, ready to work in different working condition and overall his happiness in the organization. Construct were developed on the basis of review of the literature and research by the different authors. The questionnaire was piloted on a sample of 250 respondents working in the different service sector organization situated in and around Lucknow. Almost 221 responses were received and taken for the study. Reliability check was carried out using SPSS and found to be .896, which indicates that data is reliable one. The Mean, Standard Deviation, and regression analysis was carried out to analyse the employee reward management practices and their motivation. Table 1 shows the demographic profile of the respondents.

TABLE 1: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

	Categories	Count	Percentage
		221	100
Age	Upto 25 Years	65	29.4
	25-35 Years	120	54.3
	35-45 Years	25	11.3
	45 to 55 Years	9	4.1
	55 to 65 Years	2	.9
Gender	Male	156	70.6
	Female	65	29.4
Marital Status	Married	107	48.4
	Unmarried	114	51.6
Education Level	Upto Matric	22	10.0
	Under graduate	113	51.1
	Graduate	63	28.5
	Post Graduate	23	10.4
Income Level	Upto Rs. 15000 PM	4	1.8
	From Rs. 15000 to Rs. 25000 PM	20	9.0
	Rs. 25000 to Rs. 40000 PM	143	64.7
	Rs. 40000 PM to Rs. 60000 PM	38	17.2
	Rs. 60000 to Rs. 150000 PM	14	6.3
	Above Rs. 150000 PM	2	.9

The demographic profile of the employees in the organization are the key indicator for measuring the reward management practices and its impact on employees motivation as demographic characteristic of respondents influence the employees motivation and affect their job performance. The demographic characteristics of the respondents presented in the above table reveals that out of total 221 respondents 29.47% respondents were found in the age group upto 25 years. 54.3% respondents were in the age group 25-35 Years, 11.3% respondents were in the group of 35-45 and 4.3% respondents were in the age group of 45-55 years. 9% respondents were in the age group of above 55 years. For a research dealing with reward management practices and its influence on employees motivation it is important to know the gender categories of respondents as several studies projects that reward management practices have different impact on each gender. The table depicts that 70.6% were Male and the rest that is 29.4% were female. The information pertaining to Marital Status of respondents shows that 48.4% were married and the rest were unmarried. It is found in the survey that more than 60% respondents are under graduate and earning upto Rs. 400000 PM.

TABLE 2: LEVEL OF EXPERIENCE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1 years	36	16.3	16.3	16.3
	02-5 Years	92	41.6	41.6	57.9
	6-10 Years	29	13.1	13.1	71.0
	11 to 15 Years	49	22.2	22.2	93.2
	More than 15 Year	15	6.8	6.8	100.0
	Total	221	100.0	100.0	

Employee level of experience are linked to their performance and retention with the organization. Several research to this topic reveals that **employees** who **experience** a sense of belonging, purpose, achievement, happiness and vigor are more likely to perform at higher **levels** and contribute "above and beyond" **expectations**. For analyzing the suitability of reward management practices, employees experience profiling become essential. Survey indicates that sample is dominated by the respondents having 02-05 years of experience in the organization as it was indicated by 41.6% respondents in the sample. Another 13.1% respondents indicated that they are having 6-10 years of experience in the organization. 22.2% indicated that they are having 11-15 years of experience with the organization. Very less 6.8 % employees indicated that they are having more than 15 years' experience in the organization. This signifies that majority of the employees are possessing rich experience with the organization.

REWARD MANAGEMENT PRACTICES: A DESCRIPTIVE STATICS

In any organization, **Reward** system exists with the intention to motivate the employees and encourage them to perform better and work towards achieving strategic goals, which are set by business entity. **Reward management** is not only concerned with pay and **employee** benefits but it is equally concerned with non-financial **rewards** such as recognition, training, development and increased **job** responsibility as well as job security. A good manager can encourage an **employee** to work harder and better from time to time, but a **reward** can go a long way toward building **employee** self-motivation. With this into consideration, several statement related to reward management practices were constructed and employees were asked to rate on a scale of 1 to 5 (1- strongly disagree and 5 strongly agree) confirmatory factor analysis was carried out by clubbing the various into factor and descriptive statistics was calculated using SPSS software and is presented below:

TABLE 3: REWARD MANAGEMENT PRACTICES: A DESCRIPTIVE STATICS

	Reliability	Mean	Std. Deviation
Compensation Management Practices	.819	3.7749	.77932
High Compensation		3.7104	1.06486
Comprehensive Benefits Package		3.9095	.95867
Bonuses should not be part of the company policy		3.8552	.94235
Rewards should be based on performance		3.6244	.89906
Job Recognition at Work	.785	3.9615	.87496
Management Recognition of Good Work		3.8778	.91875
My boss recognizes the extra effort I put at work		4.0452	1.00803
Career advancement policies and practices	.754	3.8733	.80217
Opportunities for Advancement		3.8552	.98481
Participation in Setting Professional Goals		3.8824	.96045
I know how my success was measured		3.8824	.99302
Work Autonomy	.747	3.6855	.84044
Interesting and Challenging Work		3.8869	.87949
Freedom to Work Independently		3.4842	.99817
Job security at Work place	.617	3.4630	.76888
My job is secure at my present organization		3.8009	.96587
Having Respect for the Organization		3.0814	1.00121
Open Communication Between Managers/Employees		3.5068	1.09387
Valid N (listwise)	221		

The results of descriptive statistics presented in the above table indicate that **reward management practices like Job Recognition at Work** in the organisation has scored highest mean ($m=3.9615$) is the most important dimension of reward management practices influencing employees to perform better. It is followed by **Career advancement policies in the organisation** with mean of 3.8733 and SD =.80217. **Compensation Management Practices** of the organisation has scored mean of 3.77498521 and standard Deviation of .77932. **Work Autonomy** in the organization has scored mean of 3.6855 and SD of .84044. Another important reward management practices like **Job security at Work place** has scored mean of 3.4630 and SD =.76888. Reliability of all the reward management practices has been found to be higher than the .6 indicating that all assessment tool produces stable and consistent results. This indicates that better the **Job Recognition at Work** in the organisation will leads to the better employees performance in the organization

WORK PLACE MOTIVATION: A DESCRIPTIVE STATISTICS

Employees motivation at the work place has gained enormous importance in the process of success of the organization. Without identifying the key indicators in the motivation of employees, their commitment towards the work cannot be achieved. Therefore, while going through the survey, an attempt was directed rate the some selected statement related to work place motivation of the employees. Descriptive statistics (Mean and SD) was carried out to find out the relative importance of various indicators of work place motivation of the employees working in various organization. The information in this respect is presented in the table below:

TABLE 4: WORK PLACE MOTIVATION: A DESCRIPTIVE STATISTICS

	N	Mean	Std. Deviation
I am always Concern for Doing a Good Job in the organization	221	4.4480	.77651
I am Looking Out for New Ideas to perform job in this organisation	221	4.6154	.74562
Willingness to Take Responsibility for Difficult Jobs	221	4.5339	.75376
I have strong sense of Belonging with this organization	221	3.8235	.85843
I am ready to accept the changes of future	221	4.1493	.84765
I have full scope of utilizing my ability in this organization,	221	4.2398	.43844
I am enjoying my job in the organization,	221	3.5520	.49841
I am ready to accept challenges while performing job in meeting company's comprehensive goals,	221	3.8778	.72520
I always ready to work in different working condition	221	3.6335	.79003
Overall I feel very happy in the organization and does not intend to leave in near future.	221	3.3167	.46626
Valid N (listwise)	221		

Descriptive statistics are the summary statistics that quantitatively describe or summarize features of a collection of information. Descriptive statistics enable us to present the data in a more meaningful way, which allows simpler interpretation of the data. The results of descriptive statistics presented in the above table indicate that **statement like I am Looking Out for New Ideas to perform job in this organization has scored highest mean (m=4.6154) is the most important indicator of work place motivation**. It is followed by **with mean of 4.5339**. Statement like I have strong sense of Belonging with this organization has scored highest Standard deviation. This shows that employees are of the opinion on this is heterogeneous.

DETERMINING THE LEVEL OF MOTIVATION

Measuring employee's motivation in the present business environment has become difficult and challenging. Most of the organization in the present situation has become dynamic and passing through fast changes, which require prompt responses from the management. Setting the standard and deciding how to determine the level of work force motivation is the challenge before management. Some of the variable related to measuring work place motivation were developed on the basis of literature survey and employees were asked to choose as per their choice about how the work place motivation reflected in them. Multiple response thus received is processed through SPSS and is presented in table below:

TABLE 5: REFLECTION OF WORK PLACE MOTIVATION

		Responses		Percent of Cases
		N	Percent	
\$MOTivation ^a	The quality of work you produce	90	18.0%	44.8%
	The standard of work that is produced	73	14.6%	36.3%
	Your concentration levels	47	9.4%	23.4%
	The amount of time spent on tasks	69	13.8%	34.3%
	Engagement and willingness to do work	119	23.8%	59.2%
	Learning new things and Intellectual challenges overcome	101	20.2%	50.2%
Total		499	100.0%	248.3%
a. Group				

Inference: Motivation of an employee's is an important mean through which an employee derives work satisfaction and it occurs when a person finds a task interesting. The motivation from within when the work environment, task and other related factors become interesting. Multiple response related to the various factor driving employees motivation as presented in the above table indicates that employees engagement and their willingness to do work are the most important factor motivating employees at the work as it was indicated by 23.8% respondents in the sample. Passion of Learning new things and Intellectual challenges overcome are another factor through which employees derive motivation for work. as it was indicated by 20.2% respondents in the sample. Another 18.0%, 14.6%, 9.4%, and 13.8% respondents respectively indicated that they derive satisfaction and work motivation from the quality of work they produce, the standard of work that is produced, their concentration levels at work and the amount of time spent on the tasks. This signifies that Engagement and willingness to do work are the most important through employees derive motivation at work.

TABLE 6: EMPLOYEES REFLECTION OF WORK PLACE MOTIVATION ACROSS THE LEVEL OF EXPERIENCE

		Level of Experience					Total
		0-1 years	02-5 Years	6-10 Years	11 to 15 Years	More than 15 Year	
\$MOTivation ^a	The quality of work you produce	17	33	12	20	8	90
	The standard of work that is produced	13	28	8	16	8	73
	Your concentration levels	7	21	7	11	1	47
	The amount of time spent on tasks	15	28	11	12	3	69
	Engagement and willingness to do work	17	56	15	25	6	119
	Learning new things; Intellectual challenges overcome	18	40	12	23	8	101
Total		87	206	65	107	34	499

Percentages and totals are based on responses.

a. Group

REWARD MANAGEMENT PRACTICES AND ITS IMPACT ON EMPLOYEE MOTIVATION: A REGRESSION ANALYSIS

Regression analysis is used to model the relationship between a response variable and one or more predictor variables. Regression is a generic term for all methods attempting to fit a model to observed data in order to *quantify the relationship* between two groups of variables. The fitted model may then be used either to merely *describe* the relationship between the two groups of variables, or to *predict* new values.

TABLE 7: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793 ^a	.629	.621	.25881

a. Predictors: (Constant), job security, work autonomy, Career advancement, Recognition, Financial

The above table shows the R, R-Squared, Adjusted R Square, Std Error. R denotes the correlation between observed and predicted values of the dependent variable. The value of R ranges from -1 and 1. Small values indicate that the model does not fit the data well. In this case, R = 0.793. The above table shows the model summary and overall fit statistics. We find that the adjusted R² of our model is 0.629 with the adjusted R² = .621 that means that the linear regression explains 62.1% of the variance in the data.

ANOVA

Another outcome of regression analysis is the ANOVA presented in the table below. ANOVA table reports how well the regression equation fits the data (i.e., predicts the dependent variable). SPSS allows multiple models in a single regression command. Looking at the breakdown of variance in the outcome variable, there three categories i.e. Regression, Residual, and Total. The Total variance is partitioned into the variance which can be explained by the independent variables (Model) and the variance which is not explained by the independent variables (Error). Another outcome of ANOVA table is Sum of Squares which are the sum of squares associated with the three sources of variance, Total, Model and Residual. The Total variance is partitioned into the variance which can be explained by the independent variables (Regression) and the variance which is not explained by the independent variables (Residual). Another outcome of table is df which are the degrees of freedom associated with the sources of variance. Other outcome of ANOVA table is Mean Square which is the Sum of Squares divided by their respective DF. The values of F-statistic is the Mean Square (Regression) divided by the Mean Square (Residual). The p-value is compared to some alpha level in testing the null hypothesis is that all of the model coefficients are 0.

TABLE 8: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	24.459	5	4.892	73.027	.000 ^b
Residual	14.402	215	.067		
Total	38.860	220			

a. Dependent Variable: Motivation

b. Predictors: (Constant), job security, work autonomy, Career advancement, Recognition, Financial

The F statistics presented into the table 8 shows the regression mean square divided by the residual mean square. The linear regression's F-test has the null hypothesis that there is no linear relationship between the two variables With $F = 73.027$ and 220 egrees of freedom the test is highly significant, thus we can assume that there is a linear relationship between the variables in our model.

Another outcome of regression analysis is the **B**, which are the values for the regression equation for predicting the dependent variable from the independent variable. The regression equation is presented in many different ways, for example:

$$Y(\text{Motivation}) \text{ predicted} = b_0 + b_1 \cdot x_1 + b_2 \cdot x_2 + b_3 \cdot x_3 + b_4 \cdot x_4 + b_5 \cdot x_5$$

TABLE 9: COEFFICIENTS^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.271	.094		24.207	.000
	Compensations Management Practices	.126	.048	.233	2.597	.010
	Job Recognition at work	.059	.042	.123	1.423	.156
	Career advancement schemes of the organization	.086	.043	.164	2.001	.047
	work autonomy at work place	.063	.031	.127	2.042	.042
	job security	.137	.034	.250	4.012	.000

a. Dependent Variable: Motivation

Employees Motivation = $2.271 + .0126 \cdot \text{Compensation Management Practices} + .059 \cdot \text{Job Recognition at work} + .086 \cdot \text{Career advancement schemes of the organization} + .063 \cdot \text{work autonomy at work place} + .137 \cdot \text{job security}$

DISCUSSION AND CONCLUSIONS

In this study, the relation between Reward Management practices and employees motivation was investigated. Confirmatory factor analysis and reliability analysis showed the adequacy of the sample size. So the descriptive statistics results of the factor and reliability analysis were appropriate with the number of the items and sample size. In terms of the results of the statistical tests, the hypothesis supported through the regression analysis. According to the findings, it is founded that job security and compensation management practices have positive effects on Employee motivation. The findings of the study is consistent with the previous studies which, Herpen, Praag, Cools, (2005), have investigated empirically the effects of pay on performance. They mentioned that some theories predict that the practice of a compensation system affects the motivation of employees. The results of their study bring out a positive relationship between the perceived features of the reward management system and employees motivation. The limitation of the study is the response rate of the employees as well as the limited number of response. It would be more appropriate and be more informative for the researchers to explore more number of construct related to reward management including internal as well as external factors (such as technology and modern appliances, industry trend) in enhancing employee motivation and improving job performance in organizations.

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