

**AN EMPIRICAL STUDY OF THE ROLE OF INTANGIBLE WAYS IN
MOTIVATING AND APPRECIATING EMPLOYEES**

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Abstract

This study examines the effects of employee motivation and rewards by drawing on concepts from the self-determination theory and the reinforcement theory of motivation. Job performance is evaluated based on both task and contextual performance characteristics, while motivation and rewards are studied from both internal and external viewpoints. The role of job happiness as a mediator between motivation, rewards, and performance in the workplace has also been studied. Researchers gathered information from manufacturing and service company managers and workers using a five-point Likert scale. For this study, we used a non-probabilistic convenience sample of 422. We used a method called structural equation modeling to analyze the data we gathered. The findings suggested that incentives and motivation have a substantial role in improving workers' output on the job. However, the results of the dimensional analysis showed that intrinsic and extrinsic motivation had a minimal effect on the contextual performance. Furthermore, the results confirm that job satisfaction mediates the

connection between pay, motivation, and productivity on the job. The findings of the present study offer senior management in manufacturing and service industries useful information for improving employee job happiness and performance through a variety of motivational and reward strategies.

Keywords: Rewards, Motivation, Job satisfaction, Job performance

Introduction

The changing nature of today's market environment presents more difficult problems for businesses. Among these difficulties include the COVID-19 pandemic, worldwide business competition brought on by technical advances (such as the internet), shifting client demands, the competitive character of many industries, etc. Only by focusing on excellence in operations and customer service can businesses hope to reach their long-term objectives. Organizational performance will improve as a result of these efforts, and the business will be able to gain an edge in the market. An organization's performance is dependent on many factors, including its finances, its physical plant, the quality of its services, etc. Yet, of all the resources at a company's disposal, human capital (HR) is the most crucial because to the wide range of outcomes it can provide for the business as a whole. Tian et al. (2021) argue that a company's success hinges on the caliber of its employees. Employers are under increasing pressure from a competitive labor market to attract and retain skilled workers. They are better able to uphold the stated mission of companies and succeed in their endeavors. As a result, one of the most pressing issues is keeping competent workers on staff. This includes those who have received adequate training, have the necessary experience, and are willing to assume greater responsibility.

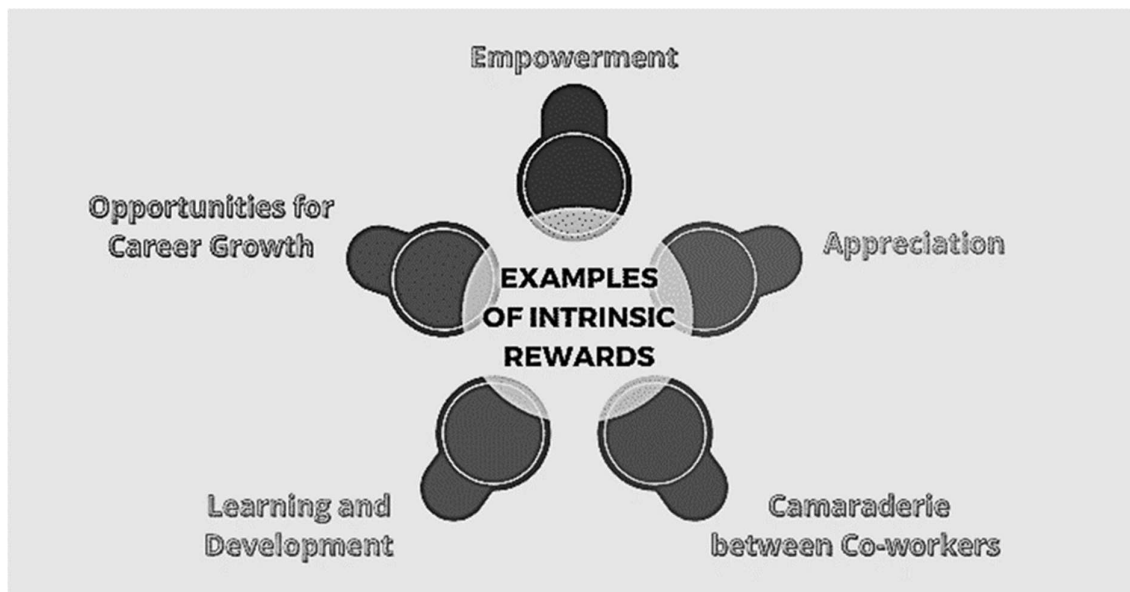


Figure 1: Importance of Intrinsic Rewards for Motivating Employees

The quality of work done by employees is a major factor in determining a company's success or failure. Most businesses have seen economic decline since the COVID-19 pandemic

emerged, and in tandem with this, employee performance and motivation have declined. Therefore, businesses need to figure out how to get the most out of their workers. The term "performance" is commonly used to describe how well an individual completes their work and the outcomes of that work. Successful businesses recognize that their employees are their most valuable asset and work tirelessly to boost their performance. Quantity, quality, and/or productiveness are all viable metrics by which to evaluate performance. Job happiness; relationships with coworkers; working atmosphere; etc. all have a bearing on employee performance. The degree to which they are motivated to succeed is also important.

Employees are motivated when they are compelled to act in pursuit of the organization's goals. Employee motivation can come from both internal and external sources, as stated by Yang and Ai (2020). A person's intrinsic motivation comes from within, whereas extrinsic motivation stems from environmental influences at work. Similarly, those who are compensated fairly do so because they believe the company values them. Employees are more likely to put out their best effort in order to meet their set goals if their employers show that they value their efforts. Without some kind of method to encourage and reward employees, morale will inevitably decline. High turnover rates are also reported by Shaikh, Shaikh, and Shaikh (2019) for businesses with ineffective motivation and reward systems.

In this work, we use the reinforcement theory of motivation and self-determination as a foundation for our claims. Focusing on task and contextual performance, it examines how employee motivation and reward systems affect productivity on the job. Furthermore, the article explores whether or not job satisfaction acts as a mediator between motivation, reward, and the performance of employees. Therefore, the goals of the current study are to investigate:

One Key Question: Does Employee Motivation Come From Within or Outside the Organization?

Question 2: Do internal intrinsic and extrinsic reward systems affect task and context performance?

Job satisfaction, intrinsic motivation, and employee performance: Does job satisfaction mediate this relationship?

Industrialists and academics alike will profit from this study's conclusions. Learning about the many approaches of rewarding and motivating staff can improve productivity. Workers' attitudes, behaviors, and output on the job can be influenced by their respective motivational orientations. Managers must consider the varied wants and demands of their workforce when formulating HR policies and programs. This research distinguishes between the individual and dimensional effects of motivation, reward, work satisfaction, and employee performance because of the multidimensional character of these concepts. Previous research on the impact of incentives and incentives alone on worker performance will be backed up by the results of this study.

Theory and Literature

Every organization has certain goals and objectives to achieve. These objectives are met with the help of capital, raw materials, infrastructure and facilities, human resources, etc. For any organization, human asset and their performance at the workplace tops the list of resources needed to achieve its defined objectives. According to Campbell and Wiernik (2015), employee

job performance refers to certain behavioral patterns and outcomes that can be observed and analyzed against specific standards put together by an organization based on its all-embracing goals. Hosie and Nankervis (2016) proposed a traditional dimensional model and structure that broke down job performance into contextual and task performance. When we talk about task performance, it encompasses individual behaviors while performing their defined roles. On the other side, contextual performance considers the interpersonal relationship that the people forge voluntarily to help perform the task, which boosts the organization's effectiveness.

The current study integrates the reinforcement theory of motivation and self-determination to investigate determinants of employees' job performance. The reinforcement theory of motivation was proposed by Skinner (2014) and stated that behavior is influenced by its consequences. Furthermore, as the reinforcement theory suggests, someone's behavior can be changed by using punishment and reinforcement. Rewards can be used to reinforce and promote the desired and positive behavior, while punishments can be used to prevent the undesired behavior. Self-determination theory (SDT), presented by Deci and Ryan (1985), explained that self-motivation is a result of individuals who are self-driven and encouraged to keep a check on how they behave. From the given explanation of both theories, it can be concluded that the reinforcement theory of motivation deals majorly with extrinsic factors in terms of rewards and other motivational tactics to keep the employee motivated. In contrast, self-determination theory (SDT) is concerned with employees' intrinsic and self-driving motivation aspects. The conceptual model of this study is based on these two theories and states that employee motivation and organizational reward system are directly associated with employee job satisfaction and performance. Therefore, the combination of reinforcement theory of motivation and self-determination theory to investigate an underlying mechanism of determinants that can enhance employees' job performance at the workplace will contribute to both theory and practice.

MOTIVATION AND EMPLOYEES' JOB PERFORMANCE

Motivation is a commonly used word derived from the word "motive," having different meanings, such as a person's desires, needs, wants, and drives. It is the process of stimulating people to take the right actions to reach their goals or targets. Employee motivation is broadly categorized into two forms, i.e., extrinsic and intrinsic motivation. Behavior dictated by internal attitudes and motivated by internal rewards is classified as 'intrinsic motivation.' Also, alternatively known as "motivators" or "satisfiers." These factors also serve as an additional source of increased employee job satisfaction. These intrinsic factors include a sense of achievement, responsibility, personal growth, recognition, and work itself. On the contrary, forces that are present in the external environment connected to your working environment are known as extrinsic factors. These extrinsic motivators are also called "hygiene" or "dissatisfaction avoidance." Ghazi, Shahzada, and Khan (2013) established that the absence of these hygiene factors can decrease motivation although they cannot guarantee satisfaction.

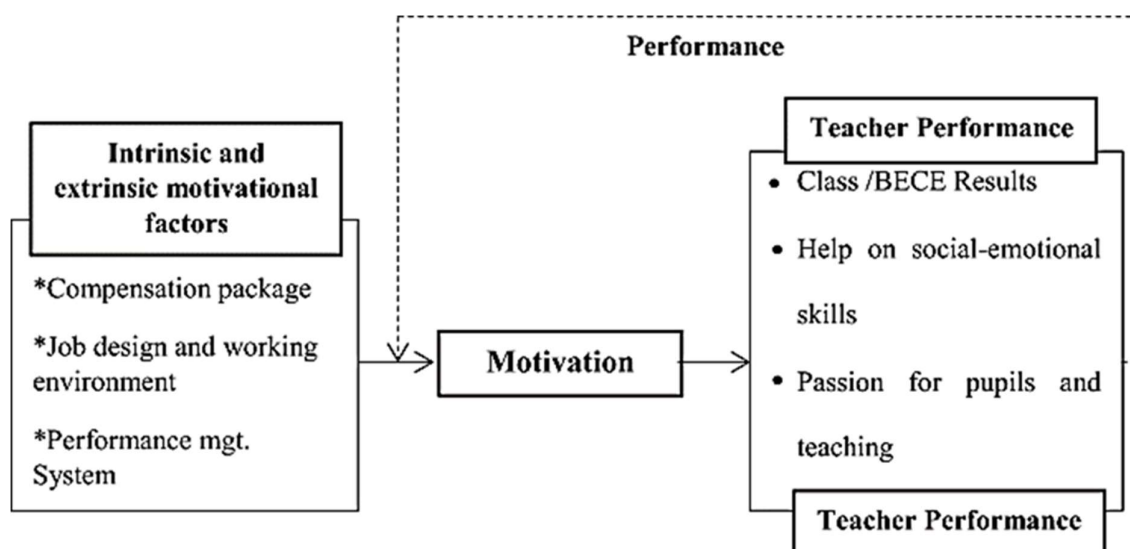


Figure 2: Employee motivation and job performance

According to Nyinyimbe (2020), motivation is an ideal tool for achieving employees' superior performance at the workplace, leading towards organizational effectiveness. Aizza et al. (2018) indicated that intrinsic and extrinsic motivational factors play a critical role in building a long-term relationship with employees. Triswanto and Yunita (2021) have also reported similar results, who stated that both intrinsic and extrinsic motivation has a positive and significant effect on employees' output. In the "Human Motivation" theory, Maslow (1943) identified different factors that impact human motivation. He classified those factors into physiological, safety, social recognition, self-esteem, and self-actualization needs. Therefore, from an organizational perspective, HR managers must design and execute diverse motivational strategies to positively cater to the different needs of their personnel at the workplace.

Saengchai, Siriattakul, and Jernsittiparsert (2019) argued that their enhanced enthusiasm would naturally improve productivity when employees feel motivated and competent. Consequently, employee motivation is dominant in determining the success of any organization and ensures that work continues smoothly without any hindrances and in a proficient manner. In their study, Yousaf, Yang, and Sander (2015) examined the role of employees' intrinsic and extrinsic motivation in their task and contextual performance and identified that task and contextual performance were positively affected by extrinsic motivation. However, they identified an insignificant relationship between intrinsic motivation and contextual performance. Guo and Ling (2020) studied if leaders' motivating language impacts employees' task and contextual performance and identified a positive relationship between them.

The literature provides contradictory findings on the relationship between motivation and employee performance, particularly at the dimensional level. Thus, it warrants further clarification. For this purpose, the following hypotheses are proposed:

H1: Employees' motivation to work is positively associated with their job performance. H1a: Employees' motivation to work is positively associated with their task performance.

H1b: Employees' motivation to work is positively associated with their contextual performance.

H1c: Employee extrinsic motivation positively predicts employees' job performance. H1d: Employee extrinsic motivation positively predicts employees' task performance.

H1e: Employee extrinsic motivation positively predicts employees' contextual performance.

H1f: Employee intrinsic motivation positively predicts employees' job performance.

H1g: Employee intrinsic motivation positively predicts employees' task performance.

H1h: Employee intrinsic motivation positively predicts employees' contextual performance.

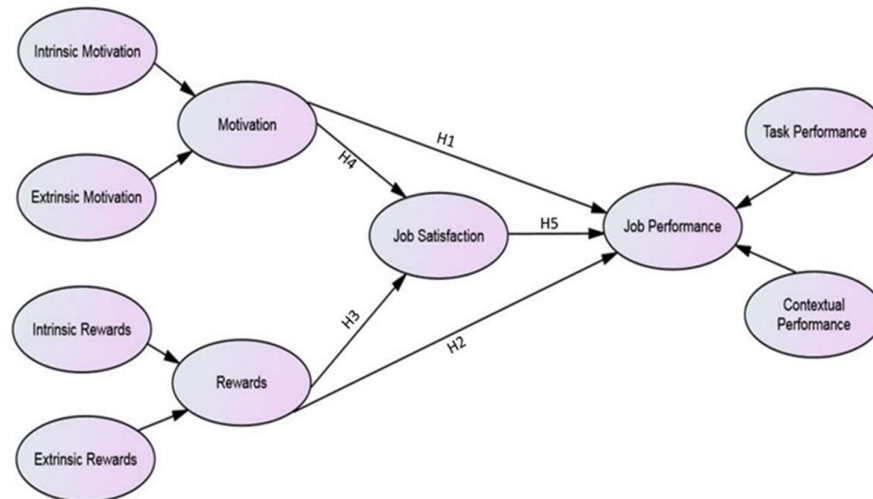


Figure 3. Conceptual framework

REWARDS AND EMPLOYEES' JOB PERFORMANCE

According to Blau's (1964) social exchange theory, when workers' basic needs are addressed through compensation, they feel a greater sense of obligation to the company. Employee loyalty and productivity, then, are inversely related to the quantity and quality of incentives a firm provides. As a result, the financial incentive plays a pivotal role in the employment dynamic. Money and non-money are the two main types of rewards outlined by Willson (2020). In contrast to non-monetary incentives like flexible scheduling, child care, mentoring programs, medical or education aid, etc., monetary incentives include cash awards, commission, bonuses, etc. The use of either type can improve workers' actions and productivity. Later, however, a clear distinction between extrinsic and intrinsic rewards for employees within organizations emerged. Extrinsic rewards are those that can be seen by the naked eye, such as pay raises, promotions, new responsibilities, and other possibilities for professional and personal growth. On the other hand, intrinsic incentives are intangible since they are tied to the joy of doing one's job well and receiving the encouragement of one's coworkers.

Companies constantly seek out new ways to motivate their staff so they may perform at their highest potential. Employee performance, however, is not a single-factor issue. Training and development, working environment, job security, worker and employer relationship, corporate regulations, reward schemes, etc. can all play a role in employee engagement. In light of these considerations, it is clear that the incentive component that follows rewards plays a key role in increasing workplace productivity.



Figure 4: Reward Employee Performance

Total rewards, both monetary and otherwise, are crucial in keeping employees at any company. As a result, productivity rises even further. Employees will stay with a company longer and perform harder if they are compensated fairly for their efforts. In addition, when workers believe they are appreciated, they work more than they need to in the hopes of being rewarded handsomely for their ingenuity. It's a motivating factor for the team to keep improving and surpassing expectations. According to Parashakti and Ekhsan (2020), an employee may only perform at the desired level if he or she experiences a climate of mutual trust, respect, and success in achieving individual goals. Thus, competitive businesses once boasted robust reward and recognition programs to increase employee enthusiasm and productivity.

Extrinsic and intrinsic rewards were found to positively correlate with employee performance in a study conducted by Rehman, Ilyas, and Saqib (2017). The matching model was also investigated by Shaikh et al. (2019), who came to the same conclusions. However, zutku (2019) found that among Turkish manufacturing enterprises, there was no correlation between intrinsic or extrinsic compensation and employee performance. In light of discrepancies in the existing literature, this study seeks to provide a more nuanced and definitive solution to the question of whether or not extrinsic or intrinsic rewards are more important in influencing worker productivity. This leads us to offer the following hypotheses:

H2: Effective reward system positively predicts employees' job performance. H2a: Effective reward system positively predicts employees' task performance.

H2b: Effective reward system positively predicts employees' contextual performance. H2c: Extrinsic rewards system positively predicts employees' job performance.

H2d: Extrinsic rewards system positively predicts employees' task performance.

H2e: Extrinsic rewards system positively predicts employees' contextual performance. H2f: Intrinsic rewards system positively predicts employees' job performance.

H2g: Intrinsic rewards system positively predict employees' task performance.

H2h: Intrinsic rewards system positively predicts employees' contextual performance.

REWARDS AND JOB SATISFACTION

According to Ayub and Rafif (2011), "job satisfaction" refers to how much an individual enjoys or dislikes their current position in the workforce. Employees who report high levels of job satisfaction tend to have favorable impressions of their jobs and enjoy their work. From an organizational perspective, job satisfaction plays an enormous role in ensuring a greater level of organizational commitment, ensuring the success of the entire organization and its development. According to Nazir et al. (2016), incentives play a crucial role in maintaining employee dedication, which in turn increases job satisfaction. Consistency and excellence in the workplace will improve as a result. Financial incentives have been shown to have a positive effect on worker motivation and retention. When workers are content in their jobs, they are more inclined to put up their best effort for the company as a whole.

In 1964, Herzberg proposed the motivation-hygiene hypothesis (also called the two-factor theory) to explain the relationship between two workplace characteristics and employee job satisfaction. A worker's motivation is their drive to improve their performance. Hygiene is the other consideration. The absence of this feature will not drive employees to work more, but rather would have the opposite effect. Salary was one of the extrinsic elements Herzberg identified as "hygiene factors" that can eliminate job discontent. This study considers pay as the "hygiene factor" in an organization, arguing that a company's ability to keep its people happy depends on its ability to do so. Therefore, the following theories are proposed in light of the foregoing discussion:

H3: Rewards positively impact employees' job satisfaction.

H3a: Extrinsic rewards positively impact employees' job satisfaction. H3b: Intrinsic rewards positively impact employees' job satisfaction.

MOTIVATION AND JOB SATISFACTION

Boosting morale and job satisfaction are, according to Febrianti and SE (2020), the top priorities for organizations today. Various motivation theories, such as the process theory, the need theory, and the reinforcement theory, shed light on the subject of employee motivation and job satisfaction. Despite their interdependence, Ali and Anwar (2021) found that "motivation" and "job satisfaction" are not synonymous. Satisfaction with one's work is seen as a significant part of what motivates people to work (Safdar et al., 2020). While inspiration can point us in the right direction and keep us on track, job satisfaction can fill us with pride as we reap the benefits of our hard work.



Figure 5: Employee Satisfaction Sustains Organization Impact

According to Paais and Pattiruhu (2020), the level of happiness at work is influenced by both internal and external influences. According to Bayraktar et al. (2017), intrinsic motivation is a key factor influencing employees' commitment to their employer. There appears to be a positive correlation between employee loyalty and employee intrinsic motivation. Workers are more motivated and dedicated to their work because to the intrinsic elements, as revealed by Alshmemri, Shahwan-Akl, and Maude (2017). Job security, according to Catharina and Victoria (2015), is one of the most important extrinsic characteristics that has a significant impact on employees' job satisfaction from an extrinsic motivation standpoint. Employees' happiness on the job is also influenced by their wage and other benefits. However, Breugh, Ritz, and Alfes's (2018) research showed a negligible.

Satisfaction in one's work is correlated with one's level of intrinsic drive. Conflicting and conflicting findings about the connection between motivation and job satisfaction can be found in the available literature. The following hypotheses have been offered to provide a comprehensive treatment of the subject at hand:

H4: Motivation positively impacts employees' job satisfaction.

H4a: Extrinsic motivation positively impacts employees' job satisfaction. H4b: Intrinsic motivation positively impacts employees' job satisfaction.

JOB SATISFACTION AND EMPLOYEES' JOB PERFORMANCE

Researchers have focused on the topic of job satisfaction because they generally agree that it has a significant impact on an employee's productivity on the job. It's well accepted that content employees are more likely to put in long hours and do quality work. However, the literature study shows conflicting results on the correlation between happy workers and productive ones. Brayfield and Crockett's (1955) research is one of the most cited examples of the weak link between happy workers and productive ones in the workplace. It was also found that there was little to no correlation between job happiness and performance by Hünefeld, Gerstenberg, and Hüffmeier (2020). Similar findings of a weak connection between the aforementioned variables were revealed by Alsafadi and Altahat's (2021) research.

On the other hand, it has been widely reported in the scientific literature that contentment in one's job has a significant impact on one's productivity on the job. According to Idris et al. (2020), for instance, contentment in one's employment fosters joy, boosts morale and motivates workers, which in turn increases output. According to Wolomasi, Asaloei, and Werang (2019), content workers who feel good about their jobs are more likely to do a good job. According to Al-Ali et al. (2019), an inspired worker is a happy worker. This study investigates the direct connection between job happiness and employee performance in light of the contradictory research on the topic. The relationship between motivation, reward, and performance on the work is examined, with job satisfaction as a potential mediator. This leads us to offer the following hypotheses:

H5: Job satisfaction positively impacts employees' job performance. H5a: Job satisfaction positively impacts employees' task performance.

H5b: Job satisfaction positively impacts employees' contextual performance.

H6: Job satisfaction mediates the relationship between rewards and employees' job performance.

H7: Job satisfaction mediates the relationship between motivation and employees' job performance.

METHOD

Target population

All managerial and non-managerial employees of manufacturing and service organizations in Karachi, Lahore, and Islamabad are included in the study's population because the study's focus is on the service and manufacturing sectors. These three locations were selected because they are widely regarded as Pakistan's most important financial hubs. These urban centers also host a wide variety of people from various ethnic backgrounds, making them ideal for emulating our ideal customer.

Methodology of Sampling

30–500 samples, or 10 times or more the number of items given a variable (dependent, independent, moderating, mediating, and control), would be excellent for conclusive study. The authors sent out 652 surveys to executives and regular employees in industrial and service businesses in our sample cities. After two weeks, just 292 completed surveys had been returned. After sending out gentle reminders to the remaining responders, we received 130 completed surveys for a grand total of 422. How respondents feel about the questionnaire's usefulness and rigor can be inferred from the response rate. The likelihood of a questionnaire return increases when respondents believe the study is important and warrants their time and effort.

The consistency and precision of the questionnaire can be inferred from the supplied response rate. Volunteers are encouraged to return questionnaires because their participation is crucial to the study's success.

Due to the inaccessibility of the full population, the authors used the non-probability convenience sampling strategy to contact and collect responses from the target group. Table 1 displays the respondents' detailed demographic information.

Table 1

Demographics of the Respondents

| Particulars | Description | Values | Percentage |
|---------------------|-------------------|--------|------------|
| Total Responses | Manufacturing | 173 | 41% |
| | Services | 249 | 59% |
| Gender | Female | 215 | 51% |
| | Male | 207 | 49% |
| | Prefer not to say | 4 | 1% |
| Age | Less than 20 | 135 | 32% |
| | 20-30 | 203 | 48% |
| | 31-40 | 59 | 14% |
| | 41-50 | 8 | 2% |
| | 50+ | 13 | 3% |
| Years of experience | Less than 5 | 131 | 31% |
| | 5-10 | 207 | 49% |

| | | | |
|----------------------------------|-------------------|-----|-------|
| | 11-15 | 68 | 16% |
| | 16-20 | 6 | 1.50% |
| | More than 20 | 11 | 2.60% |
| Position within the organization | Operational staff | 165 | 39% |
| | Junior management | 152 | 36% |
| | Middle management | 97 | 23% |
| | Top management | 9 | 2.08% |
| Organizational status | Public | 194 | 46% |
| | Private | 228 | 54% |

Gathering Information

The information was gathered by the authors using a questionnaire that the readers completed on their own. In order to collect honest and accurate information, the researchers also had in-depth conversations with certain respondents in person. They briefed participants on the study's goals and provided instructions on how to complete the questionnaire. All responses provided by the participants were guaranteed to remain private.

Measurement Description

The empirical data was gathered with the help of a five-point Likert scale, where responses of 1 indicated significant disagreement and responses of 5 indicated strong agreement. There were five sections to the questionnaire: demographic data about the participants, measures of intrinsic and extrinsic incentives and motivation, and questions regarding work satisfaction and task and contextual performance. Thirteen items from Mikander's (2010) study were used to assess both inner and extrinsic motivation. Twelve items were used to assess the importance of both intrinsic and extrinsic rewards. Muchiri (2016) and Ibrar and Khan (2015) served as the original sources for these things. Job satisfaction was measured using six factors culled from the work of Mikander (2010). Omokorede and Olufunke (2017) created a total of eleven items to assess performance in a variety of tasks and environments. To ensure the reliability and validity of the adopted instrument, the authors ran a pilot research with a sample size of 40 employees, as suggested by Hinkin (1998a). The primary results demonstrated the constructs' internal consistency, with values ranging from .79 to .91, which complied sufficiently with Hair et al.'s (2012) minimum proposed value of .70.

Findings from Analyzing the Data

The study looked at how factors including pay, incentives, and pleasure at work affected productivity. The structural and empirical analyses were performed in SPSS v.23 and Amos v.23. It can effectively remove measurement-related biases and generate a hierarchical latent structure (Prajogo & Cooper, 2010). Researchers used the Kaiser-Meyer-Olkin test to ensure a sufficient sample size, and found a value of .83. The .6 threshold suggested by Kaiser and Rice (1974) is met by this number. The variance inflation factor (VIF) was used to examine the multi-collinearity factor, and a value of 3.01 was found. This number is below 4, therefore it does not exhibit multi-collinearity, as required by Hair et al. (2010). When one variable explains more than half of the total variance, Podsakoff, MacKenzie, and Podsakoff (2012) state that common method bias (CMB) enters into play. The authors analyzed CMB using Harman's

single factor test. The number of 36.44 percent was well below the 50% cutoff range, suggesting that no CMB data was present.

Analysis of the Scales and the Structure

The measurement model was analyzed using confirmatory factor analysis (CFA). CFA, as stated by Hinkin (1998a), verifies the reliability and one-dimensionality of the measuring procedure. Cronbach's alpha was used to determine the reliability of the measures, and the results were. According to Peterson (1994), a number of .80 or higher indicates sufficient reliability. Using convergent and discriminant validity tests, the researcher checked for plausibility. It was explained that factor loading might be used to assess convergent validity by Awang (2012) and Hair et al. (2010). Awang (2012) suggests that, for well-established commodities, a loading of greater than .60 is optimal. Furthermore, Molina, Montes, and Moreno (2007) state that the extracted average variance explained (AVE) must be greater than .50 for all constructs. Convergent validity analysis showed that all constructs had loading items with AVE values greater than .50 and AVE values greater than .60. Table 2 shows the loaded product description, AVE values, and composite reliability of the building components. Fornell and Larcker's (1981) and Hair et al.'s (2010) criteria were used to evaluate the discriminant validity.

Table 2

Instrument Reliability and Validity

| Variable | Number of Items | Factor Loading | Composite Reliability | AVE ^b |
|------------------------|-----------------|----------------|-----------------------|------------------|
| Intrinsic Reward | 4 | .85–.91 | .87 | .69 |
| Extrinsic Reward | 4 | .78–.89 | .79 | .70 |
| Reward | 4 | .77–.82 | .81 | .71 |
| Intrinsic Motivation | 5 | .62–.77 | .79 | .69 |
| Extrinsic Motivation | 4 | .69–.83 | .77 | .77 |
| Motivation | 5 | .73–.95 | .87 | .67 |
| Job Satisfaction | 5 | .71–.92 | .81 | .78 |
| Task Performance | 5 | .69–.92 | .88 | .68 |
| Contextual Performance | 5 | .71–.89 | .91 | .72 |
| Job Performance | 5 | .69–.87 | .88 | .78 |

Note. a: The value of composite reliability should be $\geq .70$ (Molina, Montes, & Moreno, 2007)

b: Average variance extracted (AVE) value should be $\geq .50$ (Molina, Montes, & Moreno, 2007)

Table 3

Discriminant Validity Analysis

| Variable | Reward | Motivation | Job Satisfaction | Job Performance |
|------------------|--------|------------|------------------|-----------------|
| Reward | .83 | | | |
| Motivation | .52 | .83 | | |
| Job Satisfaction | .60 | .58 | .82 | |

| | | | | |
|-----------------|-----|-----|-----|-----|
| Job Performance | .66 | .60 | .58 | .82 |
|-----------------|-----|-----|-----|-----|

Note. * Bold and italic values are AVE square root values for each construct

According to Kaynak (2003), the fit of the measuring model is determined by seven different indicators. These indicators are as follows: chi-square to a degree of freedom (χ^2/df), the goodness of fit index (GFI), the normative fit index (NFI), the adjusted goodness of fit index (AGFI), the root mean square error of approximation (RMSEA), the comparative fit index (CFI), and the standardized root mean squared residual (SRMR). The researcher went one step further and added the Tucker-Lewis index (TLI) in order to guarantee the evaluation and functionality of the structural model.

The investigation's findings demonstrated that the value of χ^2/df for the measurement model was 1.17, which satisfies the condition of being less than three. The RMSEA value came in at .03, which is significantly lower than the maximum value of .08 that Browne and Cudeck (1992) recommended. The value of the SRMR was .05, which was sufficient to fulfill the .1 cut-off condition that was proposed by Hu and Bentler (1998). In addition to this, the values of GFI, AGFI, CFI, NFI, and TLI are all higher than the optimal value of .9 that was indicated by Bagozzi and Yi (1988), Bentler and Bonett (1980), and Bollen (1986). The structural model analysis revealed a value of 1.18 for the χ^2/df parameter. Both the RMSEA value, which was .04, and the SRMR value, which was .041, fully comply with the maximum values of .08 and .1 that were indicated by Browne and Cudeck (1992) and Hu and Bentler (1998), respectively. Last but not least, the values of NFI, CFI, TLI, AGFI, and GFI were all higher than the optimal value of .9 that was suggested by Bagozzi and Yi (1988) and Bentler and Bonett (1980). When these findings are taken into consideration, it is safe to assume that both the measurement models and the structural models fit the data in an acceptable manner. The measurement and structural models are broken down into their component parts in Table 4.

Table 4

Analysis of Measurement and Structural Model

| Measures of Fit | CMIN/DF ^a | NFI ^b | GFI ^b | AGFI ^b | CFI ^b | TLI ^b | RMSE A ^c | SRMR ^d |
|-------------------|----------------------|------------------|------------------|-------------------|------------------|------------------|------------------------|-------------------|
| Recommended value | $\leq 3^1$ | $\geq .9^2$ | $\geq .9^2$ | $\geq .9^2$ | $\geq .9^2$ | $\geq .9^2$ | $\leq .08^3$ | $\leq .08^4$ |
| Measurement Model | 1.17 | .91 | .91 | .92 | .91 | .91 | .03 | .05 |
| Structural Model | 1.18 | .92 | .92 | .92 | .92 | .93 | .04 | .04 |

TESTING THE HYPOTHESES

This study found that motivation had a significant positive impact on employee job performance, with a value of .29 and a p value of .01. This led to the acceptance of Hypothesis 1, which states that motivation favorably impacts employee job performance. The results of this study are provided in Table 5. The path analysis revealed that there is a considerable beneficial impact of rewards on the job performance of workers, with a value of =.23 and a significance level of .01. As a result, the hypothesis that H2—that rewards have a favorable impact on employees' job performance—is also accepted. The investigation into the connection between

compensation and contentment in one's work similarly produced a favorable finding, with a value of equal to .29 and a significance level of .005. Therefore, the hypothesis that suggests that rewards have a favorable impact on the level of job satisfaction experienced by employees is accepted. In a manner analogous, the testing of motivation and job satisfaction also provided significantly favorable results, with a value of .26 and a p value of .02. Because of this, the hypothesis that "motivation positively impacts employees' job satisfaction" can also be accepted. Following this, the authors conducted research to determine how employee job performance is affected by job satisfaction. The results of the path analysis were $\beta = .29$ and $p = .003$, respectively. This considerable finding led to the adoption of hypothesis 5, which proposes that employee job performance is positively impacted by job satisfaction (see Figure 2).

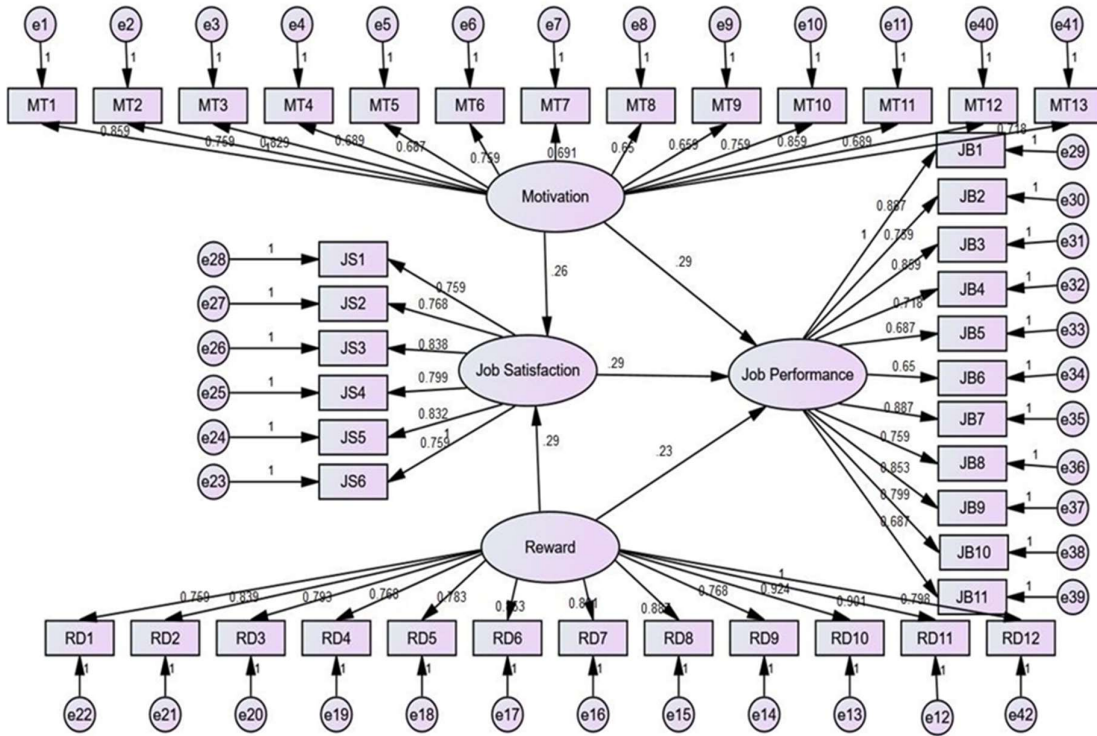


Figure 6. Structural model

In the final step of their research, the authors investigated the role that job satisfaction plays as a mediator. To begin, job happiness was considered a mediating variable between employee rewards and job performance on the part of the employee. The direct influence of rewards on job performance was lowered from $\beta = .23$ to $\beta = .21$ when job satisfaction was incorporated into the analysis. This number has decreased since some of the benefit has already been conveyed through a person's level of happiness in their job. The researchers concluded that the partial mediation of job satisfaction on the association between reward and employee job performance is accepted, despite the fact that the finding is still significant with a p-value of .03. This is because the result has a p-value of .03. In a similar vein, job satisfaction was considered a mediating variable between motivation and job performance, and it likewise suggested a lowered value of $\beta = .26$ to $\beta = .24$, with a p-value ranging from .02 to .03. This large value suggests that job satisfaction mediates the relationship between motivation and job performance, and as a

result, Hypothesis 7 can also be accepted. The results of the testing of the hypothesis are presented in Table 5.

Table 5

Examining the Hypotheses

| Hypothesis | Constructs | Estimate | Critical ratio | p-Value | Decision |
|------------|----------------------------------|------------|----------------|--------------|-----------------|
| H1 | Mot. → Emp. Job Perf. | .29 | 2.94 | .012* | Accepted |
| H1a | Mot. → Task Perf. | .27 | 2.88 | .023* | Accepted |
| H1b | Mot. → Cont. Perf. | .22 | 2.79 | .026* | Accepted |
| H1c | Ext. Mot. → Emp. Job Perf. | .21 | 1.99 | .038 | Accepted |
| H1d | Ext. Mot. → Task Perf. | .27 | 2.78 | .019 | Accepted |
| H1e | Ext. Mot. → Cont. Perf. | .10 | 1.00 | .512 | Rejected |
| H1f | Int. Mot. → Emp. Job Perf. | .22 | 2.68 | .027 | Accepted |
| H1g | Int. Mot. → Task Perf. | .18 | 1.99 | .041 | Accepted |
| H1h | Int. Mot. → Cont. Perf. | .11 | 1.01 | .502 | Rejected |
| H2 | Rew → Emp. Job Perf. | .23 | 2.91 | .019* | Accepted |
| H2a | Rew → Task Perf. | .31 | 3.13 | .006** | Accepted |
| H2b | Rew → Cont. Perf. | .26 | 2.63 | .029* | Accepted |
| H2c | Ext. Rew. → Emp. Job Perf. | .21 | 2.13 | .041* | Accepted |
| H2d | Ext. Rew. → Task Perf. | .22 | 2.28 | .036* | Accepted |
| H2e | Ext. Rew. → Cont. Perf. | .20 | 2.11 | .039* | Accepted |
| H2f | Int. Rew. → Emp. Job Perf. | .20 | 2.61 | .039* | Accepted |
| H2g | Int. Rew. → Task Perf. | .29 | 3.00 | .008** | Accepted |
| H2h | Int. Rew. → Cont. Perf. | .26 | 2.94 | .017* | Accepted |
| H3 | Rew. → Job Sat. | .29 | 3.00 | .005 | Accepted |
| H3a | Ext. Rew. → Job Sat. | .27 | 2.97 | .009 | Accepted |
| H3b | Int. Rew. → Job Sat. | .25 | 2.45 | .034 | Accepted |
| H4 | Mot. → Job Sat. | .26 | 2.75 | .021 | Accepted |
| H4a | Ext. Mot. → Job Sat. | .22 | 2.31 | .039 | Accepted |
| H4b | Int. Mot. → Job Sat. | .19 | 2.00 | .047 | Accepted |
| H5 | Job Sat. → Emp. Job Perf. | .29 | 3.00 | .003 | Accepted |
| H5a | Job Sat. → Task Perf. | .26 | 2.27 | .012 | Accepted |
| H5b | Job Sat. → Cont. Perf. | .20 | 2.22 | .034 | Accepted |
| H6 | Rew. → Job Sat. | .21 | 2.21 | .031 | |
| | Rew. → Emp. Perf. | .20 | 2.27 | .026 | Accepted |
| | Job Sat. → Emp. Perf. | .24 | 2.32 | .037 | |
| H7 | Mot. → Job. Sat. | .24 | 2.54 | .035 | |
| | Mot. → Emp. Perf. | .55 | 2.55 | .027 | Accepted |

DISCUSSION

This study analyzed how intrinsic and extrinsic incentives affect workers' commitment to, and output at, their jobs. The structural study shows that intrinsic motivation significantly improves productivity on the work. As a result, motivation is one of the most important factors in boosting performance and enabling businesses to reach their objectives. Similar results about the effect of employee motivation on dedication and output were observed in a study by Riyanto, Sutrisno, and Ali (2017). Motivated workers are more likely to grow professionally and accomplish their own objectives, which benefits the company in the long run. As a result, managers need to focus heavily on employee motivation if they want productive results from their staff.

Rewards were found to have a considerable, beneficial effect on employee performance in the route analysis. Employees' motivation to achieve their best job and contribute to the growth of their company is greatly boosted when they are rewarded for their efforts. The results of this study corroborate the findings of Martono, Khoiruddin, and Wulansari (2018), who found that monetary incentives are an effective way to boost productivity in the workplace. Management employs incentives as a means of boosting employee motivation and activity. Motivating employees to perform to their full potential and luring top candidates to join a firm are two additional benefits of well-designed incentive programs. Human resource management's ability to develop rewards and incentives policies to promote and recognize outstanding performers in the workplace is crucial to an organization's ability to achieve its basic goals, which depend on desirable Behaviors from the employees

The investigation of the connection between pay and contentment in the workplace also pointed to some promising positives. This agrees with the results from Danish and Usman (2010) but disagrees with those from Mahmood et al. (2014). Similar encouraging findings were seen in surveys measuring inspiration and contentment on the work. This suggests that organizations might benefit greatly from focusing on employee satisfaction by focusing on incentive and reward. The enterprises in the sample are also reaping sufficient benefits from this method.

The authors then looked at how employee happiness affects productivity on the workplace and found encouraging results. An employee who is happy with their work environment is more productive than one who is not. This also indicates that the sampled companies' management is making the necessary efforts to boost worker happiness, increasing the likelihood that workers would approach their work with enthusiasm and produce their best results. This correlates with the findings of Danish and Usman (2010) and Mahmood et al. (2020), which found that happy workers are more productive than unhappy ones. Dimensional analysis was used by the authors for a more in-depth look at these factors. Each aspect of job performance was compared to various forms of motivation and reward. Dimensional analysis showed that all of the dimensions in Table 5 had a positive effect on contextual performance, with the exception of the effect of intrinsic and extrinsic motivation. The results showed a favorable effect, however the p-values are too high to be considered reliable. In order to get the most out of their staffs, the analyzed companies' upper echelons will need to rely on both internal and

external sources of motivation. Based on the results of this research, managers can boost staff morale and productivity by using incentives and other forms of positive reinforcement.

Implications

Organizational managers and supervisors can gain a lot from this study's findings. The empirical findings confirm the positive effect that motivation and a just reward system (intrinsic and extrinsic) play in boosting the performance of employees at work. Managers have the responsibility to ensure the satisfaction of those they supervise. It's not enough to merely set goals; you must also tell and lead your team to do the actions that will bring about those goals. Boosting workers' output, motivation can play a crucial role. Managers can accomplish this through providing tokens of appreciation, such as little gifts or cash bonuses, or even just by saying thank you. When an organization wants its employees to be inspired and dedicated to its cause, it needs to provide them with a variety of incentives and recognition programs and motivational strategies.

Financial incentives (extrinsic) were also found to contribute to job fulfillment. Employees' happiness and productivity can also be boosted by providing them with non-monetary (intrinsic) incentives. Therefore, it is the responsibility of the HR division to provide monetary incentives for workers, such as performance reviews and bonuses, while also catering to their more intangible wants and needs. It's possible that monetary compensation won't be enough to keep everyone inspired and focused on the company's goals. As a result, the success of a business depends heavily on the satisfaction of its employees, and it is up to management to provide the appropriate incentives and support to make that possible.

Limitations

There were caveats to the study as well. One of the significant flaws of the study is the very small sample size. The results found are significant and substantial, however the sample size is moderate, thus extrapolation may be difficult. In addition, the writers, limited by time and material, only covered three major cities in Pakistan: Islamabad, Lahore, and Karachi. This is insufficient to provide an accurate picture of the region as a whole. Future studies should expand their coverage by using a larger sample size and expanding their focus to include other regions. Considering the significance of the demographic factor, it is recommended that the level of employee experience and the nature of the employee's job function be used as control variables in order to determine if they have a significant effect on the variables under study.

This study has limitations, including the fact that only two factors—motivation and the rewards system—are examined to see whether or not they contribute to the desired outcomes of increased employee happiness and productivity. Future studies should look at additional variables that influence employee productivity, including company culture, management styles, etc. Furthermore, when examining the connection between extrinsic and intrinsic motivation and job performance, the mediating influence of gender roles can alter findings.

There were surprisingly few replies from upper management, but including their perspectives might improve our understanding of this occurrence going forward. Keep in mind that the results may not be generalizable to all industries in Pakistan, since the covered organizations were primarily part of the services and manufacturing industry in that country. Therefore, it is recommended that, in the event of a comparable study being conducted in the future, a variety of commercial sectors be investigated.

Conclusion

Using the framework of self-determination theory, this paper investigates the ways in which intrinsic and extrinsic rewards affect workers' motivation, performance, and happiness on the job. The researchers collected their data via a non-probabilistic convenience sampling strategy and analyzed it using structural equation modeling. This study found that incentive programs significantly improved worker productivity. It has also been demonstrated that, even in situations where monetary incentives play a central role in motivating workers, intrinsic motivation still has a considerable impact on productivity. Therefore, the research confirms that employees are also motivated to improve performance by receiving informal praise such as (well done, outstanding performance, thank you). To the same extent, managers will experience inner happiness at work if they are disposed to listen to and comprehend the unique opinions and preferences of their staff. Similarly, when workers are happy in their jobs, they are more likely to keep up their stellar performance.

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