

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES**



**IMPACT OF REWARD SYSTEM ON EMPLOYEE'S MOTIVATION, A
CASE STUDY ON AFGHANISTAN COMMERCIAL BANK (ACB)**

**MBA THESIS
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**Department of Business
Business Administration Program**

Thesis Advisor: Associate Prof. Dr. Ilkay KARADUMAN

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İSTANBUL AYDIN ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ



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I hereby declare that all information in this thesis document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct. I have fully cited and referenced all material and results, which are not original to this thesis.

Mohammad MANSOOR MASTOOR



FOREWORD

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IMPACT OF REWARD SYSTEM ON EMPLOYEE'S MOTIVATION, A CASE STUDY ON AFGHANISTAN COMMERCIAL BANK (ACB)

ABSTRACT

Employee performance is the fundamental aspect of organizational performance. This is because individual performance contributes to the performance of teams or departments and aggregate of all team and departments is the organizational performance, particularly in terms of productivity. The rewards system is an important device not only to monitor performance of employees but it can also be used as a motivation method. Thus, by an adequate reward system, an organization can retain employees as well as attract new talent.

This research tempts to examine the impact of reward dimensions on employee's motivation with special reference to Afghanistan Commercial Bank (A.C.B), in this research is to expose the most significant impact of reward system on employee's motivation.

Prior research in the field accentuates the importance of determining the link between reward systems and employee motivation and how they subsequently affect the productivity of employees and the success of the company. The purpose of this research study is to explore the relationship between impact of reward and employee's motivation in A.C.B setting and determine how the total reward structure affects employee motivation levels within the given organization.

Furthermore, the current study is supposed to check this phenomenon in the (A.C.B) sector because now a day's banks are most versatile and competitive business of Afghanistan. Banks provide financial services to the customers and communities and play an important role in the economy of the country. All banks are constantly competing each other and as the products are relatively similar, it might be hard to be unique. People are coming with more knowledge and better skills which enhance the competition in this sector. To compete in this competitive modern era banks are advised to focus on the things which will provide them the competitive edge over the other businesses. Through this study new insights about how to motivate employees and the impact of reward system on employee's motivation will be explored and if the end ups are made accordingly then it will be easier for any of the banking firm to get advantage from this study.

Keywords: *Employee, Motivation, Reward, Performance, Satisfaction, Work Efforts, Work Atmosphere, Work Efficiency*

ÖDÜL SİSTEMİNİN ÇALIŞANLARIN MOTİVASYONU ÜZERİNDEKİ ETKİSİ, AFGANİSTAN TİCARET BANKASI (ACB) ÜZERİNE BİR VAKA ÇALIŞMASI

ÖZET

Çalışan performansı, kurumsal performansın temel unsurudur. Bunun nedeni, bireysel performansın ekiplerin veya bölümlerin performansına katkıda bulunması ve tüm ekip ve bölümlerin toplamının, özellikle verimlilik açısından örgütsel performans olmasıdır. Ödül sistemi, sadece çalışanların performansını izlemek için değil, aynı zamanda motivasyon yöntemi olarak da kullanılabilecek önemli bir araçtır. Böylelikle, yeterli bir ödül sistemi ile bir kuruluş çalışanları ellerinde tutabilir ve yeni yetenekli kişileri kuruma çekebilir.

Bu araştırma, ödül boyutlarının çalışanın motivasyonu üzerindeki etkisini Afganistan Ticaret Bankası'na (A.C.B) özel atıfta bulunarak incelemeyi amaçlamaktadır, bu çalışmada ödül sisteminin çalışanın motivasyonu üzerindeki en önemli etkisini ortaya koymaktır.

Alandaki önceki araştırmalar, ödül sistemleri ve çalışan motivasyonu arasındaki bağlantıyı belirleme ve daha sonra çalışanların verimliliğini ve şirketin başarısını nasıl etkilediklerini vurgulamaktadır. Bu araştırma çalışmasının amacı, A.C.B ortamında ödülün ve çalışanın motivasyonunun etkisi arasındaki ilişkiyi araştırmak ve toplam ödül yapısının verilen organizasyon içindeki çalışan motivasyon seviyelerini nasıl etkilediğini tespit etmektir.

Günümüzde Afganistan'da bankalar çok yönlü ve rekabetçi ortamda bulunduklarından, bu çalışmanın (ACB) sektördeki bu fenomeni araştırması gerekmektedir. Bankalar müşterilere ve topluluklara finansal hizmetler sağlamakta ve ülke ekonomisinde önemli bir rol oynamaktadır. Tüm bankalar sürekli olarak birbirleriyle rekabet halindedir ve ürünler nispeten benzer olduğundan, benzersiz olması zor olabilir. İnsanlar bu sektördeki rekabeti artıracak daha fazla bilgi ve daha iyi becerilerle geliyor. Bu rekabetçi çağda rekabet edebilmek için bankaların, diğer işletmeler karşısında rekabet üstünlüğü sağlayacak şeylere odaklanmaları tavsiye edilir. Bu çalışma sayesinde, çalışanların nasıl motive edileceğine ve ödüllendirme sisteminin çalışanın motivasyonu üzerindeki etkisine ilişkin yeni görüşler incelenecek ve sonuçların uygun şekilde yapılması durumunda, herhangi bir bankacılık şirketinin bu çalışmadan yararlanması daha kolay olacaktır.

Anahtar Kelimeler: *Çalışan, Motivasyon, Ödül, Performans, Memnuniyet, İş Çabaları, İş Atmosferi, İş Verimliliği*

1. INTRODUCTION

1.1 Introduction

Most scholars consider motivation as the art of getting people to do what you want them to do because they want to do it.

Schuler and Jackson (1996), the association and connection among rewards, motivation and occupation fulfillment of employees devour much importance to achievement of mutually open and reserved parts. Employees need to acquire the two sorts of remunerations implies budgetary and non-financial prizes. A few representatives of school incline toward the monetary prizes and other are nonfinancial prizes that chance to take a significant assignments and tasks, consideration and consolation of administration. Along these lines' employees feel that they are being esteemed by the businesses and furthermore feel that the organization is truly associated with representative's vocation and advancement. In this way, these prizes add to improve the fulfillment dimension of laborers (Dewhurst, 2010).

It's a usual observation that a huge percentage of us do not do our activities entirely, not on the grounds that are difficult but somewhat due to short conspiracy or inspiration to do that duty. The longing or inspiration is vital for the exhibition of an act. Kleinginna characterizes inspiration as, "inside state or condition that actuates conduct and provides it guidance; want or need that invigorates and coordinates objective arranged conduct; impact of necessities and wants on the force and bearing of conduct."

In this exploration is to uncover the most significant effect of remuneration framework on employee's inspiration.

1.2 Contextual Background of Study

Employee execution is the crucial part of organizational performance. This is on the grounds that individual execution adds to the presentation of groups or divisions and total of all group and offices is the authoritative execution, especially as far as

profitability. The prizes framework is a significant gadget not exclusively to screen execution of representatives however it can likewise be utilized as an inspiration strategy. Along these lines, by a satisfactory reward framework, an association can hold representatives just as pull in new ability. Representatives' errands and obligations are intended to accomplish authoritative objectives and targets and gave that productivity and viability of employees is upgraded, the achievement of accomplishment of objectives and destinations of the association is likewise advanced.

As indicated by Shields and partners (2015), prizes ought to be founded on contrasting desires of employees. The necessities of certain employees can be satisfied with money rewards while others are increasingly keen on different motivating forces, for example, house, vehicle, paid occasions, and so forth a reward framework must have a powerful mix of individually financial and non-fiscal prizes and impetuses so as to fulfill the requirements and desires for representatives towards the executives and reward framework. Positive effect on representative profitability must be accomplished if remunerate framework addresses the issues and desires for employees. Normally, a prizes framework depends on the idea of 'pay for execution' which may appear as advancements, commission, extra, grants, and so on. Commonplace non-budgetary motivations are execution thankfulness, social acknowledgment, improved working conditions, broadening in set of working responsibilities, expanding duties, and so forth.

The authors contended that reward framework assumes different jobs, for example, to create and continue employee duty towards association or at the end of the day to amplify representative dedication. It additionally assumes a basic job in representative fulfillment (Brief and Weiss, 2002). Ali and Ahmad (2009) directed an examination and discovered that optimistic connection among remuneration and acknowledgment and positive connection among fulfillment and inspiration. The investigation presumed that by improving prize and acknowledgment of representative execution an association can expand employee inspiration and fulfillment. The examination additionally secured positive connections of position fulfillment with representative efficiency, responsibility of employees to place exertion in occupation.

1.3 Statement of the Problem

Human asset offers reason to a company to achieve sustainable competitive advantage. As affiliations are occupied in a forceful and aggressive business situation, they need to make systems to secure and keep the talented employees. Nowadays, human asset is the utmost significant asset for every affiliation thus for getting beneficial and powerful result from human resource motivation is fundamental.

Research has demonstrated that proceeding with business achievement depends fundamentally on exceptionally energetic employees which are profitable and imaginative (Boyne and Hood, 2010) and (Kohn, 1993). It is significant for organizations to comprehend the connection among remunerations and inspiration and reveal what rouses their representatives. The huge test is to make a situation that enables all employees to feel esteemed, perform getting it done, and accomplish objectives (Ward and Werner, 2004:201).

The reward framework provides pleasure of employees, which legitimately impacts the presentation of employee and prizes refer to every kind of cash connected revenues and unique managements and benefits and employee gets as a feature of a business connection. "Reward is the advantages that emerge from playing out an errand, rendering an administration or releasing an obligation" (Agwu, M. O. (2013), 47). As indicated by Deci (1972 "prizes can be ordered into two wide territories to be specific extraneous prizes and inborn prizes" (p, 218).

Certifiable achievement of associations begins with employee's readiness to use their creative mind, limits and aptitude for the association and it is affiliation's run to support and feed these optimistic representative contributions by setting up ground-breaking reward rehearses. Reward practices accept an indispensable employment in developing representative performance and to achieve authoritative goals. As referenced previously, various scientists have perceived that representative prizes, clearly in associate with employee execution and employee inspiration. There are two sorts of remunerations that are monetary (extraneous) and non-budgetary (Inherent) compensate either of them can be utilized determinedly upgrade employee's inspiration and lead to great execution. Money related awards means paying for execution, for instance, execution remunerate, work progression, commission, tips and endowments, etc. Non-cash connected awards are non-

budgetary/non-cash and it may be societal affirmation, approval and genuine thankfulness, etc.

What's more, implementation of organization work zone is essential to an affiliation. In this way, various systems, for instance, target setting strategies, approximation and input approach, work design method and reward and acknowledgment approach have been made and received on the sphere with purpose of growing representative inspiration to prompt better execution. Then again, operational situations, pro and business connections, getting ready and progression, employer solidness and organizations' common rules and strategies for remunerating representative affect employee inspiration.

Noble characterized inspiration as a lot of strategies stressed over the influence which revitalizes lead and aides it towards achieving objectives (Baron, 1983, 215). A very much specialist senses that he or she is regarded by association which he is employed. They are in likewise asked to do further enthusiastically and improved on of chance which they realize that their flourishing is focused on by their bosses, and that their profession and self-progression are moreover being sharpened and managed by the association.

Representative's commitment is basic for company's presentation since it is persuasive aspect for employees, particularly for inferior class of laborers. Armstrong recognizes that "work experience is decidedly related as well as the work commitment is likewise emphatically related with the budgetary outcomes and customer fulfillment" (Armstrong, 2005). The directors have an extraordinary duty with respect to work commitment. Impetus projects are fundamentally used to propel employees, in deals/benefits exceptionally to hold clients in business the board, this idea is otherwise called a compensation for execution.

Inside this specific circumstance, associations can increase upper hand if the employees increment their efficiency prompting increment in authoritative profitability. Reward frameworks is distinguished as a standout amongst the best aspects to amplify representative efficiency (Armstrong, 2013). The reward system in a company is a program which is made to offer appreciation to better specialists and provide motivating force for truncated performers to extend their presentation. The purpose behind the reward structure as indicated by Griffin and Moorhead is to "pull in, hold, and spur qualified representatives" (2013, p.161).

Reward system normally relies upon the wants for the board of a company from its employees and the awards which they are eager to accommodate for representatives who outperform these wants. Therefore, remunerate system can figure the direct of agents to company and their jobs. As a whole up, affiliations can use thusly to manage figure and propel representatives and this system can result to better execution of employees.

This investigation appeals to take a peek at the impact of reward system on employee's motivation with exceptional reference to Afghanistan Commercial Bank (A.C.B).

Earlier research in the field emphasizes the significance of deciding the connection between remuneration frameworks and representative inspiration and how they in this way influence the efficiency of employees and the accomplishment of the organization. The cause for this exploration revision is to explore the connection between effect of remuneration and representative's inspiration in A.C.B situation and decide how the complete reward framework influences employee inspiration ranks inside association.

Moreover, the present examination should check this marvel in the (A.C.B) segment since now daily's banks are most flexible and aggressive business of Afghanistan. Banks give money related administrations to the clients and networks and adopt a substantial role in the economy of the nation. All banks are always contending one another and as the items are moderately comparable, it may be difficult to be extraordinary. Individuals are accompanying more information and better aptitudes which improve the challenge in this division. To contend in this aggressive current period banks are encouraged to concentrate on facts that may provide them focused superiority above different organizations. Through this investigation fresh bits of knowledge about how to rouse representatives and the effect of remuneration framework on employee's inspiration will be investigated and on the off chance that the end ups are made in like manner, at that point it will be simpler for any of the financial firm to get advantage from this examination.

1.4 Aims and Objectives of Study

- Research means to recognize the effect of reward system on employee's motivation, specifically in Afghanistan Commercial Bank (A.C.B).

- To make an ideal reward system, that is need for knowing that which aspect are really motivating and which are not.
- To investigate the utmost significant motivating aspects and examine the impacts of various reward frameworks in Afghanistan Commercial Bank (ACB).
- To discover which parts of the reward framework does fine, and which angles could be additionally created and enhanced so as to expand employee's pleasure.

1.5 Research Questions

- What are the impacts of rewards on employee's motivation?
- What really motivates employees, and what does not?
- Which parts of the reward system does fine, and which can be improved for providing employee satisfaction?
- What is the belief of employees that is their effort is really contributing worthwhile to attain the organization's goals?

1.6 Significance of the Study

It is trusted that the examination will help employees to know about their rights and have the option to see how to improve their exhibition to support their compensation. The investigation thought of discoveries that will include learning in improving basic leadership process the extent that support of representatives, prizes and complaint taking care of are concerned.

Moreover, the discoveries of this investigation can be utilized by specialists to further investigate various elements of remuneration frameworks, for example, reasonableness, and multifaceted nature and so on to inspect their effect on representative exhibition, employee fulfillment and inspiration. The discoveries will likewise be valuable for other comparative associations in the Afghan's administration banks just as other non-government banks and they will almost certainly utilize the bits of knowledge through the investigation to develop their current reward frameworks. The exploration study will likewise be critical in additional adding to the writing audit relating to enlightening the exhibition level of

employees. From the purpose of down to earth suggestion, the examination will likewise be utilized to determine important proposals for other banks, who are at present hoping to improve their representative execution norms using a superior reward structure.

1.7 Research Hypothesis

The research hypothesis should be as follow:

1.7.1 Main hypothesis

The reward system has a direct relationship on employee's motivation. The higher rewards lead to higher employee's motivation and the lower rewards lead to lower employee's motivation. What matters is reward, both intrinsic and extrinsic rewards motivate employees.

1.7.2 Sub hypothesis

- There is a significant Impact of reward system on employee satisfaction.
- There is a significant Impact of reward system on performance.

1.8 Research Terminology

The research terminology describes the most crucial and the most significant expressions and phrases which need accurate and scientific definition. This would give the more explanation and concept to readers and makes a clear understanding of research purpose therefore I have listed some remarkable terminologies.

1.8.1 Rewards

A reward is normally somewhat important, for instance, money. Awards seal various desires in affiliations. They help to fabricate a prevalent work deal, grip incredible delegates and to reduce revenue. The essential purpose is to expand persons' eagerness to work in a company, for upgrading their efficiency.

There is 2 most basic sort of rewards:

Characteristic Rewards: inborn prizes are those prizes that are natural inside a vocation and are accessible in occupation for instance representatives' capacity, accepting gratefulness, acknowledgment, difficulties and accomplishment, and

conduct that shows comprehension and worry as to improve mindfulness, capacity and trust in the individual being tutored.

Extraneous Rewards: outward rewards as the periphery and pay points of interest representatives get from an association. This incorporates advancement opportunity, professional success and helpful work environment condition.

1.8.2 Motivation

The theme of human asset inspiration has gotten broad consideration from scholastics and specialists alike. "Motivate" is a Latin action word "movere" that signifies 'to cause development'. Inspiration alludes to the initiation, course, force and industriousness of human conduct and the way this conduct is continued to achieving an ideal objective. Greenberg and Baron (2003:190) characterize motivation as "the arrangement of procedures that stimulate, direct, and keep up human conduct towards accomplishing some objective."

As per La Motta (1995), "inspiration is basically the reason people have for doing the things they do when and how they do them". Inspiration is characterized by Halepota (2005:16) as "an individual's dynamic interest and responsibility to accomplish the endorsed outcomes."

1.8.3 The total reward system

Complete reward depicts a reward system that carries parts, for instance, knowledge and improvement composed by fragments of the working environment, hooked on the focal points pack. In total reward system mutually substantial and intangible awards are seen as important. Unmistakable awards rise up out of trades between the company and employee plus join rewards, for instance, pay, singular prizes and various points of interest. An immaterial award does with knowledge, development and work understanding. Instances of such kind of compensations are opportunity to make, affirmation from company and associates, singular achievement and public activity. The purpose of all out remuneration is to help the beneficial outcome that a wide scope of remuneration may have on motivation, work commitment and definitive obligations.

1.8.4 Recipients of the reward

It is serious to know singular, assembly and context rewards. Individual awards are allotted to an individual for the execution by him or her though gathering prizes refers to a reward context at a point other than the person, for instance, partition or merchandise contribution. At the point when prizes are provide to every people inside the company, framework prizes are utilized. (Jacobsen and Thorsvik, 2002).

Fundamental thought with singular prizes is that it might invigorate and inspire the person and end up in greater individual presentation. Nonetheless, correlation and rivalry among people may have mutually constructive and contrary impacts.

In this manner, the best representative is remunerated with the full reward and the most exceedingly terrible entertainer endures of his own disappointment (Smyth, 1968). Be that as it may, there are a few angles that care group-based prizes. Prizes dependent on aggregate accomplishments animate the people to collaborate and makes faithfulness and duty. Subsequently, there is a hazard that purported free riders acquire the awards from the assembly regardless of the point that the individual performance is subjected the remainder of the gathering.

To relieve the issue with correlation and rivalry among people and gatherings a firm can utilize framework rewards. Framework prizes assumes a minor job with regards to persuading the representatives yet can be viewed as incorporating employees inside the firm.

1.8.5 Employee

An employee is an individual which is hired by a company to finish a specific work. The laborer is procured by the company afterward a submission and conference procedure outcomes in individuals decision as a delegate. Non-representative procedure, besides pay originates afterward the refinement. A representative is obtained for a specific job or provide work and who works in the organization of someone else.

1.8.6 Employee motivation

Employee motivation is the level of imperativeness, duty, and creative mind that a company employees bring to their occupations. Despite whether the economy is rising or diminishing. Finding ways to persuade representatives is reliably an

organization anxiety. Battling hypotheses stress either persuaders or representative commitment (fortifying).

1.8.7 Employee performance

Employee execution is characterized as the fruitful consummation of undertakings, duties or assignments by a chose representative or gathering of representative's dependent on set execution targets and pointers of proficiency and compelling usage of accessible assets (Dewhurst, 2010).

1.8.8 Performance evaluation

Kumari and Malhotra (2012) characterize execution assessment as the examination of a representative's neutralize the normal expectations inside a given time period. This is finished by analyzing genuine execution versus set key execution markers of errands, exertion and quality with specification.

1.9 Organization of Research

The investigation has been sorted out into five fundamental sections. Part one features the presentation and sweeping statements. Part two shows the audits of the related writing on the impacts of inspiration on employee. The third part depicts the objective populace, questionnaires' plan, examination of information strategies while section four displays the exploration discoveries. Section five of the investigation gives the rundown of the discoveries, ends, proposals, commitment to the assemblage of learning and the recommendations. This is trailed by a rundown of sequentially composed reference materials used in the examination and connected addendums.

2. LITERATURE REVIEW

2.1 Introduction

In the up and coming part the writing identified with the effect of remuneration framework on representative's inspiration. The analyst has consolidated the discoveries of other key study ponders comparable in nature to the ebb and flow inquire about so as to accomplish noteworthy data with respect to the key factors of the investigation. Extra data was assembled from various academic articles, look into papers, reference books, diaries and electronic libraries that lean-to additional bright on the different compensating techniques that might be utilized to upgrade the motivation of the representatives working in an association. Not exclusively were the key factors contemplated top to bottom, sub factors that are important for the provisions of employee inspiration, similar to job satisfaction were additionally considered in detail.

Saunders et al. state that “a critical review of literature is necessary to help you to develop a thorough understanding of, and insight into, previous research that relates to your research question(s) and objectives”. (2009, p.98).

Auditing the present writing in this field will permit the researcher build up a base, so that additional research can be included. Conventional speculations regarding prizes have to a huge degree accentuated the significance of outward prizes. In the recent decades, the predominance of extraneous reward speculations has been supplemented with hypotheses focusing on the significance of natural prizes. The creator of this investigation investigated both these point of view among the wide-running writing concerning rewards.

2.2 Employee's Motivation

"Motivation or inspiration is the hankering to achieve past wants, being driven by inside rather than outside factors, and to be related with a diligent gaining ground toward advancement". (Torrington, Hall, Taylor and Atkinson).

Motivation, concerning work, is a psychological technique that results from collaboration among an employee and work environment and it is depicted by a particular level of eagerness. The employees are glad to grow their work effort in order to get a specific want or need which they hold (Beardwell and Claydon).

A fundamental explanation of motivation is the ability to change lead. Motivation is an initiative that makes one to perform as human lead is composed toward some goal. (Demirci, M. 2007).

Demirci, M. (2007) set up an investigation where motivation actualized the employee results, for instance, perseverance, profitability and execution. Additionally, spurred employees have been seen to be increasingly self-moved and more independence masterminded than the people which are not inspired enough.

Spurred representatives are additionally increasingly connected with and involved with their businesses (for instance Guay et al; Vansteenkiste et al.), they may be progressively associated with created by their accomplices, when compared with employees that are less motivated. [Kuvaas, B. moreover, Dysvik, A. (2009), p.217].

The creators accept that a standout amongst the finest influences which rouse employees is compensating them for their superior and provide satisfactory impetus to additional improve execution. Representatives suppose that the management is going to reward them on the off chance that they improve their presentation and on the off chance that administration lives up to their desires, at that point they are pleased with their friends and activities. Irregular state of representative fulfillment prompts abnormal state of employee inspiration. Notwithstanding, if the administration neglects to give satisfactory prizes representative's disappointment increments and abnormal state of employee disappointment prompts abnormal state of demotivation (Danish and Usman).

The point of human asset inspiration has gotten broad consideration from scholastics and specialists alike. "Motivate" is taken from a Latin action word "movere" that signifies 'to make development'. Inspiration alludes to enactment, heading, force and constancy of human conduct and method this conduct is continued to achieving an ideal objective.

Grenberg and Baaron (2003) characterize motivation as "the arrangement of procedures that excite, direct, and keep up human conduct towards achieving some

objective." (p. 190). The opinion is emphasized by Robbins et al. (2009) that characterized inspiration as "the procedure that records for a person's force, course, and perseverance of exertion toward accomplishing an objective". (p. 144). The description can be isolated in 3 principle shares. Force is identified with effort or vitality behind singular activity and exertion. Heading alludes that how endeavors are accurately diverted in bearing which will profit the association. Determination manages to what extent an individual can keep up endeavors to accomplish objectives.

Inspiration includes the passionate, social, organic, and subjective impacts that start conduct (p. 286).

As per La Motta (1995), "inspiration is basically the reason people have for doing the things they do when and how they do them". Inspiration is characterized by Halepota (2005: p. 16) as "an individual's dynamic investment and responsibility to accomplish the recommended outcomes."

Youthful proposes that inspiration can be characterized from numerous points of view, contingent upon whose conclusion is inquired. Inspiration can along these lines be depicted as "the power inside a person that records for the level, bearing, and industriousness of exertion used at work." (2000: p. 1).

Inspiration refers to "the reasons underlie conduct" as indicated by (Guay et al).

"The proportion of effort people is anxious to put in their work depends upon the amount they feel their persuasive needs will be satisfied" (Antomioni, 1999: p. 29),

Alongside recognition, character and knowledge, motivation is a significant bit of getting demeanor. Motivation shouldn't be thought of as the principle explanation of demeanor, as it cooperates with and performances identified with additional interceding forms and through the world. Motivation cannot be seen, everything which could be seen is demeanors, and it should not to be compared with explanations behind demeanors. While seeing the central aim of motivation.

Evans in (1998) says that various ongoing theories of definitive demeanors imagine that it's significant for area to re-emphasize demeanors. Implications of motivation proliferate. the thing these descriptions stake for all plans and intention is the consolidation of words, for instance, "want", "need", "wishes", "point", "objectives", and "inspiring powers". Luthans describes motivation as, "a procedure that begins

with a physiological insufficiency or need that enacts a conduct or a drive that is gone for an objective motivating force". Subsequently, these lines, the best approach to understanding the strategy of motivation lies in the significance of, and relationship among, necessities, initiates, and motivators.

Regarding to this, 18 Minner, Ebrahimi and Watchel (1995) defines that in structure logic, motivation includes 3 cooperating and related segments, i.e., requirements, initiatives, and motivating forces. An intention is a reason for achieving something. Motivation is stressed over the elements which effect people to act in explicit ways. The 3 pieces of motivation as documented appear to be:

- Direction: what a person is endeavoring to do.
- Effort: how hard a person is endeavoring?
- Persistence: to what degree a person keep endeavoring.

As an entirety up, inspiration is the main thrust which leads people to perform, act, or achieve something deprived of burden or control.

2.2.1 Motivations types

Motivations different types is acknowledged by Herzberg et al (1957) which are the following:

2.2.1.1 Intrinsic motivation

One created aspect that effect people to carry on with a particular goal in mind or heading in a particular direction. These variables incorporate obligation (sensation that job is significant and having authority on someone's assets), independence (opportunity for acting), degree to utilize and create aptitudes and capacities, fascinating and testing jobs and open doors for development.

Instances of natural inspiration incorporates, association maintained guidance courses to expand the representative's scope of capabilities, stable examinations and complimentary assessments performed by association for a particular employee.

Concurring Armstrong characteristic motivation implies the motivation that begins from inside an individual. The motivation is made through satisfaction or euphoria which a person acquires in completing an endeavor. Parts which effect the inborn motivation fuse obligation, opportunity of acting, extension to use and make abilities

and limits, charming job and open entryways for headway. These inspirations that are stressed over the idea of work life will in general have a long-haul effect since they are basic in individuals and aren't constrained externally (Armstrong).

2.2.1.2 Extrinsic motivation

Extraneous inspiration is nothing else but what should be done to people to outgrowth them. This includes prizes, for instance, expanded wage, vocal thankfulness or advancement plus discipline, for instance, corrective activity, retaining wage, or analysis. Outward inspirations may have a prompt plus ground-breaking effect, however it might not certainly keep going lengthy.

As indicated by Armstrong outward motivation is the thing which is done to people to rouse them. It appears from variables separated from a person, for instance, money, assessments, analysis or corrections. These awards causes satisfaction and delight which the assignment itself probably will not provide.

2.2.2 Motivation theories

Content motivation theories rely upon the prerequisites and inspiration of individuals. These theories endeavor to explain why the needs of individuals keep changing extra time and in this manner center around the particular effect of remunerations on employee's inspiration. As a rule these speculations explain motivation as the aftereffect of inward energies which desire an individual to interchange to the gratification of distinct needs through remunerations. Real ingredient speculations of motivation are Maslow's order of prerequisites, McClelland's discovered necessities' theory. (Beardwell and Claydon, 2007, p. 492).

Maslow's pecking command of Need is a theory of character which recognizes 5 essential need classes:

- Physical need is the basic need of every human is a must for survival. Instances of such necessities are air, food, water, and comfort. The affiliation provides a monetary reward by giving a remuneration and thusly satisfies delegates' physical requirements.
- Security need reflects a desire for safety and solidness. Instances of such necessities join need for stable occupation, medical coverage and secure neighborhoods.

- Societal need is desire for association. They reflect a person's need for reverence, affection and having a spot. Such requirements might be fulfilled by the affiliation through gatherings, social affairs and merriments. The directors can satisfy employees' social needs by showing straight thought and stress for representatives.

- Respect need consolidate the necessity of things which provide individual value, feeling of vanity and social affirmation. Individuals have to accomplish an OK reputation in a social event or attempt to extend their position as indicated by others are determined by these prerequisites. The affiliation can satisfy agents' respect needs by exhibiting employees that their effort is esteemed and saw.

- Self-completion need is essentially the general population need fulfillment and the affirmation of doing what the individual has the ability of performance.

The fundamental desires are masterminded in a chain of command where the utmost essential desire rises clench hand and the maximum current desire last. As it were, the high demand desires plus having a place, regards, and self-completion aren't significant till the low request desires that are security and physical are fulfilled. Directors ought to discover what inspires the representatives at every level and build up a prize methodology in like manner (Tosi, Rizzo and Carrol, 1994 Beardwel and Claydon, 2007).

Maslow's chain of importance of Desires is reprimanded on the grounds that there is little proof that help its exacting progressive system and the manner in which people fulfill only one inspiring desire at any given moment. The speculation moreover fails to exhibit one sensible association among necessities and conduct, and is accordingly unfit to predict when a specific desire will be appeared. (Beardwell and Claydon, 2007).

Procedure Concepts of Motivation attempts to clarify in what way conduct transformation happens and the reason individuals act in different methods. At the end of the day, they center on how specialists need impact their very own conduct. Procedure hypotheses begin from primary intellectual speculations, that definite conduct is the effect of cognizant basic leadership forms. Following are the most renowned procedure speculations: support hypothesis, faith theory, esteem theory, and target set speculation, through which the objective set hypothesis can be nearer talked about. (Tosi, Rizzo and Carroll, 1994).

2.2.3 Goal theory of motivations

Latham and Locke (1979) built up a hypothesis called Goal hypothesis. Which infers when individuals are set with exact and sensible objectives, the inspiration and execution will be higher. At the point when person's beneficiary input on execution, objectives that are set high acknowledged, and this will have a constructive outcome. The employees should be associated with the objective setting and concede to higher defining objectives. During the time spent defining higher objective, input is critical to holding inspiration (Armstrong).

Objective hypothesis expresses that motivation and accomplishment are advanced when individuals characterize goals, when goals are bothersome however recognized, and while another analysis is on execution. Erez and Zidon (1984) underscored the requirement for acknowledgment of and responsibility towards objectives. They discovered that, as far as they are concurred, requesting objectives directs to preferred execution over simple ones. Objective hypothesis, in any case, has a key impact in the exhibition the executive's procedure which was developed from the great extent ruined administration by-destinations approach (Calicut, 2007).

Five guidelines of target setting theories are;

- **Clarity:** Pure goals are assessable and explicit. Right when a goal is cherished and explicit, with an optimistic interval for completing, misconstruing is low about what observations will be compensated. "Diminish work turnover by 15%" or "React to employee proposals inside 48 hours" are instances of valued goals.
- **Challenge:** One of the most significant traits of goals is the degree of test. People are mostly roused by achievement, and they will pass judgment on a goal dependent on importance of foreseen accomplishment. Rewards customarily increase for progressively inconvenient destinations. If you acknowledge you'll be especially changed or by and large made up for achieving a troublesome target that will support your enthusiasm and your drive to finish it. In case an undertaking is straightforward and not seen as critical – and if you or your delegate doesn't foresee that the accomplishment ought to be tremendous – by then the effort may not be extraordinary.
- **Commitment:** Goals must be understood and settled upon if they are to be practical. Agents will undoubtedly "become tied up with" a target in case they accept

they were a bit of making that objective. The idea of joint association depends on this idea of incorporating representatives in characterizing goals and choosing.

- Feedback: despite picking the right kind of target, a viable target package must equally include feedback. Input offers opportunities to explain wants, adjust target inconvenience, and addition affirmation. It is precarious to provide standard starts or objectives, so individuals can choose for themselves how they are performing.

- Task unpredictability: The last factor in target set theory offers 2 additional necessities for progress. For targets or projects which are very perplexing, yield exceptional thought to ensure that effort does not end up being unreasonably overwhelming. Target set theory has assured projections, for instance, Self-capability and Goal obligation.

2.2.4 The needs theory by McClelland

In the 1940, Abraham Maslow prepared his speculation of need. This recognized the basic desires that people have, orchestrated by worth:

- Physical needs,
- Safety needs
- Needs of owning a spot, certainty and "self-realization".

Thereafter, David McClelland dependent on this work which is in his book (1961), "The Achieving Society" (Calicut, 2007). He recognized 3 assistants which he accepted we in general have:

- Need for achievement,
- Need for association
- Need for power.

People may have various attributes depending on their confounding assistant.

2.3 Reward System

The creators Nelson and Peter (2005) expressed "You get what you compensate". As per them, a prize framework is the sphere's most prominent administration head. In occasion that association compensates a particular kind of representative conduct

positive or negative, which is the mechanism that association might acquire a superior sum.

Prize may be characterized as infusion exertion of representatives to do their work. Best prize was authoritative prizes which on the off chance that they are presented, it become ID solid to the association.

As indicated by Kaplan and Atkinson, every present association has certain kind of remuneration framework, paying little heed to if it is straightforward or not, it occurs. People compare decidedly to acclaim or applause in right minute makes faithfulness and partiality. Prizes are always in 2 different sorts. It may moreover be in a kind of instigator encouragement or mindfulness motivation. Past is the caring which begins internally from people, a tendency, being happy above a thing, sensation of comfort and bright by a thing which you did. Plus, outward rewards may be fiscal or non-cash connected. The fiscal is typically a flexible remuneration, disengaged from pay it is acquired as a ramification for extraordinary accomplishment or as a help and it very well may be both entirely centered or gathering centered. The situations to get this prize should be fixed primarily and the exhibition ought to be measureable (Kaplan and Atkinson, 1998).

As it is referenced before, Reward System joins mutually Fiscal and Non-Fiscal Prizes that are likewise named as Extrinsic and Intrinsic Rewards. Budgetary awards are pay increase, remunerate structure, gratuity, etc. Of course, there are non-cash connected awards that are; progression and heading, expert and obligation, training, appreciation and applause, underwriting and plague, support to decisions, escape time, comfort of working place, societal activities, criticism, versatile working hours, work plan, affirmation, societal privileges, etc.

Reward frameworks include:

- Amount of customer advancement and support once a year.
- Yearly advancement in association profits.
- Yearly increase in the association's bit of the general business.
- Amount of laborer revenue above a particular sum of years.
- Effective and powerful thing and management improvement.

- Shared development, formation of branches and establishment of sponsorships.

Generally, the prize structure is combined by a couple of exercises mutually from endeavors point of view and individual. It is coordinated to pressures for enterprise. First underneath comparative situations people intend to allude to organizations that provides the utmost elevated prizes. Along these lines' companies can pull in employees who devour capability and ability by providing prizes. Additionally, the award which is provided to laborers in lieu of administration remuneration is a tool for tolerating reproach from previous accomplishment and lastly, awards might be used as a persuasive instrument to improve upcoming accomplishment.

Therefore, it creates the impression that the reward system should be fruitful and gainful with objective that such exercises are recognized in enterprise and this structure should be organized in a manner to create utmost outrageous profit mutually for company and individual (Karami, 1998). Concentrating on the important desires of people and attainment a burden out of sensible reward appropriation within or separated from enterprise are amongst the real gauges in any reward structure (Laler et al., 1975). The reward framework is an fundamental degree of human resource the official's performance and organization pay the board as a degree of this task endeavors to design and perform agents' remuneration and points of interest systems (Bernardin and Russell, 1993).

Reward framework is conceptualized into two classifications: Extrinsic reward and inherent reward. The outward reward factors chose for this investigation are compensation, reward, commission, status, and advancement; while chose inherent reward factors are vocation improvement, significant work, and great working condition.

Richard, Ryan and Deci (2010) characterize characteristic prizes are those prizes that are intrinsic inside a vocation and are accessible in occupation for instance representatives' capacity, getting thankfulness, acknowledgment, difficulties and accomplishment, and conduct that shows comprehension and worry as to improve mindfulness, capacity and trust in the individual being guided.

Farooqui and Nagendra (2014) characterize extraneous rewards as the periphery and pay points of interest employees get from an association. This incorporates

advancement opportunity, professional success and helpful working environment condition.

2.3.1 Purpose of reward system

It occurs to be variety of direction of a reward structure. As indicated by Ax and Christer a very simple is to rouse representatives to do well, however in addition for holding the employees (Ax, Christer and Kullven, 2005). For a reward structure to be rather inspirational, the reward should satisfy several norms; devour respect, be huge enough provide sway, be correct, be convenient, the effect must be sturdy finally the awards should be cost creative (Merchant, 2007).

A reward framework assembles representative's characteristic personal circumstances with the association's destinations and provides 3 sorts of the executives control assistances, enlightening, inspirational and faculty linked. Right off the bat, prizes should get the representatives' consideration and, in the meantime, it fills in as an info for person accountable for what causes ought to be finished in various operational zones. Associations use compensate frameworks to underscore on which parameters their representatives ought to apply the additional exertion on by incorporating them in their reward package (Svensson, 2001).

This is a decent method to accentuate and persuade the employees of which execution zones that are significant and make objective compatibility inside the association and flag how the representatives should coordinate their endeavors. To spur is the subsequent control advantage. Individuals now and then need a motivator to perform assignments well and buckle down. To wrap things up we have the faculty related control advantage. Associations contribute prizes for a extensive series of causes for example to improve enlistment and maintenance by proposing a remuneration bundle which is focused available (Merchant, 2007).

Reward frameworks allude fundamentally to things that employees esteem. It is essential to manage at the top of the priority list that reward framework can hold mutually optimistic and undesirable prizes. The undesirable prizes, frequently observed as disciplines, typically show themselves over a nonappearance of optimistic prizes. Instances of optimistic prizes might be self-sufficiency, control, pay builds, rewards and some undesirable prizes might be impedance in employment from bosses, zero compensation increment, no advancement (Svensson, 2001).).

2.3.2 Different parts of a reward system

Whereas building a reward framework certain standards must be considered, generally these are reflected in utmost straightforward award framework. A reward may be both an "add-on", implying that employee has an ordinary compensation, and award. Companies have, similarly like people, distinctive life-arranges, and relying upon wherever organization is right now it has various desires and this influences award framework, expecting to make objective consistency. Which objectives the organization holds in respects of gainfulness and development, are limits you amount to check whether an award ought to be given or no. it normally needs a bread-down of objectives, assembling them simpler to gauge and increasingly reasonable for the representatives, there you additionally want to demonstrate to the conduct influences the deliberate objectives and limitations. Here the motivating force framework changes to a device for the board regulator and the decision of what objectives you amount is significant, as these are things employees will pay attention on. In some cases, a financial award is provided dependent on person or on division's execution, although the point that the company has misfortunes. This can be maintained a strategic distance from by including an edge necessity for the whole company that then must be fulfilled beforehand a reward may be paid in any divisions (Jaghult, 2005).

2.3.2.1 Monetary

Every reward system relies upon the assumption that repaying representatives might pull in, embrace and motivate employees. Thusly every reward framework which fails to achieve these eventual reflected as an inadequate reward framework. Throughout the years, specialists in this area held that financial prize is the finest persuading and re-master of employees' resolve. However, starting late organization don't consider to pay laborers due. Official defilement, inclination, and inside and out preference make administrators to wind backward by abusing the cash for frivolities and something different as opposed to paying the specialists due. Specialists need cash to fulfill day by day reserved needs Any association that don't have worry for specialist's welfare tend produce less and is powerless against disappointment. Cash is expected to set up and look after associations. Verifying area or set of equipment, enlistment of workforce and support of age all need money. In a similar manner, Dewhurst discovered that, there are distinctive means to compensate representatives

further than budgetary pay. A portion of these contain: affirmation, acclamation, the acknowledgment that delegates might receive from their chiefs, the opportunity to take on significant exercises or errands and moreover initiative thought. It might work out if the cash connected reward is supplemented to non-fiscal prizes. These inspiring components faultlessly request to specialists most when reward.

As indicated by Merchant It is unquestionably not by any means the main kind of remuneration, and it isn't actually dependably the finest one, however its utilization is basic to the fact that it virtues uncommon notice (Merchant, 2007).

People regard cash and thusly benefitting a noteworthy sort of remuneration. Cash connected reward frameworks might be ordered in 3 principle classes:

- Performance based compensation increments.
- Momentary motivating force plans.
- And long-haul motivator strategies.

Last 2 prizes are regular on administrative ranks and are often linked to execution throughout a particular timeframe. The first is frequently observed as the finest persuasive element.

Every single association provides pay increase to representative's at all hierarchical ranks. This is normally a bit of any employee's compensation, by has a noteworthy incentive because of its long-haul point of view (Merchant, 2007).

Momentary motivating forces in some structure are anyway regularly utilized in associations. A money reward is generally founded on execution estimated on a timespan of one year or fewer. Why an organization principally exploits an adjustable pay is to separate it between the representatives, with the purpose of compensating finest employees. By observing the representative's promises to organization, it is simpler for association to energize superb execution. The representatives appreciate the chance of receiving a reward for their exhibition (Svensson, 2001).

Using an adjustable pay might in like manner be a preferred position for organization as far as hazard distribution. This infers the cost for compensation shifts further with organization execution while the complete pay is halfway factor, assembly of cost

lesser while no benefit is completed and while there is a benefit this might be imparted to representatives.

Prizes dependent on execution procedures after some phase bigger than a year are extensive haul motivator rewards. Via utilizing this, an organization may remunerate representatives for their extraordinary job execution for expanding company's extensive-haul esteem. This additionally attempts to pull in and hold main capable people (Merchant, 2007). Sorts of it might be investment opportunity plans, confined store strategies or by a reward that is placed in a reward bank which alter as indicated by outcome and keeps running more than quite a long while (Samuelsson, 1999).

An investment opportunity program is typically when an individual is permitted to purchase stocks later on, yet at the current cost. It's an alluring technique for compensating a chief in light of the point that administrator might need the estimation of the store to increment and along these lines effort more enthusiastically on extensive-haul objectives and responsibilities as divergent to focusing on momentary benefits. Other ideal position through this sort of remuneration is, as the trough does claim the store so far, the person may in every circumstance be going out on a limb by advanced adjustments than they may had in the occasion that they formally obsessed them. Such a large amount of outside and non-receptive variables effect the worth, causing it less engaging as a motivating force (Kaplan and Atkinson, 1998).

An exceptionally famous kind of long-haul motivator is several kind of a limited typical arrangement. This reward is offers provided as a little something extra to the representative, be that as it may, they must be vended afterward assured timespan. Later for example a year, the representative might probably vend 1/5 of offers, following 2 years the individual in question will most likely sell 2/5 and after 3 years 3/5, etc. this is a way for holding fitness inside the association, not to spur employees, as on the off chance that they finish their work earlier than 5th year, they may miss rest of the shares. A few companies yield this much more by pulling back the offers you effectively got (Merchant, 2007).

2.3.2.2 Non-monetary

Receiving a thank you from your boss or getting appreciation from colleagues are the two instances of non-fiscal prizes (Jagult, 2005). Money related prizes are frequently

blamed for being excessively Diminutive-named, and not making an Extensive-haul duty that is regularly anything you need from representatives. To complete durable motivation for the representatives the association should focus on mutually the budgetary and the non-money related sparks, so as to give the best blend (Armstrong).

2.3.3 Individual-based vs. group-based rewards

For gathering prize to give an immediate impetus influence, the employee that prizes are guaranteed for them have to accept that they might affect the exhibition that prizes rests upon to a critical degree (Merchant, 2007). Completing something as a constituent of a gathering for the most part reinforces the bonds among collaborators. Be that as it may, on the off chance that somebody has been a piece of the gathering without contributing similarly as the rest, generally makes incredible disappointment between the rest, plus instructs representatives which receive awards devoid of info. This wonder is known as free-rider-issue. In numerous activities and organizations, it is absurd to expect to do an errand without anyone else's input however the assignment finishing procedure is a procedure however the organization, connecting with a extensive variety of people. In such issues, a gathering centered reward is ideal as everyone has "pulled their weight", in meanness of the point which it is difficult to see the specific consequence.

Individual based prizes regularly lead to sub-advancement. While giving an individual-based prize framework, employees will in general focus without anyone else execution rather than the organization's exhibition all in all. Approaching collaborators and directors for assistance is all of a sudden something you mull over, as you might want to segment an upcoming reward on the off chance that you do. This stimulates undertaking satisfied through a satisfactory outcome, slightly than a superior outcome that may had leaped after a joint effort with collaborators increasingly capable to the assignment or shares of errand, subsequently sub improvement. Individual-based prize creates best inspiration and bigger motivators for people (Jaghult, 2005).

Expanding the obligation with respect to a representative generally will in general additionally increment inspiration. This in bright of the point that extended obligation keeps the employee to sense increasingly esteemed and apt. Right when in

a gathering, people achieve from one another, creating an ever-increasing number of positive activities, and furthermore gets progressively powerful. Remunerating a gathering charging a financial prize, routinely creates an inherent prize for the gathering individuals, as they sense satisfied devising a spot with a gathering which accomplished something unprecedented (Jaghult, 2005). A likewise probability exists to consolidate this 2 sort of remunerations (Samuelsson, 1999). It should be possible by putting together the all-out remuneration with respect to gather execution, and the individuals' portions of this prize on people execution (Kaplan and Atkinson, 1998).

2.3.4 Reward system and employee motivation

Agwu, (2013) led an examination on Nigerian oil organization to form the effect of remuneration framework on representative's inspiration by the utilization of irritable sectional review investigation configuration in producing the obligatory essential information. The outcomes showed that execution of reasonable prize framework in Nigerian oil organization to an enormous degree impacted improved employees' inspiration and led to more readily work execution.

(Ong and Teh, 2012) look at the connection among the prize framework and association's budgetary presentation over overview poll from assembling organizations of Malaysia and outcomes of investigation demonstrates that selection of remuneration framework isn't affected by age and size of the organization, natural prizes are decidedly identified with monetary execution of associations.

(Aktar, Sachu, and Ali, 2012) in Commercial Banks of Bangladesh concentrated to form the connection among the prize and representative's exhibition just as to distinguish the connection among natural and extraneous prizes over poll and information was tried expressively. The outcome shows that factually critical connection exists among the majority of free factors with ward factors employee effort execution and all the autonomous factors impact representative work execution.

2.3.4.1 Extrinsic rewards

Examination of Tsai (2005) reasoned that outward prizes containing money related rewards or money prizes are utilized to provide food the desires for single

representatives all together keep them spurred. The creator likewise utilized the idea of 'pay for execution' and recognized it as best motivation method to boost the profitability of representatives; nonetheless, the examination presumed that the effect of pay for execution thought is present moment. Danish and Usman, (2010) opposed that feasibility of a prize context is imitated by method which it acceptably observes grander employees in association and raises and inspires agents to boost their efficacy just as generally execution. By remuneration framework an association promises that workforces have observation that they are imperative for association and the management knows the job they do in the advancement of the organization. Along these lines the resolve of the workforce is supported. an investigation was done concentrating on remunerations with inborn nature, the examination inferred that laborers at individual level always take part in social trades and related procedures and give their very own contribution to building up the discernment about remuneration framework. each representative think about the reward he/she gets against the presentation conveyed by him/her inside the setting of requirements and desires and shows and communicates fulfillment towards remuneration framework.

2.3.4.2 Extrinsic rewards

Torrington and partners (2009) utilized an alternate term for non-money rewards for example nonmaterial rewards and closed non-money prizes will in general increment the job fulfillment in employees especially representatives that show high profitability when contrasted with different representatives. The analysts utilized two classifications of nature remunerates in remuneration frameworks which are outward and characteristic prizes. The extraneous prizes are commonly identified with monetary prizes, despite the fact that they may likewise incorporate formal open acknowledgment as thankfulness letters, expanding advantages of representatives, impetus-based installments, for example, deals commission, and advancement. The characteristic nature prizes are by and enormous non-fiscal connected or non-fiscal prizes that integrate sharing examples of overcoming adversity, perceiving representative of the month or year accomplishment, giving proficient preparing openings.

The examination likewise stressed in adjusting extraneous and characteristic prizes to empower the reward framework to satisfactorily address inspiration issues of employees and at last lead to advancement of duty, inspiration, and occupation

fulfillment of representatives. These elements when advanced lead to amplification of employee execution and at last authoritative execution is augmented.

Investigation led by Serwar and Abugre, (2013) demonstrated that certain connection exists among prizes and occupation fulfillment in employees of administration business. They reasoned that the optimistic connection may be utilized by administrators to augment work fulfillment between representatives over arrangement of sufficient prizes. Expanded occupation fulfillment inspires employees to endeavor to build profitability with abnormal state of proficiency and adequacy. The investigation led by Pratheepkanth, (2011) likewise finished up a positive relationship between employee inspiration and reward framework. Their investigation was centered on business banking part of Sri Lanka. Additional investigation displayed by Gong, Chang, and Cheung, (2010), demonstrated that there is solid optimistic connection amongst money related and nonfinancial prizes and inspiration of employees. The creators likewise recognized a positive relationship and contended that abnormal state of inspiration prompts abnormal state of occupation fulfillment among employees. At the point when occupation fulfillment expands the view of representatives ends up positive about their prosperity and accomplishment in the organization. Their investigation demonstrated that abnormal state of occupation fulfillment has positive effect on profitability of the representatives, and their hierarchical duty towards authoritative citizenship.

2.4 Relationship between Reward System and Employee's Motivation

As per creator Nielsen (2013) there are additionally different elements to upgrade the representative's inspiration and boost execution for instance by giving preparing and improving aptitudes of the employees. Mechanical advancement and improving working conditions can likewise improve execution. In general, a firm might just choose to just lay off low entertainers and select superior employees. In any case, it has been noticed that small degree of employer constancy and unreasonable burden or forcing employees to do enhanced prompts representative attire out and great workforce throughput. Therefore, chiefs need to discover approaches to increase execution while holding representatives. It might be conceivable by observing inspiration to well execution. These method directors cannot just avoid representative

burnout, non-appearance, and high staff turnover yet in addition can expand execution (Shields, et al., 2015).

Abid and Tara, 2013 did an investigation in Pakistan Hotel Business through survey strategy to find the effect of remuneration framework on inspiration with interceding job of office structure and originate that when appealing prize with enhanced office configuration is given prompts increment the inspiration of employees.

Velnamby played out an exploration in Srilanka to discover the job of motivators in rousing the employee's by survey technique and discovered that apparent degree of remuneration and inspiration have noteworthy relationship among the private division representatives. What's more, financial prizes have noteworthy impact on representative's inspiration.

Mikander, (2010) through theory in Moto Net-Espoo utilizing poll method discovering the connection between remuneration framework and inspiration. He supposed over proof that a well-created and utilitarian prize framework might expand representative's inspiration and fulfillment.

Jehanzeb and Rasheed, (2012) in the financial part (open and reserved banks) of Saudi Arabia look at effect of remuneration framework on inspiration and on employment fulfillment over survey and discovered that prize framework has optimistic effect on inspiration and inspiration on occupation fulfillment and employment fulfillment to compensate framework.

Khan, Farooq, and Khan, (2010) decide the persuasive degrees of representative's employed in banking divisions on Kohat, Pakistan by poll method and discovered that prize and employee's inspiration have optimistic and uninterrupted connection.

As per inventors Kulchmanov and Kaliannan (2014) the most persuasive aspect in employee execution is the encouragement of representatives. Further featuring the past articulation and guarantee, inventor Raza if a representative is propelled to do well, he or she discover approaches to develop execution and other way around. The presentation of representatives can be augmented by making a discernment among them that that their hardworking and exertion is gainful for the organization and the executives perceive and compensate superior employees.

Different examinations, for example, Dewhurst, Guthridge, and Mohr, (2009) infer that an acceptable prize context is elementary for employee inspiration mutually for

great doers and truncated doers. This on the light that prizes increment the action fulfillment amongst greater employees and go about as a motivating force for truncated entertainers. Prize contexts are likewise significant and powerful in a wide sort of companies whether it is an exposed or reserved, for advantage or non-revenue driven companies. Be that as it may, the context itself changes from company to company since individuals working in an association have various characters just as close to home inclinations. Some lean toward fiscal prizes as encouragement however other might incline to nonfinancial prizes. Anyway, the basic part of all prize framework is that it has provisions in respects to singular and skilled progression of representatives and is expected to rouse them for constant development.

Sheilds and partners (2015) deduced in the examination that prize framework ought to be structured such that it cooks the requirements of the employees targeted to recompense. A few representatives exists whose requirements should be fulfilled over cash prizes although additionally several others whose necessities are distinctive and can't be fulfilled with money compensates somewhat, they need various prizes, for instance, advancements, gratefulness, increment in duty, task of significant activities, preparing and improvement, among others.

A solitary employee might have requirements that may be provided food with cash remunerates just as different needs that are cooked by non-money prizes. A prize context must similarly be scheduled such that it provides an equalization of fiscal and non-fiscal remunerates just as motivations so it can cook needs all things considered or all needs of a representative. Note that the consequence of remuneration framework is just optimistic for the condition where it reasonably fulfills needs and desires for representatives. Regularly, the greater part of the reward frameworks depends on the impression of wage for execution' and include dissimilar execution-based prizes, for example, advancements, deals commission, yearly or periodical rewards, employee grants, and so forth. Then again, for the most part non-budgetary motivations appear as execution gratefulness letters, acknowledgment of execution publically, giving improved working conditions, expanding expansion in expected set of responsibilities, work turn, and so on. (Armstrong and Taylor, 2014).

As per Fareed and partners (2013), the connection and association among remunerations, employee inspiration, and employment fulfillment is basic to

accomplishment of associations both open and reserved division. Employees in associations need mutually monetary and non-fiscal prizes. The idea of remuneration likewise has sway on the degree of inspiration of a representative. There are a few representatives that are progressively roused by financial prizes or money prizes however some others are increasingly persuaded with non-fiscal prizes, for example, advancement. Representatives feel esteemed when the executives give them compensate for their exhibition and they make a recognition among themselves that the administration is not kidding about their expert improvement and occupation. With these ways they become faithful to association (Dewhurst, Guthridge, and Mohr, 2009).



3. METHODOLOGY

3.1 Introduction

Research methodology alludes to clarification of logical decisions made in the examination. Research theory is identified with epistemological considerations that manage the standards and philosophy connected in an investigation to increase worthy learning. There are various ways of thinking that investigators vire their investigation on, for example, positivism and Interpretivism.

The examination philosophy is the detail of technique for gaining the data expected to structure or take care of the issue. This section clarifies the degree, look into plan, information accumulation, testing strategy; strategies followed in doing the exploration, the systems utilized and the confinements of the examination.

In this study, the wonders under thought is remunerate framework and its effect on employee's inspiration. Since the two prizes and representative's inspiration are quantifiable elements, accordingly, approaches for characteristic sciences, for instance, factual systems, are pertinent in contemplating these wonders through surveys.

3.2 Research Approach

In this research, first of all I have used librarian method of research and I have collected some terminology from the most valid and reliable books, topics and magazine's articles, eBooks, and websites. This examination aimed to test the connection between reward system and its effect on employees' motivation. It progressed to gather explicit perceptions from employees of A.C.B (Afghanistan Commercial Bank) through questionnaires to examine existing hypotheses about the connection among two variables. I will conduct this research and collect data through questionnaire to get the actual findings.

3.3 Research Strategy

So as to increase adequate information through research process, an investigation methodology is chosen to accumulate data and break down to determine noteworthy results to achieve facts and targets of examination. Research system is known as the establishment of an examination and decisions thru in this way must agree with exploration method.

There are various sorts of techniques that consolidate audits, examinations, action inquire about, logical investigation, recorded study, grounder theory, ethnography, etc.

As communicated previously, this investigation is a contextual analysis concentrating on A.C.B so as to test and explain the effect of reward system on A.C.B employees' motivation.

This examination directed polls with the employees of A.C.B and by dissevering this info, derived implications around the hypothetical association among the factors.

3.4 Research Design

There are three sorts of research structure; qualitative, quantitative, and mixed design.

In qualitative research configuration, ponder depends on social occasion subjective information that is not quantifiable nor calculable, while measureable examination depends on calculable, quantifiable and statistical information. Every plan has compensations and impediments. Measureable plan is recognized for advanced unwavering quality and legality and smaller inclination while compared with independent structure. It is additionally generally faster than independent structure (Denzin and Lincoln 2011).

Notwithstanding, primary restriction in in measureable plan is that it can't investigate sensation, recognitions, and assessments of individuals. This is the spot abstract arrangement is helpful that is fundamentally recycled to contemplate views, meetings, recognitions, and assessments of individuals. The mixed plan is crossover of two structures. It is used to beat inadequacy in two tactics however abusing their preferences.

This examination utilized blended plan and gathered both subjective and quantitative information to pick up a top to bottom and multi-point of view comprehension of how reward frameworks impacts representative's inspirations. Blended plan likewise guarantees that dependability and legitimacy of the exploration is improved through triangulation of subjective and quantitative information.

3.5 Research Purpose

Research design is grouped into 3 kinds:

- Descriptive, this type of study is led to depict existing wonders and various attributes of it.
- Explanatory, illustrative research is led, while expressive examination is led to depict existing wonders and various qualities of it (Bryman2012).
- Exploratory, this type of study is completed when there is an absence of research regarding a matter or a particular element of that matter. So for testing the existing speculations and discover connections between factors that have been investigated already by analysts.

This study is an explanatory examination on the grounds that the point of this exploration was to clarify the significance of reward system on employees' motivation in the bright of current hypotheses.

3.6 Research Method

There are two kinds of information in research ponders:

- Primary information, essential information is the direct information gathered by the examination by selecting members while optional information rest on on results and findings of studies about directed by other persons (Eriksson and Kovalainen 2008).
- Secondary information is normally collected by summarizing current studies as academic books, academic research articles, papers, business reports, eBooks, sites and etc.

There are some approaches for crucial info which are chosen based on study plan. For subjective information, there are interviews, center gatherings, and so forth and for quantitative information there are overview polls, perceptions, and so forth.

This investigation depends on both essential and auxiliary information gathering. For auxiliary information, this examination counseled scholastic books, explore articles distributed in scholarly diaries, industry reports, especially reports distributed by A.C.B, eBooks, and Internet. The outcomes and discoveries of optional research are exhibited in part 2 as writing survey.

This investigation additionally gathered essential information. Since this investigation depends on combined configuration which is semi- type of both subjective and quantitative research plan; accordingly, mutually subjective and measureable info were gathered in this examination. The exploration strategies utilized for gathering of essential and auxiliary information are clarified beneath:

3.6.1 Questionnaire survey: quantitative data

One of the greatest prevalent and most usually utilized quantitative study tools in research community is poll overview. This strategy has a few focal points over other quantitative information accumulation techniques, for example, perceptions. Right off the bat, surveys empower a specialist to accumulate huge measure of information in moderately fewer time. Moreover, poll reviews are moderately more cost proficient when contrasted with others.

Picking survey likewise tended to cost and spending confinements in this examination. The study survey included close-finished inquiries structured on a 5-point Likert Scale.

For this purpose, the 21 prepared questions were asked from 110 employee of ACB (Afghanistan Commercial Bank). 15 of them didn't respond to questions and 95 of them released the answered questionnaires back.

3.7 Data Analysis

Information examination procedures and techniques are utilized to analyze information gathered through information accumulation tools and to derive significant outcomes for the exploration. These outcomes are then used to reach inferences for the examination and to answer the exploration question(s). In this way, information investigation procedures are a significant piece of research. There are various information investigation strategies for both subjective and quantitative information.

In this examination, quantitative information gathered through poll overview was analyzed utilizing SPSS and MS Excel. Enlightening insights alongside utilizing the relapse and relationship investigation. Expressive measurements are most regularly utilized factual instruments in research. The principle advantage of unmistakable insights is that it uses tables and charts to dissect information which is simpler to peruse notwithstanding for the individuals who don't have research foundation. What's more, spellbinding insights are simpler to lead when contrasted with different procedures, for example, relapse investigation, and give a progressively significant translation of the information. Besides, the utilization of relapse and relationship examination was utilized to contemplate the impact of rewards on employee's motivations, with regard ACB.

3.8 Sampling Technique

Examining alludes to distinguishing an example for example a gathering of members from target populace as illustrative of entire populace. Info is collected from the example and it is accepted that outcomes and end drained from this information is illustrative of the entire populace. Test is recognized on the grounds that scientist can't gather information from entire populace (Myers 2013).

The underlying populace size of the exploration study was every one of the representatives and chiefs which works for A.C.B. Be that as it may, this investigation gathered information from employees of ACB, since it was impractical for analyst to accumulate information from all employees; along these lines, an example was gathered as illustrative of all ACB representatives.

Inspecting procedures are comprehensively ordered into two gatherings:

- Probability testing: Probability inspecting is progressively dependable as everyone from target population have equivalent chances to partake in investigation.
- Nonprobability inspecting: in non-likelihood testing, everyone from target population do not have equivalent shots (Creswell 2013).

This investigation utilized non-likelihood testing system to enlist members. Accommodation examining was utilized as non-likelihood inspecting system since it was unrealistic for scientist to get to all ACB employees. Thusly, the specialist got to the monetary and HR branch of ACB to direct the study and collect info from reps.

besides, the comfort examining technique is likewise helpful about it being auspicious as the scientist indicates the examination on the respondents which are promptly accessible and in scope of being gotten to.

For surveys, the specialist utilized MS Word and arranged assent structure and poll which were messaged to all employees in the ACB.

3.9 Ethical Considerations

Moral contemplations allude to ethical rule and qualities considered all through the examination procedure so as to demonstrate honesty with research network.

There are different moral contemplations that are generally embraced in research studies. Firstly, the specialist of this investigation obtained assent from the members before partaking in the examination. Secondly, every participants were educated about the reason and nature of the present examination. The members were educated about their entitlement to pull back from the investigation. The participants were guaranteed that their data will be kept classified and won't be revealed to outsiders without the assent of the members.

4. RESULTS AND ANALYSIS

4.1 Preface

This section contains the examined information. Statistical Package for the Social Science (SPSS) was used in breaking down the information. The discoveries are exhibited in Tables, Line charts, Pie diagrams, and structured presentations. In this chapter the main segment is devoted to breaking down statistic polls, the second for preparing surveys, the third for association endeavors to prepare its representatives and the fourth segment to result of trainings.

An aggregate of 110 representatives were welcome to be the piece of this investigation, 15 of them didn't answer the questions and the rest 95 person released answered questionnaires back. I had the option to recover 95 addressed polls.

4.1.1 Part a: demographics

The statistic area of the survey communicates data in regards to the activity arrangement, training and length of administration so as to have a superior comprehension of the reactions and coming about resolution for the examination. The statistic profiles of the 95 respondents are spoken in the charts beneath.

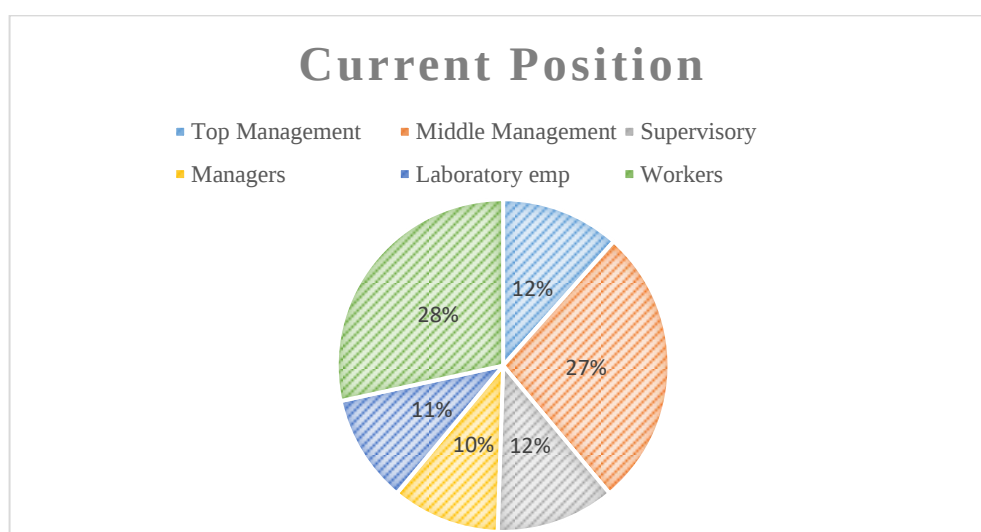


Figure 4.1: Current Position

Source: SPSS

Table 4.1: Current Position

Position	Frequency	Cumulative percentage
Top Management	11	12.6%
Middle Management	26	42.5%
Supervisory	11	55.1%
Managers	10	65.1%
Laboratory Emp	10	76.1%
Employees	27	99.9%
Total	95	100%

Source: SPSS

From the frequency distribution in Figure 4.1 it is clear that “Employees” was the biggest sum of respondents (28%), tailed by “Middle Management” (27%), Top “Management” and “Supervisory” comprised equally (12%) and “Managers” (10%), and “lab rants” (11%). It can be derived that most of the employees who answered the questionnaires are (employees “28%” and middle managers “27 %”).

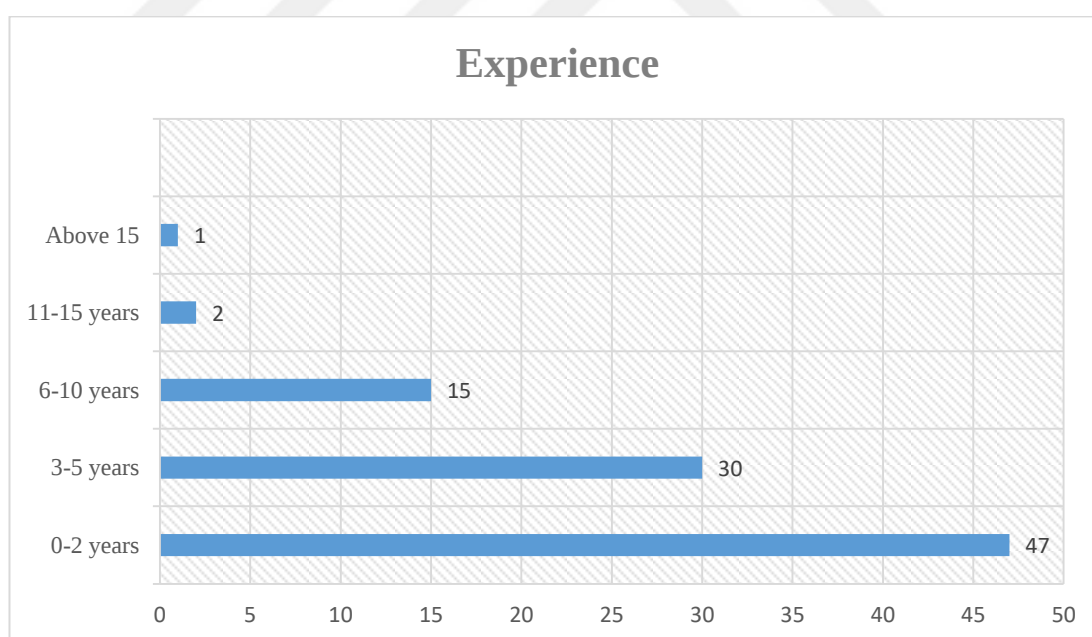


Figure 4.2: Work Experience

Source: SPSS

Table 4.2: Work Experience

Experience	Frequency	Valid percent	Cumulative percentage
0-2 years	47	54.7%	54.7%
3-5 years	30	31.1%	83.8%
6-10 years	15	16.8%	96.6%
11-15 years	2	2.3%	98.9%
Above 15	1	1.1%	100%
Total	95		100%

Source: SPSS

As laid out in figure above, unmistakably over 54% of the respondents have worked for the contextual investigation bank for 0, to 2 years, 31% of the entire masses have worked for the contextual analysis bank for 3 to 5 years of age, 16.8% have worked for 6 to 10 years, 2.3% have worked for 11, to 15 years of age, and the remaining 1.1% have worked for the association for over 15 years. This result demonstrates that the case association has incredible agent support system. As most of the respondents have worked under 3 years, it proposes that these delegates require predictable getting ready and progression activities to keep them invigorated with their aptitudes similarly as the association headways, for example, creative and customer related upgrades so as to improve their introduction.

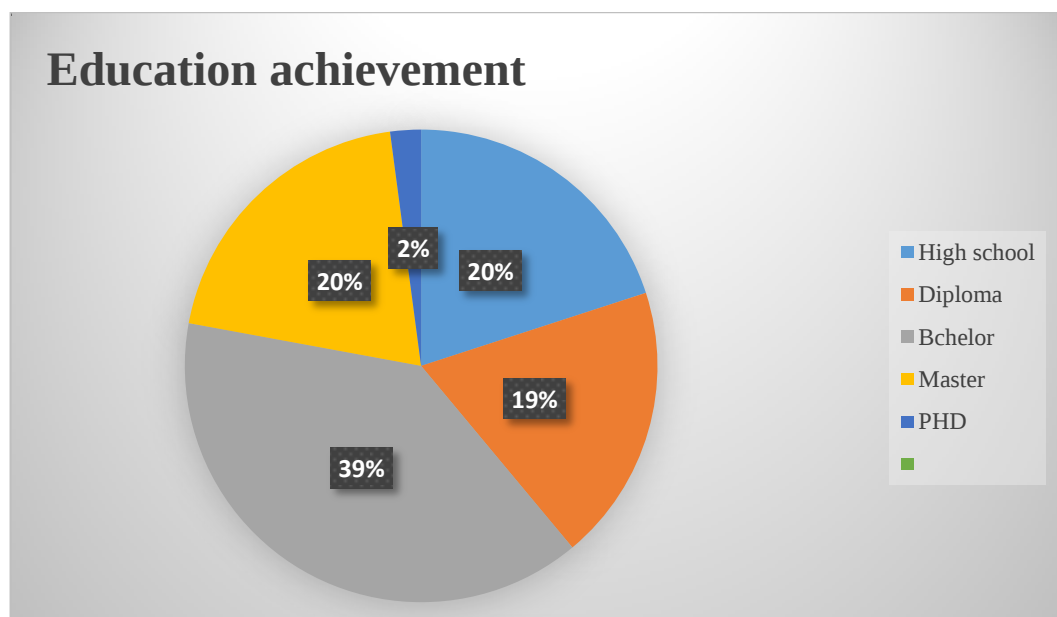


Figure 4.3: Education achievement

Source: SPSS

Table 4.3: Education achievement

Education level	Frequency	Valid Percent	Cumulative percent
High school	19	20%	17.2%
Diploma	18	19%	33.3%
Bachelor	37	39%	75.8%
Master	19	20%	97.6%
PHD	2	2 %	100%
Total	95	100%	100%

Source: SPSS

Somewhat more prominent than half (39%) of the members were accomplished Bachelor's qualification. It is proving that the respondents from the case organization hold a scope of instructive capabilities falling between essential dimension and degree level. More prominent than 20% of respondents had on instruction from the Master level, 20% had on training from the High school level, 20% had on instruction from the certificate level and just 2% had training from the specialist degree level (PHD).

4.1.2 Part b: this part evaluates the fair reward.

This segment keeps on showing discoveries of rewards that have seen employees from case study bank or case organization.

Q4: How highly do you place rewards as a basis to giving off your best?

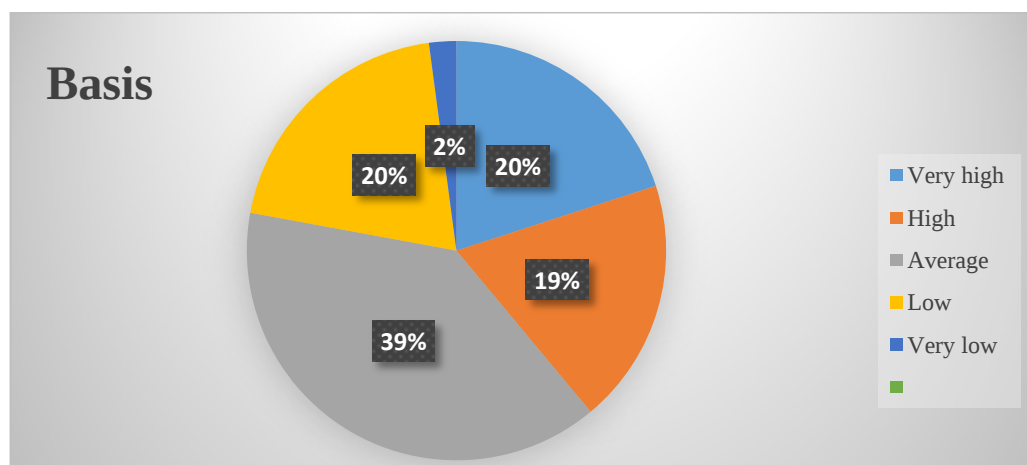


Figure 4.4: Basis

Source: SPSS

Table 4.4: Basis

Types of Answer	Frequency	Valid percentage
Very high	19	20%
High	18	19%
Average	37	39%
Low	19	20%
Very low	2	2%
Total	95	100%

Source: SPSS

The outcomes in the table above demonstrate that 37 respondents which comprises 39%, are somehow agree that reward can act as a basis of motivation and gives employees positive movements. The rest of the 19, speaking to a 20%, show that they highly agree.

Q5: Do the rewards matches your work efforts?

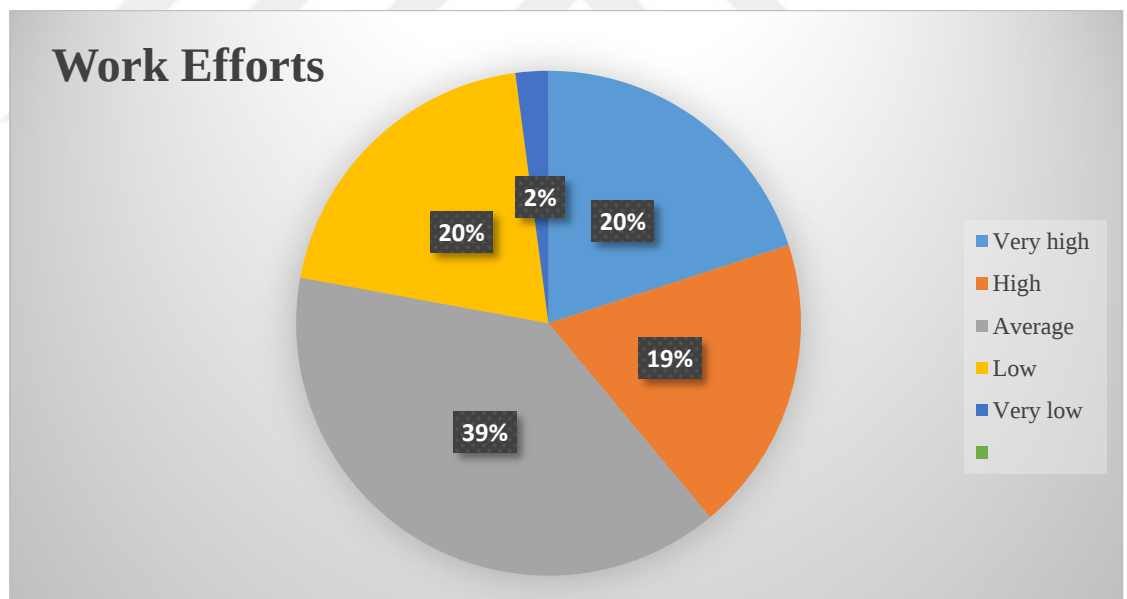


Figure 4.5: Work Efforts

Source: SPSS

Table 4.5: Work Efforts

Types of Answer	Frequency	Valid percentage
Very high	19	20%
High	18	19%
Average	37	39%
Low	19	20%
Very low	2	2%
Total	95	100%

Source: SPSS

The above graph and figure insinuate (91 man) 20% of the entire respondents are high concur that the reward is befitting their endeavors, while (18 man) 19% of the examination test are exceptionally concur that reward is suitable to their endeavors balance. Regardless (37 man) which involve 37% of the entire respondents are concur in a normal level, implies in medium level. Nonetheless (19 man) 20% picked "low" choice and (2 man) 2% picked "extremely low" choice, which means they are in happiness with the reward and the reward doesn't coordinate their endeavors and it's less and in adequate.

Q6: Do you are satisfied with the quality/quantity of the rewards?

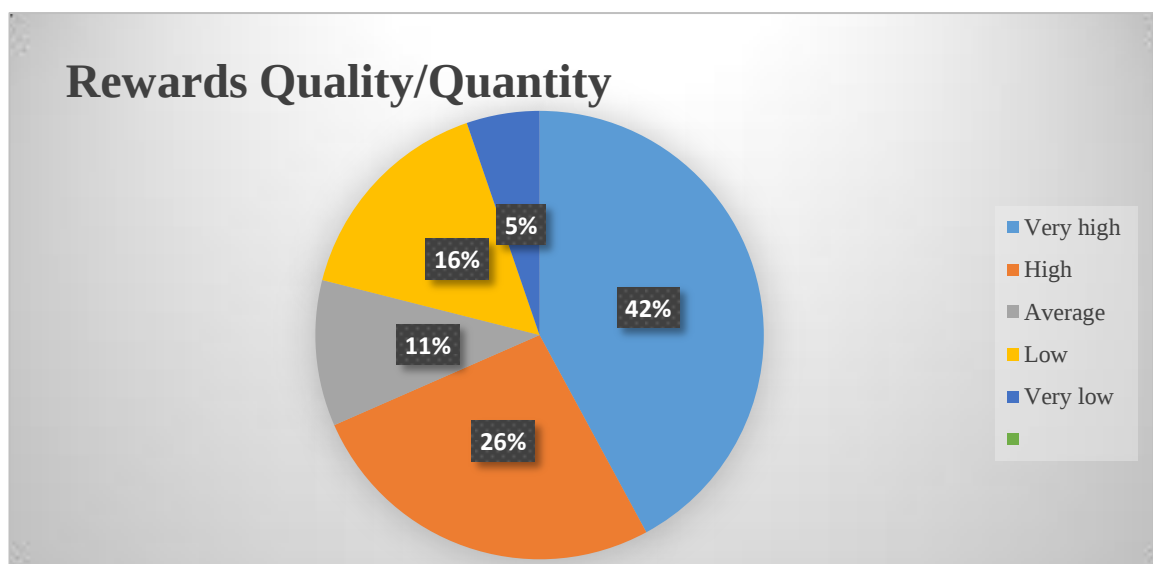


Figure 4.6: Rewards quality/quantity

Source: SPSS

Table 4.6: Rewards quality/quantity

Types of Answer	Frequency	Valid percentage
Very high	40	42%
High	25	26%
Average	10	11%
Low	15	16%
Very low	5	5%
Total	95	100%

Source: SPSS

As it is obvious from the above (table 4.6), most of respondents which include 42% of entire respondents come that they are happy with nature of remunerations just as nature of remunerations, while 25 man (26%) of respondents are very concur, 10 person(11%) of them are in a center way and picked "normal" alternative. Likewise, 15 man and 5 people picked "low "and "low" choice. Notwithstanding, some of are unconvinced with the quality and amount of remunerations however versus to concurred individuals the quantity of unconvinced individuals is less.

Q7: I am ready to increase my work efforts in order to gain the rewards.

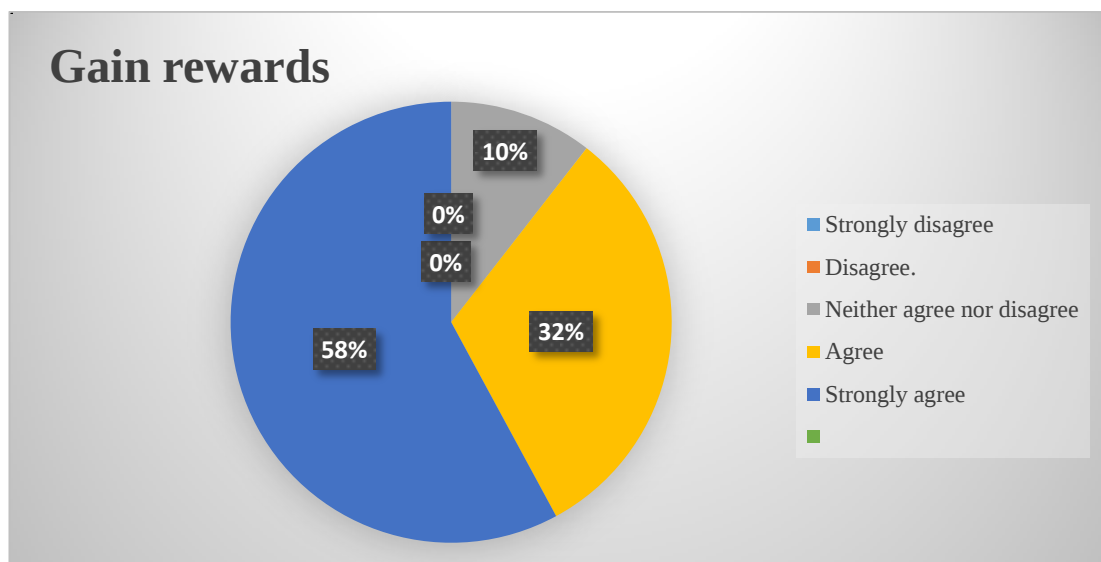


Figure 4.7: Gain rewards

Source: SPSS

Table 4.7: Gain rewards

Types of Answer	Frequency	Valid percentage
Strongly disagree	0	0%
Disagree.	0	0%
Neither agree nor disagree	10	10%
Agree	30	32%
Strongly agree	55	58%
Total	95	100%

Source: SPSS

The above figure and table will speak to everyone who are ready to increase their work efforts to get more reward. As indicated clearly 55 persons which comprises the 58% of the whole respondents are strongly agree, at the same time 30 persons which comprises the 32% of respondents are agree and 10 persons chose “neither agree nor disagree” option. This result highly expresses that reward system has an efficient impress on enhancing work efforts.

Q8. Do you feel motivated to increase you’re your performance when you receive reward?

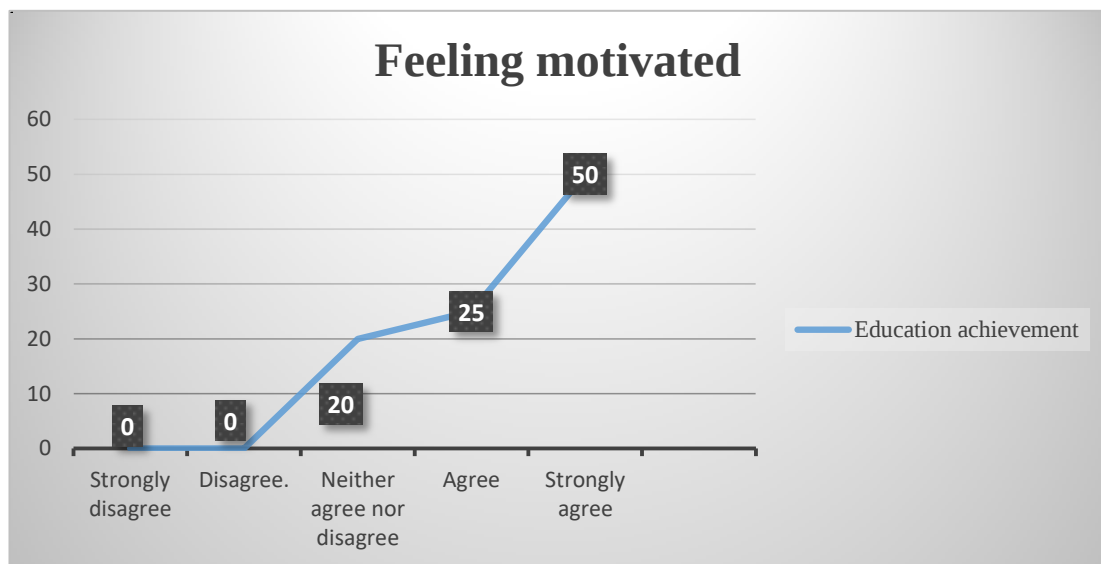


Figure 4.8: Feeling motivated

Source: SPSS

Table 4.8: Feeling motivated

Types of Answer	Frequency	Valid percentage
Strongly disagree	0	0%
Disagree.	0	0%
Neither agree nor disagree	20	21%
Agree	25	26%
Strongly agree	50	53%
Total	95	100%

Source: SPSS

The above table demonstrates that employees feel motivated when they get rewards. 50 persons of respondents which constitute 53 percent of the whole society chosen the “strongly agree” selection, so the 25 persons (26%) have selected the “agree” selection and 20 persons (21%) have selected the “neither agree nor disagree” selection. From the above analyzed table it can be derived that employees sense motivated when they get rewards.

Q9. What is the most attractive reward for you?

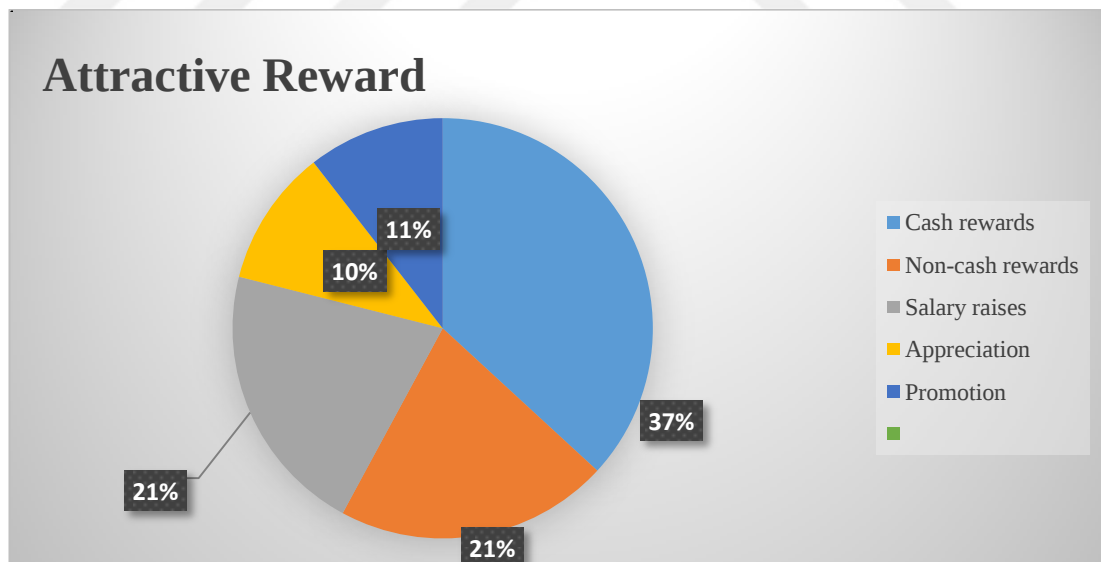


Figure 4.9: Attractive rewards

Source: SPSS

Table 4.9: Attractive rewards

Types of Answer	Frequency	Valid percentage
Cash rewards	35	37%
Non-cash rewards	20	21%
Salary raises	20	21%
Appreciation	10	10%
Promotion	10	11%
Total	95	100%

Source: SPSS

The above table recurrence suggests 35 (37%) of the complete populace checked "Cash rewards" alternatives, trailed by 20 (11%) of populace checked "Non-cash rewards ". In any case, 20 (11%) of addressed individuals checked "Salary raises", 10 persons (10%) have checked "Appreciation" and the rest 10 persons (11) selected the "Promotions" selection.

Q10. Upon what basis (if you know of any) is your reward increased/reviewed?

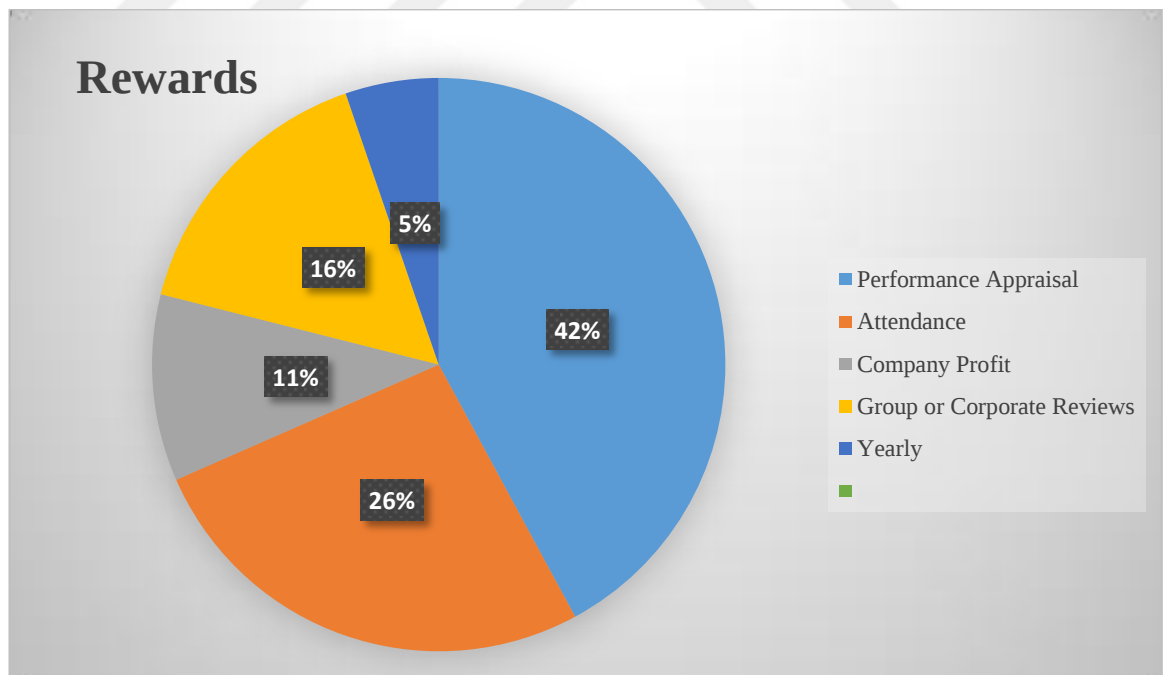


Figure 4.10: Rewards

Source: SPSS

Table 4.10: Rewards

Types of Answer	Frequency	Valid percentage
Performance Appraisal	40	42%
Attendance	25	26%
Company Profit	10	11%
Group or Corporate Reviews	15	16%
Yearly	5	5%
Total	95	100%

Source: SPSS

The above table reports result from the significance of the rewards gotten by the respondents to their work. AS the above table recurrence suggests 40 (42%) of the complete populace checked “Performance Appraisal” alternatives, trailed by 25 (26%) of populace checked “Attendance ”. In any case, 10 (11%) of addressed individuals checked “Company Profit”, 15 persons (16%) have checked “Group or Corporate Reviews” and the rest 5 persons (5%) selected the “Yearly” selection.

Q11. In your view, is the reward package for the different levels fair?

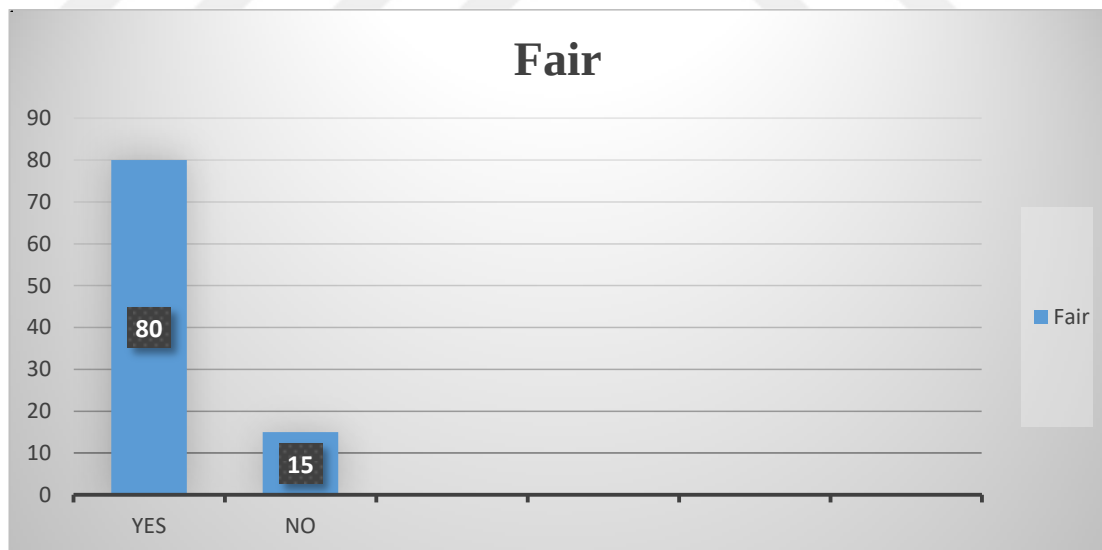


Figure 4.11: Fair

Source: SPSS

Table 4.11: Fair

Show	Frequency	Valid Percent
Yes	80	1.1%
No	15	2.3%
Total	95	100%

Source: SPSS

Q12. Would you do better if you were paid more (or given more incentives)?

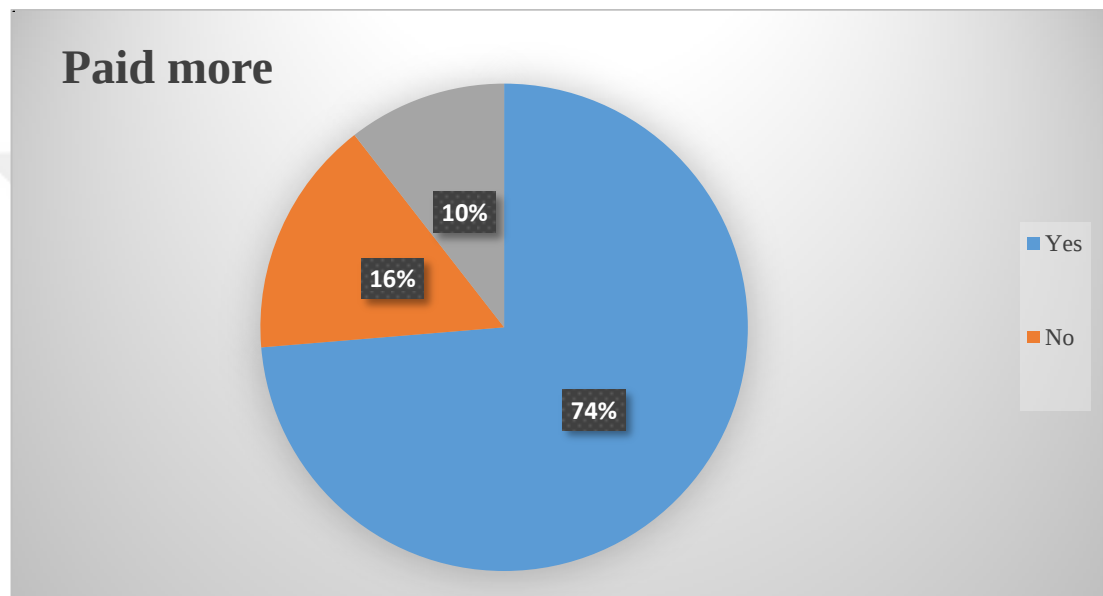


Figure 4.12: Paid More

Source: SPSS

Table 4.12: Paid More

Show	Frequency	Valid Percent
Yes	70	74%
No	15	16%
Not sure	10	10%
Total	95	100%

Source: SPSS

Q13. How satisfied are you with your present reward package?

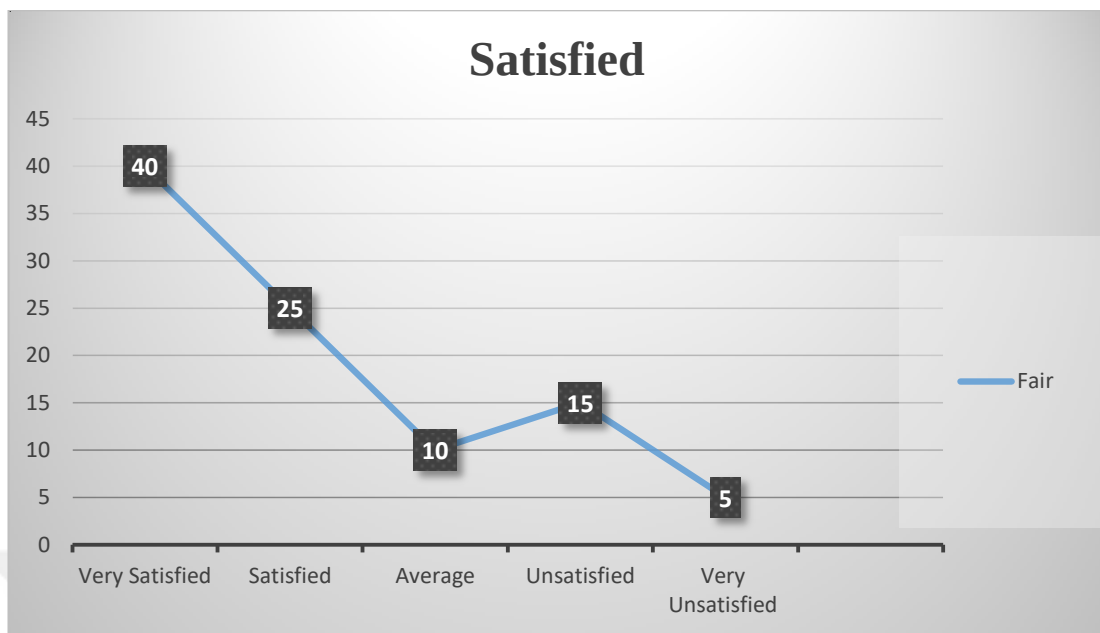


Figure 4.13: Satisfied

Source: SPSS

Table 4.13: Satisfied

Types of Answer	Frequency	Valid percentage
Very Satisfied	40	42%
Satisfied	25	26%
Average	10	11%
Unsatisfied	15	16%
Very Unsatisfied	5	5%
Total	95	100%

Source: SPSS

Q14. Do you agree that rewards are important to retain high performers?

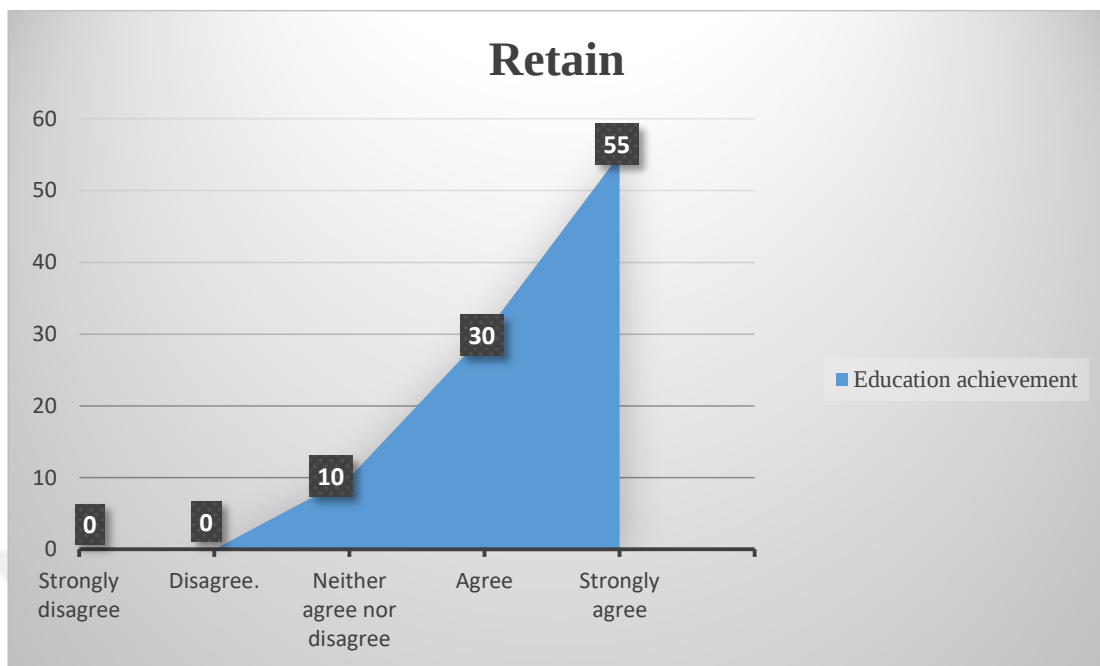


Figure 4.14: Retain

Source: SPSS

Table 4.14: Retain

Types of Answer	Frequency	Valid percentage
Strongly disagree	0	0%
Disagree.	0	0%
Neither agree nor disagree	10	10%
Agree	30	32%
Strongly agree	55	58%
Total	95	100%

Source: SPSS

Q15. Which rewards type must be more than other?

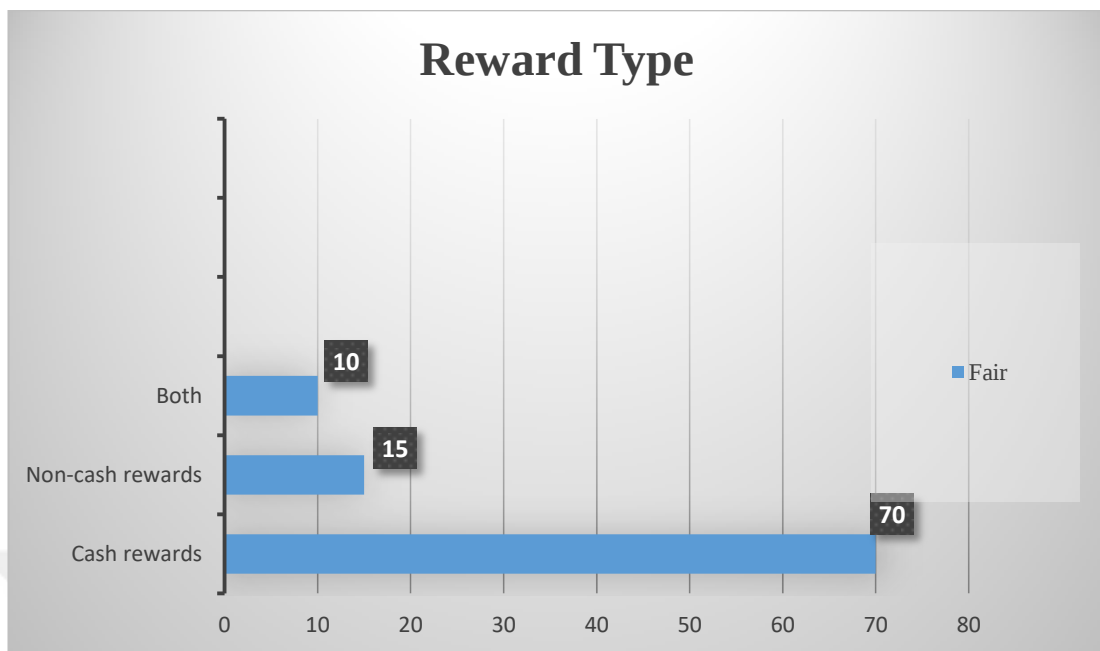


Figure 4.15: Reward type

Source: SPSS

Table 4.15: Reward type

Show	Frequency	Valid Percent
Cash rewards	70	74%
Non-cash rewards	15	16%
Both	10	10%
Total	95	100%

Source: SPSS

Q16. Do you agree that reward system motivates employees?

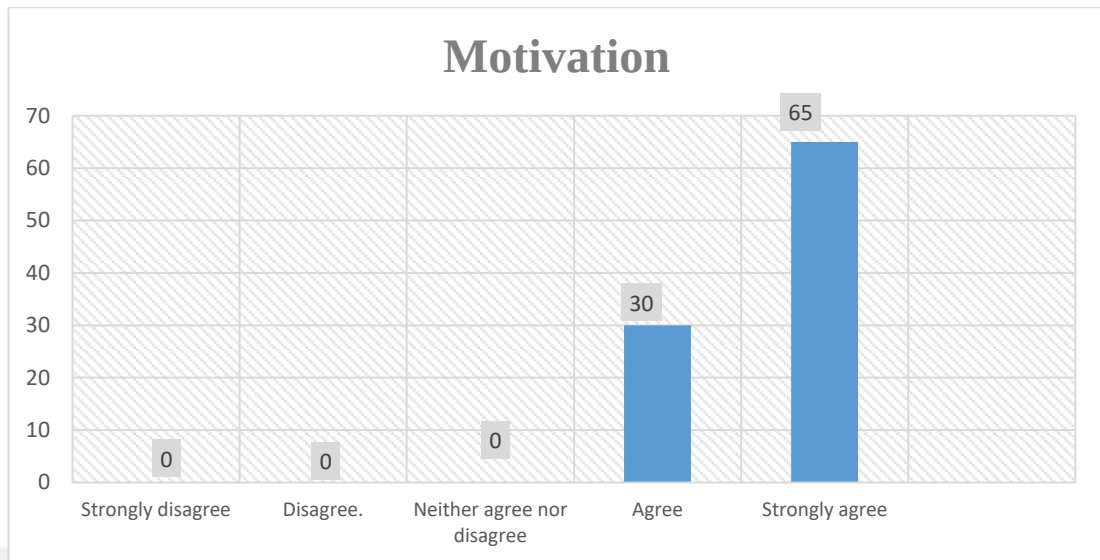


Figure 4.16: Motivation

Source: SPSS

Table 4.16: Motivation

Types of Answer	Frequency	Valid percentage
Strongly disagree	0	0%
Disagree.	0	0%
Neither agree nor disagree	0	0%
Agree	30	32%
Strongly agree	65	68%
Total	95	100%

Source: SPSS

Q17. In your idea does reward system gives more stimulation to employees?

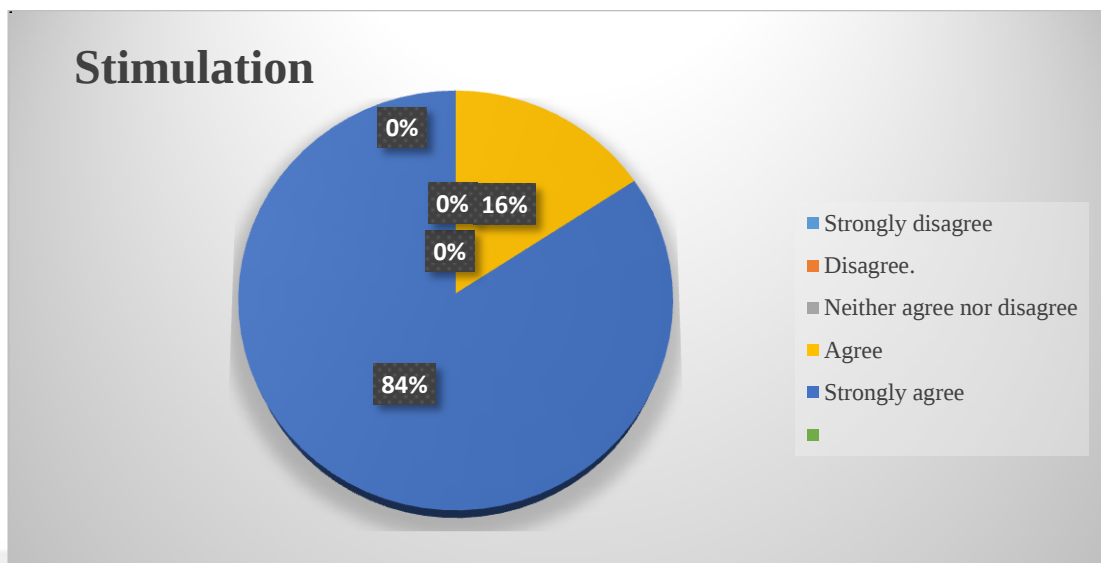


Figure 4.17: Stimulation

Source: SPSS

Table 4.17: Stimulation

Types of Answer	Frequency	Valid percentage
Strongly disagree	0	0%
Disagree.	0	0%
Neither agree nor disagree	0	0%
Agree	15	16%
Strongly agree	80	84%
Total	95	100%

Source: SPSS

Q18. Does rewards have any positive effect of work atmosphere?

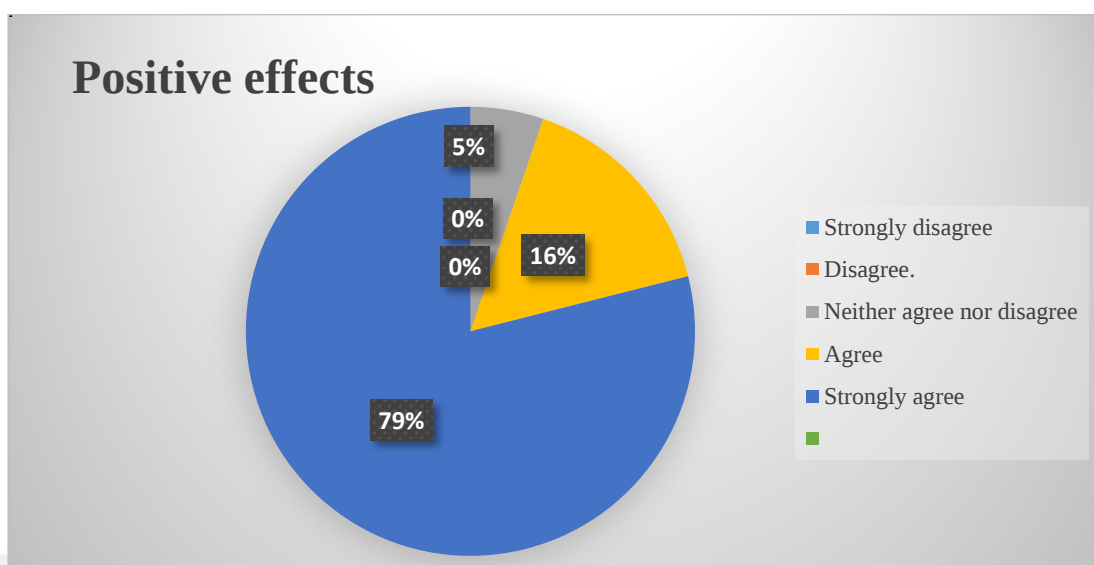


Figure 4.18: Positive effects

Source: SPSS

Table 4.18: Positive effects

Types of Answer	Frequency	Valid percentage
Strongly disagree	0	0%
Disagree.	0	0%
Neither agree nor disagree	5	5%
Agree	15	16%
Strongly agree	75	79%
Total	95	100%

Source: SPSS

Q19. What is your satisfaction level with your current pay?

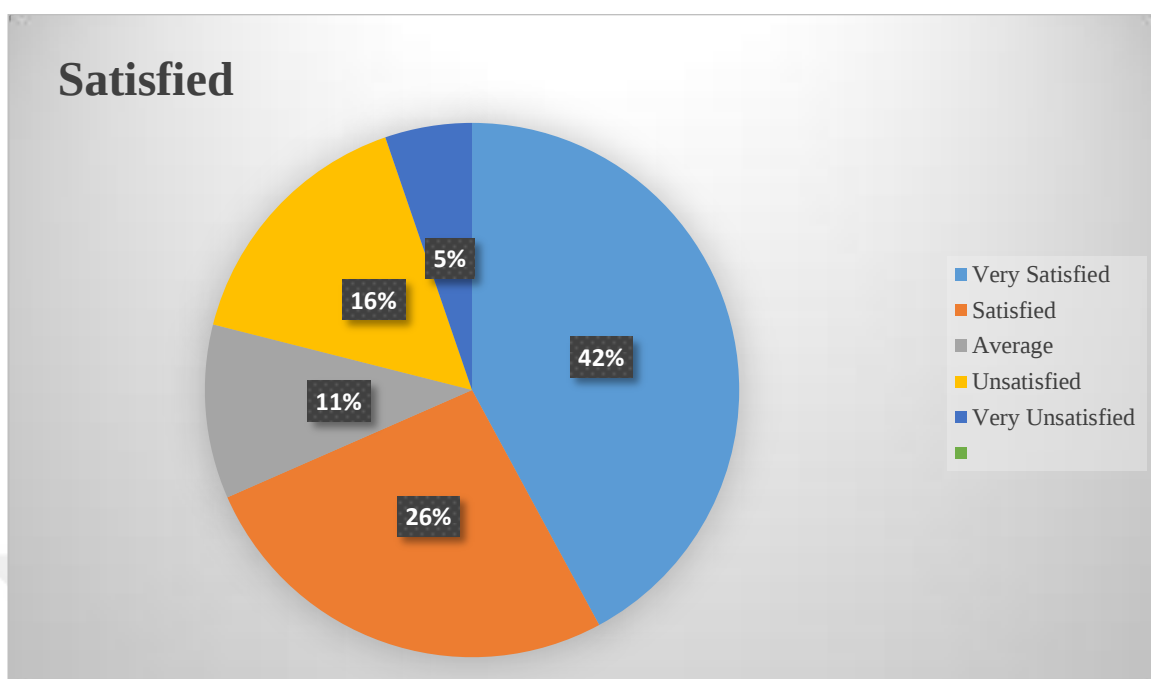


Figure 4.19: Satisfied

Source: SPSS

Table 4.19: Satisfied

Types of Answer	Frequency	Valid percentage
Very Satisfied	40	42%
Satisfied	25	26%
Average	10	11%
Unsatisfied	15	16%
Very Unsatisfied	5	5%
Total	95	100%

Source: SPSS

4.1.3 Part c: questions from managers

Q20. How frequently rewards should be reviewed in your organization?



Figure 4.20: Organization reward

Source: SPSS

Table 4.20: Organization reward

Types of Answer	Frequency	Valid percentage
Once a year	40	40%
Twice a year	25	25%
Once a while	20	20%
Hardly	15	15%
Total	95	100%

Source: SPSS

Q21. Is there any relationship between reward and personal performance?

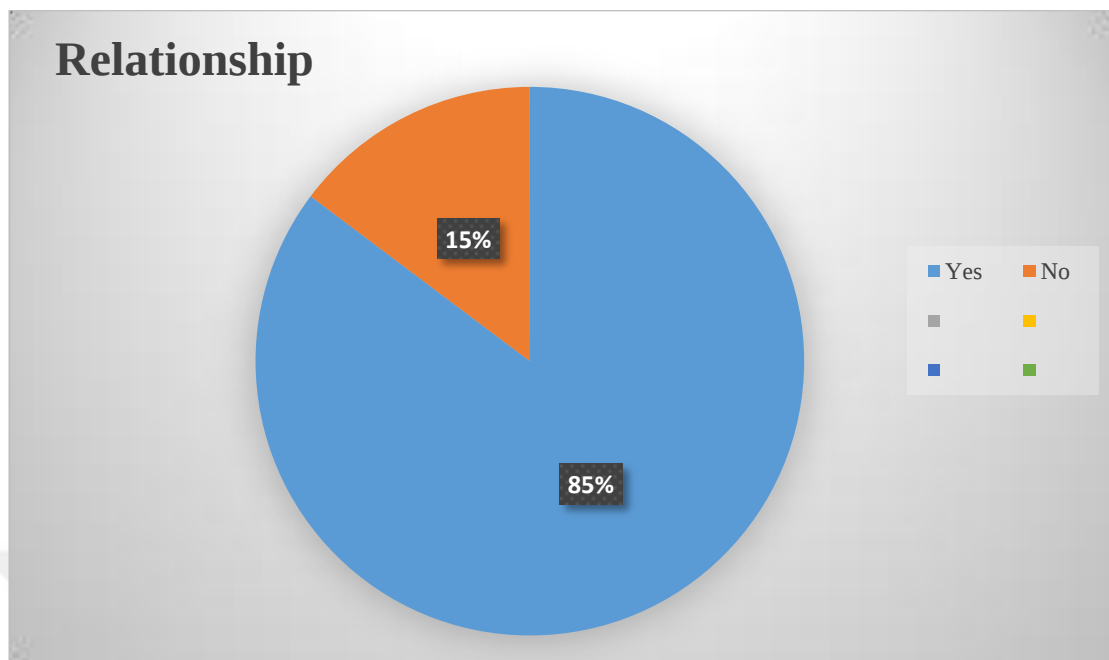


Figure 4.21: Relationship

Source: SPSS

Table 4.21: Relationship

Types of Answer	Frequency	Valid percentage
Yes	81	85%
No	14	14%
Total	95	100%

Source: SPSS

4.2 Analysis

Autonomous factors or free factors will be factors which are controlled or transformed by scholars and whose effects are assessed and pondered. The expectation of complimentary elements is also known as Predictors. The free factors are named everything considered in light of the fact that independent components predict or guess the estimations of the dependent variable in the model.

Needy factors or diverse variables are moreover seen as the ward variables. The dependent elements imply that kind of factor that gauges the impact of the free variables on the examination elements. Similarly it can be said that the penniless

elements are the sorts of elements which are absolutely reliant on the free variables. Dependent variables are also called as Predicted variables. As it has appeared above table, the Reward has immediate and obvious consequences for inspiration, work endeavors, work proficiency and emp fulfillment.

Table 4.22: Variables

Independent variable (Predictor)	Dependent variable (Predicted)
Reward	Motivation
Reward	Work efforts
Reward	Work efficiency
Reward	Emp satisfaction
Reward	Work Atmosphere
Total: 1	Total: 5

The dependent variables were identified based of questionnaire each variable was selected from different singular and multiple questions, selection order is as follow:

- Motivation (8,16,17)
- Work efforts (5,7)
- Work efficiency (4,14)
- Emp satisfaction (6,13,19)
- Work atmosphere (18)

4.2.1 Cronbach's alpha equation

$$a = (N \cdot \bar{C}) / (\bar{v} + (N - 1) \cdot \bar{C}) \quad (4.1)$$

In the equation $\bar{v}$ shows the average variance N is number of items and $\bar{C}$ stand for the average covariance of items.

Table 4.23: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha (Standardized Items)	N of Items
.874	.876	11

As shown in table 4.23 the cronbach's alpha result for this research shows a value of 0.874 which point out a high reliability of questionnaire items.

To get this number 11 questions out of 23 question from the survey poll was selected which have the utmost connection to the hypothesis of this thesis.

Table 4.24: Pearson Correlation

Dependent variables	Independent variable (R)
Motivation	0.484
EMP Satisfaction	0.453
Work efforts	0.412
Work efficiency	0.396
Work Atmosphere	0.312

**, Correlation is significant at the 0.01 level (2-tailed).

N: 95

R: Reward

Pearson's Correlation Coefficient is a strategy for exploring the connection between two consistent factors. A relationship coefficient of 0.5 implies that factors are flawlessly decidedly straightly related; the above outcomes demonstrate that the trainings have gotten positive changes creation quality.

As particularized in table 4.24 five dependent variables was identified which are (Motivation, Emp Satisfaction, Work Efforts, Work Efficiency and Work Atmosphere), for finding their relation with dependent variable (Reward).

The result of this analysis shows that motivation has the highest correlation (0.484) with reward according to employees of Afghanistan Commercial Bank (ACB), followed by emp satisfaction with a (0.453) correlation which is also high. Work effort with (0.412) and work efficiency with (0.396) have a moderate correlation with reward, in this analysis work atmosphere has the lowest correlation (0.312) according to employees of Afghanistan Commercial Bank (ACB).

4.2.2 Regression analysis

Regression analysis was done using SPSS for further analyzing of the data.

In measurements, linear regression or straight relapse is a direct way to deal with representing the link between a scalar reaction and at least one logical factor. In this relapse the five variables are indicator or free factor and embedded as an incentive to.

Table 4.25: Model Summary

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate	Durbin-Watson
1	.754 ^a	.565	.534	.432	2.201

a. Predicted: Motivation, Emp Satisfaction, Work Efforts, Work Efficiency, Work Atmosphere

b. Independent Variable: (Constant), Reward

The linear regression table achieved from SPSS shows the effect of independent variables on the reward. As the results shows in table 4.25 in the R column a value of (0.754) which signifies a very high correlation of (75.4%), therefore the model predict Reward rather exactly.

Table 4.26: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.799	.194		4.452	.000
Motivation	.645	.092	.785	7.159	.000
Emp Satisfaction	.460	.081	.512	5.341	.035
Work Efforts	.254	.069	.296	2.984	.086
Work Efficiency	.134	.042	.159	1.452	.156
Work Atmosphere	-.146	.102	-.156	-1.401	.006

a. Independent Variable: Reward

4.2.3 Multiple linear regression's equation

$$\hat{Y} = a + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 x_5 \quad (4.2)$$

In the equation x_1 shows dependent variables, β_n shows estimated regression coefficients a is the constant value and $\hat{Y}$ is the independent variable (Reward)

As outcome:

Reward = 0.799 + 0.645 (Motivation) + 0.460 (EMP Satisfaction) + 0.254 (Work Efforts) + 0.134 (Work Efficiency) – 0.146(Work Atmosphere)

4.3 Hypothesis Testing

The results of data analysis based of table 4.26 is used for testing the hypothesis

Main hypothesis:

- H_1 : The reward system has a direct relationship on employee's motivation.
- H_0 : The reward system doesn't have a direct relationship on employee's motivation.

In table 4.26 ($P = 0.000 < 0.05$) for motivation, this indicates that motivation has a direct relationship with reward. H_0 not rejected

Sub hypothesis 1:

- H_1 : There is a significant impact of reward system on employee satisfaction.
- H_0 : There is not a significant impact of reward system on employee satisfaction.

In table 4.26 ($P = 0.035 < 0.05$) for Emp satisfaction this shows that reward system has a significant impact on employee satisfaction. H_0 not rejected

Sub hypothesis 2:

- H_1 : There is a significant impact of reward system on performance.
- H_0 : There is not a significant impact of reward system on performance.

In table 4.26 (Sig= 0.086 > 0.05) for work efforts, there for there is not a significant impact of reward on performance. H_0 rejected

Table 4.27: Hypothesis Testing Summary

	Hypothesis	Summary
1	H ₁ : The reward system has a direct relationship on employee's motivation. H ₀ : The reward system doesn't have a direct relationship on employee's motivation.	Not Rejected
2	H ₁ : There is a significant impact of reward system on employee satisfaction. H ₀ : There is not a significant impact of reward system on employee satisfaction.	Not Rejected
3	H ₁ : There is a significant impact of reward system on performance. H ₀ : There is not a significant impact of reward system on performance.	Rejected

5. CONCLUSION

In this examination, the impact of remuneration framework - compensation structure on employee's inspiration and motivation were investigated. Bank laborers of Afghanistan Commercial Bank (ACB) made the case of the examination. The respond frequency was underneath the typical frequency as only 95 out of 115 specialists of bank tended to and addressed the poll. Moreover, the factor examination and faithful quality examination showed the plenty of the model gauge. Thusly, the outcomes of the factor and enduring quality examination were reasonable with the amount of the things and test gauge.

To the extent the outcomes of the true examinations, the main speculation (hypothesis) supported through the restraint examination or backslide examination. According to the revelations, it is set up that Fiscal Rewards have direct helpful results on employee's inspiration and motivation. The subsequent speculation expected to amount the basic effect of remuneration framework on employee's motivation. As such, as a mediating variable it is set up that reward structure influences Employee motivation.

The last hypothesis is intended to measure the gigantic effect of compensation structure or reward framework on Employee Performance. By the outcomes of the authentic test, it is set up that reward system has imperative impact on execution and execution.

From the composition, unmistakably HR motivation is seen as a champion among the most critical systems for supporting progressive headway. Individuals benefit by being impelled in light of the way that it causes them in self-headway to finally achieve singular goals, while associations advantage in light of the fact that moved delegates guarantee a gathering that is authorized, positive, adaptable, imaginative and productive, all of which possibly develop the feasibility and accomplishment of an affiliation.

In perspective on the result of survey that drove, the going with finishes can be made:

- Employees of association worth rewards as a spark, and will extend their undertakings for getting rewards. Every respondent sensed that they were set up to assemble their work effort to get rewards.
- Laborers are respectably content with the present reward course of action of the association.
- So as to persuade employees impressively more, the association should offer yearly additions as per extension, and upgrade exceptional augmentations.
- Different respondents demonstrated that the reward framework or prizes system at the association needs some improvement.
- The affiliation should recognize the hugest rousing.

5.1 Limitations

The investigation confronted a few difficulties particularly during information accumulations. In the wake of the happenings in the financial segment in Kabul, respondents were fairly incredulous to take an interest in the examination inspired by a paranoid fear of being denounced by their seniors. The analyst needed to guarantee them that their personality and that of their banks was to stay unknown for the whole time of the examination.

Moreover, they were guaranteed that the investigation was simply scholastic and that the analyst was exceptionally eager to impart the discoveries of the examination to any invested individual. The examination

Questionnaire contained close-finished inquiries and questions only which had a probability of deterring respondents from giving their open perspectives with respect to the builds of the examination. In perspective on this restriction, the specialist guaranteed that the survey was organized so that it contained inquiries that tended to look into destinations completely.

5.2 Future Work

This study was delimited to just Afghanistan Commercial Bank however, future investigations may focus on a relative report among open and private Banks in Afghanistan. Since, not all employees, having deferent capabilities, experience, and presentation might be propelled similarly it is basic to distinguish a particular spurring factor for representatives. Future looks into may likewise take a relative

investigation of remunerations frameworks independently among male and female employees.

5.3 Recommendations

The results of the investigation give legitimate thinking to the accompanying suggestions:

- Organizations may plan proper compensation packages to their employees.
- Organizations may plan more about non-monetary rewards.
- Employee's performance factors like employee productivity, job accomplishment and satisfaction may be kept in view.
- Management of organizations may use both intrinsic and extrinsic reward to motivate its employees so that both individual and Organizational objectives could be achieved.
- Employees with one another vary individually, according to physically and mentally. So, management must identify their different types of needs and fulfill them.
- Employees can be allowed to participate in pay determination.
- Regarding salary and other allowance, management should may intensify the salary scheme of employees.
- The facilities provided to the employees may be compared with that of other organizations and facilities similar to it or more may be provided quickly.

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APPENDICES

Appendix A: Questionnaire

Appendix B: Ethic Form



Appendix A: The Cover Letter sent to the Questionnaire Respondents

Part A:

- 1) What is your current position?
 - Top Management
 - Middle Management
 - Supervisory
 - Other.
- 2) How long have you been working with this company?
 - 0 – 2yrs
 - 3 – 5yrs
 - 6 – 10yrs
 - 11 – 15yrs
 - Above 15yrs.
- 3) Your Education achievement?
 - High school
 - Diploma
 - Bachelor
 - Master
 - PHD

Part B: This part evaluates the fair reward.

- 4) How highly do you place rewards as a basis to giving off your best?
 - Very high
 - High
 - Average
 - Low
 - Very low
- 5) Do the rewards matches your work efforts?
 - Very high
 - High
 - Average
 - Low

- Very low
- 6) Are you satisfied with the quality/quantity of the rewards?
 - Very high
 - High
 - Average
 - Low
 - Very low
- 7) Are you ready to increase my work efforts in order to gain the rewards?
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
- 8) Did you feel motivated to increase your performance when you received reward?
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
- 9) What is the most attractive reward for you?
 - Cash rewards
 - Non-cash rewards
 - Salary raises
 - Appreciation
 - Promotion
- 10) Upon what basis (if you know of any) is your reward increased/reviewed?
 - Performance Appraisal
 - Attendance
 - Company Profit
 - Group or Corporate Reviews
 - Yearly
- 11) In your view, is the reward package for the different levels fair?
 - Yes

- No

12) Would you do better if you were paid more (or given more incentives)?

- Yes
- No
- Not Sure

13) How satisfied are you with your present reward package?

- Very Satisfied
- Satisfied
- Average
- Unsatisfied
- Very Unsatisfied

14) Do you agree that rewards are important to retain high performers?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

15) Which rewards should be more than other?

- Cash rewards
- Non-cash rewards
- Both

16) Do you agree that reward system motivates employees?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

17) Do you think that reward system gives more stimulation to employees?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

18) Do you agree that the rewards have a positive effect on the work atmosphere?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

19) How satisfied are you with your current pay?

- Extremely dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Extremely satisfied

Part C: Questions from managers

20) How frequently rewards should be reviewed in your organization?

- Once a year
- Twice a year
- Once a while
- Hardly

21) Do you personally think there is any relationship between reward and personal performance?

- Yes
- No

Thanks

Appendix B: Ethic Form



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Sosyal Bilimler Enstitüsü Müdürlüğü

Sayı : 88083623-020
Konu : MOHAMMAD MANSOOR MASTOOR
Etik Onayı Hk.

Sayın MOHAMMAD MANSOOR MASTOOR

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 12.07.2019 tarihli ve 2019/10 sayılı kararıyla uygun bulunmuştur.

Bilgilerinize rica ederim.

e-imzalıdır
Prof. Dr. Ragıp Kutay KARACA
Müdür

29/07/2019 Enstitü Sekreteri

NESLİHAN KUBAL

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RESUME

Personal Information

Name : Mohammad Mansoor
Last Name : Mastoor
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Nationality : Afghan
Date of birth : 1997
Gender : Male
Place of birth : Kabul, Afghanistan
Phone Number : 0090 546 7293604
Email Address : ma.mastoor@gmail.com

Education Background:

University	Location
Master in Business Administration (MBA) – Istanbul Aydin University (currently in progress)	Istanbul – Turkey
Bachelor in Business Administration (BBA) - Dunya University of Afghanistan	Kabul – Afghanistan
Ghulam Haidar Khan High School	Kabul – Afghanistan
Diploma in English language (Takapu High Academic Center 2010-2011)	Kabul – Afghanistan
Diploma in Information Technology in Behzad Institute	Kabul – Afghanistan

Language Skills:

Languages	Reading	Writing	Speaking	Understanding
Dari	Excellent	Excellent	Excellent	Excellent
English	Very good	Very good	Very good	Excellent
Pashto	Excellent	Excellent	Good	Excellent
Turkish	Very good	Very good	Good	Very good
Urdu	Good	Good	Very good	Very good

