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**THE RELATIONSHIP OF REWARDS TO EMPLOYEE'S PERFORMANCE
IN THE E-BANKING ENVIRONMENT AMONG LOCAL BANKS IN
KUALA LUMPUR**



MASTER OF SCIENCE (BANKING)
UNIVERSITY UTARA MALAYSIA
JULY 2017

**THE RELATIONSHIP OF REWARDS TO EMPLOYEE'S PERFORMANCE
IN THE E-BANKING ENVIRONMENT AMONG LOCAL BANKS IN
KUALA LUMPUR**



**BY
SIVAKUMAR A/L P.PERUMAL**

UUM

Universiti Utara Malaysia

**Dissertation Submitted to the
Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of
Master of Science (Banking)**



**Pusat Pengajian Ekonomi,
Kewangan dan Perbankan**

SCHOOL OF ECONOMICS, FINANCE, AND BANKING

Universiti Utara Malaysia

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ABSTRACT

The purpose of this study is to examine the relationship between reward system (monetary and non-monetary rewards) and employee's performances in the e-banking environments among local bank in Kuala Lumpur. A survey involving 150 banking staff which involved in the e-banking environments. Three monetary rewards factors (salary, merit paid and bonus) and five non-monetary rewards factors (recognition, learning opportunity, challenging work, career advancement and work autonomy) were tested. The data was analyzed using SPSS. Pearson Correlation Coefficient and Regression analysis was run to examine the effect of rewards on the employee performances in the e-banking environments. The result revealed that there is a positive significant relationship between rewards system (monetary and non-monetary) and employee's performances. The result of this of this study is able to assist an organisation to understand the sentiment of the employee's views towards the rewards.

Keywords: Rewards, employee performances, e-banking and local bank.



ABSTRAK

Kajian ini bertujuan untuk mengenal pasti hubungan antara ganjaran (ganjaran kewangan dan bukan kewangan) kepada prestasi pekerja dalam persekitaran e-perbankan di Kuala Lumpur. Satu kaji selidik melibatkan 150 pekerja perbankan yang terlibat dalam persekitaran e-perbankan. Tiga faktor ganjaran kewangan (gaji, merit bayaran dan bonus) dan lima faktor ganjaran bukan kewangan (penghargaan, peluang belajar, tugas mencabar, peluang kerjaya dan kerja autonomi) telah diuji. Data dianalisis menggunakan SPSS. Analisis “Pearson Correlation Coefficient and Regression” dijalankan untuk mengkaji keberkesanan sistem ganjaran terhadap prestasi perkerja dalam persekitaran e-perbankan. Keputusan daripada analisis in menunjukkan bahawa terdapat hubungan positif yang kukuh antara ganjaran (ganjaran kewangan dan bukan kewangan) dengan prestasi pekerja. Hasil dari kajian ini dapat membantu organisasi untuk memahami sentimen pandangan pekerja terhadap ganjaran.

Kata Kunci: Ganjaran, prestasi pekerja, e-perbankan dan perbankan tempatan.



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ACKNOWLEDGEMENT

I declare that this project of study is my own product except any summaries and quotation that are listed in the reference. The process towards the accomplishment of this paper consists of challenges and hardships which allows the enhancement of my knowledge and experience to a higher level. Herein, I would like attend my appreciation to those related persons who have support me give a valuable guidance in order to finish this project paper.

Firstly, I would like to thank my supervisor, Dr. Norshafizah Hanafi for the valuable guidance in order to finish my research paper successfully. Besides that, has been willing to sacrifice time for the responsibility in giving me advice in every aspect of this paper work. Furthermore, I appreciate the effort and commitment of Dr. Norshafizah Hanafi in giving interesting and understandable explanation of various aspects of this paper work which further brings my commitment and confidence to a higher level.

Moreover, my heartfelt thanks to both my parents Mr. Perumal A/L Palaniyapan and Ms. Ponggudy A/P Tandavan for their understanding, encouragement, and non-stop motivation given during the completion of this paper.

Finally, I would also like to express my thanks and appreciation to all the UUM lecturers, siblings and friends not forgetting to all who contribute to the success of this paper either directly and indirectly.

THANK YOU.

TABLE OF CONTENTS

	Page
CERTIFICATION OF PROJECT.....	i
PERMISSION TO USE.....	ii
ABSTRACT.....	iii
ABSTRAK.....	iv
ACKNOWLEDGEMENTS.....	v
TABLE OF CONTENTS.....	vi
LIST OF TABLE.....	xi
LIST OF FIGURE.....	xii
CHAPTER 1 INTRODUCTION	
1.1 Background Of Study.....	1
1.2 Banking Industry - Commercial Bank In Malaysia.....	3
1.3 E-Banking Malaysia.....	5
1.4 Problem Statement	6
1.5 Research Question	8
1.6 Research Objective	10
1.7 Scope and Limitation of the study.....	11
1.8 Organisation of Thesis.....	12

CHAPTER 2 LITERATURE REVIEW

2.1	Introduction.....	13
2.2	Employee Performances.....	13
2.3	Rewards.....	15
2.4	Monetary Rewards.....	18
	2.4.1 Salary and Benefit.....	18
	2.4.2 Bonus.....	20
	2.4.3 Merit Paid.....	20
2.5	Non-Monetary Rewards.....	21
	2.5.1 Recognition/Praise.....	22
	2.5.2 Learning Opportunity.....	23
	2.5.3 Challenging Work.....	23
	2.5.4 Career Advancement.....	24
	2.5.5 Work Autonomy/Independence.....	25
2.6	Rewards and Employee Performances.....	26
2.7	E-Banking Environment.....	28
2.8	Theories.....	29
	2.8.1 Expectancy Theory.....	29
2.9	Chapter Summary.....	30

CHAPTER 3 RESEARCH METHODOLOGY

3.1	Introduction.....	31
3.2	Research Framework.....	31
	3.2.1 Independent Variable.....	31
3.3	Hypotheses.....	32
3.4	Research Design.....	37
	3.4.1 Type of Research.....	37
3.5	Questionnaire Development.....	38
	3.5.1 Questionnaire Design.....	38
3.6	Population & Sampling.....	39
	3.6.1 Population.....	39
	3.6.2 Sampling Size.....	40
	3.6.3 Sampling Design.....	41
	3.6.4 Sampling Framework.....	41
3.7	Data Collection Procedure & Pilot Test.....	42
3.8	Technique Data Analysis.....	44
	3.8.1 Cronbach Analysis & Pearson Analysis.....	44
	3.8.2 Descriptive Analysis.....	46
	3.8.3 Regression Analysis.....	46
3.9	Chapter Summary.....	46

CHAPTER 4 RESULTS AND DISCUSSION

4.1 Introduction.....48

4.2 Result of Sampling.....48

4.3 Respondent Profile & Descriptive Analysis.....49

4.4 Reliability Test.....51

4.5 Pearson Correlation.....52

 4.5.1 Monetary Rewards and Employee Performances53

 4.5.2 Non-Monetary Rewards and Employee Performance.....54

4.6 Regression Analysis.....55

4.8 Chapter Summary.....57

CHAPTER 5 DISCUSSION AND CONCLUSION

5.1 Introduction.....58

5.2 Monetary Rewards and Employee Performances.....59

5.3 Non-Monetary Rewards and Employee Performances60

5.4 Rewards and Employee Performances.....61

5.5 Limitation Of Study.....62

5.6 Recommendations.....63

5.7 Conclusion.....64

REFERENCES.....66

APPENDIXECS

A	Questionnaire Forms.....	72
B	Respondent Profile & Descriptive Analysis	78
C	Reliability Test.....	81
E	Pearson Correlation.....	84
F	Regression Analysis.....	87



LIST OF TABLES

- Table 1: List of Commercial Bank in Malaysia
- Table 2: The Summary of the Questionnaire
- Table 3: Non-Probability Sampling Method
- Table 4: Reliability Test by Grouping
- Table 5: Reliability Test by Variables
- Table 6: Crobach Alpha Measurements
- Table 7: Interpretation of Strength of Correlation Coefficient
- Table 8: Frequency Distribution of Demography Variables
- Table 9: Reliability Test by Grouping
- Table 10: Reliability Test by Variables
- Table 11: Relationship between Monetary Rewards and Performances
- Table 12: Relationship between Non-Monetary Rewards and Performances
- Table 13: Results for the hypothesized model using Regression Analysis
- Table 14: Summary of Hypothesis Testing

LIST OF FIGURES

Figure 1: The Framework of Study

Figure 2: Hypothesis Link with Framework of Study



CHAPTER 1

INTRODUCTION

1.1 Background of Study

The Malaysian financial institution has played the significant role to develop economic growth and development through the various periods of monetary improvement. Satisfaction of the employees is the major component to the achievement of the banking sector in any nation of the world. In the banking institution the employer more concern on employee performance due to strong influences of this variable to overall bank performances

Employee performances also the main aspect to guarantee the organisation to run efficiently and productively. Organisation performances improve by the excellent employee performances and proper performance management system is required to maintain the excellent performance.

Based on Aguinis (2009), performance management is classified as an ongoing procedure of recognising, measuring and enhance the productivity & groups and adjusting productivity to the fundamental objectives of the organisation.

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QUESTIONNAIRE

Dear Valued Respondents,

I am Sivakumar Perumal, Master in Science (Banking) final student in University Utara Malaysia, Kuala Lumpur undertaking research in the area of the influence of rewards on employee's performance in the e-banking environments among local banks in Kuala Lumpur.

This survey will take about 15 minutes to complete. These questionnaires have been divided into 4 sections, Section A (Demographic profile), Section B (Monetary rewards), Section C (Non-monetary rewards), Section D (Employee's Performance).

Your answers to this questionnaire will therefore be in valuable, as it will allow me to ensure the data collection is served to my research requirement for PROJECT PAPER (BPMZ 69912), UNIVERSITY UTARA MALAYSIA. All the information provided will be used purely for academic purposes only and will be treated with utmost confidentiality.

Subjects are required to read all directions on each side before starting to answer. Please answer all of the questions and make sure every question has answered.

Kindly contact me in case of any queries or clarification on any of the questions. It is highly appreciated for your contribution to spend some time and participate in this survey

Thank you for your support

Yours sincerely,

Sivakumar Perumal

Master in Science (Banking)

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APPENDIX A

THE RELATIONSHIP OF REWARDS TO EMPLOYEE'S PERFORMANCE IN THE E-BANKING ENVIRONMENTS AMONG LOCAL BANK IN KUALA LUMPUR

SECTION A: DEMOGRAPHIC PROFILE

This Section of the questionnaire contains 9 statements of the respondent profile relating to the employee and employer profile. The respondents are required to answer this question by placing a mark in the relevant box below:

1. Gender

Male

Female

2. Age (Years)

20 – Below

41 – 50

21 – 30

50 – Above

31 – 40

3. Respondent income level (RM)

2000 – Below

4001 – 6000

2001 – 4000

6001 – Above

4. Education level

Master/ PhD.

Skill Certificate

Degree

SPM

Diploma/STPM

5. Marital status

Single

Married

Divorce / Widow

6. Working Experience

APPENDIX A

Less than 2 Years		5-10 Years	<input type="text"/>
2 – 5 Years	<input type="text"/>	More than 10 Years	<input type="text"/>

7. Employment Status

Permenent	<input type="text"/>	Contract	<input type="text"/>
-----------	----------------------	----------	----------------------

8. Position Level

Executive	<input type="text"/>	Senior Executive	<input type="text"/>
Manager	<input type="text"/>	Senior Manager	<input type="text"/>
Non- Executive	<input type="text"/>		

9. Department

Human Resources Department	<input type="text"/>
Operation Department	<input type="text"/>
Accounts & Finance Department	<input type="text"/>
Sales and Marketing Department	<input type="text"/>
Facilities Department	<input type="text"/>
Administration Department	<input type="text"/>

Others: (Please specify)

APPENDIX A

SECTION B: MONETARY REWARDS

Please answer each of the following questions according to the scale provided. Give your own honest opinions.

No	Question	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	I receive a worth basic salary.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2	I feel my current salary is equivalent to my job.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3	My current salary reflects the market trend.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
4	My take home pay is reasonable.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5	My performances bonus reflects my productivity in organization.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
6	My performances bonus reflects my job quality in organization.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7	I receive a fair salary given from organization	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8	I receive merit/ increment reflect my productivity in organization	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
9	I receive a fair increment from my organization.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
10	There are many type of performances bonuses offered by my organization that motivate my productivity.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
11	The benefits are provided according to my entitlement.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
12	I really enjoy with benefits received.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

APPENDIX A

SECTION C: NON- MONETARY REWARDS

Please answer each of the following questions according to the scale provided. Give your own honest opinions.

No	Question	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	I get the recognition I deserve when I do a great job.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2	I received recognition for my job accomplishment.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3	I feel that I have chances of getting ahead on this job.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
4	Promotion and transfer are made fairly.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5	Good exposure of the challenging of the job.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
6	Good potential career advancement in my organization.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7	Possibility of grow in my organization.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8	Opportunity to grow through learning new things and skills.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
9	Good learning opportunities.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
10	Opportunity for advancement to higher level jobs.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
11	Challenging task given by organization can improve my job quality.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
12	Recognition improves my productivity.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
13	I enjoys doing my current job.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
14	I have a job on which there is a great deal of day-today learning.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
15	I received reasonable freedom with minimal supervision in the work place.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
16	I enjoy with flexible time work.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
17	I feel that I have work autonomy to make own suggestion/decision and influences department & organization.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

APPENDIX A**SECTION D: EMPLOYEE PERFORMANCE'S**

Please answer each of the following questions according to the scale provided. Give your own honest opinions.

No	Question	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	My accomplishments and good work are recognized by the organization.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2	I believe that there is a constant striving for greater accomplishment to organization.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3	Rewards that I receive less than my job accomplishment.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
4	Rewards that I receive reflect my job quality.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5	Rewards that I receive are equal with my job quality.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
6	My organization rewards inspired me to improved my job quality.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7	I believe that better reward will give a better productivity.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8	My productivity influences my growth in the organization.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
9	Rewards help a lot in improving my productivity.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

END OF QUESTION

APPENDIX B

Respondents' Profile & Descriptive Analysis

Statistics

	Gender	Age	Income Level	Education Level	Marital Status	Working Experience	Employment Status	Position Level	Department
N Valid	150	150	150	150	150	150	150	150	150
Missing	0	0	0	0	0	0	0	0	0
Mean	1.57	2.50	2.57	2.52	1.70	2.33	1.13	2.63	3.60
Median	2.00	2.00	2.50	2.00	2.00	2.00	1.00	2.50	4.00
Mode	2	2	2	2	2	2	1	1	4
Sum	235	375	385	378	255	350	170	395	540

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	65	43.3	43.3	43.3
	female	85	56.7	56.7	100.0
	Total	150	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-Below	25	16.7	16.7	16.7
	21-30	60	40.0	40.0	56.7
	31-40	40	26.7	26.7	83.3
	41-50	15	10.0	10.0	93.3
	50-above	10	6.7	6.7	100.0
	Total	150	100.0	100.0	

Income Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2000-below	15	10.0	10.0	10.0
	2001-4000	60	40.0	40.0	50.0
	4001-6000	50	33.3	33.3	83.3
	6001-Above	25	16.7	16.7	100.0
	Total	150	100.0	100.0	

Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Master/PhD	20	13.3	13.3	13.3
	Degree	71	47.3	47.3	60.7
	Diploma/STPM	39	26.0	26.0	86.7
	Skill Certificate	1	.7	.7	87.3
	SPM	19	12.7	12.7	100.0
	Total	150	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	55	36.7	36.7	36.7
	Married	85	56.7	56.7	93.3
	Divorce/Widow	10	6.7	6.7	100.0
	Total	150	100.0	100.0	

Working Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	30	20.0	20.0	20.0
	2-5 years	65	43.3	43.3	63.3
	5-10 years	30	20.0	20.0	83.3
	more than 10 years	25	16.7	16.7	100.0
	Total	150	100.0	100.0	

Employment Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	130	86.7	86.7	86.7
	Contract	20	13.3	13.3	100.0
	Total	150	100.0	100.0	

Position Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Executive	45	30.0	30.0	30.0
	Senior Executive	30	20.0	20.0	50.0
	Manager	30	20.0	20.0	70.0
	Senior Manager	25	16.7	16.7	86.7
	Non-Executive	20	13.3	13.3	100.0
	Total	150	100.0	100.0	

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Human Resources Department	15	10.0	10.0	10.0
	Operation Department	29	19.3	19.3	29.3
	Accounts & Finance Department	20	13.3	13.3	42.7
	Sales and Marketing Department	50	33.3	33.3	76.0
	Facilities Department	10	6.7	6.7	82.7
	Administration Department	25	16.7	16.7	99.3
	Others	1	.7	.7	100.0
	Total	150	100.0	100.0	



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APPENDIX C

Reliability Test by Grouping

Monetary Rewards

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.979	.980	12

Non-Monetary Rewards

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.973	.974	17

Employee Performances

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.926	.934	9

Reliability Test by Items

Monetary Rewards

Salary

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.961	.964	6

Merit Paid

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.911	.911	3

Bonus

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.959	.961	3

Non- Monetary Rewards

Recognition/praise

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.915	.915	5

Learning opportunity

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.917	.920	4

Challenging Work

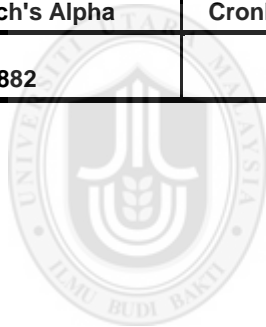
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.797	.802	2

Career Advancement

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.940	.945	3

Work Autonomy

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.882	.883	3



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APPENDIX D

Pearson Correlation

		Salary	Employee Performances
Salary	Pearson Correlation	1	.908**
	Sig. (2-tailed)		.000
	N	150	150
Employee Performances	Pearson Correlation	.908**	1
	Sig. (2-tailed)	.000	
	N	150	150

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

		Employee Performances	Bonus
Employee Performances	Pearson Correlation	1	.791**
	Sig. (2-tailed)		.000
	N	150	150
Bonus	Pearson Correlation	.791**	1
	Sig. (2-tailed)	.000	
	N	150	150

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

		Employee Performances	Merit Paid
Employee Performances	Pearson Correlation	1	.849**
	Sig. (2-tailed)		.000
	N	150	150
Merit Paid	Pearson Correlation	.849**	1
	Sig. (2-tailed)	.000	
	N	150	150

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

		Employee Performances	Recognition
Employee Performances	Pearson Correlation	1	.900**
	Sig. (2-tailed)		.000
	N	150	150
Recognition	Pearson Correlation	.900**	1
	Sig. (2-tailed)	.000	
	N	150	150

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

		Employee Performances	Learning Opportunity
Employee Performances	Pearson Correlation	1	.812**
	Sig. (2-tailed)		.000
	N	150	150
Learning Opportunity	Pearson Correlation	.812**	1
	Sig. (2-tailed)	.000	
	N	150	150

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

		Employee Performances	Challenging Work
Employee Performances	Pearson Correlation	1	.790**
	Sig. (2-tailed)		.000
	N	150	150
Challenging Work	Pearson Correlation	.790**	1
	Sig. (2-tailed)	.000	
	N	150	150

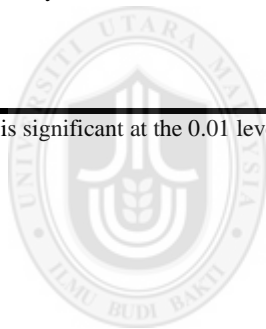
** . Correlation is significant at the 0.01 level (2-tailed).

		Employee Performances	Career Advancement
Employee Performances	Pearson Correlation	1	.886**
	Sig. (2-tailed)		.000
	N	150	150
Career Advancement	Pearson Correlation	.886**	1
	Sig. (2-tailed)	.000	
	N	150	150

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

		Employee Performances	Work Autonomy
Employee Performances	Pearson Correlation	1	.837**
	Sig. (2-tailed)		.000
	N	150	150
Work Autonomy	Pearson Correlation	.837**	1
	Sig. (2-tailed)	.000	
	N	150	150

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



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APPENDIX E

Regression Analysis

Monetary rewards to Employee Performances

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891 ^a	.793	.792	.23481

a. Predictors: (Constant), Monetary

b. Dependent Variable: Employee Performances

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.310	1	31.310	567.869	.000 ^a
	Residual	8.160	148	.055		
	Total	39.470	149			

a. Predictors: (Constant), Monetary

b. Dependent Variable: Employee Performances

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.598	.097		16.395	.000
	Monetary	.621	.026	.891	23.830	.000

a. Dependent Variable: Employee Performances

Non-Monetary rewards to Employee Performances

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915 ^a	.837	.836	.20851

a. Predictors: (Constant), Non-Monetary

b. Dependent Variable: Employee Performances

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.036	1	33.036	759.867	.000 ^a
	Residual	6.434	148	.043		
	Total	39.470	149			

a. Predictors: (Constant), Non-Monetary

b. Dependent Variable: Employee Performances

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.785	.113		6.925	.000
	Non-Monetary	.811	.029	.915	27.566	.000

a. Dependent Variable: Employee Performances

Rewards to Employee Performances

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 ^a	.835	.834	.20979

a. Predictors: (Constant), Rewards (Monetary & Non-Monetary)

b. Dependent Variable: Employee Performances

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	32.956	1	32.956	748.791	.000 ^a
Residual	6.514	148	.044		
Total	39.470	149			

a. Predictors: (Constant), Rewards (Monetary & Non-Monetary)

b. Dependent Variable: Employee Performances

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.113	.102		10.863	.000
	rewardmean2	.737	.027	.914	27.364	.000

a. Dependent Variable: Employee Performances