

Impact of Reward System on Employee's Performance: A Case Study of Government Sector Organizations in Pakistan

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Abstract. Purpose: Modern globalization has changed the scenario of government organization in the government sector in third-world countries, especially in south Asia in terms of human resource management. It is now much more difficult to maintain the quality performance of employees in government organizations. So, the basic aim of this study is to check the impact level of a better reward system on employee performance.

Design/Methodology/Approach: For the objective, this study distributed 100 questionnaires among the various employees of government department organizations through random sampling. 80 questionnaires were considered valid and the data was processed through SPSS. Various tests were conducted.

Findings: The findings clearly explained that the handsome reward system always impacts employees' performance. Implications. If government organizations want to maintain better performance as compared to the private sector, they need to address a better reward system.

Key words: Employees performance, Reward system, Employees Motivation, Organizational effectiveness

1 Introduction

The reward system is defined as the set of tangible and intangible assets under an employment relationship. The Reward system divides into parts extrinsic and intrinsic reward. An extrinsic reward is a solid and tangible reward for a person or job for earning something. They are often cost-effective, such as increasing wages, bonuses, wages, or public recognition. The extrinsic reward for the most part monetary, are unique rewards that representatives get from chiefs, for example, compensation builds, rewards and advantages (Khan et al., 2022). They are classified as "outcasts" since they are outside of work itself and other individuals control their size and whether they are compensated or not. Conversely, inward rewards are mental prizes that representatives get when they do noteworthy work and do it (Caruth and Handlogten, 2001; Hellriegel et al., 1999).

The intrinsic rewards are those that originate from within the employee. An intrinsically motivated employee works for his or her. Fulfillment and can evaluate the challenging work that he or she considers important to the company. The intrinsic rewards are those that exist in the

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assignment itself. Examples are results, decent variety, challenges, self-rule, duty, and individual and expert advancement. Intrinsic rewards are those that result from the execution of an activity when the activity is performed, regardless of whether the final objective has been achieved or not. For example, playing a game can reward you, whether you win or not (Andersson et al., 2021; Thomas et al., 2005).

The issue states that organizations can implement and apply the reward system. And then the organization can achieve goals efficiently and effectively. Reward systems can improve the employee's performance reward systems apply in the organization then employees and staff perform the task easily. And the current issue is that some government organizations are not implementing a reward system day by day employees leave the organization and loss their experienced employees. Reward systems on employee performance organizations are suggested applying reward systems to achieve better results from employees so the problem of this study is to analyze the "To what impact of reward system on employee performance.

My research gap is finding the impact of rewards on government employees in Kohat. And the purpose of finding this impact is to further work to enhance government employees' performance at the Government education department and it could be overcome through employee performance. To determine the impact of the reward system on employee performance, to check the impact of extrinsic reward on employee performance, to check the impact of the intrinsic reward on employee performance.

2 Literature Review

2.1 Employees Performance

Employee performance can be defined as evidence of performance for each work activity over some time. Views are presented as a distribution of data and performance schemes over some time (Ng and Siu, 2004). Employee performance must also focus on the assessment of behavior and work performance, not the personality of the employee (Ng and Siu, 2004). Well-funded employees receive financial compensation that has been satisfactorily publicized in the past. Kuvaas et al. (2017) argues that higher compensation will increase performance and productivity intrinsic factors that improve employee satisfaction and performance. Afifah and Tielung (2014) revealed that the bonus package can affect employee performance. This reward framework upgrades worker execution by improving representative abilities, learning, and to get organizational objectives.

According to Allen and Kilmann (2001), rewarding practices assume an essential job in improving worker execution and accomplishing hierarchical objectives. As referenced before, numerous scientists have discovered that representative rewards are legitimately identified with worker execution Edirisooriya (2014), if the company does not reward employees, it directly affects employee performance.

Employees will give a valiant effort on the off chance that they feel or have certainty that their diligent work will be remunerated by the organization. Numerous elements influence the representative presentation, for example, these incorporate, for instance, the working conditions, the connection between the worker and the business, preparing and improvement openings, work security, general organization approaches, and strategies to compensate workers, and so on among every one of the variables that influence worker performance.

2.2 Employees Reward System

According to [McCormick and Tiffin \(1979\)](#) rewards may be intrinsic or extrinsic. Intrinsic rewards come from rewards inborn in the job itself that individuals appreciate because of effectively finishing duty or achieving its objective. While extrinsic rewards are those that are not part of the job, such as; e.g., pay, working conditions, fringe benefits security, transportation, service contract, and working environment. Such specific rewards are regularly decided at the hierarchical level and can to a great extent be outside the ability control of a person's supervisors. Intrinsic rewards then again are those that can be characterized as "mental prizes and the models are the chance to utilize one's capacities, feeling of the test, acknowledgment, positive acknowledgment, and anxiety.

An intrinsically motivated individual, according to [Ajila and Abiola \(2004\)](#) will devote his work to the extent that the work intrinsically contains tasks that are worthwhile for him or her. And an extrinsically motivated person wants to be involved in the measure. Journal of art is characterized by the opportunity to leverage expertise, attract the company for international trade, and win the company for the organization's contribution to energize and feed these positive worker contributions by setting up powerful reward rehearses ([Puwanenthiren, 2011](#)). The reward system consists of everyone an organization component that governs the person's procedure and the decision to reimburse the compensation and the reimbursement amount for contributing to the organization. Effects of rewards on the significance of activities and benefits are created in the literature concerning inspiration, both intrinsic and extrinsic. In intrinsically motivated behavior there is no reward except for the task itself. Reward and acknowledgment are planned to enter the conversation on extrinsically motivated behavior which happens when a movement is compensated by incentives not identified with the assignment ([Pajak and Glickman, 1984](#)).

[Gross and Friedman \(2004\)](#) view reward to include pay comprising of base short and long-term motivations benefits (medical problems, work life, and different advantages), and professionals reasoned that the variables influence the work execution. To start with, it relies upon the sum and got the sum that the individual feels he possesses get. Second, the examination with others gathers effects on people group's execution. Also, third, worker fulfillment with both the inborn and outward advantage had suggestions generally work execution. Fourth individuals vary extraordinarily in the premiums they wish and in the worth, they credit to everybody. What's more, the flame fulfills numerous extraneous honors since they lead to different prizes. All these perceptions propose that another reward framework. Representatives anticipate that their association should offer reasonable wages, secure working conditions, and reasonable treatment ([Beer et al., 1984](#)).

According to [Farooq et al. \(2011\)](#), are doing their best to increase employee capacity, eventually creating a good one in the and creating a high-quality working environment in the organization. The reward must give confidence skilled and trained employees keep on within the association just as increment the inspiration and commitment to the association and along these lines support the efficiency ([Brickley and Van Horn, 2002](#)). The principle objective of the reward framework isn't just to accomplish and keep up the ideal nature of representatives, yet moreover to stir them to help an anomalous condition of execution and to engage the association to achieve its promoting objectives. System awards play a subordinate role in motivating people, but can be seen as integrating people into the organization. Reward systems that make stronger the link between employees' goals and incentive factors with the objectives of the organization ([Arvidsson, 2005](#)).

2.2.1 Extrinsic Rewards

Employees receive an extrinsic reward from the company or an external partner, and an extrinsic reward is usually of financial value. Examples of extrinsic rewards are wages, increments, bonuses, or other economic benefits (Cho and Perry, 2012). The extrinsic reward spread the essential needs of salary to remain alive (to pay charges), a sentiment of solidness. It is stated that an extrinsic reward is a result of the organization and includes salary, status, job security, and marginal benefits. These advantages can be compared with the elements of the working context, which Herzberg called hygiene factors (Cho and Perry, 2012). Extrinsic rewards for completing a task are simply not as good as those that have received a reward. When I was a manager, I learned more about other intrinsic factors of motivation and performance. The extrinsic reward is prices that are outside the work task, e.g. as payment, working conditions, fringe benefits, security, transportation, service contract, and working environment.

2.2.2 Intrinsic Rewards

Intrinsic rewards are immaterial and are related to work activity and have no money-related worth. The real reward could be for example that the employee expands his decision-making authority, and receives more complex tasks or reaches a higher position within the organizational hierarchy. Andersson et al. (2021) illustrated the actual rewards as satisfying personal outcomes and included the feeling of success and personal growth concerns about the intrinsic reward for the mental growth of employees. (Williamson et al., 2009). They are immaterial advantages and include highlights, for example, self-rule, criticism, and support in basic leadership (Hackman and Oldham, 1976). The intrinsic reward framework is explicitly intended to esteem workers as confident and to interface them with their feeling of accomplishment and development inside the organization. When organizations orally appreciated then employees feel satisfied and achieve something useful at work. Nawab et al. (2011), have argued that the intrinsic reward of the work itself is its own and that the individual enjoys the achievement of the task. of attaining his or her goal. (Williamson et al., 2009).

2.3 Relations between Reward System and Employee Performance

In the real world, rewarding high levels of performance is very important as it encourages and controls performance. Reward plans validate the stage and union of nonfinancial and financial rewards needed to focus, retain and rouse skillful individuals who can make the business increasingly effective (Cho and Perry, 2012). A portion of these advantages are money-related, assets, for example, choices for pay and focused reward there are numerous non-monetary advantages organizations can give to their workers. Some can propel the staff. It's significant for a director to realize what truly rouses representatives, and perhaps it's not something very similar that inspires other individuals. (Williamson et al., 2009). The undeniable reward practice was to disentangle the connection between the given reward and the additional exertion, some precautions reward the methods administered in the reward system. In this context, it is suggested that the organization of spread incentives must be performance-based to achieve positive motivational characteristics. Managers who seek to manage a fair and rewarding system seem to be more successful in their performance than those who unfairly reward it (Janssen, 2001). In this case, the base of performance evaluation has been reported in several economic studies, even though the need for a fair reward from others seems to be clear from a theoretical point of view. Therefore, clear justice is needed to create an optimistic connection with winning the reward

in an organization. The idea of controllability is characterized as the measure of the capacity of workers to impact or control survival. In addition, the reward framework should be connected to animate and inspire worker execution. This relies upon the corporate technique, the fascination, and retention of experienced staff, the skills and competencies required (which are necessary for understanding the goals of the corporate strategy), and starting a useful structure and culture. In this way, the rewarding process must positively impact employee performance, as provided by the managers. In this unique situation, execution estimation can be mesmerizingly used to study preparing needs, and advancements .for competitors, organization issues, and layoffs (Judge and Bretz, 1992). In this study, he adopted the same procedure as Herzberg and supported the influence of motivators on work performance. In another study, the authors also managed their study based on the two-factor Herzberg theory of motivation and divided the work variables into two categories: "Motivators and hygiene factors:" They discovered that higher professional levels were more likely to recognize intrinsic (non-financial) work factors or motivators, while at lower professional levels, extrinsic premiums or health factors (financial) were valued higher more at lower professional levels .(Williamson et al., 2009).

2.4 Relations between Intrinsic Reward System and Employee Performance

Intrinsic motivation can co-exist for a set person in connection to a given assignment, they are partitioned persuasive measurements, and an individual's impact is probably going to dominate. Incentives are indirectly .related to .performance, for example by reimbursing the competitiveness will first .of all think of their own .(Williamson et al., 2009). Employees' responsibilities while they work and true motivation can dominate their work. To substantiate our statement, a meta-analysis of educational research found a positive correlation between .internal motivation and academic performance. Performance enhancement and intrinsic motivation promote different, behaviors, affections, emotions, and attitude the most important benefits. self-employment and .effectiveness (Cho and Perry, 2012). Some authors argued that intrinsic motivation for the civil service matters more than the extrinsic reward for improving the performance of public employees. The type .of work can also be the cause of intrinsic inspiration due to stimulating .and rewarding associations. On the basis of above scholarly discussion this study developed following hypothesis:

H₁: Intrinsic reward has a significant impact on employee performance.

2.5 Relations between Extrinsic Reward System and Employee Performance

Although the connection between extrinsic inspiration and representative execution has gotten little consideration in the examination experimental research on motivators and execution gives a few rules. From one viewpoint, tests demonstrate that motivating forces and solid quantities improve execution in straightforward and institutionalized exercises that can be effectively estimated and relegated. Extrinsic motivation correlates negatively with intrinsic motivation. This suggests that extrinsic rewards are only marginally improving the performance of public servants (Kuvaas et al., 2016). As shown in, public managers can effectively increase job performance if they are less based on external motivation If a job is less satisfactory in itself and its incentives are directly related to performance or outcomes, such as bonuses and commissions, employees tend to view the money as the primary reason for doing the job, which is probably an extrinsic motivation dominate. For example, a recent survey of sellers has shown that the level of

revenue from conditional and outstanding incentives over two years correlates positively with labor cost increases (Kuvaas et al., 2016). Extrinsic motivation is usually associated with psychological distress and low well-being, which can reduce concentration and hinder employees take over a task.(Williamson et al., 2009). For three reasons, we advise that extrinsic motivation either does not correlate significantly with overall work performance or correlates negatively. First, as shown above, the results of the study of incentives and general work performance were ambiguous and contradictory. Second, most occupations in contemporary associations are not easy to measure, let alone measurable aspects often include more and more aspects that are easier to measure. Third, as discussed above, extrinsic inspiration could adversely correspond with intrinsic inspiration, the last being a strong indicator of general work (Cerasoli et al., 2014). To substantiate our statement, a meta-analysis of educational research found a negative correlation between extrinsic motivation and academic achievement. Extrinsic inspiration act to anticipate and get undesirable outcomes alluring results that are probably going to diminish their fulfillment since they will feel because of their requirement for self-sufficiency constrained or enticed by outside accidents. The most appropriate measure for improving the level of motivation is liquidity in terms of salary .(Williamson et al., 2009). It is recommended fair pay, which increases employee motivation by believing that the work done is valuable .and considered important .by management. On the basis of above scholarly discussion this study developed following hypothesis:

H₂: Extrinsic reward has a significant impact on employee performance.

3 Theoretical Background

3.1 Self Determination Theory (STD Theory)

In SDT the distinction between intrinsic and extrinsic inspiration is talked about for two reasons. To begin with, when individuals are intrinsically inspirational, those and the result are connected. They are progressively useful regarding their quality. of execution and their well-being and prosperity Secondly, extrinsic inspirations correlate negatively with intrinsic motivation Ryan and Deci (2000), so according to SDT at the same time, the incentive that enhances outward motivation undermines one's inner motivation, and because of the definition of the .two kinds of inspiration, it is hard to clarify how and why natural and extraneous inspiration should be positively correlated to performing an activity demonstrating pleasure and contentment logically incompatible because it is a cognitive challenge on which the individual concentrates acting and doing the same activity to achieve positive consequences or to avoid negative consequences.

The theory of self-determination (SDT) is a global theory of human character and inspiration regarding how the individual cooperates and relies upon the social condition. SDT characterizes the inborn and different kinds of outward inspiration and portrays how these inspirations impact situational reactions in various territories, just as social and psychological advancement and character. SDT centers around the essential mental needs of self-governance, skill, and relationship and on their important job for self-decided inspiration, prosperity, and development. At last, SDT portrays the basic impacts of the social and social setting by advancing or disappointing individuals' essential mental needs, the apparent feeling of poise, execution, and prosperity (Legault et al., 2017).

4 Conceptual Framework

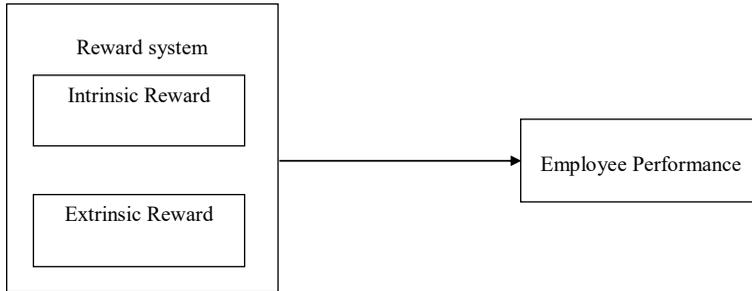


Figure 1: Conceptual Framework

5 Hypotheses

H₁: Intrinsic reward has a significant impact on employee performance.

H₂: Extrinsic reward has a significant impact on employee performance.

6 Theoretical Model

There are two independent and one dependent variable. Independent variables are extrinsic and intrinsic reward while the dependent variable is worker execution. Let's characterize every one of them turn by turn (Deci & Ryan, 2010). The meaning of characteristic prizes are those prizes that are natural inside a vocation and are accessible in occupation for instance workers' capacity, getting thankfulness, acknowledgment of challenges, and achievement, and direct that shows comprehension and stress as to overhauls care, limit and trust in the person being tutored (Farooqui & Nagendra, 2014). The meaning of extrinsic rewards is extrinsic rewards as the periphery and pay points of interest representatives get from an association. This incorporates advancement opportunities, professional success, and conducive work environment conditions. While the meaning of the representative exhibition is the workers' result or on the other hand responsibility in reference to the satisfaction of set destinations.

7 Methodology

The major tool for gathering data was the questionnaire. The question was divided into the variable of interest. The unit of analysis is comprised of individual members of the Kohat, KP Department of Government Education, as well as the assessment and analysis of their behavior and their perception of the compensation system for employee performance. The researcher wrote a questionnaire on the topic. All the people about whom the study is meant to generalize. The modern study is carried out in Kohat. Government Education Department and

ambitions of the employees in this precise organization. The populace of modern study comprises Government Education Department. Note that the best way to perform the analysis is to use fresh samples. Therefore, a sample was taken to select a part of the populace to represent the whole populace. Emphasizes that a specialist should choose an example from which to look for data utilizing fitting inspecting methods these methods/techniques selected for the study were based on a simple random sampling method. 100 employees were selected as a simple questionnaire, which was obtained from the Government of Education of Kohat Government, KP. SPSS is used for the examination of quantifiable data. This is the most comprehensively used program for quantifiable examination of human science. The Government Education Department staff in Kohat, KP, were given 100 questionnaires. The poll was conducted over the course of two months, from July 2019 to September 2019. 80 questionnaire responses were returned out of a total of 100 that were distributed.

Since the intended sample size was 100, and only 80 of those were returned. The respondent work was also asked to specify the number of factors pertaining to the employee’s gender, age, and experience in the Government Education Department of Kohat, in addition to all other variables included in the research. The characteristics of the respondents led to the results listed below.

Table 7.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	68	85.0	85.0	85.0
	Female	12	15.0	15.0	100.0
	Total	80	100.0	100.0	

First, a demographic study of the respondents reveals the gender ratio in the Government Education Department. In the questionnaire, respondents were also prompted to indicate their gender. The Government Education Department’s gender ratio is shown by this option.

Table 7.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between 25-30	52	65.0	65.0	65.0
	31-35	20	25.0	25.0	90.0
	above 35-40	8	10.0	10.0	100.0
	Total	80	100.0	100.0	

The age gives the same information regarding the frequency, percent valid percent, and cumulative percent as the above upper table related to the frequency, percent, and others.

Table 7.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-2 years	20	25.0	25.0	25.0
	2-4 years	52	65.0	65.0	90.0
	4-6 years	8	10.0	10.0	100.0
	Total	80	100.0	100.0	

7.1 Data Analysis

7.1.1 Descriptive Statistics

Table 7.4

	Minimum	Maximum	Mean	Std. Deviation
Intrinsic Reward	3.20	4.40	4.0900	.32748
Extrinsic Reward	3.20	4.60	4.1200	.38922
Employee Performance	3.40	4.60	4.1400	.37706
N	80			

Descriptive statistics describe the main feature of data. Mean value shows that the central tendency of a variable from the output of the above table shows the mean values of independent variables intrinsic reward, extrinsic reward, and dependent variable employee performance are respectively 4.0900, 4.1200, 4.1400 with standard deviation values are .32748, .38922, .37706 respectively in the sample giving a total of 80 respondents.

7.1.2 Correlation Analysis

The correlation analysis describes the linear relationship between two variables in order to ascertain its strength and direction, as well as whether it is positive or negative. For example, a positive link between two variables is referred to as a highly significant positive association. +1 to -1 is the correlation's range. The econometrics model advises evaluating the strength of the degree of correlation (correlation) between the dependent and independent variables in pears. The table below demonstrates the strong association between all of the factors.

7.1.3 Regression Analysis

Table 4.6 shows the regression analysis results that show the impact of two or more variables on one dependent variable. In this table direct effect results suggest that intrinsic reward is significantly and positively ($\beta = .30, P < 0.01$) related with employee performance, confirming hypothesis 1. Whereas, in this table direct effect results suggest that extrinsic reward is significantly and positively ($\beta = .48, P < 0.01$) related with employee performance, confirming hypothesis 2.

Table 7.5

		1	2	3
1	IRR	1		
2	ERR	.490**	1	
3	EP	.540**	.629**	1

*“Note: “Correlation is significant at the 0.01 level (2-tailed). N = 80”.
* P < 0.05. ** P < 0.01.*

Table 7.6 Regression Analysis

Direct effect	Estimate	S. E	t
IRR → ER	.30**	.11	3.19
ERR → ER	.48**	.09	5.02

*N= 80, *p<.05, **p<.01, S. E= Standard error, Standardized Coefficients =Estimates*

8 Discussion

The principle goal of this study was to look at the impact of the reward framework on worker execution in the education branch of the Kohat KP government. The essential reality demonstrates that the truth in Pakistan is questionable in light of the fact that the respondent feels reluctant and does not give a genuine and accurate answer that is a genuine guide. The vast majority of them have not perused the inquiries by setting a sign, check the inquiries. Along these lines, the researcher does not discover what he truly needs to discover. We would be increasingly explicit on the off chance that we led interviews with representatives to acquire important data. Since the scientist has a brief period to take care of business, the specialist utilizes the poll strategy. Also, the data ought to be amended and examined in such a manner. It is conceivable that the connections between supervisors and administrators are bad and give false data. The present investigation was directed at Kohat KPK. The example was restricted to just 150 representatives randomly chosen from the Kohat Government Education Department. 120 representatives offer a response. On the off chance that the example size gives increasingly exact outcomes to the scientist later on. The outcome demonstrates that the model utilized is critical. Today, officials need a reward framework that can build worker execution over the venture. Subsequently, the organization will develop

9 Conclusion

The fundamental goal of the examination is to develop a structure that study analyzes the impact of the reward system on employee performance. This study provides significant insight into the performance of staff at the Government Department of Education in Kohat. Testing of the model shows that the bonus system contributes to employee performance in Pakistan.

This study also shows practical evidence for the reward system's contribution. The connection between the reward system and worker execution is a very fair concept for Pakistani culture. The study results analyzed that the bonus system will increase employee performance.

9.1 Limitation

The researcher is led to find in the Kohat government education department, KP, a real influence of innovation leadership. There are some limitations due to the fact that the study result does not match the researcher's expectations, and these are the following. Data were collected by the Government Education Department in Kohat, KP, and are intended for one organization only, so the result may not be transferable to all government departments. There were due dates for the examination. The period for this investigation is two months. This isn't a sufficient opportunity to gather information from the Kohat Government Department of Education. Due to a shortage of time for the examination, in which the analyst leads his investigation, which could bring about the outcome, may not compare to the genuine marvels of reality. The sample size was not small to check the impact of the real circumstance of government offices working in Pakistan regarding estimating the connection between real official duties. Data were collected with a single study questionnaire that is insufficient to obtain the correct result. The study instrument (questionnaire) introduced in this investigation is accessible in English as it were. The national language of Pakistan is Urdu. This might be invalid information gathered by workers because of misconceptions and not communicating in English. Consequently, if the apparatus is to be utilized in future examinations in Urdu, it will give increasingly exact outcomes as everybody comprehends it effectively.

9.2 Recommendation

This study is of paramount importance to the organization's policymakers. This can lead to reliable results for the government education department when deployed in the organization, as this study shows that reward has a major impact on employee performance because rewards force the employee to do more to get their jobs rewards. Extrinsic rewards, such as monetary rewards, also focused on the intrinsic rewards of this study, which could also improve employee performance. Some organizations apply their reward model and implement it by increasing employee performance. This is good for the organization.

9.3 Future Suggestions for Researchers

This study has just been conducted in an organization that could develop future researchers and delivers to universities, hospitals, and public or private manufacturing industries. The pharmaceutical industry, etc. There may be other determinants that play an important role, such as these include organizational commitment, employee involvement, and organizational citizenship.

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