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A Study on the Impact of Reward and Recognition on Work Motivation and Job Satisfaction

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Abstract: ***Human resources are the most vital resource among the organizational resources. To retain talented and efficient workforce in an organization is essential for organizational growth. Motivated workforce can make organization more profitable and value added. Job satisfaction of employees mostly deals with the area of their job recognition by the organization. This study is an effort to find out the key factors that motivate the employees and gives them job satisfaction and it enlightens the relationship among reward, recognition, job satisfaction and work motivation of employee while working within the organization. The data were collected from employee of Danly India Private Ltd. In all 120 self administrated questionnaire were been collected from the employees of different sectors. The statistical analysis showed the varied dimensions of work motivation and job satisfaction are significantly correlated and then reward and recognition have greater impact on work motivation and job satisfaction of the employees.***

Keywords: Job satisfaction, Work motivation, Reward, Recognition, Organization.

I. INTRODUCTION

All well-managed organization usually sees the human resource of the organization as the root source of quality of work and job productivity gains. Such organization does not look for capital investments, but they look through employees as a vital capital resource and consider the employees as a fundamental source for the organization's improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will build a sense of commitment and a spirit of satisfaction within the area of its influence. Work motivation is a psychological factor that applies an encouragement on our action and work. The factors like incentives and rewards are the most preferred factors for employee's work motivation. This paper is a proposal that focuses on how the incentives, rewards and recognitions impact on work motivation and job satisfaction of employee.

II. REVIEW OF LITERATURE

An organization in present day's environment requests to determine the sensible balance between employee satisfaction and work commitment and performance of the organization. Oosthuizen (2001) says that it is one of the functions of managers to motivate the employees successfully and influence their behaviour to achieve greater organizational efficiency. Lawler (2003) argued that affluence and endurance of the organizations is definite through human resources and how they are treated. There are two factors which determine how much a reward is attractive, first is the amount of reward given which is given and second is the influence of certain reward in the individual.

Morris (2004) says that in today's dynamic environment the highly motivated employees serve as a synergy for accomplishment of company's goals, business plans, high efficiency, growth and performance. Motivation is also required when the organizational workforce has no good relationship pattern. Employee's relationship with another employee and with supervisor is a key ingredient of the inner strength of the organization. The ability of supervisors to provide strong leadership has an effect on job satisfaction of employees.

Eastman (2009) researched and consistently found that intrinsic motivation is conductive to producing creative work, while extrinsic motivation is unfavourable to producing creative work. Gagne (2009) suggested a new model of knowledge sharing motivation which provides suggestion for designing five important human resource management (HRM) practices including staffing, job design, Performance and compensation systems, managerial styles and training.

Yanhan Zhu (2012) state that job satisfaction is an academic idea in his study. Now-a-days organizations are focussed on management, psychological factor and practical operation. In this research they discuses the measurement of job satisfaction in several model. They analysed and discussed the achievement of satisfaction level and mentioned a model to describe the performance of employee. Abdulwahab S. Bin Shmailan (2016) analysed in their research, about the factors that contribute to job satisfaction. Every successful organization should know the job satisfaction, employee performance and employee engagement which is very vital. Employee performance and satisfaction are related to the business improvement. This is an another key success

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factor for the organization which would help to understand the performance as well as job satisfaction and employee performance using the power to be competitive and profitable.

III. OBJECTIVES

A. To determine the impact of rewards on work motivation and job satisfaction.
B. To identify the impact of recognition on work motivation and job satisfaction.
C. To evaluate the impact of other benefits on work motivation and job satisfaction.

IV. HYPOTHESIS

H_1: There is a positive and significant correlation between rewards and work motivation and job satisfaction.
H_2: There is a positive and significant correlation between recognition with work motivation and job satisfaction.
H_3: There is a significant relationship between growth opportunity with work motivation and job satisfaction.
H_4: There is a significant relationship between remuneration with work motivation and job satisfaction.
H_5: There is a significant relationship between other benefits with work motivation and job satisfaction.
H_6: There is a significant relationship between working environment with job satisfaction and work motivation.

V. RESEARCH METHODOLOGY

The research used, convenient random sampling method where the sample size is of 120 respondents were taken among the manufacturing companies. The study persisted with the pre-defined questionnaires to collect the primary data. The data were analysed using statistical analysis tools like Chi-Square, Correlation and One-way ANOVA.

VI. DATA ANALYSIS

Table: 1 Demographic profile of the respondents

Demographic Profiles		Frequency	Percentage
Gender	Male	92	76.7
	Female	28	23.3
Age	21 to 30 Years	64	53.3
	31 to 40Years	33	27.5
	Above 41 Years	23	19.2
Educational qualification	Diploma	54	45.0
	Degree	43	35.8
	Post Graduate	15	12.5
	Others	8	6.7
Experience	0 to 2 Years	70	58.3
	Above 2 to 5 Years	21	17.5
	Above 5 to 10 Years	25	20.8
	Above 10 Years	4	3.3
Income	Up to 10,000	58	48.3
	Above 10,000 to 15,000	24	20.0
	Above 15,000 to 20,000	23	19.2
	Above 20,000	15	12.5

A. Inference

From the table 1 we infer that 76.7% of respondents are male and 23.3% of respondents are female. 53.3% of respondents are 21 – 30 years age category, 27.5% of respondents are 31 – 40 years age category, 19.2% of respondents are above 41 years age category. Education qualification of the respondents: - 45% of respondents are diploma qualified, 35.8% of respondents are degree qualified, 12.5% of respondents are post graduates, and 6.7% of respondents are having some other qualification. Experience of the respondents: - 58.3% of respondents are having 0 to 2 years of experience, 17.5% of respondents are having above 2 to 5 years of experience, 20.8% of respondents are having above 5 to 10 years of experience, and 3.3% of respondents are having above 10 years

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of experience. Income of the respondents: - 48.3% of respondents are earning income of up to 10,000, 20% of respondents are earning income of up above 10,000 to 15,000, 19.2% of respondents are earning income of above 15,000 to 20,000, and 12.5% of respondents are earning income of above 20,000.

Table: 2 Descriptive statistics for the dimensions of work motivation and job satisfaction

Variables	Mean	Standard deviation
Workload	1.49	0.64
Remuneration	2.50	0.67
Growth opportunity	2.12	0.62
Recognition	2.98	0.63
Rewards	2.50	0.67
Working environment	1.36	0.72
Other benefits	1.82	0.65

*Where high variable corresponds to lower levels of motivation and job satisfaction

B. Inference

With respect to the dimensions of work motivation assessed by the work motivation and job satisfaction questionnaire, Table 2 indicates that the means for the workload, remuneration, growth opportunity, recognition, rewards, working environment, and other benefits ranged from a low 1.36 to a high of 2.98. Hence it is clear that employees in the study are motivated, however the mean values for remuneration, growth opportunity, recognition, rewards and other benefits indicates that employees are de-motivated and dissatisfied with that area. However employees were highly motivated towards working environment, workload and other benefits.

Table: 3 Relationship between rewards, recognition and work satisfaction and motivation

Work motivation and Job satisfaction (correlation)	
Rewards	0.82**
Recognition	0.93**

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

C. Inference

The result indicates that there is a statistically significant direct and positive correlation between rewards with work motivation and job satisfaction ($r = 0.82$, $p < 0.01$). Hence if rewards offered to employees are made higher and altered, then there would be a subsequent change in work motivation and job satisfaction.

The result also indicates that there is a statistically significant direct and positive correlation between recognition with work motivation and job satisfaction ($r = 0.93$, $p < 0.01$). This implies that if recognition accorded to employees were been changed, there would be a change in work motivation and job satisfaction.

Table: 4 Dimensions correlations work motivation and job satisfaction

Variables	Pearson correlation	Significance (2-tailed)
Growth opportunity	0.76**	0.0000
Remuneration	0.82**	0.0000
Other benefits	0.65**	0.0000
Working environment	0.60**	0.0000

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

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D. Inference

The results indicates that there is a significant relationship between growth opportunity and work motivation and job satisfaction ($r = 0.76$, $p < 0.01$). Hence this supports the hypothesis that growth opportunity is significantly related to work motivation and job satisfaction.

A significant correlation exists between the remuneration with work motivation and job satisfaction ($r = 0.82$, $p < 0.01$). Hence this supports the hypothesis that remuneration is significantly related to work motivation and job satisfaction.

A significant correlation exists between the other benefits with work motivation and job satisfaction ($r = 0.65$, $p < 0.01$). Hence this supports the hypothesis that other benefits are significantly related to work motivation and job satisfaction.

A significant correlation exists between the working environment with work motivation and job satisfaction ($r = 0.60$, $p < 0.01$). Hence this supports the hypothesis that working environment is significantly related to work motivation and job satisfaction.

E. Findings

67 percentage of the respondents are satisfied with the remuneration
64 percentage of the respondents are satisfied with the incentives
66 percentage of the respondents are satisfied with the work timings allotted to them
54 percentage of the respondents are satisfied with the rewards provided to them
58 percentage of the respondents are satisfied with their job security
77 percentage of the respondents are satisfied with the growth opportunity of the company
Above seventy percent of the respondents are satisfied with the overall motivation and satisfaction with regards to Danly India private limited.

F. Suggestion

The company should be improved healthy working environment in the workplace. So that employees would be satisfied and they may provide efficient output.
General welfare measures can be improved in the organization. So that employee would be satisfied.
Organization can motivate individual employees through proper guidance and counselling.

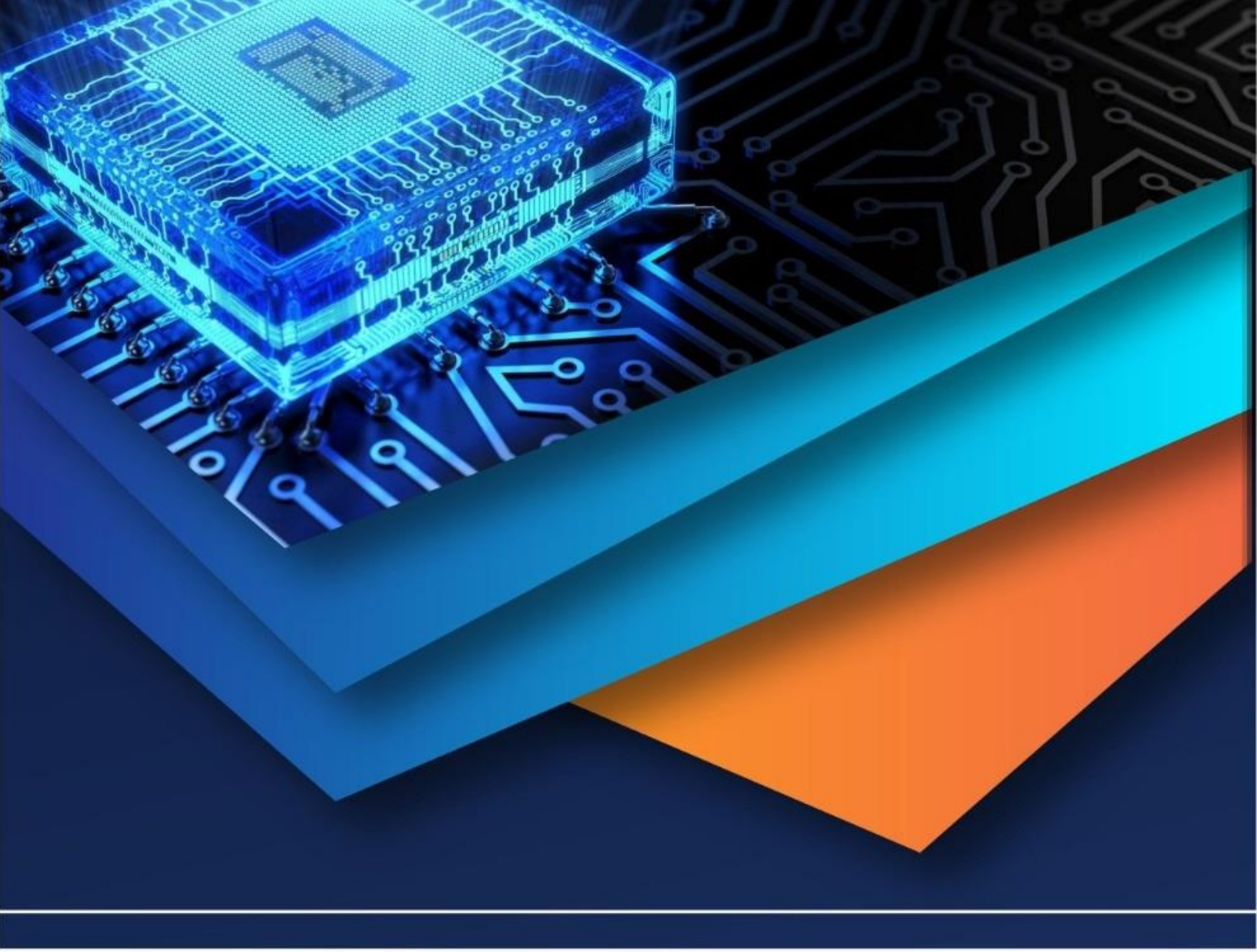
IV. CONCLUSIONS

The study thus concludes that rewards and recognition if improved could have a positive effect on work motivation and job satisfaction. Thus, reward plan plays a vital role in enhancing the value delivered to the employees. Although many dimensions of work motivation and job satisfaction related to motivation and satisfaction, the mean values of growth opportunity, remuneration, other benefits, rewards, recognition shows that employees are less motivated with those aspects. Hence reward and recognition plan program given to the employees of the company has to be revised, in such a way that it has to motivate and satisfy the employees.

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