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Fostering The Link of Rewards System And Employee Performance In Hospitality Industry

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ABSTRACT

Abstract – Organization are realizing that they need to establish this reward systems in order to get best employee performance and easier to identify individual strength. Rewarding and employee performance are concepts which are widely studied in organizational settings. Nowadays, an employee is considered to be the most important asset of any organization as the prime mover and active involvement will often be rewarded in the line with the participation among employees. A reward system is one of the best ways to make sure all employees participate to increase employee performance in hospitality industry. In this regard, two types of reward are identified and they are intrinsic reward and extrinsic reward. Although, not all employees need for both reward. This study shows that have positive link towards reward systems and employee performance which analyze using a distribution of questionnaire and interpreted through Statistical Package for Social Science (SPSS). Motivation is one of the ways to get stimulate by reward systems. Further, rewards system will motivate the employee to work harder and faster compare to other employee who has no reward system in their organization. In accordance, theories have predicted relationship between reward systems and employee performance through Goal Setting Theory and Expectancy Theory.

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INTRODUCTION

In an organization, employees are the human assets and without human assets the organization cannot be operate and achieve a goals to make a successful. They play an important role in performing tasks to accomplish the goals. Good remuneration packages have been proven over the years to be one of the policies that organizations adopt to increase their worker's performance and thereby increasing the organization's property. Considering the present global economics trends, most employers have realized the fact that for their organizations need to compete favorably, the performance of their employees goes a long way in determining the success of the growth of the organization (Mohd Fitri Mansor *et al.*, 2012). Besides, appreciation should be given as motivator for them to move towards better achievement and become loyal to organizations (Kovach, 1987).

Rewards are very important to ensure that the adequate benefits and reward systems can

significantly increase the motivation of an individual to increase their work performance (Mohd Fitri Mansor *et al.*, 2012). Rewards should be used as a way of strengthening good behavior among employees as well as productivity (Najanja, W.L., *et al.*, 2013). According to Hornby (2000) in Charles (2012) defines rewards as something given or received in return of doing something good and working hard. Generally, a reward is given in return for good work or in recognition of merit or for performance of a service rendered (Mohd Fitri Mansor, *et al.*, 2012).

In order to foster link of rewards according to Carraher *et al.* (2006) in Nadia, Syed, Humera and Khalid (2011) 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. According to Philips and Fox (2003) and Bergaman and Scarpello (2001) in Fitri, Saidah Nafisah and Bibi (2012) reward systems have traditionally been designed to attract and retain employee performance as well as to motivate them to

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increase their effort and output towards achieving the organizational goals. In contrast that is based on Kerr and Slocum (2005) in Tobias (2011) reward systems are methods of achieving control in organizations as well as defining the relationship with the individual employee and the organization. Equally, a reward system denotes what is expected of the individual employees and what they may expect in return.

In addition, according to Armstrong and Stephens (2006) in Tze San and Boon Heng (2012) reward system is the combination of both the financial and non-financial rewards made available to the employees and includes all types of rewards, direct and indirect, as well as intrinsic and extrinsic. The reward system consists of financial rewards (fixed and variable pay) and employee benefits, which together comprise total compensation. According to Armstrong (2002) in Akah (2010) the reward system also incorporates non-financial rewards (recognition, praise, achievement, responsibility and personal growth).

Problem statement:

In hospitality industry, most of the firm realized that the effective intrinsic and extrinsic rewards program will result in increasing the employee performance. But, it seems that the most of these firms are giving ambiguous description about intrinsic and extrinsic rewards programs then will make employees feel unsecured, unenthusiastic and decline in their work performance (Amanina Binti Mat Ghani and Nur Sarina Khairuddin, 2012). Besides that through others scholar the organization still experienced a high employee turnover rate of 26% and it is because of rewards aspects have been largely isolated as major causes of turnover in various industries (Charles, K.O., 2012). Therefore, organizations need to focus on several approaches in order to minimize the turnover impact.

Researcher, practitioners and scholars have established that there is a positive link between rewards managements and desire performance. However, the extent to which rewards influence employee performance is not established (Nadia Sajjad Hafiza, *et al.*, 2011) and many organizations in the hospitality industry are unable to determine the best type of rewards to foster employees' satisfaction (Farah Liyana Bustamam, Teng & Fakhrul Zaman Abdullah, 2014). According to Robbert (2005) in Farooq, Sobia and Rafia (2013) said that the study conducted by the US Department of Labor found that 46% of people leave their jobs because they feel unappreciated and management fails to handle this huge turnover because of not having proper employee rewards and recognition strategies. In other hands, as mention by Paul (1981) in Ong Tze San, Yip Mei Theen and Teh Boon Heng (2012), he is questioning whether the reward strategy applied has

positive or negative effects on an organizational performance either financially or non-financially.

Research Objectives:

This study tries to answer the following research questions:

- 1) Do employee performance relate to reward systems?
- 2) Do employee performances relate to intrinsic rewards elements (empowerment, identification and appreciation, and delegation)?
- 3) Do employee performances relate to extrinsic rewards elements (pay/salary, promotion, bonus and fringe benefits)?

MATERIALS AND METHODS

The researcher attempts to choose the cross-sectional survey where the data will be collected from hotel industry in order to study the relationship between reward systems and employee performance. Each levels of employee will be given the questionnaire and all the data will be analysed and interpreted through Statistical Package for Social Science (SPSS), version 20.0 to determine the relationship between reward systems and employee performance. In the context of this study, the respondents will be classified through the educational level such as professional group, senior management level, entry level and junior level. This study is going to identify the relationship between variables by using Pearson correlation. Meanwhile, secondary data was taken from the data collection of the others such as social websites, articles, theses, books and magazines.

Literature Review:

Employee Performance:

Generally, employee performance as defined by Ahmed Muneed (2014) is about an employee performance is the quantity and quality of work which is expected from an employee while is directly influenced by the quality of rewards provided by organization. Besides that it is also defined as the way to perform the job tasks according to the prescribed description (Rashid Saeed, *et al.*, 2013). If organizations and managers reward quality products and quality improvement, then employees will regularly think of quality in their work which may lead to better ways of doing the job (Bahaudin, G.M. and S. Shandana, 2010).

In fact, theories have predicted relationship between employees reward and performance (Fatai Abiodun Atanda, *et al.*, 2013). Prominent among these are the Goal Setting Theory and Equity Theory. According to Akerlof and Yellen (1986) in Fatai, Taiwo and Adewale (2013) they state the Goal Setting Theory helps to explain how employees' rewards relate to organizational performance.

Edwin A. Locke (1960): Goal Setting Theory:

According to Locke and Latham (1990) in Botshabelo (2009) goal setting theory can also be used to explain the link between incentives and employee performance. Employees are likely to be motivated to perform better provided they have specific, realistic and achievable performance goals. Locke and Latham (1990) suggest that employees would be motivated to improve performance provided their performance goals are tied to incentives. Employees should consider their incentives to be substantial enough to influence commitment to achieving performance goals, and the goals should not be perceived to be impossible to attain. Employees' devotion to task performance depends on the extent to which they believe attainment of goals would be rewarded. Rewards can therefore be used to motivate employees to accept and be committed to performance goals which are vital to improve job performance (Botshabelo, K., 2009).

Victor Vroom (1964): Expectancy Theory:

Firstly, according to Mendonca (2002) in Sajuyigbe, Olaoye and Adeyemi (2013) sees reward and compensation system that is based on the expectancy theory, which suggests that employees are more likely to be motivated to perform when they perceive there is a strong link between their performance and the reward they receive. Vroom also proposes that motivation is a function of value of effort-performance and performance-rewarded relationship (Yecenia, R.O. and T. Nghi, 2009). The theory states the motivation will be strong if the individual can expect that their effort and contribution will give meaningful rewards. It means that motivation is more likely when a clear relationship exists between performance and outcome and the outcome is satisfying needs. Employee does expect his or her effort will be followed an outcome therefore they tend to be focusing on good performance (Zedelius *et al.*, 2014).

In addition and refers to Aboulghassem (1981) in Maitue (2007) expectancy theory states that people engage in activities are likely to be instrumental in achieving valued goals. People are therefore motivated by the desired outcomes of their actions, coupled with the motivation to achieve these goals. Subsequently, according to Jacobsen and Thorsvik (2002) also said motive behind the reward system is to motivate employees to perform at higher level when attractive rewards are offered. If the employee within the organization perceived the reward as valuable, the performance will be greater. In short, according to Vroom (1964) in Sunil and Nitin (2012) Vroom's Theory is based on the belief that employees effort will lead to performance and performance will lead to rewards.

Reward Systems

According to Osman, Ho and Galang (2011) in Amanina and Nur Sarina (2012) they stated that recently, most of the company trends in Malaysia are moving into employee performance based rewards system. Reward systems will become one of the spirits for employees to successful in organization and to enhance quality of life. Reward had been seen to be a vital instrument in employee performance (De Gieter & Hofmans, 2015). A well rewarded employees feel that they are being valued by the company they work for. They are also encouraged to work harder and better if they are aware that their well-being is taken seriously by their employers, and that their career and self-development are also being honed and taken care of by their company. Employees are the engine of organization vehicles while reward is the fuel. No organization can achieve its stated objectives without its employees (Sajuyigbe, A.S., *et al.*, 2013).

Rewards that an individual receives are very much a part of the understanding of motivation and research has suggested that rewards now cause satisfaction of the employee to be affected, which directly influences the performance of the employee. The vitality of having rewards is to keep employees keep motivating themselves and become loyal to their job and increasing their trust level to the organizations (Hazra, Sengupta, & Ghosh, 2014). According to Sarina and Mahajan (2001), Lee and Wong (2006) and Paul (1981) in Tze San and Boon Heng (2012) the researchers have been exploring the relationship between reward and performance. A scholar has proven that when human beings are praised or being appreciated, they tend to improve their performance. According to Thomson and Rampton (2003) in Njanja, Maina, Kibet & Kageni (2013) organization should do frequent rewards because it is one of the ways to easy linked to the performance compared to having a rewards maybe only once a year. Indeed, reward strategies conforms the level and the merge of non-financial and financial rewards required to attract, maintain and inspire skilful competent and capable employees to make the organization prosperous and thus, the intentions to stay is high (Payam Gohari, *et al.*, 2013).

According to Luthans (2000) in Serena, Kammruzzaman & Emran (2012) there are two basic type rewards, financial and non-financial and both can be utilized positively to enhance performance behaviours of employees. This can be seen as the effective approach to maintain the employee from leaving the organization. Besides that, according to Bragg (2000) in Emad and Tahreer (2013) to evaluate intrinsic and extrinsic rewards actually organizations need to understand that "to change employees" behavior and motivate them to improve their performance and also must influence their perception of how they reward them for their behavior and performance. According to Smyth

(1968) in Alexander and Andreas (2013) the main objective of the reward system is not only to attract and retain the desired quality of employees, but also to motivate them to sustain a high level of performance.

Intrinsic Reward System:

This type of reward systems is defined as a method of identifying either individual employees or teams for particular praise or acknowledgement. As mention by Porter and Lawler in Aleeshah and Ines (2012), intrinsic reward as the satisfaction that a person derives from doing the job such as organization provide empowerment, identification and appreciation and also delegation for employee who increase their performance.

Recognition and appreciation plays an important role in motivating employees and raising their performance. Relevantly, the employee's commitment is based on appreciation and rewards. This kind of reward also is a form of encouragement led to employee's engagement and satisfaction to their job (Rowland & Hall, 2014). It also can reinforce and giving positive energy to employee in performing their task. The relationship should be established based on trust so that people find out their leader keeps their best interest at heart. Indeed, according to McClelland (1989) in Payam, Akram, Majid and Seyed (2013) state that individuals roles will be done better with the availability of social support and an affiliation intelligence and people discover or seek issues when they have developed a security feeling. In this regard, the staffs with a good performance will predict that their significant contributions will be realized and valued by the top managers.

According to Deci and Ryan (2000), intrinsic motivation is accessed by a feeling of autonomy and by not feeling controlled. In this regard, other studies have concluded that intrinsic motivation includes a feeling of competence which can be raised by positive performance feedback and on the other hand, can be declined by a negative performance feedback. Refers to Yulk and Fu (1999) in Payam, Akram, Majid and Seyed (2013) delegation is a process which includes assigning tasks to subordinates, giving responsibility to the subordinates for formal decisions made by the manager and raising the amount of allowed job-related discretion to subordinates, involving the authority in making decisions without looking for prior managers approval. Cho and Perry (2012) proposed that managerial trustworthiness is one of the other way to improve employee's satisfaction in performing their task or otherwise they are intended to leave. Employees are being empowered to perform their tasks also with the guidance from managers is one of the key factors that help the employees to reach their job satisfaction.

Extrinsic Reward System:

In essence as mention by Porter and Lawler in Aleeshah and Ines (2012), extrinsic reward as tangible benefits obtained as a result of doing the job, such as pay and promotions. Besides that it is also represent organizational rewards such as pay/salary, bonuses, promotion, security, formal recognitions and awards and fringe benefits including leave travel allowances and health insurance. Extrinsic rewards are the ones that are exterior to the job task, such as pay, fringe benefits, work condition, job security, service contract, promotion and the work environment and condition. Extrinsic reward also can encourage knowledge sharing among employee (Hu & Randel, 2014). Subsequently, according to Charles and Marshall's (1992) in Mohamad Abdullah and Kitima (2005) based on investigation of 255 Caribbean Hotel workers which using the instruments developed by Kovach (1980) found that good wages and good working conditions were ranked at the first.

Essentially, according to Mahaney and Lederer (2006) and Mottaz (1985) in Payam, Akram, Majid and Seyed (2013) extrinsic rewards are external to the job and include elements like fringe benefits, pay, promotions, private office space, the social climate, job security and other examples are competitive salaries, merit bonuses, pay rises and indirect payment forms as compensatory time off. As mention by Lawler (1985) concluded that factors influence the performance with regards to work that is depends on the amount received and the amount the individuals feel he or she should be received. Extrinsic reward become important when organizations pay less of what employee think they should get (Sarker, Crossman, & Chinmeteeputuck, 2003). As stated by Kim (2014) the turnover rate can be high due to lower pay in travel industry. Therefore, this reward can be seen as important tool to minimizing the turnover rate and changing the employee's perception about the job security. Organization should have to evaluate in designing and implementing compensation systems in this case as reward to affect employee behaviors (Gupta & Shaw, 2014).

Conclusion and Recommendation:

Reward systems have been important in the development of cultures in which individuals and teams take responsibility for continuous improvement in the long run. Motivated employees are more energetic and productive in their work. When employees' expectation are personally valued, recognized and rewarded, they undoubtedly work harder and feel motivated to accomplish their task. It affects organizational performance because of the impact it has on people's expectations as to how they will be rewarded. It is about the design, implementation, maintenance, communication and evolution of reward processes which help

organizations to develop employee skills resulting from their high motivation and knowledge sharing among the teams. This approach seems to be very essential in every organizations to understand their motivation and it is affecting the employee's satisfaction and as it has been studied in both theories; Goal Setting Theories and Expectancy Theory.

Extrinsic rewards drive employee's morale and the rewards distribution has always loomed large in corporations particularly in tune with performance appraisals in present area in globalization. Giving a reward has become a parcel of organizational policies as it has been proven to increase workers performance and creativity thereby increasing the organization's productivity and reputation. Besides that, there is a strong relationship between financial rewards and employees performance. If the performance is backed by financial rewards, then employees work more energetically and it is consider great motivator for the employees.

However, employee also is an important resource to organization and their moral should be taken into account. In this part, intrinsic reward is the other way to get employees stay loyal and give their full commitment to organizations because of their passion in serving their job. It is not always about money that giving satisfaction, but employee also looking for encouragement and support from their upper level of management (Giancola, 2014). When they feel neglected or underestimated, employee will tend to leave and giving impact to organization to develop another skilled and talented worker. Hence, both combination of rewards can be a strong influence to induce motivation among employee to achieve the organizational goals (Zopiatis, Constanti, & Theocharous, 2014).

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