

Relationship between Rewards and Employee's Performance in the Cement Industry in Pakistan

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Abstract

This study empirically examines the relationship between rewards and employee's performance in cement industry in the Khyber Pakhtoonkhwa Province (KPK) of Pakistan. The study is based on primary data collected from one hundred and forty employees of various cement industry in Pakistan. A self designed questionnaire was used for data collection. The data was analysed using the techniques of rank correlation coefficient and multiple regression analysis. All the findings were tested at 0.01 and 0.05 level of significance. The result concludes that there is a direct relationship between extrinsic rewards, intrinsic rewards and the employees' performance. It is also find out that recognition techniques used in cement factories are good for the maximum performance of employee's.

Key Words

Rewards, Employees Performance, Cement Industry, Pakistan.

1. Introduction

"How to improve the employees' performance" is the main concern of all organisations and focus point for research in many studies. Many approaches have been developed and adopted worldwide to improve the employee's performance including goal setting approach, measurement and feedback approach, involvement of employees in decision approach, organisation's culture approach, organisation's expectation approach, job design approach, rewards and recognition approach (Howes, 2010). The aim of all approaches is how to effectively motivate employees to maximise their performance. One common method of motivation is to tie rewards to employee performance which has been focused in this study.

The impact of rewards on employees' performance is well known phenomenon in the available literature of human resources. A large number of studies have verified that reward is a powerful tool to enhance employee behaviours leading to performance improvement. However, some other studies also observed the negative consequences of rewards such as an environment of favouritism, sexism and racism.

According to Luthans (2000), there are two basic types of rewards, financial and non financial and both can be utilised positively to enhance performance behaviours of employees. Financial rewards means pay-for-performance such as performance bonus, job promotion, commission, tips, gratuities and gifts etc. Non financial rewards are non monetary/non cash and it is a social recognition such as acknowledgment, certificate, and genuine appreciation etc. The non financial rewards is also called non material award (Neckermann and Kosfeld, 2008).

There is mix finding in the literature to determine which type of reward is more effective to increase employees' performance. According to Perry *et al* (2006) financial rewards is not

the most motivating factor (Perry *et al*, 2006) and financial results have a de-motivating effect among employees (Srivastava, 2001). Several studies have found that among employees surveyed, money was not the most important motivator, and in some instances managers have found money to have a demotivating or negative effect on employees (University of Texas, undated). On the other hand, Ryan (undated) indicated that non monetary types of rewards can be very meaningful to employees and very motivating for performance improvement. According to him, creative use of personalised non-monetary rewards reinforces positive behaviours and improves employee retention and performance. These types of recognition can be inexpensive to give, but priceless to receive.

Rewards can be either intrinsic or extrinsic. Intrinsic rewards that are inherent in the job itself along with the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic rewards are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible rewards are often determined at the organisational level, and may be largely outside the control of individual managers (McCormick and Tiffin, 1979).

The objective of this study is to find out the relationship between rewards and employees' performance in cement industry in Pakistan. More specific objectives are to find out:

- The effect of intrinsic and extrinsic rewards on employees performance
- The effect of financial rewards and social recognition rewards on employees' performance
- The effect of other related rewards/factors on employees' performance

Based on the above objectives, the present study seeks to test the following hypothesis:

H₁: There is a direct relationship between rewards and employees' performance.

H_{1a}: There is a direct relationship between extrinsic rewards and employees' performance.

H_{1b}: There is a direct relationship between intrinsic rewards and employees' performance

H₂: There is a direct relationship between performance bonus and the employees' performance.

H₃: There is a direct relationship between social recognition and employees' performance.

H₄: Employees' performance can be increased through proper job description, proper work environment and gender discrimination.

This paper is organised as follows: after introduction in section 1, literature review is carried out in section 2. Research framework and methodology is mentioned in section 3. Result and discussion is provided in section 4. Final section concludes the study.

2. Literature Review

Rewards and compensation systems motivate employees to give their maximum efforts towards assigned work. Compensation systems deliver other objectives such as legal compliance, labour cost control, perceived fairness towards employees and enhancement

of employee performance to achieve high level of productivity and customer satisfaction (Maire and Nick, 2002).

The existing literature on individuals' innovative performance reveals a wide array of individual and organisational antecedent factors. Among many individual antecedents that influence employees' innovative performance are attitudes (Williams, 2004), cognitive styles (Scott and Bruce, 1994), personality and demographic characteristics such as age, education background, and prior R&D experience (Roberts, 1991 and Rothwell, 1992). In terms of organisational antecedents, expenditure on R&D (Hadjimanolis, 2000), cooperation with external technology provider, leader's influence (Hage and Dewar, 1973), and reward system (Eisenberger and Cameron, 1996; Janssen, 2000; Mumford, 2000) are commonly cited as factors that affect individuals' innovative performance.

Rewards that an individual receives are very much a part of the understanding of motivation. Literature suggested that rewards cause satisfaction of the employee to be affected, which directly influences the performance of the employee (Lawler, 1985). In the study carried out by Jibowo (1977) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study supports for the influence of motivators on job performance. In another study carried out by Centers and Bugental (1970), they based their research on Herzberg's two-factor theory of motivation, which separated job variables into two groups: hygiene factors and motivators. They used a sample of 692 subjects to test the validity of the two-factor theory. It was discovered that at higher occupational level, "motivators" or intrinsic job factors were more valued, while at lower occupational levels "hygiene factors" or extrinsic job factors were more valued. They concluded that an organisation that satisfies both intrinsic and extrinsic factors of workers get the best out of them.

Many studies in the creativity literature have shown that the firm's reward system plays a critical role in motivating employees to perform creatively (Eisenberger, 1992; Eisenberger, Armeli and Pretz, 1998; Eisenberger and Rhoades, 2001). As an effort to stimulate employees' creativity, many managers have used extrinsic rewards (e.g. monetary incentives and recognition) to motivate their employees (Fairbank and Williams, 2001; Van Dijk and Van den Ende, 2002). While empirical research has shown that extrinsic rewards help enhance individuals' creative performance. The literature is still divided when it comes to its effects on individuals' creativity (Baer et al., 2003). By Milkovich & Newman's (2002) definition, an employee's returns from work comprise "total compensation" and "relational returns". The latter involves recognition status, employment security, and promotion opportunities. Total compensation includes direct pay like base, cost of living, short-term and long-term incentives and indirect pay as benefits like allowances and income protection. Numerous reward systems operate within organisations, often used as a key management tool that can contribute to a firm's effectiveness by influencing individual and group behaviour (Lawler and Cohen, 1992).

The structure and allocation of reward may effect the motivation of individual team members (Hackman, 1990). However, the impact of reward on group effectiveness is unclear and the models provide little guidance regarding specific type of rewards that maximise particular outcomes in work group. Skill-based pay means compensation is given according to an employee's depth or breadth of the skills, abilities, and knowledge relevant to the work (Milkovich and Newman, 2002). This is because the greater expertise employees possess, the higher capability they can perform the work with a broader understanding of the work, and thus the more aware of their contribution to the organisation they will be more productive. Job-based pay means that compensation is determined by the level of relative difficulty, duty, and attribution of a job to others (Uen and Chien, 2004). The study of individual attitudes has a long history that has produced a voluminous body of literature focusing on the attitude-behaviour relation (Ajzen, 2001).

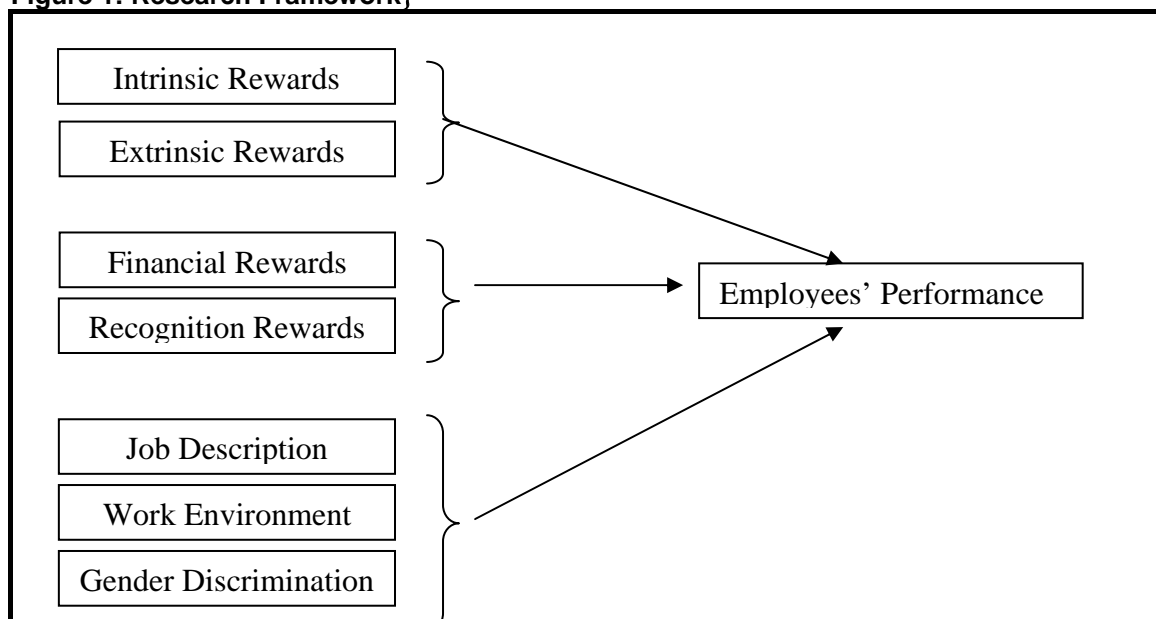
Performance-based pay is compensation paid varies with some measure of individual, team, or organisational performance, such as merit pay, team incentives, and profit sharing (Milkovich and Newman, 2002). Syedain, (1995) reported that there are two schools of thought how this could be accomplished in the workplace, one way could be to say thank you in a formal way through a badge, certificate or a Written note, while another could be to give a concrete reward to create an impact.

Robert (2005) defined reward management as: “the process of developing and implementing strategies, policies and systems which help the organisation to achieve its objectives by obtaining and keeping the people it needs, and by increasing their motivation and commitment.” Marketing professionals have traditionally been concerned with how to communicate about value (e.g., Grantham, 2007); operations personnel need to know how to deliver that value. Filipkowski and Johnson (2008) examined the relationships between measures of job insecurity, organisational commitment, turnover, absenteeism, and worker performance within a manufacturer. A positive relationship was found between job insecurity and intentions to turnover, and a small negative correlation was found between measures of job insecurity and organisational commitment. Tosti and Herbst (2009) discuss about behaviour systems approach which can be used to achieve a customer centred organisation through examples and reports from consultation cases. Johnson *et al* (2010) establish the effects of presenting organisational information through implicit and explicit rules on sales-related target behaviours in a retail setting. Results indicated that when organisational information was presented in a specific form, productivity was increased and maintained longer than when presented in other forms.

3. Research Framework and Methodology

This study has been conducted at individual level rather than corporate level as rewards concerned with individuals. Employees’ performance is taken as dependent variable while intrinsic rewards, extrinsic rewards, recognition techniques (non cash rewards/ social recognition rewards), performance bonus (financial rewards), job description, work environment and gender discrimination are taken as independent variables. Organisation size, sample, and organisation type are control variables. Dependent variable was measured by the feedback from the top management through the questionnaire. Independent variables were measured by the feedback from employees. The framework of the study is given in Figure 1.

Figure 1: Research Framework}



3.1 Data Collection: Questionnaire was used for data collection. Prior to the distribution of the actual survey, a pilot study involving a sample of 47 employees were conducted to validate the content of the questionnaire in terms of relevance, accuracy, and wording. Appropriate changes were made in the final questionnaire.

Five point Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree) was used to measure responses. The respondents' scores for each construct were obtained by summing across all the item scores of the individual variables. The hypothesised relationships among the study variables depicted in the model were tested using multiple regressions.

3.2 Sampling: Total two hundred questionnaires were randomly distributed among the employees of cement industry in Khyber Pakhtoonkhwa Province of Pakistan, namely, Best Way Cement, Cherate Cement, Fauji Cement, Mustehkum Cement and Saadi Cement. One hundred and forty four questionnaires were returned. Thus, the response rate was 74%.

The Cronbach's Alpha reliability coefficients for the sample are given in table 1 below:

Table 1: Cronbach's Alpha Reliability Coefficients

Items	Cronbach's Alfa (r)
Extrinsic Rewards	0.83
Intrinsic Rewards	0.90
Recognition Techniques (Social Rewards)	0.74
Performance Bonus (Financial Rewards)	0.91
Job Description	0.87
Gender Discrimination	0.84
Work Environment	0.71

4. Results and Discussion

In this study employees' performance is dependent variable and job description, extrinsic rewards, intrinsic reward, gender discrimination, work environment, employees' recognition techniques, and performance bonus are independents variables. The effect of each independent variable on dependent variable is shown in regression table 2 below:

Table 2: Regression analysis (Employees' Performance is Dependent Variable)

Independent Variables	Coefficients	Standard Error	t-stat	P-value
Intercept	-2.145	0.435	-4.932	0.000
Job Description	0.415	0.112	3.716	0.001
Extrinsic Reward	0.628	0.172	3.652	0.001
Intrinsic Reward	0.505	0.149	3.393	0.001
Gender Discrimination	-0.192	0.096	-2.015	0.050
Work Environment	0.079	0.112	0.703	0.485
Recondition Techniques	0.037	0.138	0.270	0.788
Performance Bonus	0.069	0.099	0.701	0.487
Statistics Tests				
R-square	0.822			
Adjusted R-Square	0.796			
F-statistics	31.616			

In the regression table 2, p-values of job description, extrinsic rewards and intrinsic rewards shows the significance contribution in employees' performance. R square is 0.822 which depicts that independent variables can cause 82.2% impact on employee's performance while adjusted R square is 0.796 which shows the fitness of the model. The F-statistics also explains the significance of the model.

To find out the exact relationship between employees' performance and independent variables, the respondents were divided into two salary groups. Low Salary Group contain employee's having pay between Rs. 20,000 to Rs. 40,000 while High Salary Group consist of employees having salary more than Rs. 40,000. The correlation analysis of two salary groups is carried out below.

4.1 Correlation Analysis of Low Salary Group Correlation table 3, of the Low Salary Group showed the strong relationship between performance and job description. The value of correlation is 0.756 which shows a strong positive correlation. The correlation between extrinsic rewards and performance is 0.838 while intrinsic rewards and performance correlate with a value of 0.700. Gender discrimination has a low but negative impact on performance (correlation = -0.036). In the Low Salary Group there is very low correlation (0.058) between performance and employee's recognition which indicates the minimum attraction of the intangible rewards at this level. Similarly, correlation between employees' performance and performance bonus is also low (0.150)

Table 3: Correlation Matrix of Low Salary Group

Variables	1	2	3	4	5	6	7	8
Employees Performance	1							
Job Description	0.756	1						
Extrinsic Reward	0.838	0.692	1					
Intrinsic Reward	0.700	0.489	0.652	1				
Gender Discrimination	-0.036	-0.155	-0.118	-0.272	1			
Environment	0.161	0.010	0.095	0.122	0.203	1		
Recondition Techniques	0.058	0.000	0.008	-0.064	0.127	-0.059	1	
Performance Bonus	0.150	0.056	-0.163	-0.204	-0.010	-0.003	0.005	1

Correlation results showed that there is a direct relationship between employee's performance and intrinsic rewards which related to the job itself. Employee's performance is dependent on the intrinsic rewards and performance increases with the increase of intrinsic reward. The findings of this study is link to the finding of Deci (1972), Eisenberger and Cameron (1996) and Mumford (2000). They emphasized the importance of intrinsic reward in influencing workers performance. They believed that workers do not like to feel that they are performing their task for money. The findings of Egwuridi (1981) and Janssen (2000) has also supported this study because their hypothesis that low income workers will be intrinsically motivated was not confirmed and the expectation that higher income workers will place a greater value on intrinsic reward than low income workers was also not confirmed. In other word the relevance of motivational factors depends not only on its ability to meet the needs of the employees, but also that of the organisation as well.

In Low Salary Group, the correlation between performance and extrinsic rewards (0.838) is high as compare to the correlation between performance and intrinsic rewards (0.700). Similarly, in Low Salary Group, the correlation between performance and financial rewards (0.150) is comparatively more than the correlation between performance and non financial rewards (0.058). However, in both cases (financial and on financial rewards), the correlation is weak as compare to extrinsic and extrinsic rewards.

4.2 Correlation Analysis of High Salary Group The correlation matrix of the High Salary Group shows that there is less attraction of the tangible rewards as compared to the Low Salary Group. The value of correlation of job descriptions is 0.580; extrinsic rewards 0.598, intrinsic rewards 0.360, gender discrimination -0.037, work environment 0.161 and a strong attraction for the employee's recognition techniques 0.583 as compared to Low Salary Group. Detail is shown in table 4.

Table 4: Correlation Matrix of High Salary Group

Variables	1	2	3	4	5	6	7	8
Employees' Performance	1							
Job Description	0.580	1						
Extrinsic Reward	0.598	0.397	1					
Intrinsic Reward	0.360	0.213	0.480	1				
Gender Discrimination	-0.037	-0.185	-0.283	-0.306	1			
Work Environment	0.161	-0.027	0.097	0.100	0.203	1		
Recondition Techniques	0.583	0.346	0.513	0.117	-0.077	0.135	1	
Performance Bonus	0.472	0.248	0.270	-0.018	-0.011	0.174	0.526	1

Correlation results showed that there is a direct relationship between employee's performance and extrinsic rewards which is not related to the job itself like monetary rewards etc. This shows that extrinsic rewards given to workers in an organisation has a significant influence on the employees' performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers (Adams, 1965). The findings also agree with the work of Berjum and Lehr (1984) which showed that subjects who received individual incentives performed better than those who did not receive. And workers exhibited productive work behaviour when rewards were made contingent upon performance. The work of Akerele (1991) can also be said to have corroborated the findings of this study. He observed that poor remuneration in relation to profits made by organisation, wage differentials between high and low income earners among other things contributed to low morale, lack of commitment and low productivity.

In High Salary Group, the correlation between performance and extrinsic rewards (0.598) is high as compare to the correlation between performance and intrinsic rewards (0.360). Similarly, in High Salary Group, the correlation between performance and non financial rewards (0.583) is comparatively more than the correlation between performance and financial rewards (0.472).

The aforementioned hypotheses were tested and results are provided in table 5 below.

Table 5: Summary of Hypothesis Results

Hypothesis		Results
H ₁	There is a direct relationship between rewards and employees' performance.	Supported
H _{1a}	There is a direct relationship between extrinsic rewards and employees' performance.	Supported
H _{1b}	There is a direct relationship between intrinsic rewards and employees' performance	Supported
H ₂	There is a direct relationship between performance bonus and employees' performance.	Supported
H ₃	There is a direct relationship between recognition and employees' performance.	Partially Supported
H ₄	Employees' performance can be increased through proper job description, work environment and gender discrimination	Supported

The result showed that as the intrinsic and extrinsic rewards increase the employee's performance go beyond the minimum acceptability level which show significant relationship between organisation's reward system and employees' performance. There is a moderating effect of employee recognition techniques on performance. At a certain level it is more attractive then the intrinsic and extrinsic rewards. Job description has a positive effect on employee performance while increasing gender discrimination has a negative impact on employee performance.

5. Conclusion

The importance of reward in the day-to-day performance of employees' duties cannot be over emphasized, especially when it comes to being rewarded for a job done. It is a well-known fact that human performance of any sort is improved by increasing motivation. From this study it can be easily inferred that workers reward package matters a lot and should be a concern of both the employers and employees. The results obtained from the hypotheses showed that worker's place great value on the different rewards given to them by their employers. Hence, when these rewards are not given, workers tend to express their displeasure through poor performance and non-commitment to their job. It is therefore imperative for the organisation to consider the needs and feelings of its employees and not just over look them in order to safe guard industrial harmony, because "a happy worker they say is a productive worker". Having stressed, the importance of a good remuneration policy on the performance of workers and the different kinds of reward that can influence workers to perform better on job, this study can therefore be seen as a call for employers' sense of commitment to put in place appropriate incentive plan that will encourage workers to be more purposeful and improve their performance.

Many organisations are transforming themselves, flattening hierarchies, empowering workers and basing processes on teams rather than individual performance. Reward and recognition systems are an important part of the change that is necessary for such transformation to be effective. A thorough rethinking and restructuring of reward and recognition practices which are aligned with new organisational goals and culture will give companies the focused energy they will need to succeed in challenging times. Those companies that use relevant compensation and rewards as strategic resource tools will be able to realise the tremendous potential of their employees, working together. This requires the reorganisation of incentive programs to encourage new employee behaviours aimed at achieving team and organisational goals. The types of teams operating and the stage of teamwork will dictate the incentives to be used to achieve worthwhile team and organisational goals. These rewards and recognition programs must also fit in with the culture and values that the organisation wishes to develop.

The study concludes that there is a direct relationship between employee's performance and organisations reward system. In case of low salary group, it is more important to develop such a reward system which has more emphasis on extrinsic reward. Similarly, high income group could be more motivated through intrinsic reward. Well defined job description leads to high performance rating in the organisation. Where as, gender discrimination has a negative impact on employee performance. Employees' recognition techniques are good way to motivate employees.

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