

# Employee Motivation and Reward Management Practices: Evidence from Some Lucknow-Based Service Organizations

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**ABSTRACT-** In today's post-liberalized business climate, every company, whether it's a service or manufacturing company, is up against stiff competition to improve its competitiveness, profitability, and employee well-being. Various techniques like as staffing, employee retention, incentive supervision, enactment controlling, skill administration, change management, and exit management are important aspects that are taken into consideration to upsurge wage earner commitment and competitiveness. The purpose of this study is to examine reward management methods and how they affect employee motivation. It investigates a variety of reward management methods, such as Compensation Management Practices, Workplace Recognition Policies and Practices for Career Advancement Workplace Independence Employees are motivated by job security at work. According to descriptive statistics of different reward management practices, the most significant feature of reward management practices encouraging workers to perform better is Job Recognition at Work in the organization ( $m=3.9615$ ). Additional deterioration investigation reveals that true progression accounts for 76.4 percent of the data variance. Employee motivation is prejudiced by the organization's job security and pay policies. Few of the survey-dependent suggestions were too recommended to boost member inspiration.

**KEYWORDS-** Employees motivation, Employees performance, Human resource management practices, Job security, Reward management practices, Social security policy.

## I. INTRODUCTION

In today's worldwide competitive business climate, every company, whether service or manufacturing, is up against stiff competition to improve competitiveness, profitability, and employee well-being [1]. Work force organization techniques are critical for inspiring individuals, and the combined abilities, talents, and experiences, as well as their capacity, are increasingly regarded as providing a major contribution to corporate performance apart from noteworthy cause of viable gain. According to the over-all cheapness manifestation, India is the 39th greatest reasonable frugality out of 137 countries [2]. India has dropped from 39th to 40th place in the most recent Global Competitiveness Report, while China is placed 27th. Infrastructure is ranked 66th, higher education and training is ranked 75th, and technological preparedness is ranked 76th. In India, the service industry has grown significantly

during the past several decades. People supply supervision has become a planned and cohesive strategy for managing administration to keep its workers happy and motivated in these companies since they are the most labor demanding. Staffing, employee retention, incentive organisation, enactment administration, ability controlling, variation controlling, and the management of departures from the company are all important aspects that must be considered in order to boost employee engagement and competitiveness[3,4]. This implies that the organization's employees should be financially and socially supported by adopting different methods to keep them engaged.

In the areas of HRM, industrial relations & compensation running techniques have become a hot subject [5] Staff shall be appropriately paid for the everyday businesses they do in the company, and it should be competitive with other comparable companies, according to the management of the business or organization. To do so, these executives shall make certain that they have a fit recruits unit that can recruit the pre-eminent team members who are adept of doing the job, keep them up to date by providing appropriate training and development programs, and find ongoing ways to keep them happy and engaged [6–10]. Encouraged workforces are needed to retain the organization alive, according to the work on incentive organisation put into practise and their association with member inspiration. To cling to the organization flourishing, chiefs must apprehend what provokes teams in the milieu of the parts they execute, encouraging teams through the introduction of apt remuneration and respect programs, and other benefits. Other authors believe that reward management practices like as pay schemes, and employment budget regulator, observed fairmindedness toward workers, & servant enactment improvement increase productivity and customer satisfaction to high levels.

When it comes to the connection between incentive management techniques and employee motivation, some authors claim that compensation is directly connected to production and that the reward structure is reliant on extent of the syndicate. Forces are very much stirred in carrying out inventively when the firm's incentive structure is in place. An efficacious compensation & gratitude arrangement might sway workers. Other remunerations are a scheme that a syndicate hires to complement a servant's pecuniary wage. The economy has shifted entirely to the service segment. The segment is projected to head in GDP progression once again in the service sector, with

commerce, hotels, transportation, and communication all predicted to do well. Financial institutions, including banks, are the backbone of every economy. Encouraged workforces are needed to retain the organization alive, according to the work on incentive organisation put into practise and their association with member inspiration. To cling to the organization flourishing, chiefs must apprehend what provokes teams in the milieu of the parts they execute, encouraging teams through the introduction of apt remuneration and respect programs, and other benefits. Management has many difficulties in the new information age. Even the corporate organization has had to find new methods to motivate workers and keep them engaged as a result of the globalization pattern's volatility. This is due to the fact that, among the many elements of competitiveness such as technology, money, land, and so on, only human resources assist firms in creating long-term competitive advantage. Human resources are becoming more essential for a company's existence as the business climate becomes more competitive.

#### **A. Motivation And Rewards For Employees:**

Servant impetus is unique & most important aspects of a business's growth & attainment. The motivation further is critical for a proprietor to recognise what drives workers and how to improve their job happiness in order to optimize the company's overall success [11–15]. Finding out what drives a company's workers, on the other hand, may be difficult, particularly since different characters are generally driven by various stuffs. A finely considered & functioning incentive co-ordination structure is a running method to lift wage earner engagement at work. According to the company's incentive philosophy, strategy, and policy, the right kind of award is created. However, finding the appropriate method to connect the syndicate's assimilated rules & procedures by means of servant's involvement, ability, & fitness may be difficult. The type of incentives that workers get in the workplace is an essential element of understanding motivation, according to an empirical research on reward and employee motivation. There has been a lot of study done on this topic in the past few years, and it seems that it remained a change from a tough modest work milieu to one in which underling enthusiasm and commitment is a crucial area to stand out in the market. Establishments have begun to place a greater emphasis on team development in recent years. According to a recent Dale Carnegie Training research, Indian businesses are committed to strengthening the mentor-mentee connection, and as a result, Indian workers' levels of involvement (46 percent) have exceeded those of their worldwide counterparts (34 percent). Despite these improving statistics, professional stress remains an unavoidable reality. Employees are more comfortable and creative as a result of ongoing engagement efforts, which can only benefit the business. An efficient incentive system should be in place to keep top performers in the company, and the award should be linked to their output. There has been a lot of research done on the connection between incentives and employee motivation, and there are a lot of studies in the literature that describe the effect of prizes on employee motivation. In order to optimize employee performance, the company must create rules and procedures, as well as a reward system to go along with those strategies and processes that enhance member

approval and motivation. Nowadays, an organization's success is largely determined by the motivation of its workers. As a consequence, it is critical for a business to determine what drives its workers in order to devise an appropriate incentive system and achieve greater outcomes. Employees' job motivation and loyalty to the business may be boosted with the appropriate mix of immaterial and tangible incentives.

#### **B. Reward Systems That Work:**

A decidedly stirred staff may mark a vast dissimilarity in a civil service recital. When servants are compelled to work at greater echelons of productivity, the syndicate usually operates likely awkwardly & commendably directing the intents. An uninspired work force, may adversely unsettle a syndicate & dissuade workers' devotion missing from respective job. As an outcome, chiefs require to be cognizant of the prominence of incentive systems and how they may be utilized to influence employee behaviour. Positive results achieved as a consequence of an employee's performance are referred to as rewards.

#### **C. Rewards That Are Intrinsic:**

Intrinsic motivation is intrinsic to the individual in that it is something that you must provide for yourself and is fueled by a genuine interest or pleasure in the job [16]. Because intrinsic drive is a personal trait, attaining it does not need the help of others. Some individuals think that a person's most potent rewards come from inside. Consider how you feel after you've conquered a big obstacle or finished an assignment or job project that took a considerable amount of effort. Intrinsic motivators represents their skill, competence, & development in their efforts. Persons who are genuinely compelled generally becomes useful & need themselves to advance professionally. Personal success, professional development, a feeling of joy, and accomplishment are examples of intrinsic pleasures. Intrinsic incentives are particularly essential to employees, because the chief value an individual can give a company is their intellect, experience, problem-solving skills, and change savvy character. In fact, the major theorists of workplace motivation John G. learnt that intrinsic incentives are much nominal in comparison with cash benefits in boosting employee engagement. This is not to imply that workers will not seek financial incentives in addition to intrinsic pleasures; rather, most employees will find that money is insufficient to motivate them. People want to feel as though their efforts are significant. For example, a member might desire to collect the gratuity that generally emanates along, but if the person is not experiencing a emotion of achievement as an upshot of doing the target, the incentive to do so is weak. Managers should do the following to assist workers with their intrinsic motivation:

- a. Assign relevant tasks.
- b. Provide employees with a high degree of autonomy so they may make their own decisions.
- c. Allow workers to demonstrate their skills in their areas of expertise.
- d. Provide opportunities for professional growth so that workers may broaden their expertise.
- e. Allow workers to reward themselves on a regular basis.

- f. Allow workers to interact with the people they serve in order to get important feedback.
- g. Set up a route for them to follow to track their progress, including checkpoints along the way.

#### **D. Extraordinary Rewards:**

Extrinsic stimulus is grounded on budgetary reparation. The same, in divergence with internal stimulus, is exterior to person & usually is delivered via managing committee or superintendent powered with full governance over entire extrinsic incentive are given. The other methods are typically pecuniary in landscape, such as a pay increase, a bonus for meeting a quota, or paid vacation time. Extrinsic incentives, on the other hand, may be as basic as a nicer office, & vocal thankfulness. Taylor was the first to suggest that money be the ultimate or only driving factor. As a result of this misunderstanding, some managers either concentrate on or have a predisposition towards monetary incentives. However, according to Shanks, monetary remuneration inspires solitary up to a opinion; once it isn't greatly sufficient or considered unfair, it becomes a difficult task. The time it's usually high, on the other hand, it seems to be a demotivator and individual performance is moderated to preserve the greater pay level.

Many dealings utilize incentives as a way to arouse workers to do specific chores. Bodies are specifically enthused by incentives to work fruitfully and capably so as to succeed in shared intentions. Malhotraa & team thinks that 'rewards play an essential role in establishing and sustaining the surety midst workers that guarantees an upper level of recital & work force stability regardless of the kind of company [17]. While prizes may serve as incentives, and those who give rewards may attempt to utilize them as motivators, the author contends, the true drive to perform comes from inside the individual [18]. This is due to the fact that managers can only influence workers via a mix of incentives to encourage them to perform, rather than forcing them to do so. To this end, it is vital that when it comes to management and motivation, both managers and workers play an important part in the motivating process.

Traditional reward and recognition programs, according to Cohan et al, were unclear, and there were no established criteria to evaluate exceptional achievement [19]. Since the 1980s, there have been significant developments, with contemporary organizational settings linking reward and recognition to business strategy since organizations are well aware of the significant benefits being made [20]. Rewards affect working effectiveness by offering a method of recognizing accomplishment, as well as encouraging and increasing engagement; money incentives are not always effective motivators, which is why total rewards are used [21]. It does have a direct impact on absence levels. If a manager is seen to be fair-minded in paying its employees, it may brand the company appealing to effort for, resulting in the creation of a unique employer brand. The use of incentives (particularly monetary awards and perks) as inspiration for worker enactment is realized to have assured disadvantages that may detract from the original intent. The fact that monetary incentives only produce transient compliance and do not serve as a permanent or long-term motivator is critical in this field. Staffs incline to perceive budgetary incentives like as perks

and bonuses as entitlements over time, according to other writers, and therefore lose their motivational impact. Rewards affect working effectiveness by offering a method of recognizing accomplishment, as well as encouraging and increasing engagement; money incentives are not always effective motivators, which is why total rewards are used. Furthermore, since workers get trapped in a never-ending loop of clamouring for more to fulfil their current desires. Finally, incentives fail to tap into human initiative or free will, assuming, in most instances, that the person cannot be intrinsically motivated to work without them. Managers that make such assumptions end up prioritizing extrinsic incentives at the expense of intrinsic ones.

Pnar Güngör look at the link concerning compensation managing structure requests & employee enactment in global banks in Istanbul in his study "The Association among Incentive Supervision System and Wage earner Enactment with the Facilitating Part of Enthusiasm: A Reckonable Reading on World-wide Banking Systems" [22]. Employee performance is influenced by both extrinsic and intrinsic motivation, according to the findings. The study discovered a favorable connection between the reward system's perceived characteristics and extrinsic motivation. According to their findings, which are comparable to the findings of this research, intrinsic motivation is influenced by promotion possibilities rather than the design of monetary reward. Financial and non-financial rewards, often known as Extrinsic and Intrinsic Rewards, are included in Reward Management techniques. Salary increases, bonus systems, perquisites, and other financial incentives are examples of financial incentives. An author found that the efficiency of an organization's performance and reward management has an influence on morale and productivity in their paper titled "The Effect of Reward System Applications on Employee Performance in the Service Sector." A review of the literature raises a number of issues, including

The current study is both exploratory and descriptive in character. Primary and secondary data are used in the research. Secondary data was gathered from a variety of sources, including books, magazines, journals, and research papers. A systematic questionnaire encompassing various dimensions of incentive management techniques and their connection with employee motivations was developed to gather primary data using the survey approach. Open Communions were used to rate the reward management practices that promote employee motivation. Employee motivation was assessed based on his feelings about the worry for undertaking great business in the institute, team connexion in the modernization method, his eagerness in taking tough businesses, his acceptance of change, making use of his abilities, relishing his business within union, and the type of encounters he accepted whilst acting out on his job in completing the company's overall goal. Constructs were created based on a study of the literature and research conducted by many writers. A sample of 250 respondents from various service sector organizations in and around Lucknow were used to pilot the questionnaire. The research got almost 221 answers, which were analyzed. The data was checked for reliability using SPSS and found to be .896, indicating that it is trustworthy. The employee incentive management

methods and motivation were studied using the Mean, Standard Deviation, and regression analysis.

The demographic profile of the responders is shown in Table 1.

Table 1: Illustrates the individualities of participating members.

	Categories	Count	Percentage
		221	100
Age	Upto 25 Years	65	29.4
	25-35 Years	120	54.3
	35-45 Years	25	11.3
	45 to 55 Years	9	4.1
	55 to 65 Years	2	.9
Gender	Male	156	70.6
	Female	65	29.4
Marital Status	Married	107	48.4
	Unmarried	114	51.6
Education Level	Upto Matric	22	10.0
	Under graduate	113	51.1
	Graduate	63	28.5
	Post Graduate	23	10.4
Income Level	Upto Rs. 15000 PM	4	1.8
	From Rs. 15000 to Rs. 25000 PM	20	9.0
	Rs. 25000 to Rs. 40000 PM	143	64.7
	Rs. 40000 PM to Rs. 60000 PM	38	17.2
	Rs. 60000 to Rs. 150000 PM	14	6.3
	Above Rs. 150000 PM	2	.9

Because demographic characteristics of respondents sway employee stimulus & shake work enactment, the detailed profile of employees in the company is a significant indicator for evaluating incentive management methods and their effect on employee motivation. According to the individualities feature of the respondents shown in the table above, 29.47 percent of the total 221 respondents were between the ages of 18 and 25. 54.3 percent of respondents were between the ages of 25 and 35, 11.3 percent were between the ages of 35 and 45, and 4.3 percent were between the ages of 45 and 55. 9 percent of those who responded were above the age of 55. It's

essential to know the gender categories of respondents in a study on reward management techniques and their impact on employee motivation since many studies show that reward management methods have distinct effects on men and women. According to the table, 70.6 percent of the participants were male and 18.6 percent were feminine. According to the stats available on respondents' matrimonial data, 48.4 percent were married and the remainder were single and also shown in Table 2. According to the study, more than 60% of respondents are undergraduates earning up to Rs. 4000000 a month.

Table 2: Level of experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1 years	36	16.3	16.3	16.3
	02-5 Years	92	41.6	41.6	57.9
	6-10 Years	29	13.1	13.1	71.0
	11 to 15 Years	49	22.2	22.2	93.2
	More than 15 Year	15	6.8	6.8	100.0
	Total	221	100.0	100.0	

Employee experience levels are related to their performance and loyalty to the company. Forces who have a feeling of fitting, tenacity, accomplishment, pleasure, & vitality to implement at greater "above and beyond" hopes, according to many studies on the subject. Employee experience profiling is becoming more important for evaluating the appropriateness of incentive management methods. According to the survey, the sample is dominated by respondents with two to five times of familiarity in the company, as shown by 39.8 percent of other trial. Another 13.1 percent of respondents said that they had worked for the company for 6-10 years. 22.2 percent of respondents said they had 11-15 years of experience with the company. Only 6.8% of workers said that they had worked for the company for more than 15 years. This indicates that the

bulk of the workers have extensive experience with the company.

## II. DISCUSSION

### A. A Descriptive Statics of Reward Management Practices.

The purpose of a reward system in any company is to inspire and encourage workers to perform better and strive toward attaining strategic objectives established by the business entity. Non-monetary incentives like as thanks, funny drills, growth, & increasing work obligation, as well as profession safe keeping, are all part of reward management. While a competent boss may sometimes inspire an employee to work harder and better, a gift might

go a couple of miles directing increasing servant’s character inspiration. With this in mind, various statements on compensation controlling methods were created, & workers are queried to evaluate them on a range of 1 to 5.

Assenting element scrutiny was performed by grouping different variables into factors, and eloquent stats were obtained using a stats based tool, as shown below in Table 3:

Table 3: Illustrates a detailed stats of compensation managing techniques.

	Reliability	Mean	Std. Deviation
<b>Compensation Management Practices</b>	.819	3.7749	.77932
High Compensation		3.7104	1.06486
Comprehensive Benefits Package		3.9095	.95867
Bonuses should not be part of the company policy		3.8552	.94235
Rewards should be based on performance		3.6244	.89906
<b>Job Recognition at Work</b>	.785	3.9615	.87496
Management Recognition of Good Work		3.8778	.91875
My boss recognizes the extra effort I put at work		4.0452	1.00803
<b>Career advancement policies and practices</b>	.754	3.8733	.80217
Opportunities for Advancement		3.8552	.98481
Participation in Setting Professional Goals		3.8824	.96045
I know how my success was measured		3.8824	.99302
<b>Work Autonomy</b>	.747	3.6855	.84044
Interesting and Challenging Work		3.8869	.87949
Freedom to Work Independently		3.4842	.99817
<b>Job security at Work place</b>	.617	3.4630	.76888
My job is secure at my present organization		3.8009	.96587
Having Respect for the Organization		3.0814	1.00121
Open Communication Between Managers/Employees		3.5068	1.09387
Valid N (listwise)	221		

According to the findings of descriptive statistics given in the above table, the most significant feature of reward management techniques encouraging workers to perform better in the organization, which has scored highest avg. values. It is followed by the organization's career development rules, which have a mean of 3.8733 and an SD of 0.80217. The organization's Compensation Management Practices received an avg. of 2.6698521 and a SD of 0.66932. Job or business sovereignty in the company has an avg. of 4.7622 & a standard deviation of .76033. One extra significant incentive controlling technique, Job retreat, had an avg. of 4.3522 & a standard deviation of 0.76888. All reward management methods have been shown to be more reliable than 0.6, suggesting that all evaluation tools provide consistent and steady findings. This means that a higher level of job recognition

at work in the company will result in higher employee performance.

**B. Motivation in the Workplace:**

Employee impetus has become more important in organization's success process. Employee commitment to work cannot be accomplished without recognizing the main indications in their motivation. As a result, when completing the survey, an effort was made to evaluate certain chosen statements linked to employee motivation at work. The relative significance of different measures of work place motivation of workers working in diverse organizations was determined using descriptive statistics (Mean and SD). In this regard, the data is given in the Table 4:

Table 4: Office inspiration: a vivid indicators

	N	Mean	Std. Deviation
I am always Concern for Doing a Good Job in the organization	221	4.4480	.77651
I am Looking Out for New Ideas to perform job in this organisation	221	4.6154	.74562
Willingness to Take Responsibility for Difficult Jobs	221	4.5339	.75376
I have strong sense of Belonging with this organization	221	3.8235	.85843
I am ready to accept the changes of future	221	4.1493	.84765
I have full scope of utilizing my ability in this organization,	221	4.2398	.43844
I am enjoying my job in the organization,	221	3.5520	.49841
I am ready to accept challenges while performing job in meeting company's comprehensive goals,	221	3.8778	.72520
I always ready to work in different working condition	221	3.6335	.79003
Overall I feel very happy in the organization and does not intend to leave in near future.	221	3.3167	.46626
Valid N (listwise)	221		

Descriptive statistics (DS) are a detailed based stats that usually characterize or recapitulate characteristics of a set of data. DS help the authors to display info in an understandable manner, allowing for easier data interpretation. According to the findings of descriptive statistics given in the above table, the most significant indication of work place e motivation is a statement like I am Seeing for Fresh Designs. With a mean of 4.5339, it is followed by. The greatest standard deviation was seen in statements like "I feel a strong sense of belonging with this organization." This demonstrates that employee opinions on the subject are diverse.

C. Establishing Motivation Levels

Table 5: Reflection of work environment inspiration.

		Responses		Percent of Cases
		N	Percent	
SMOTivation <sup>a</sup>	The quality of work you produce	90	18.0%	44.8%
	The standard of work that is produced	73	14.6%	36.3%
	Your concentration levels	47	9.4%	23.4%
	The amount of time spent on tasks	69	13.8%	34.3%
	Engagement and willingness to do work	119	23.8%	59.2%
	Learning new things and Intellectual challenges overcome	101	20.2%	50.2%
<b>Total</b>		<b>499</b>	<b>100.0%</b>	<b>248.3%</b>
<b>a. Group</b>				

Inference: Employee motivation is an essential source of job satisfaction for employees, and it happens when a person finds a task fascinating. In case of work area, assignment, & other associated elements becomes attractive, the motivation comes from inside. Employee engagement and desire to perform work, as stated by 23.8 percent of respondents in the sample, are the most significant factors inspiring workers at work, according to several responses given in the above table. Employees' motivation for work is derived in part from their desire to learn new things and their ability to conquer intellectual difficulties, as stated by 20.28 percent of respondents in the sample. Another 18.0 percent, 14.6 percent, 9.4 percent, and 13.8 percent of respondents said the value of job the worker create, and their attention intensities at job place provide them pleasure and motivation at work. This means that the most significant sources of motivation for workers at work are engagement and desire to work.

III. CONCLUSION

The relationship between Reward Management techniques and employee motivation was examined in this research. The sample size was found to be enough using confirmatory factor analysis and reliability analysis. As a consequence, the factor and reliability analysis descriptive statistics findings were acceptable for the number of items and sample size. The hypothesis was supported by the regression analysis, based on the results of the statistical tests. Job security and pay management techniques are shown to have beneficial impacts on employee motivation, according to the results. The results of the research are similar with those of Herpen, Praag, and Cools, who examined the impact of salary on performance experimentally. They stated that certain theories anticipate that the implementation of a pay scheme has an impact on

In today's corporate climate, determining employee motivation has become complex and complicated. The majority of organizations in the current scenario have become dynamic and are undergoing rapid changes, necessitating quick management reactions. The difficulty for management is to establish a benchmark and decide how to evaluate the degree of employee motivation. Some of the variables for assessing workplace motivation were created based on a literature study, and workers were asked to choose how workplace motivation manifested itself in them. SPSS is used to process the many responses obtained, and the results are given below in the Table 5:

employee motivation. The findings of their research reveal a favourable connection between employee motivation and the perceived characteristics of the incentive management system. The low response rates of the workers, as well as the small number of responses, are the study's limitations. It shall become apposite & instructive for examiners to investigate a wider range of reward management constructs, including both internal and external factors in enhancing employee motivation and improving job performance in organizations.

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