



The Effect of Rewards on Employee Performance: A Hospital Example

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Abstract

Keywords:

Management and strategy, rewards, employee performance.

Aim of this study is to examine the relationship between reward and employee performance in the health care industry in Yemen. The data was collected from the workers performing their duties in various hospitals, clinics, and health care centers in Yemen through a questionnaire with a limitation of getting respondents from Marib only. After collecting data from the respondents, correlation and regression analyses were performed to reach conclusions. Regression analysis was performed and computed an R-squared adjusted value of 0.486, which shows that rewards have a strong and positive effect on Employee Performance between the research variables. Correlation analysis showed a significant and positive relationship between reward and employee performance. The results showed that Rewards are highly important for improving employee performance, increasing job satisfaction, and reducing employee turnover. After examining the relationship between reward and employee performance in the healthcare industry of Yemen, recommendations are made for building up a proper reward system in Yemen, which should be allocated reasonable budgets to motivate employees.

Ödüllerin Çalışan Performansına Etkisi: Bir Hastane Örneği

Özet

Anahtar Kelimeler:

Yönetim ve strateji, ödüller, çalışan performansı.

Bu çalışmanın amacı, Yemen sağlık sektöründe ödül ve çalışan performansı arasındaki ilişkiyi incelemektir. Veriler, Yemen'deki çeşitli hastane, klinik ve sağlık merkezlerinde görev yapan işçilerden, yalnızca Marib'ten yanıt verenlerle sınırlı bir anket aracılığıyla toplanmıştır. Katılımcılardan veri toplandıktan sonra, sonuçlara ulaşmak için korelasyon ve regresyon analizleri yapılmıştır. Regresyon analizi yapıldı ve R-kare düzeltilmiş 0,486 değeri hesaplandı, bu da araştırma değişkenleri arasında ödüllerin Çalışan Performansı üzerinde güçlü ve pozitif bir etkiye sahip olduğunu gösteriyor. Korelasyon analizi, ödül ve çalışan performansı arasında anlamlı ve pozitif bir ilişki olduğunu göstermiştir. Sonuçlar, ödüllerin çalışan performansını iyileştirmek, iş tatminini artırmak ve çalışan devrini azaltmak için son derece önemli olduğunu göstermiştir. Yemen sağlık sektöründe ödül ve çalışan performansı arasındaki ilişki incelendikten sonra, Yemen'de çalışanları motive etmek için makul bütçeler ayrılması gereken uygun bir ödül sistemi oluşturmak için önerilerde bulunmaktadır.

INTRODUCTION

Employee performance is the key concern of every business in achieving its objectives. Employee motivation brings the fruit of high performance, where the workforce meets or exceeds their targets, performs assigned duties effectively, generates profits, builds a positive image of the business, and creates company growth (Tamunomiebi, 2018). There are many factors that influence employee performance, but one key factor is monetary and non-monetary rewards to encourage employees to achieve their goals.

The compensation and reward system are highly important for managing workers efficiently and effectively. A good reward system makes employee performance higher by motivating them to keep up their good work. Reward is considered as essential factor that contribute to improved employee performance and vice versa (Fareed et al., 2013).

Employee performance is one of the key elements that is considered highly important in organizations. There is a lot of change taking place in the field of school education, and every school heavily depends on its staff members' outstanding work (Ali & Ahmad, 2009). In every firm, rewards are viewed as a crucial tool for evaluating an employee's success. Most of the companies design fine planned reward system to push employees for performance (Farooqui & Nagendra, 2014).

To achieve the organizational goals, it is highly important that how employees are putting their best meet or exceed their work targets. So, it can be argued that providing employees with attractive rewards is the most effective strategy to motivate them to contribute to the accomplishment of the business (Kabak et al., 2014). So, it can be considered that giving a handsome and attractive reward to the workforce will be an effective strategy to keep employees motivated for high performance and contribute to organizational success.

LITERATURE REVIEW

Below is the work done by the previous scholars in the dimensions of reward and employee performance:

Rewards

Managing reward remains one of the topmost important tasks of the human resource team. Because it requires a reasonable balance, between reward and performance. An unbalance reward is equally not good for organization and for the employees (Agustiningsih, Armanu, Djumilah & Noermijati, 2016). Therefore, human resource managers take good heed of strategic alignment of rewards with the company's goals and set standards (Aguinis, Joo, & Gottfredson, 2013).

As a result of these challenges, human resources executives and managers strive to create compensation structures that support both the organization's strategic goals and individual employees' ambitions (Padmakumar & Gantasala, 2011). In fact, the major aim of compensation and rewards is to attract, retain, and enhance performance of employees (Luthans, 2000). Organizations are paying more attention towards the justified, unified and attractive reward system (Imran, Ahmad, Nisar & Ahmad, 2014).

The need of monetary incentives to motivate employees cannot be overstated in such countries which have high poverty rate and joblessness ratio are very high. Nigeria is an example of such countries (Lin, 2007). It is innocuous to assume that individual works for the benefit of receiving a reward against their efforts (Abbaas & Ikhlas, 2014). The pay that an personnel get from an organization in exchange of the service that he or she has provided or in return for work that has been completed is known as reward (Rahim & Daud, 2013).

Employee provides something of worth to the business by putting their skill (expertise, knowledge, work experience and time) into services, and in exchange gets remunerated or waged for their efforts. This service

is used to complete a task that improves the organization's chances of achieving its objectives (Harrison, 2005). According to Tamunomiebi (2018), an incentive is the amount of money owed to an employee for services done over a set period of time.

There are a number of criteria that go into determining the amount of compensation an employee is entitled to (Brun & Dugas, 2008). These various factors include, but unrestricted to, abilities, information, experience, years of service, daily service time, position, and the employee's creativity (Nyakundi, Karanja, Charles & Bisobori, 2012). Employees are not all rewarded in the same way in every company. The elements listed above distinguish reward (pay) parity (Sonawane, 2008).

There are two types of rewards: intrinsic and extrinsic which are related to financial and non-financial benefits. Some researchers suggest that personnel are compensated based on a variety of strategies that are weighted according to each employee's performance, culminating in the organization's overall corporate effectiveness (Berdud, Cabasés, & Nieto, 2016). Most organizations have a rewards system, which consists of a set of procedures, tactics, and regulations that assure fair and equitable rewards (Grote, 2006).

According to Armstrong and Murlins (2012), performance and reward system is a broad word that encompasses all types of compensation given to people working in the company at all levels of the business as a result of their job. It is also a mechanism established by businesses to recognize and encourage people or groups of employees for their good efforts to the organization's progress (Wuryanti & Setiawan, 2017).

The actions, guidelines, practices, and values associated with the distribution of material benefits and return to employees based on the value of their service which are being contributed to the organization (Hafiza, Shah, Jamseheed & Zamam, 2011). Rewards are meant to inspire particular behaviors, but they must be timely and related to effective performance in order to be effective (Nolan, 2012).

Employee Performance

The concept of employee performance has a very rich history. By employee performance means the output of an individual who is supposed to perform a particular job. The employee performance is very important element in the human resource domain because it ascertains the organizational performance (Rachmaliya & Effendy, 2017). Employee performance is the amount of output given by an employee while performing his duties in a certain role, for example an accountant is assumed to perform the role of accountancy, if he meets the expectation of the organization during the assessment period, he is said to be a performer (Tetty, 2006).

In the same way, the performance of a salesperson would be measured from his target achievement. If a salesperson has achieved over and above target in a year, he would be called an outstanding salesman or a performer employee (Fatima, 2017). Here comes an important aspect of employee performance, in some cases the performance of an employee can be measured quantitatively and for some employee performance can be measured by developing qualitative performance matrixes (Ajila & Abiola, 2004).

In the modern world, every company is keenly looking for opportunities to encourage employees to display the best results on the job, as the organizations firmly believed that performance of employee contributes towards organizational performance (Sung & Choi, 2012).

The human resources literature is rich with the findings on employee performance regarding different aspects but sufficient evidence from the literature is missing regarding hospital employee performance considering the rewards (Gitongu, Kingi & Uzel, 2016). Companies have realized the importance of employee performance; therefore, they invest a huge amount of money in training and development of the employees (Ali & Ahmed, 2009).

Today, companies paid a huge cost in terms of training of employees, even some organizations offer international training courses to their employees. Companies once invested a gigantic amount on their employees would not want to lose them for their competitor (Anku-Tsede, & Kuti, 2013). Therefore, organization paid much heed in motivating people, get them trained, reward them, and develop a culture of long stay at organization, hence the organization can reap maximum output (Gruman & Saks, 2011).

As the performance of employee have direct link and impact over the performance of organization, the importance of employee performance increases. Therefore, many organizations have continuously looked after the factors that affect employee performance and tried their best to provide an environment in which employees and organization can grow (Markos & Sridevi, 2010). Employee performance means the direct and personal output of an employee in terms of effectiveness, efficiency, and productivity that positively contribute to organizational overall performance (Appelbaum & Kamal, 2000).

Employee performance is highly important variables to gauge the success of any company (Gitongu et al., 2016). Learning organizations play a critical role in improving employee performance by offering training and development opportunities for their workers (Erbasi & Arat, 2012).

Companies find it difficult to properly reward employees based on their performance, but if they do, output and engagement levels may suffer. Feeling underappreciated and under reward at work is one of the most disheartening experiences an employee can have, and workers get upset if they are not rewarded for their good results (Rahim & Daud, 2013).

By having a deep understanding about the importance of reward for the workforce, it seems to be inevitable to aspire employees for high performance without reward. All the employees are working to meet their needs, which include physiological, safety, relationship, and self-esteem needs (Imran et al., 2014). Some of the employees are in persuasion of their need of achievement, need of affiliation and the need of power. All the above-stated needs can be met with rewards (financial and non-financial). So, the importance of rewarding high employee performance becomes more vital. In the light of above arguments, we hypothesized that:

H₁: There is significant relationship between reward and employee performance.

H₂: There is a positive relationship between rewards and employee performance.

METHODOLOGY

The aim is to investigate the relationship between reward and employee performance in the healthcare industry of Yemen. According to USAID, there are 10 workers for each ten thousand population in Yemen (Supporting Yemen's Healthcare Workforce, 2020), which makes the population size of the research 3,298.

A sample size of 380 was calculated at a confidence level of 95%. This research used simple random sampling technique to select its sample for deciding the respondents of the study. After setting the sample size, 400 structured questionnaires were served to the employees working in various hospitals and clinics and received 373 valid responses.

Data Collection

There are various methods available for performing qualitative research, which include the questionnaire method, direct interviews of the respondents, and observation technique. Each technique comes with its own advantages and disadvantages. A structured questionnaire was setup for data collection to receive responses from the employee working in healthcare industry Yemen.

Ethics committee approval was obtained from Istanbul Aydın University Rectorate, Social and Human Sciences Ethics Committee (Date/Decision No: 09.06.2022/10) in order to collect data within the scope of the research.

Scales

To record the responses of the selected sample, a questionnaire was used with the help of previous research. Reward was measured by (Ivo, Franken & Muris, 2010) while employee performance was measured by the questionnaire used by (Tabouli, Habtoor, & Nashief, 2016). These researchers used reward and employee performance constructs in their research papers separately. There were 32 items in total for both variables, with the English language as its original.

Data Analysis & Results

Below given is data analysis and result:

Internal Consistency, Reliability, and Normality Distribution Results

Reliability test for both the constructs is computed by using package software and found significant. The value of Cronbach's alpha, which should be at least 0.70 to be accepted in social sciences, is used to measure the analysis (Rackwitz, 2001). From the table below, the kurtosis and skewness values for all the items are normalized, which means that the kurtosis and skewness of the data are lying between +1 and -1 (Kim, 2013). It is important to mention here that the tendency of the kurtosis is negative, which means that the distribution is comprised of a lighter tail. This type of Kurtosis distribution is known as Platykurtik (Hopkins & Weeks, 1990).

	Reward	Employee Performance
A	0.855	0.873
Skewness	0.103	-1.003
Kurtosis	-1.000	-0.379

Table 1: Internal consistency, reliability, and normality distribution results

Independent t-test for gender

For examining the relationship of gender group with employee performance, this study conducted independent t-test and computed the following table:

	Group	N	Mean	Std. Deviation	t	Df	p*
Employee_Performance	Male	325	1.1671	0.11794	-		
	female	48	1.2082	0.10069	2.290	371	0.0403

Table 2: Independent Samples T Test by Gender

From the table 3 obtained as output of independent samples T test by gender clearly shows that there is difference in means by gender as (t=-2.29, p=0.0403). Moreover, as the mean of females group is 1.2082 as compared to males where mean is 1.1671, hence females tend more to perform well than males.

Correlation Analysis

For examining the relationship between two or more variables, correlation analysis is used. This analysis is used to determine whether there is any significant relationship between the research variables or not (Filzmoser & Hron, 2009). It is important to discuss here that correlation analysis just describes the existence of a relationship between two or more variables but does not talk about the strength of that relationship. To know the relationship between the study's two variables (reward and employee performance), this research performed a correlation analysis in SPSS and fetched the following results:

Factors	Reward	Employee Performance
Reward	1	0.701**
Employee Performance	0.701**	1

Table 3: Correlation coefficient between factors

Correlation analysis is interpreted by the R-value that represents the coefficient of correlation with a value range of -1 to +1. It is considered good if the r value is close to positive or negative 1. Another important measure of correlation analysis is the p-value, which should be less than 0.05 in order to prove a significant relationship (Obilor & Amadi, 2018). Pearson's correlation analysis was computed in this study to examine the association between reward and employee performance, yielding an r value of .701 and a p-value of 0. This correlation analysis result demonstrates a significant relationship between reward and employee performance.

Regression Analysis

A statistical analysis used to measure the strength of the relationship between two or more variables is called a regression analysis. The presented analysis explains how much change one unit of the independent variable causes in the dependent variable. A relationship is considered significant if the adjusted R square value is equal to or greater than 0.70 (Ron, 2002). This study performed regression analysis on the data collected from the respondents and received the following results:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.487	.486	.08358

a. Predictors: (Constant), Reward

Table 4: Model Summary

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.462	1	2.462	352.430	.000 ^b
	Residual	2.592	371	.007		
	Total	5.054	372			

a. Dependent Variable: Emp_Performance

b. Predictors: (Constant), Reward_

Table 5: ANOVA^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.694	.026		26.871	.000
	Reward	.368	.020	.698	18.773	.000

a. Dependent Variable: Emp_Performance

Table 6: Coefficients^a

Regression analysis was conducted to assess the strength of the association between reward and employee performance, yielding a value of R square adjusted 0.486 and $F(1, 372) = 352.430$, $p\text{-value} = 0$, indicating a significant relationship between reward and employee performance. The relationship states that changing almost half of the variance in employee performance is explained by the dependent variable reward which also indicates that there are several other factors that contribute toward employee performance. Hence, it is concluded that there is a significant relationship between reward and employee performance.

Hypothesis Acceptance/Rejection

H₁	Rewards have positive and significant influence on employee performance.	Accepted
H₂	There is a positive and significant relationship between rewards and employee performance.	Accepted

After conducting analysis on the data obtained by the respondents it was found that there is a positive and significant relationship between reward and employee performance. As a result, in addition to many other factors influencing employee performance, one of the key factors influencing employees to show their performance at the workplace is reward. Financial incentives help employees meet their basic needs, whereas non-monetary incentives boost workers' self-esteem.

CONCLUSION

The data was collected from employees working in various hospitals, clinics, or in the field to pursue research objectives, performed descriptive and statistical analysis on the collected data, and discovered a noteworthy relationship between reward and employee performance among workers performing their duties in the health sector.

For examining the relationship between reward and employee performance, correlation analysis was used to find out whether there is some relationship between the variables under consideration or not. According to Senthil Nathan (2019), the coefficient of correlation helps to identify the closeness of the relationship

between the variables under observation. Moreover, this is the most common method used in the social sciences to examine the relationship between two or more variables. It is computed that a coefficient of correlation of 0.884, which is considered a strong value to prove a relationship. Hence, there is a significant relationship between reward and employee performance for the workers who are engaged to earn their livelihood in the healthcare sector of Yemen.

Another key tool used to examine the strength of the relationship is regression analysis. The linear regression technique is considered a relatively simple optimization procedure that can provide a reliable result. As opposed to sophisticated algorithms, models produced by linear regression approaches may be implemented quickly and effectively on systems with little processing power (Wu et al., 2018). So, for measuring the strength of the relationship between reward and employee performance, regression analysis was performed and computed an R-squared adjusted value of 0.780, which shows a strong relationship between the variables under discussion.

Hence, it is concluded that there is a strong relationship between reward and employee performance.

Recommendations

After examining the relationship between reward and employee performance in the healthcare industry of Yemen, the following recommendations are made as follows:

- Healthcare setups need to put a high focus on the reward system, as there is no proper system to reward the efforts of the employees.
- Healthcare setups should be allocated reasonable budgets to motivate their employees in terms of financial benefits that will keep the employees motivated to give their best performance.
- Non-financial rewards are equally important, and along with financial rewards, there must be a well-defined system to give recognition to the employees of the healthcare industry in Yemen. It may include gift cards, birthday celebrations, or paid vacations.
- The last, but not least, recommendation of the research is to create a career progression path to keep the employees working in healthcare industries motivated for high performance.

Recommendations for Future Work

The focus was only on the Marib district of Yemen to study the impacts of reward on employee performance. In the future, research can be done by considering other districts of Yemen to reach more refined results on the under-discussion research variables.

The look was only at the Yemeni healthcare industry; future research could look at other industries in Yemen to investigate the relationship between reward and employee performance.

The focus is only on two variables (reward and employee performance) and recommends adding some more variables like working culture, emotional intelligence, and employee engagement for examining employee performance.

Some mediators, like organizational justice and self-efficacy, can also be used to check the significance of the relationship between reward and workers' performance. Future work can also focus on examining the appraisal system in relation to reward and employee performance to furnish recommendations for a growing career in the healthcare industry for Yemen.

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