

**TO UNDERSTAND THE INFLUENCE OF REWARD MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE**

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### 1. ABSTARCT:

Reward management is a combination of both financial as well as non-financial rewards which have become very much essential from organizations as well as from employee's point of view. In the modern business world, the employer are also very much aware on the issue and initiate necessary steps to meet their requirement of the employees to set up various provisions from time to time for obtaining their goals as well as for safe guarding the interest of the employees.

This study seeks to examine the relationship between rewards and employee performance as well as to identify the relationship between extrinsic and intrinsic rewards. The study explored factors determining extrinsic and intrinsic rewards and their impact on employee performance.

Descriptive statistics based frequency tables and graphs were used in the study to provide information on demographic variables. The results are investigated in terms of descriptive statistics.

A total of 120 questionnaire were distributed to the IT employees out of which 100 respondents answered the questionnaire properly. The result indicated that there is a statistical significant relationship between all the dependent and independent variables, employee performance and all independent variables have a positive influence on employee performance.

### 2. INTRODUCTION:

Employee will give their maximum when they have a feeling or trust that their efforts will be rewarded by the management. There are many factors that affect employee performance like working conditions, worker and employer relationship, training and development opportunities, job security, and company's overall policies and procedures for rewarding employees, etc. Among all those factors which affect employee performance, motivation that comes with rewards is of utmost importance.

Reward management is one of the strategies used by Human Resource Managers for attracting and retaining suitable employees as well as facilitating them to improve their performance through motivation and to comply with employment legislation and regulation. Reward systems are very crucial for an organization. Rewards include systems, programs and practices that influence the actions of people. The purpose of reward systems is to provide a systematic way to deliver positive consequences. Fundamental purpose is to provide positive consequences for contributions to desired performance. The only way employees will fulfil the employers dream is to share in their dream. Reward systems are the mechanisms that make this happen. They can include awards and other forms of recognition, promotions, reassignments, non-monetary bonuses like vacations or a simple thank-you.

Effective reward systems should always focus on the positive reinforcement. Positive reinforcement encourages the desired behavior in organizations. This encourages employees to take positive actions leading to rewards. Reward programs should be properly designed in the organization so as to reinforce positive behavior which leads to performance.

Desired performance can only be achieved efficiently and effectively, if employee gets a sense of mutual gain of organization as well as of himself, with the attainment of that defined target or goal. An organization must carefully set the rewards system to evaluate the employee's performance at all levels and them

rewarding them whether visible pay for performance of invisible satisfaction. The concept of performance management has given a rewards system which contains; needs and goals alignment between organization and employees, rewarding employee both extrinsically and intrinsically. Creative use of personalized non-monetary rewards reinforces positive behaviors and improves employee retention and performance.

A reward system is important for the employee performance. As employee performance will be more effective to high reward system. Rewards are considered an important tool to check the employee's performance in every organization. Management use rewards for employees motivations. Effective reward system attract new employees for organization and motivate existing employees to perform high levels. Rewards systems are often implemented within organizations as a key management tool that can contribute to a firm's effectiveness by influencing individual behavior and motivating employees at work. Reward management practices are essential towards achieving the organizational overall performance. Those employees with distinct performance expect that their exceptional contributions should be recognized and also appreciated by top management.

Rewarded employees are more productive, more efficient and more willing to work towards organizational goals than the employees who are not rewarded for their efforts. There are three main types of rewards that an individual seeks from an organization; extrinsic, intrinsic and social (Williamson et al 2009). They may include motivational characteristics of the job such as autonomy, feedback and participation in decision-making. Social rewards derive from interaction with other people on the job. Social rewards are the extent to which positive interpersonal relationships, such as those with a supervisor or a co-worker, are available to the individual in the work environment.

Reward is one of the most important components of an organizations retention strategy. Rewarding people involves reward management practices concerned with design, implementation and maintenance of reward systems that are geared to the improvement of organizational, team and individual performance. Reward is a critical motivator towards an employee's choice to remain in an organization. Managers should attempt to assure their employees that increased effort will lead to higher performance which will lead to valued rewards.

### 3. LITERATURE REVIEW:

Reward is a broad construct that has been said to represent anything that an employee may value that an employer is willing to offer in exchange for his or her contributions (Chiang and Birtch, 2008). The lack of rewards will create an unpleasant environment, thus diminishing employees' work efforts and may cause them to withdraw from their jobs. For these reasons, rewards are increasingly important.

Organizations often use financial rewards to prevent employee dissatisfaction and to motivate employees, although it may not be the best motivator for the long term (Mossbarger and Eddington, 2003).

.Mehmood (2013) explicates reward system is the requirement of any organization to retain and hire the most suitable employee to gain competitive edge in a competitive environment. He further explains that reward system inspiring the employee to work harder and faster because employee needs motivation to put extra effort on their task. Finally he concludes that reward system should match with the organizational culture and the strategy in order to achieve sustainable competitive advantage.

Lawler (2003) argued that there are two factors which determine how much a reward is attractive, first is the amount of reward which is given and the second is the weight age an individual gives to a certain reward.

Ali and Ahmed (2009) confirmed that there is a statistically significant relationship between reward and recognition respectively, also motivation and satisfaction.

According to Nelson & Spitzer (2002) although cash rewards are welcomed by employees, managers should never use this as a tool to motivate their employees to improve their performance levels.

#### **4. OBJECTIVES OF THE STUDY:**

1. To identify the reward management practices followed by the IT sector for employees performance.
2. To study the impact of reward management practices on the employee performance.
3. To evaluate the significant level of reward practices on employee performance.

#### **5. HYPOTHESIS:**

H1: There is a significant relationship between the reward policies with that of employee performance.

H0: There is no significant relationship between the reward policies with that of employee performance.

H2: There is a significant relationship between the reward systems and the employee performance.

H0: There is no significant relationship between the reward systems and the employee performance.

H3: There is a significant relationship between cash bonus and that of employee performance.

H0: There is no significant relationship between cash bonus and that of employee performance.

H4: There is a significant relationship between remuneration and pay with that of employee performance.

H0: There is no significant relationship between remuneration and pay with that of employee performance.

H5: There is a significant relationship between employee attitudes with that of the employee performance.

H0: There is no significant relationship between employee attitudes with that of the employee performance.

#### **6. NEED FOR THE STUDY:**

- How employees with personal and family needs communicate the information to management and to understand more precisely why greater communication by employees with needs leads management – whether consciously or not to offer additional rewards to these employees.
- This research should also work in other industries and sectors like banking, manufacturing etc.,
- The pay increments or promotion for work effects were not frequently met in certain enterprises which implies poorly developed motivational system which does not appreciate extra work effects if they are not directly connected with goals determined in plans and evaluated within performance appraisal.
- Reward system must focus on all the rewards and not only on cash bonuses. Other rewards like owning equity and whether it has an impact on performance should also be examined.

#### **7. CONCEPTUAL FRAMEWORK:**

As per the research conducted, it was noted that there are various other reward systems that an organization should have in practice so as to have a good reward management system which will successfully lead to effective employee performance. The biggest reason for an employee to have a positive attitude towards the

organization and also towards his job is when the organization considers the employee’s contributions and when rewarded accordingly. When this is carried out properly it generates motivation within the employee’s to perform better and this directly contributes to better employee performance. The key components of employee performance through the reward systems are:

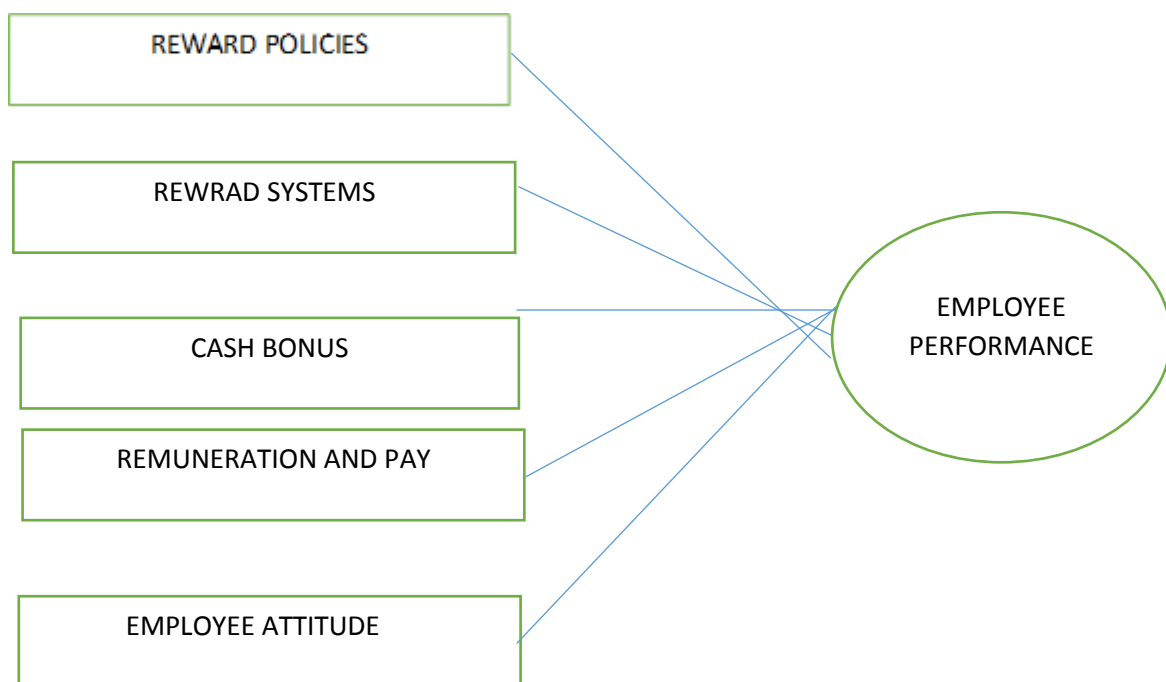
- Reward policies
- Reward systems
- Cash bonus
- Remuneration
- Pay
- Employee attitude

In this I identified the independent and dependent variables. The independent variables are various the reward systems and the dependent variable is employee performance.

Various other factors that influence employee performance are:

- Employee need
- Recognition
- Promotion
- Employee’s perception towards work
- Job efficiency
- Employee talents
- Knowledge of individual employee’s
- Job retention

**8. CONCEPTUAL MODEL:**



**SCOPE:**

The target population considered for the study was middle level employees in the IT sector in Mysore. The sample size considered was 120 respondent employees. IT sector was considered because they have a large

number of employees and they would know more about rewards and its impact on the individual employee's performance.

**9. RESEARCH METHODOLOGY:**

The design employed for this study is descriptive survey. A descriptive survey is a systematic, non-experimental, descriptive research method for gathering information from (a sample of) individuals for the purpose of describing the attributes of the larger population of which the individuals are members. SPSS was used to capture the mean, standard deviation, variance, skewness and kurtosis. Also factor analysis was run to know which are the major factors that have strong impact on employee's performance. Also reliability test was run.

**11. FINDINGS OF THE STUDY:**

**DESCRIPTIVE STATISTICS:**

REWARD POLICIES	N	Minimum	Maximum	Mean	Std. Deviation
Wellestablished	120	1.00	5.00	3.9500	.94246
Satisfy	120	1.00	5.00	3.6917	.83812
directcommunication	120	1.00	5.00	3.7083	.89251
Standardofliving	120	1.00	5.00	3.5917	.90280
Individualperformanc e	120	1.00	5.00	3.6750	.92729
Valid N (listwise)	120				

CASH BONUS	N	Minimum	Maximum	Mean	Std. Deviation
effectivebonus	120	1.00	5.00	3.7417	.92123
Paidequally	120	1.00	5.00	3.6167	.82180
Minimum	120	1.00	5.00	3.7000	.89443
Maximum	120	1.00	5.00	3.6250	.79982
requirement	120	1.00	5.00	3.5583	.95966
Valid N (listwise)	120				

REWARD SYSTEMS	N	Minimum	Maximum	Mean	Std. Deviation
Keyfactor	120	1.00	5.00	4.1667	.93784
Qualitymanagement	120	1.00	5.00	3.7417	.67979
Retaining mechanism	120	1.00	5.00	3.7833	.87143
positivebehaviour	120	1.00	5.00	3.6667	.89192
Valid N (listwise)	120			3.7417	1.06507

REMUNERATION AND PAY	N	Minimum	Maximum	Mean	Std. Deviation
Objective	120	1.00	5.00	3.7583	1.06901
employeeneeds	120	2.00	5.00	3.6333	.78786
linkwithmanager	120	1.00	5.00	3.7333	.90501
Remunerationenhancement	120	1.00	5.00	3.8167	.86950
Pay	120	1.00	5.00	3.6667	.91057
Valid N (listwise)	120				

EMPLOYEE ATTITUDE	N	Minimum	Maximum	Mean	Std. Deviation
behaviourparameter	120	1.00	5.00	3.8333	.91057
changeinattitude	120	1.00	5.00	3.6667	.74848
evaluation	120	1.00	5.00	3.6667	.88245
recognisedreward	120	1.00	5.00	3.6167	.88102
acknowledged	120	1.00	5.00	3.5167	1.00405
Valid N (listwise)	120				

FACTOR ANALYSIS:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.741
Approx. Chi-Square		323.963
Bartlett's Test of Sphericity	Df	66
	Sig.	.000

Interpretation: The above table shows two tests that indicate the suitability of data for structure detection.

Kaiser-Meyer-Olkin Measure Of Sampling Adequacy:-

It is a statistic that indicates the proportion of variance in variable that might be caused by underlying factors.

High values (close to 1.00) generally indicates that a factor analysis may be useful data. The value which I have got here is 0.741 and therefore the value and analysis is significant. If the value is less than 0.50, the results of factor analysis probably won't not be useful.

**Bartlett's Test Of Sphericity:-**

Tests the hypothesis that the correlation matrix is an identity matrix. An identity matrix, which would indicate that the variables are unrelated and therefore unsuitable for structure detection.

Small values (less than 0.05) of the significance level indicate that a Factor analysis may be useful with this data.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.492	29.097	29.097	3.492	29.097	29.097	2.332	19.434	19.434
2	1.563	13.024	42.121	1.563	13.024	42.121	2.161	18.012	37.446
3	1.376	11.464	53.585	1.376	11.464	53.585	1.937	16.139	53.585
4	.995	8.294	61.879						
5	.878	7.313	69.192						
6	.792	6.603	75.796						
7	.657	5.475	81.271						
8	.557	4.646	85.916						
9	.492	4.102	90.018						
10	.450	3.754	93.772						
11	.403	3.355	97.128						



12	.34	2.872	100.0					
	5		00					

**INTERPRETATION:**

The left most section of the table shows the variance explained by the initial solutions. Only three factors in the initial solution have Eigenvalues greater than 1. The eigenvalues associated with each linear component (factor) before extraction, after extraction after rotation. Before extraction SPSS has identified 12 linear components within the data set.

The eigenvalues associated with the factor represents the variance explained by that particular linear component and the SPSS also displays the eigenvalues in terms of percentage of variance explained. So factor 1 explains 29.097% total variants. It should be clear that the first few factors explain relatively large amount of variance whereas subsequent factors explain only small amount of variance.

**Extraction sums of square loadings:**

The number of rows in this panel of the table correspond to the number of factors retained. In this table, we had three factors retained, so there are three rows, one for each retained factor. The values in this panel of the table are calculated in the same way as the values in the left panel, except that here the values are based on common variance.

The values in this panel of the table will always be lower than the values in the left panel of the table, because they are based on the common variance which is always smaller than the total variance. Before rotation factor 1 accounted for considerably more variance than the three (29.097% compared to 13.024% and 11.464%).

**Rotation sums of squared loadings:**

The values in this panel of the table represent the distribution of the variance after the varimax rotation. Varimax rotation tries to maximize the variance of each of the factors, so the total amount of variance accounted for is redistributed over the extracted factors. However, after extraction it accounts for only 19.434% compared to 18.012% and 16.139%.

**ROTATED COMPONENT MATRIX:**

	Component		
	1	2	3
Acknowledged	.797		
Employee needs	.714		



recognisedreward	.710		
Mechanism	.577		
Maximum		.797	
Changeinattitude		.614	
Requirement		.613	
Pay		.589	
effectivebonus			.764
directcommunication			.685
wellestablished			.649
paidequally			.539

Interpretation:

The above table shows the factor analysis of the variables to bring out the predominant.

Component 1:

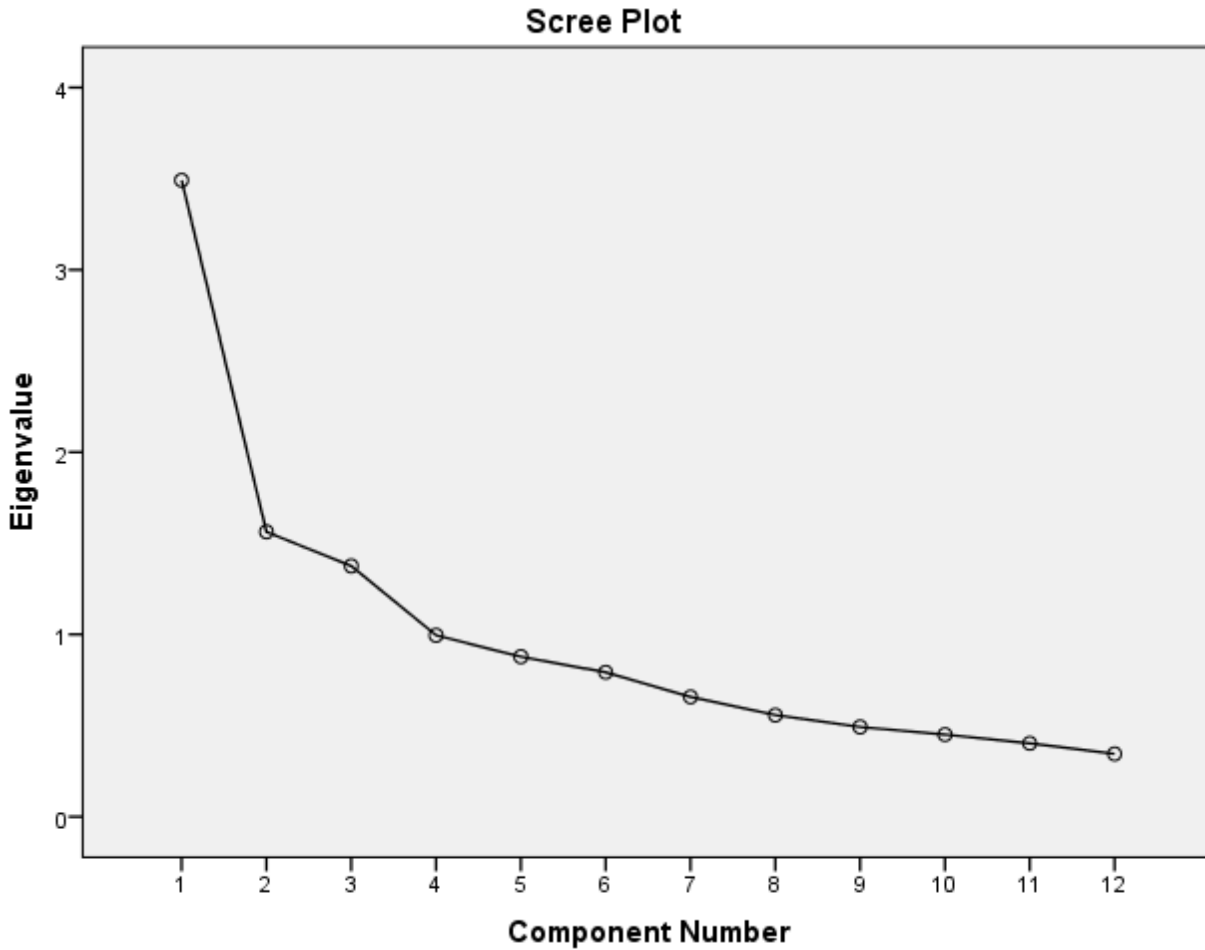
- Acknowledged
- Employee needs
- recognisedreward
- Mechanism

Component 2:

- Maximum
- Changeinattitude
- Requirement
- Pay

Component 3:

- Effectivebonus
- Directcommunication
- Wellestablished
- Paidequally



RELIABILITY TEST:

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded <sup>a</sup>	0	.0
	Total	120	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.842	32

Interpretation:

This test is run to check whether the sample size, variables and sample population is reliable or not. The value that has to obtain in Cronbach's Alpha has to be more than 0.7. In my analysis I have got the value as 0.842 which is more than 0.7. Hence the data, samples that I have considered is reliable.

KOLMOGOROV- SMIRNOV TEST (K-S TEST):

1. ACKNOWLEDGED:

SI No.	REWARD MANAGEMENT SYSTEMS	Very much Satisfied	Neither Satisfied Nor Dissatisfied	Very much Dissatisfied	Mean	Std.Dev.	n
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1.Acknowledged		Observed Number s	Observed proportion	Observed Cumulative proportion	Null Proportion	Null Cumulative proportion	Absolute difference observed and null
	SA	15	0.13	0.13	0.20	0.20	-0.08
	A	59	0.49	0.62	0.20	0.40	0.22
	N	28	0.23	0.85	0.20	0.60	0.25
	DS	13	0.11	0.96	0.20	0.80	0.16
	SDA	5	0.04	1.00	0.20	1.00	0.00
	Total	120					

Claim is Rejected

**K-S -Critical Value ( D) =0.215** Calculated Maximum absolute difference = 0.25

It is understood from the above table that 49% employee agree that the change in attitude when required is acknowledged and rewarded.

Similarly the same test has been conducted for all the other variables as shown in the below table.

SL.NO	Parameters of employee performance	K-S Critical value (D)	Calculated Maximum absolute difference	% of acceptance	KMO Evaluation
1	Employee needs	0.215	0.29	55	Claim is Rejected
2	Recognized rewards	0.215	0.28	50	Claim is Accepted
3	Mechanism	0.215	0.28	56	Claim is Rejected
4	Maximum	0.215	0.33	53	Claim is Rejected
5	Change in attitude	0.215	0.30	59	Claim is Rejected
6	Requirement	0.215	0.28	49	Claim is Rejected
7	Pay	0.215	0.26	53	Claim is Rejected
8	Effective bonus	0.215	0.32	43	Claim is Rejected
9	Direct communication	0.215	0.28	45	Claim is Rejected
10	Well established	0.215	0.34	36	Claim is Rejected
11	Paid equally	0.215	0.30	57	Claim is Rejected

Q1	Acknowledged	15	59	28	13	5	1.32	0.869	120
Q2	Employee needs	11	66	30	11	2	1.46	1.208	120
Q3	Recohnise rewards	15	60	30	15	0	1.50	1.225	120
Q4	Mechanism	15	67	23	13	2	1.60	1.265	120
Q5	Maximum	11	64	36	7	2	1.50	1.225	120
Q6	Change in attitude	9	71	28	8	4	1.46	1.208	120
Q7	Requirement	14	59	32	8	7	1.30	1.140	120
Q8	Pay	15	64	24	11	6	1.42	1.192	120
Q9	Effective bonus	25	51	34	8	2	1.78	1.334	120
Q10	Direct communication	21	54	31	11	3	1.58	1.257	120
Q11	Well established	41	43	29	7	0	2.36	1.536	120
Q12	Paid equally	10	68	30	10	2	1.48	1.217	120
									1440
							Combined Mean =	1.5633	
158.4		0.755161	0.0529		120			96.967	
175.2		1.46	0.1369		120			191.628	
180		1.5	0.1681		120			200.172	
192		1.6	0.2601		120			223.212	
180		1.5	0.1681		120			200.172	
175.2		1.46	0.1369		120			191.628	
156		1.3	0.0441		120			161.292	
170.4		1.42	0.1089		120			183.468	
213.6		1.78	0.4761		120			270.732	
189.6		1.58	0.2401		120			218.412	
283.2		2.36	1.6129		120			476.748	
177.6		1.48	0.1521		120			195.852	
2251.2					1440				
								2610.28	
								1.8126968	
Combined	SD =				1.3464				

**Z-Test:**

$$\Sigma = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\frac{s_1^2}{n_1} + \frac{s_2^2}{n_2}}}$$

$$x_1 = 1.563 \quad x_2 = 1.8$$

$$s_1 = 1.3464 \quad s_2 = 0.1$$

$$n_1 = 120 \quad n_2 = 120$$

$$\Sigma = \frac{1.563 - 1.8}{\sqrt{\frac{(1.3464)^2}{120} + \frac{(0.1)^2}{120}}}$$

$$\Sigma = \frac{-0.237}{\sqrt{0.015 + 0.0000833}}$$

$$\Sigma = \frac{-0.237}{0.1228}$$

$$\Sigma = 1.92$$

Inference:

This test is conducted to check the significance of the hypothesis stated in the project. In my study the level of significant relationship between the variables i.e, between reward policies and employee performance, between reward systems and employee performance, between cash bonus and employee performance, between remuneration and pay and employee performance and between employee attitude and employee performance is at 90%.

## 12. MANAGERIAL IMPLICATIONS:

Many managers and CEOs are frustrated because they spend thousands or even hundreds of thousands of dollars on employee rewards and they don't see any measureable impact.

They are often the same managers who don't base their rewards strategy on over a hundred years of research dedicated to studying human behavior, motivation and reinforcement.

When it comes to rewarding employees, bigger isn't always better, cash might not be the best option and the timing of the reward can be more important than the value of the reward. Systems can significantly increase work performance.

They can motivate employees to increase their work quality and quantity and to align their performance with organizational objectives.

They can therefore be a very powerful influence on employee behavior, motivation and performance and should be an integral component in any company strategy.

## 13. 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. Human resource provides the basis for an organization to achieve sustainable competitive advantage. Attracting and retaining competent workforce is a challenging task for every organization. It is illustrious that employee performance can be improved when employees are motivated to achieve their goals. The first objective of this research is to identify the relationship between reward and employee performance and based on the findings it revealed that there is a positive relationship extrinsic rewards, intrinsic rewards and employee performance.

The study concluded that cash bonuses had no significant effect on employee performance. Those who had received and those who had not received perceived it to affect their performance the same; hence it did not have a significant effect on performance. Garlick (2009) found that cash bonuses do not seem to impact

much on performance, those who receive are just slightly more satisfied than those who get no reward. Cash bonuses had little impact on company performance. Cash bonuses only seem to make employees happy and to stop them from being dissatisfied, but they do not seem to have an impact on employees' performance.

It is evident from many studies that have been conducted to show the relationship between rewards, attitudes, job satisfaction, employee's retentions, and job performance including reward strategies, systems, structures and total rewards. Managing your reward structure and systems within an organization can be a difficult task and can easily go wrong with extremely serious consequences for both organisational performance and productivity. It becomes all the more difficult to manage within organizations of diverse culture and where their operations spread over many different international boundaries. This is evident in data gathered from the primary research conducted and the research has shown how divisive this can be, thus affecting a positive trend in performance.

Although traditionally performance improvement focused on many aspects of Human Resource Management such as learning, training, development, coaching as well as reward schemes, this research has shown how important the reward management aspect is in improving performance. In general terms, motivation depends on the appeal or perceived value of the rewards on offer to an individual employee or a group of employees. Managers, who highly value the reward they perceive to receive, tend to perform higher and be more motivated.

Therefore, we can conclude that performance and motivation are closely linked, but the rewards that drive both of these may be very different and there is no universal system that can adequately be applied across the board. I believe the ability to motivate employees is critical to every managers role in order to increase productivity and performance. It is clear from this research that reward practices do have a relationship with performance.

It is important for a company to plan, manage and reward the performance. In doing so, company's productivity would be developed and profit would be increased as well through supervising the whole process of performance management, such as building objectives, checking feedback and evaluating performance. On the other hand, employees are the resources and assets of an organization. Organizations need to figure out strategies for identifying, encouraging, measuring, evaluating, improving and rewarding employees' performance at work. Consequently, improved employee performance could also influence organizational performance. This study concludes that a good reward system should incorporate both monetary and non-monetary rewards that are competitive based on the prevailing market rates; such a reward provides a sense of employee motivation hence boosting their level of performance/productivity and commitment to their work which is essential for the organization to experience growth as well as gain a competitive edge against its competitors.

Based on the research conducted by analyzing the employees' attitudes towards the reward systems the following conclusions were drawn:

1. Regarding the most motivating factors, the majority of the employees agree that fairness, personal growth, salary, recognition, work environment and responsibility are most important. The work itself and the success of the company were not considered as motivating.

2. In order to make the rewards more motivating the employer should include the employees to a greater extent in the decision making process and development of the reward.

3. Profit sharing was considered as the most motivating reward due to the fact that it is fairly distributed and the employees themselves can decide how to invest the money. The majority of the respondents felt that they were ready to increase their work effort in order to receive the reward.

Many organizations 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 realize the tremendous potential of their employees, working together. This requires the reorganization of incentive programs to encourage new employee behaviors 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 organization wishes to develop.

The study concludes that there is a direct relationship between employee's performance and organization's 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 organization. Whereas, gender discrimination has a negative impact on employee performance. Employees' recognition techniques are good way to motivate employees.

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- THE INFLUENCE OF SELECTED HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE SATISFACTION IN THE TECHNICAL UNIVERSITY OF KENYA Beth WangariNjuguna, MSc Jomo Kenyatta University of Agriculture and Technology, Nairobi, Kenya. Dr. Samuel ObinoMokaya, PhD Jomo Kenyatta University of Agriculture and Technology, Nairobi, Kenya. George ChiseMukhweso, MSc Jomo Kenyatta University of Agriculture and Technology, Nairobi, Kenya.
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