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**THE RELATIONSHIP BETWEEN REWARD SYSTEMS AND
EMPLOYEE MOTIVATION IN SLEMANI HEIGHTS BRANCH OF
QAIWAN GROUP**

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THE RELATIONSHIP BETWEEN REWARD SYSTEMS AND EMPLOYEE
MOTIVATION IN SLEMANI HEIGHTS BRANCH OF QAIWAN GROUP

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A report submitted in fulfilment of the
Requirements for the award of the degree of
Bachelor of Human Resources Development

School of Human Resource Development and Psychology
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JANUARY 2023

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I as Shukria Ismail declare that this thesis entitled “*The relationship between Reward systems and Employee motivation in Slemani heights branch of Qaiwan Group*” is the result of my own research except for what is cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in the candidature of any other degree.

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DEDICATION

The work I have put in this paper is dedicated to my friends and family and especially my husband for being a constant pillar of support and encouraging me through the many challenges I have faced in my education and life itself, I am truly thankful for having such a good husband in my life. This work is also dedicated to my parents who have taught me how to work hard to achieve what I want in life and have loved me unconditionally.

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ABSTRACT

The purpose of this study is to investigate the relationship between reward systems and employee motivation among the employees of slemani heights branch of Qaiwan group, the main aim is to detect the level of which reward systems are used for the purpose of motivating employees, data was collected from 98 employees who are currently working in the slemani heights branch of Qaiwan group using random sampling through the distribution of questionnaires which were analyzed through descriptive statistics and Pearson's correlation, the findings of this research portray a positive significant relationship between the variables of the study which are reward systems and employee motivation, which in turn shows that successful reward systems do have a relationship with levels of employee motivation.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The reward system is one of the most critical elements of any organization. A sense of community and mission can be actively engaged and renewed by an organization. A reward system is an excellent.

Means of motivating staff and ensuring quality workmanship. A poor management reward system can also result in low morale, ineffective motivation, and even excessive worker turnover. Reward systems will be successful if employees understand reward regulations as fair, consistent, and relevant. The process of rewarding and recognizing employees can be a bit tricky. People can be motivated to explore more effective ways to do their jobs, or they can be discouraged from doing so.

According to Sziligy (1981), reward systems are events or outcomes that satisfy work-related needs. A rewards system goes beyond bonuses and stock options, but it may also include extrinsic incentives such as promotions, re-assignments, non-monetary bonuses, vacation holidays, or simply a manager's "thank you." Nevertheless, managers must reward employees when they achieve organizational targets and exceed organizational standards, since high morale and productivity go hand in hand. As well as improving the incentives for quality workmanship and staff motivation, a properly administered reward system can also attract skilled employees strategically to the organization. Alternatively, unproductive motivation and a high turnover rate may result from a poorly administered reward system. (Styhre, and Sundgren - 2005).

While the above is true, most organizations have difficulty describing these rewards fairly so that they are in line with the organizational demands depending on employee Motivation. The type of reward system to use, the timing, and whether it will be non-salary based, salary based, annual merit-based or based on managers' personal praise.

As a result of issues with assessing and quantifying motivation, as well as insufficient resources, several companies have embraced non-salary-based rewards. These benefits are purely reliant on the reward authority of managers, with no guidance from codified procedures.

Regarding the many processes of Motivation evaluation under rewards systems, it is obvious that employees and supervisors would come to terms with the organization's goals and policy framework and design tailored non-salary-based rewards that connect with the unique objectives.

1.2 Background of the Study

The ability of managers to create an inspirational environment for their employees is important to the success of any business. Employees that are motivated are more productive, happier, and remain with the organization for a longer period of time. If managers understand their employees' needs, they may use incentives to motivate them. Organizations and managers frequently consider reward and recognition systems as critical components in motivating individual employees (Armstrong and Murlis, 2007). "Rewards can also be used to recruit and retain competent workers. In terms of both money and effort, recruiting is indeed highly expensive. Companies want to maintain very little turnover, if any, to ensure stability in performance and consumer confidence. Reward systems are one of the loudest and clearest methods for an organization's executives to communicate their priorities. People's behavior is heavily impacted by how they are measured and rewarded."

(Kasser, 2002). Historically, the majority of reward and recognition programs were ambiguous and frequently offered in reaction to a manager's assessment of when an employee did especially well (Manzoor F, Wei L and Asif M (2021)) There were no clear standards by which outstanding performance could be judged, and it may have meant anything from having a positive attitude to aiding another department to being regularly prompt. This is no longer the case in modern organizational contexts, as firms recognize the significant benefits received from tying incentives, work satisfaction, motivation, and performance to their company plan (Liu W, Liu Y -2021) In order to achieve intended results, reward systems must be tightly connected with corporate initiatives (Allen and Helms 2002). Many forms of incentives and recognition involve direct expenses, such as cash bonuses and stock awards, as well as a wide range of company-paid benefits, such as vehicle allowances, paid parking, and gift cards.

Other forms of acknowledgment and awards may be less tangible, yet they are still quite beneficial. These non-monetary benefits include formal and informal recognition, the assignment of more rewarding job assignments, training opportunities, and a greater participation in decision-making (Perry, Mesch and Paarlberg, 2006).

1.3 Problem Statement

Employee motivation is a critical factor that contributes to the success of organizations in the current business environment. Employee motivation is crucial because motivated employees are more productive, committed, and engaged, which leads to improved organizational performance and profitability (Deb, 2017; Malik et al., 2014). Reward systems are widely used by organizations to motivate their employees by recognizing and reinforcing desired behaviors that align with organizational objectives and values (Buelens et al., 2014; Lawler, 2003).

The relationship between reward systems and employee motivation has been extensively studied in the organizational behavior and human resource management literature (Buelens et al., 2014; Lawler, 2003). Several studies suggest that a well-

designed and implemented reward system can enhance employee motivation, job satisfaction, and performance (Armstrong, 2012; Lawler, 2003). However, some studies have shown that reward systems can also have negative effects on intrinsic motivation, creativity, and teamwork (Deci, Koestner, & Ryan, 1999; Kohn, 1993).

In recent years, the nature and dynamics of work have undergone significant changes due to various factors such as globalization, technological advancements, and the rise of the gig economy (Gong et al., 2013). These changes have brought new challenges for organizations in terms of how to motivate and engage their employees (Gong et al., 2013; Malik et al., 2014). Therefore, it is essential to investigate the relationship between reward systems and employee motivation in the contemporary workplace context.

Several recent studies have examined the relationship between reward systems and employee motivation, focusing on different factors such as the types of rewards, the role of organizational culture, and the impact of job characteristics (Deb, 2017; Hossain & Naznin, 2019; Malik et al., 2014). However, there is still a lack of consensus on the nature of this relationship, with some studies suggesting a positive correlation between rewards and motivation, while others reporting mixed or negative results (Buelens et al., 2014; Devaro & Heyes, 2019).

Due to these major problems, the purpose of this study is to examine the effects of reward systems on the Motivation of employees at Qaiwan Company despite the positive developments in reward systems administration in Slemani

1.4 Research Questions

For this study, the following research questions have been established:

1. What is the level of reward systems management in Slemani heights branch of Qaiwan Group?
2. What is the level of motivation among Slemani heights branch of Qaiwan Group employees?
3. Is there any” relationship between Reward system and Employee motivation”?

1.5 Research Objectives

The objectives of the research are:

1. To examine the level of perceived reward system in Slemani heights branch of Qaiwan Group.
2. To examine the level of employee motivation in Slemani heights branch of Qaiwan Group.
3. To examine relationship between reward system and employee motivation in Slemani heights branch of Qaiwan Group.

1.6 Scope of Study

This research will be quantitative research which aim to examine the independent variable (Reward System) and (employee Motivation) dependent variable, and it will be conducted among 150 employees in Slemani heights branch of Qaiwan group, these respondents are from the different departments of the company which are Operation, Marketing, Customer Service, Finance, HR and Audit

The method that is used in this study is quantitative method and questionnaire will be created through Google form and will be sent out to the employees of Qaiwan Group of Slemani Heights through email and WhatsApp to get the response. Qaiwan Group will be benefited by this study because it will give valuable knowledge in the design of policy and a regulatory framework for implementing reward systems. The study would be useful to companies, particularly the management team engaged in the establishment of reward schemes. This research will assist the private sector in general since it will provide insights into the effects of rewards on performance and job satisfaction among Qaiwan Group employees.

1.7 Significance of the study

This research can provide visions and information regarding reward systems and their effects on employee motivation within organizations and companies.

1.7.1 Knowledge

This study investigates the connection between reward systems and employee motivation, which can provide the community with knowledge on how to grasp and understand it's concepts, this can help bring awareness and encourage other companies in the area to explore and implement the idea of reward systems to further benefit their organizations and even motivate other researchers to explore the areas of this topic that were not explored before, the areas that were not explored are mainly due to the shortage of human resource experts in Iraq, so conducting a local study can make it possible to fill the existing research gap to successfully establish the effects of reward systems on employee motivation.

1.7.2 Practical

This research may be used by future researchers as a reference for conducting additional research on the topic of reward systems and how they can affect employee motivation, it is especially useful because this topic is yet to be discussed by researchers in the local area of Slemani.

1.8 Conceptual Definitions

1.8.1 Reward System

A company's unified rules, methods, and system for recognizing workers based on their engagement, talents, potential, and market worth comprise an employee reward system. This system is based on the motivational ideas, procedures, and policies of the organization. It consists of a progression plan and a plan. Routine, structure that will transmit and sustain the appropriate sort and degree of "compensation, benefits, and other types of reward. The goal of the reward system is to "attract, retain, and motivate the workforce" (Wasiu, & Adebajo, 2014). This technique is critical in ensuring employee engagement by giving each worker with the most appropriate motivator.

1.8.2 Motivation

Motivation is described as the psychological process that gives conduct meaning and purpose (Gary, 1990). It is distinguished by a predisposition to act purposefully in order to address specific, unsatisfied wants, an internal drive to satisfy an unsatisfied need, and a strong desire to achieve. (Ulrich, 1996). Essentially, there is a difference between an individual's current condition and a desired state, and there is frequently a need to close this gap. Motivation is, in fact, a tool for closing and

manipulating this gap. It is influencing people to act in a precise way toward the motivator's stated aims

1.9 Operational Definitions

1.9.1 Reward System

The reward is a benefit provided by employers in the form of money/cash, perks, or promotion that generates job satisfaction such as a sense of success, pride in one's work, and/or being a team member. Awards provide a better degree of pleasure, and rewards help an employee to complete things/tasks (Bintoro & Daryanto, 2017). Reward systems may or may not include extrinsic and intrinsic rewards, Extrinsic incentives are factors such as cash compensation and working conditions that are provided to employees as part of their employment. Intrinsic rewards are satisfactions that result from actually doing the work, such as personal fulfillment and a sense of contributing to society.

1.9.2 Motivation

Motivation is a psychological factor that facilitates action, and it has long been the subject of scientific investigation (Carver & Scheier, 1998). Motivation is a behavioral science that investigates the internal mechanisms that provide energy, direction, and perseverance to conduct. When strong and intense behavior is sensed, it is usually ascribed to the existence of energy. When activity is focused or directed toward a certain goal or consequence, it is said to have a purpose. Persistence is implied when a behavior survives and is continued through time and across multiple settings.

1.10 Summary

Chapter 1 of this research is an introduction into the content of the research, It offers an outline of the link between our research variables, which are reward systems and employee motivation, as well as the study's aims and objectives, hypotheses, constraints, and advantages.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter of this research paper will be focusing more on the past studies that have been conducted on the topic of the relationship between employee motivation and reward systems. The theories and concepts related to the topics are covered in this section. This chapter also includes the diagram of the research framework.

2.2 Discussion of the Independent Variables (IV)

Reward systems can be traced back to the scientific management era, which led to the development of some management principles and philosophies that remain relevant today. During this time period, reward systems played an active role in implementing this philosophy of scientific management. In the beginning, management was promoted by the American Society of Mechanical Engineers. One of the most challenging problems they faced was the "wage problem" (Drury, 1915). First formal presentation was made by Taylor in 1895 in a paper titled "A piece-rate system: A step toward partial solution of the labor problem".

A major issue discussed in this paper is the "wage problem". The evolution of pay for Motivation can be traced back to the 1950s by Peach & Wren (1992), but there had already existed a number of management programs in the 1915s, some whose

names were associated with management engineers themselves, such as Taylor's system, Gantt's system, Emerson's system.

Despite Taylor's testimony before the special committee in which he defined what scientific management is not, rewards remain a major concern of scientific management. The scientific management system is neither a compensation scheme for employees nor a piece work system. Under scientific management, the pay system is simply one of the subordinate elements, not a bonus or premium system. However, the most important elements of scientific management were tasks and bonuses. In this era, Taylor urged management to develop plans that rewarded workers with high wages and employers with relatively low labor costs, while encouraging individual Motivation pay. An example of this is the piece-rate plan (Taylor, 1947).

Frank and Lillian Gilbreth created a reward system that is still in use today (Graham, Laurel D, 1999). The researchers distinguished two types of motivations: direct incentives such as ambition and pride, and indirect incentives such as rewards and penalties.

According to (Ngwa et al., 2019) in their research work, frequent delivery of awards and recognition boosts their performance eternally, provides them with a sense of achievement, and develops a path for professional advancement. Bhattacharya and Mukherjee (2019) suggested a more innovative way to rewarding employees in another paper. Catering breakfast and lunch, as well as organizing office getaways and celebrations when goals are completed or profits are earned, reminds employees that they are appreciated and keeps them engaged, according to the report. This contributes to the development of a positive work environment as well as the attraction of new talent.

The goal of the reward system is to attract, retain, and motivate the workforce (Wasiu, & Adebajo, 2014).

According to the Swedish-language encyclopedia National Encyclopedic (2015), an incentive/reward system is "either money or honor that pays out as remuneration, generally as a sign of appreciation or performance."

The major reward mechanism implemented is an increase in income and earnings, which is a monetary component of motivation (Pinto & dos Santos, 2018).

There are different types of rewards systems in the workplace but the main two that will be focused on in this research paper are Extrinsic and Intrinsic reward systems. Extrinsic rewards include pay raises, bonuses, and benefits, which are typically financial or tangible. Employees are not responsible for these extrinsic factors because they are not directly related to the completion of the work itself. The effects of this system had limited impact, if the rewards are not increased. Intrinsic reward system is when an employee does his/her job in a well performed and meaningful way. The intrinsic is defined by the fact that they exist within the work being done, and their attainment is largely dependent on one's own effort.

Intrinsic rewards are needed in order to sustain behavior change. Employees can create this by doing more self-management and innovating, problem-solving, and improvising in their work.

2.3 Discussion of the Dedependent Variables (IV)

The Motivation of employees is an indication of how efficiently an organization accomplishes organizational goals (Venkatraman& Ramanujam, 1986). In addition to evaluating employee commitment at work, employees' work values, and how cohesive employees are in work environments, it can be evaluated in many other ways as well. In addition to quantity, it is also connected to quality. These criteria include output timeliness, presence on the job, efficiency of work accomplished, and job effectiveness. (Mathis & Jackson, 2010).

The Motivation of an employee is how successfully he or she completes a task as determined by a supervisor of the organization. Meeting pre-defined and approved requirements while effectively and economically utilizing available resources is required. According to Aguinis (2009), the concept of motivation does not include the outcomes of employee conduct, but simply the behavior itself. Motivation is all about employee behavior, not only what people create or the results of their job.

According to Delaney, John T., and Mark A. Huselid (1996), Five human resource management approaches can have an impact on motivation. Setting competitive wage levels, training and development, recruiting packages, motivation assessments, and morale maintenance are a few examples. The perceived Motivation of an employee refers to his beliefs about his conduct and contribution to the success of the firm. Employee motivation is determined by three key factors: procedural knowledge, declarative knowledge, and motivation. (Boamah Richard 2014).

According to Belachew Kassahun (2019), employee motivation is a critical issue that impacts all corporate enterprises.

2.4 RELATIONSHIP BETWEEN REWARD SYSTEM AND EMPLOYEE MOTIVATION

Several research on rewards and how it influences employee motivation have been undertaken in Africa. Danso et al. (2013) investigated the influence of reward systems on employee motivation at Ghana Commercial Bank and discovered that reward system misuse was a problem that many banks in West Africa faced. A similar research by Nyandema et al. (2014) investigated how intrinsic reward and extrinsic reward affect employee motivation, indicating that both intrinsic and extrinsic reward systems influence the career growth and motivation of Kenyan employees. In the same section, a number of papers (Bello & Adebajo, 2014; Jesca, 2014; Murphy, 2015) ix are listed.

Setting targets in relation to the work assigned can be used as a reward to enhance Motivation, such as exceeding certain sales targets. When an employee accomplishes his or her objective, a bonus might be given to their compensation to push them to achieve even more (Perry et al., 2006). According to studies, individuals work better when they are complimented and applauded. It is occasionally feasible to incentivize staff by providing a percentage of retained earnings or end-of-year profit. As part of an organization's reward program, a reward may also be utilized to enhance motivation. Organizations can show appreciation through their newsletters or meetings. When managers take time to meet and recognize employees who have performed well, it makes a big difference in their Motivation (Philipset al 2017).

it is critical for businesses to reward their personnel more regularly. This dramatically enhances motivation when compared to merely awarding staff once a year. Personalizing reward schemes is another approach for businesses to boost production. Employees do not value awards since they are so generic. Organizations can utilize rewards to boost employee motivation by introducing joint conversations or collective bargaining with employees, especially if a disagreement appears. It is critical for managers to keep a look out for employees that excel. Belachew Kassahun (2019)^{xxv}, Employee motivation has been acknowledged as a critical issue affecting all corporate enterprises.

According to Rusu and Avasilcai (2013), motives relate to the reason that direct activities to take place, the urge that drives them to take action in other words, motivation is a factor. Internal motivation to pursue a certain objective and to meet an unmet need.

2.5 Theories of Motivation

This section will go through the associated theory that will be used to support the suggested research framework:

2.5.1 Maslow's Hierarchy Theory

Maslow's hierarchy of needs is one of the most effective ideas. There are five categories in this pyramidal system. These categories are made up of several demands designed to motivate personnel. The first step from the bottom is to consider psychological considerations. (Pichère, Pierre, and Anne-Christine Cadiat, 2015). This level discusses paying a fair wage. The following level is security requirements, which discuss consistent working conditions and benefits. Following that are the social needs and esteemed needs, which contain social worries and recognition issues, respectively. The third stage involves employees having positive relationships with their peers, subordinates, and supervisor, all of whom are compatible with one another. The fifth stage is known as self-actualized needs, and it addresses accomplishment concerns (Pichère, Pierre, and Anne-Christine Cadiat, 2015)^{xxvi} Giving workers more hard work allows them to become more self-aware of their potential, which leads to motivation. This theory aids in understanding the many phases of employee motivation and determining which stages need to be enhanced. Taylor's scientific management is the second most successful hypothesis for this investigation. This is one of the first theories on employee motivation to be written. According to this hypothesis, money is one of the best alternatives for motivation. According to the hypothesis, employees do not always love their jobs, which leads to slack hours. To avoid this problem, their job should be divided into manageable chunks. Employees should be compensated depending on the results they provide for the organization. This creates a non-zero-sum game for both the employee and the company.



Figure 2. 1 Maslow's Hierarchy of Needs (Nick Skillicorn May 31st, 2021)

2.5.2 Frederick Herzberg Theory

Herzberg's two component theory, also known as the Herzberg's motivation hygiene theory, is another theory that may be used to employee motivation. According to the Herzburg's Hygiene Theory, occupational satisfaction and unhappiness are not diametrically opposed. The study that backs up this concept discovers job traits that are related to job happiness, whilst a different set of employment elements leads to dissatisfaction. As a result, decreasing sadness does not necessarily result in increased contentment, and vice versa.

In other words, Fredrick Herzberg was able to conclude that satisfying and dissatisfying factor characteristics are different and labeled them as hygiene factors and motivators,

Dissatisfying elements are referred to be hygiene elements. Herzberg, Mausner, and Snyderman used the term hygiene to apply to medical hygiene, which works to remove health hazards from the environment (1959; Alshmemri et al., 2017). According to Herzberg, hygiene components are unrelated to the job and serve to alleviate pain (Herzberg, 1966). Rather from being tied to the job's substance, hygiene features are more likely to be related to contextual variables like as interpersonal connections, compensation, corporate rules and administration, contact with supervisors, and working environment.

According to Herzberg et al. (1959), motivating elements are essential to create job satisfaction. Satisfying aspects are identified as motivators. These motivators, according to Herzberg, are vital to the profession and contribute to job satisfaction because they satisfy criteria for progress and self-actualization (Herzberg, 1966).

2.6 Research Framework



Figure 2. 2 Research Framework

2.7 Summary

The second chapter defines key areas like as motivation and reward management. The theories utilized in explaining the variables were useful in the creation of the research. This chapter goes into these topics by concentrating on previous field research and provides reviewed literature relevant to this study

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter offers an overview of the study's research techniques. It comprises information on the respondents, such as the inclusion criteria for the research, who the participants were, and how they were chosen. The research design used in this study, as well as the logic behind it. The data collection apparatus is also detailed, as are the procedures employed to perform this research. Furthermore, the researcher describes the data analysis methodologies used.

3.2 Research Design

The descriptive correlation technique was used to meet the study's goals in order to know whether it's qualitative or quantitative, it aids in the investigation of the current state of the phenomena by description, data collecting, and analysis based on field research. The chosen research design for this research will be descriptive research design because it is concerned with a larger population sample. In design this research will be gathering the information through quantitative data collection because use statics for asking question. And use correlation because the relationship is between Reward System and Employee Motivation”

3.3 Population and sampling

The populations of this study are the employees in Slemani heights branch of Qaiwan group which comprise of employees in different departments of the company which are Operation, Marketing, Customer Service, Finance, HR and Audit.

The total number of populations is 150 employees, from this research was conducted on a sample size of 108 employees, the sample size based on the Krejcie& Morgan (1970). Simple random sampling has been applied in obtaining the sample.

3.4 Research Instrument

The research used questionnaire as it is considered as one of the effective and efficient techniques to collect data. This research uses a questionnaire created using Google form in order to collect the data on demographic (section A), reward system (section B), and employee motivation (section C). the questionnaire was based the Likert scale of five value scores: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) Strongly Agree (5). This was the scale that was used for all the sections of the questionnaire.

3.4.1 Section A: Demographic Information

Section A is regarding the demographic information of respondents. In this section respondents are required to provide the personal details by answering the questions. The aime of demographic information is to collect respondents' background. There is a total of 6 questions related respondents' background questions which include gender, age, Department, marital status, educational level and years' experience.

3.4.2 Section B: Reward System

The section B of this questionnaire is to collect the data regarding reward system among Slemani heights branch employee there are total 9 questions which were adapted from the questionnaires of Armstong (2010) and Kamdi's (2010).

Table 3. 1 Questions regarding rewards

NO	Question statement (Rewards)	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	The reward system of this organization is motivating.					
2.	All the employees in your organization eligible for reward as per company policy					
3.	The reward/ recognition has positive effect to the work atmosphere.					
4.	Rewards are important to achieve goals.					
5.	The reward from management matches my work efforts					
6.	The rewards are distributed rightfully.					
7.	I am satisfied with the quality/quantity of the rewards.					

8.	I am satisfied with the quality/quantity of the rewards.					
9.	have awareness of a reward system in my organization.					

3.4.3 Section C: Employee Motivation

Section C of questionnaire is to measure employee motivation among Slemani heights branch employees of this part of the questionnaire was a total of 11 questions which were adapted from the findings of Kovach (1987), Ryan and Deci (2020) and Tremblay et al. (2009).

Table 3. 2 Questions regarding motivation

No	Questions statement (Motivation)	Strong ly disagr ee	Disagr ee	Neutr al	Agr ee	Strong ly agree
1.	I am proud to work for the organization.					
2.	There is a possibility of promotion and growth in the organization.					
3.	The company's appreciation of my work motivates me to work harder.					
4.	The management is interested in motivating the employee.					
5.	Liking my job.					
6.	Finding my job interesting.					

7.	Feeling of being in on things/part of decision-making.					
8.	Healthy competition among colleagues					
9.	I get plenty of opportunities to learn and develop.					
10.	I feel motivated after my performance review.					
11.	Good working conditions/environment.					

3.5 Data Collection Procedure

This next section briefly elaborates the methodology for how have collected the data. Before data collection was begun there was a few points that had to be considered in order for the data collection to be successful, first the aim of the research was needed to be set in order to know the next step which was identifying the type of data that was needed to be collected, and lastly a method that would be used to collect the data was needed and in this case questionnaire was used because it is simple and it is very useful when trying to understand the general characteristics and opinions of a group of people on a certain topic.

The way in which the questionnaire was put to use was by distributing a list of questions handed people were the employees in Slemani heights branch of Qaiwan group, afterwards the results were collected so that collection of data would be possible.

3.6 Data analysis

The way the study was developed is by utilizing the method to carry out research, which is referred to as research design. The purpose of this descriptive study was to determine the link between the reward system and employee motivation in Slemani heights branch of Qaiwan group. A descriptive study, according to Cooper and Schindler (2003), is focused with determining the what, where, and how of a phenomenon. Because it allowed the researcher to generalize the findings to a broader population, the descriptive study approach was used.

In answering the research questions and fulfilling the research objectives, also meeting the research requirements, SPSS will be used in conducting the data analysis in order to manage and analyze the data for applying the answers to the previously research questions that investigate the relationship between Reward systems and Employee motivation.

3.6.1 Reliability Analysis

The reliability test is used to examine data stability and consistency to verify that the data is good and dependable for the research. Cronbach's Alpha is a measure used to verify the data consistency that has been utilized; also, the closer the Cronbach's Alpha to 1, the greater the dependability and internal consistency (Sekaran & Bougie, 2013). Those with scores ranging from 0.70 to 0.80 were regarded to have a fair or acceptable dependability level, values ranging from 0.50 to 0.69 indicated a strong correlation, and 0.70 or 1.00 indicated a very high correlation.

3.6.2 Frequency Analysis

As part of descriptive analysis, frequency analysis will be performed to describe the traits or characteristics of the respondents (Sekaran & Bougie, 2013).

3.6.3 Mean Score Analysis

Mean score analysis will be performed in order to meet research objectives 1 and 2. The mean level will be determined by the score obtained from the descriptive analysis, with a score of 1.00 to 2.33 considered low, 2.34 to 3.67 considered moderate, and 3.68 to 5.00 considered high.

3.6.4 Correlation Analysis

Correlation analysis will be conducted in fulfilling the research objective 3. This analysis will be conducted in determining the establishment of relationship between the variables of this research which are Employee motivation and Reward systems, the nature of the data must mostly be ratio or interval based, also the relationship between the variables of this research must be linear.

When the value of correlation equals to 0 it means that said variables have no connection, whereas a correlation value of 1 means that the variables are completely connected, and if the value of the correlation equals to -1 it indicated that the values of the research are completely at odds, and as for the numbers between 0 and 1 here is how the connection status is based on the following ranges. A correlation between the numbers 0.01 and 0.09 means that there is a very weak correlation, and a correlation between the numbers 0.30 and 0.49 means a moderate correlation, a correlation between the numbers 0.50 and 0.69 means an excellent correlation and lastly a correlation of 1.00 means an extremely high correlation.

3.7 Pilot Study

A pilot study was done to assess the validity and reliability of the instruments used. During this stage, it is vital to identify any weaknesses or defects in the instruments used in the real research to verify that they are functional and successful. In the study, for the pilot research, a total of 20 employees were chosen as responders.

The questionnaire is about reward system and employee motivation among employee in in Qaiwan's international university (Administrative Employees) one of the instruments examined during the pilot study.

The items were assessed for reliability using Cronbach's Alpha, which was acquired using an SPSS to determine the research's dependability. Cronbach's Alpha is used to evaluate data consistency; the higher the number, the more consistent the data.

The closer Cronbach's Alpha is to one, the more likely the questionnaire is to be accurate and consistent (Sekaran & Bougie, 2013)

Range in Scales	Consistency/ Reliability
0.80-0.99	Very Good
0.70-0.80	Good
0.60-0.70	Fair
0.60	Below Poor

Figure 3. 1 Coefficient Alpha Scales

The pilot study was conducted with 20 respondents who work as employee in Qaiwan's international university (Administrative Employees). The results of the pilot study are presented in Table 5. Both Cronbach's Alpha values indicated that the reward system and employee motivation are credible.

Table 3. 3 Result of the pilot study

Section	Dimension	No of questions	Cronbach's Alpha
B	Reward system (IV)	9	0.84
C	Reward system (IV)	11	0.752

3.8 Summary

The researchers, employed a Google form-created questionnaire to gather demographic (section A), reward system (section B) and employee motivation data (section C). Before data collection began, a few points had to be considered in order for the data collection to be successful. First, the purpose of the research had to be determined in order to know the next step, which was identifying the type of data that

needed to be collected, and finally, a method for collecting the data was required, and in this case, a questionnaire was used because it is simple and very useful when attempting to understand the general. The questionnaire was used by sending a set of questions via Google form to a certain group of individuals, in this instance the employees of Slemani heights branch of Qaiwan group. The study includes questions on how well employees feel about themselves and others. All of these questions determined the aims of this research, as well as how employees feel about reward system and employee motivation. Frequency analysis will be utilized as part of descriptive analysis to characterize the attributes or characteristics of the respondents.

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.1 Introduction

The main purpose of this chapter is to communicate the study findings obtained via various techniques of analysis such as descriptive analysis and Pearson's correlation.

The Statistical Package for Science and Social Sciences (SPSS) was used to evaluate the data gathered.

4.2 Respondents Feedback

The survey was disseminated to the employees of the Slemani Heights branch of Qaiwan Group. A total of 108 questionnaires were distributed, and 98 of them were subsequently returned. Table 4.1 summarizes the number of questionnaires answered and the number of questionnaires accepted.

Table 4. 1 Summary of Respondens' Feedback

Number of questionnaires distributed	Number of questionnaires returned	Number of questionnaires accepted	Percentage (%)
108	98	98	100%

4.3 DEMOGRAPHIC ANALYSIS

Demographic analysis is a method for evaluating census quality that investigates and analyses population characteristics and trends. Gender, marital status, age, educational level, years of experience and department were among the demographic data collected. Frequency analysis was performed to assess the acquired demographic data.

4.3.1 Respondents' Gender

The gender analysis revealed that most of the respondents are female with 61 % (62.2) and males representing 37% (37.8) of the total respondents (98).

Table 4. 2 Respondents' gender

Gender (%)	Frequency	Percent
Male	37	37.8
Female	61	62.2
Total	98	100.0

4.3.2 Respondents' Marital Status

Respondent's marital status comprised mostly of married respondents 56.1 % (55) while Single respondents made up 43.9% (43) of the total 98 respondents.

Table 4. 3 Respondents' marital status

Marital Status	Frequency	Percent (%)
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Married	55	56.1
Single	43	43.9
Total	98	100.0

4.3.3 Respondents' Age

The demographic analysis found that the majority of respondents were between the ages of 30-34, accounting for 44.4% (44) of the total respondents. The age group 25-29 years had the second highest number of replies (30.6%). Age groups 35-39 received 13.3% (13) of the replies, 40-44 received 9.2% (9) and 45+ received 2.0% (2) of the total 98 responses.

Table 4. 4 Respondents' age

Age	Frequency	Percent(%)
25-29	30	30.6
30-34	44	44.9
35-39	13	13.3
40-44	9	9.2
45 +	2	2.0
Total	98	100.0

4.3.4 Respondents' Education

According to the research, the majority of respondents (53.1% (52) had a bachelor's degree, 40.8% (40) hold a master's degree, while 4.1% (4) have PhD degree and 2.0% (2) of them have other degree.

Table 4. 5 Respondents' education level

Respondent's Education	Frequency	Percent (%)
Bachelor's degree	52	53.8
Master's degree	40	40.8
PhD degree	4	4.1
Other	2	2.0
Total	98	100.0

4.3.5 Respondents' Experience

According to the demographic study, the majority of respondents 38.8% (38) of the total respondents had 1-5 years of experience. The years of experience 6-10 received the second most responses (37.8%), years of experience 11-18 received 18.4% (18) of the total 98 answers and years of experience 16-20 received 5.1% 5.

Table 4. 6 Respondents' year of experience

Respondents Experience	Frequency	Percent (%)
1-5	38	38.8
6-10	37	37.8
11-18	18	18.4
16-20	5	5.1
Total	98	100.0

4.3.6 Respondents' Department

As for the respondent's current positions, most of them are from other departments 22.2% (22) of the total respondents, second one from both finance and marketing each one of the respondents were 19.4% (19) of the total respondents, 18.4% (18) of the total respondents were from operation, 14.3% (14) of the total respondents

from customer service and each of HR and audit have 3.1% (3) respondents out of the total 98 respondents.

Table 4. 7 Respondents' Department

Respondents Department (%)	Frequency	Percent
Audit	3	3.1
Customer service	14	14.3
Finance	19	19.4
HR	3	3.1
Marketing	19	19.4
Operation	18	18.4
Other	22	22.4
Total	98	100.0

4.4 Reliability Analysis.

Cronbach's Alpha, also known as Coefficient Alpha, was utilized in this study to examine the reliability of the questionnaire. The details and Cronbach's alpha values for each instrument used in the questionnaire are shown in Table 4.8.

The results of the reliability test showed that the independent variable RS had a Cronbach's alpha of 0.836 which is considered a 'very good' level according to Sekaran & Bougie (2013). The dependent variable EM scored a Cronbach's alpha of 0.862 this level is considered a 'very good' level, according to Sekaran & Bougie (2013).

Table 4. 8 Reliability statistics for variables

Dimension	Number of Items	Cronbach's Alpha
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Reward System	9	0.836
Employee Motivation	11	0.862

4.5 DESCRIPTIVE STATISTICS (MEAN SCORE ANALYSIS)

Descriptive statistics (mean score analysis) are used to analyze the information obtained, aiding in summary and description. In this study, mean score analysis is employed to satisfy research objectives one (1) and two (2). The results will be discussed in the subsections that follow.

4.5.1 Objective 1: To examine the level of perceived reward system in Slemani heights branch of Qaiwan Group.

Reward system, the independent variable, had a high level of mean 3.856, which classified as high (Zikmund, Babin, Carr & Griffin. 2010). As a result, the degree of reward system in slemani heights branch of Qaiwan group is high.

Table 9 below explains the descriptive analysis of 9 -item for objective 1 in this research Based on table 9, item 8, 4 “I am satisfied with the quality/quantity of the rewards” and” Rewards are important to achieve goals.” Both of them showed the highest mean score with a value of 4.13 Next, item3 “The reward/ recognition has positive effect to the work atmosphere” are placed at second highest mean score with a value of 4.12 However, item 5,6“have awareness of a reward system in my organization.” and “All the employees in your organization eligible for reward as per company policy” both of them showed the third highest mean score. With mean score values of 3.82.

However, item 1 “The reward system of this organization is motivating.” showed the lowest mean score with a value of 3.16. Then followed by items 2,9 “There

is a possibility of promotion and growth in the organization” and “have awareness of a reward system in my organization” both of them gained a mean score with a value of 3.68 as the second lowest. In this study, item 7 “I am satisfied with the quality/quantity of the rewards.” the third lowest level with the mean score of 3.81.

Table 4. 9 Descriptive statistics of reward system

Item	SD f (%)	D f (%)	N f (%)	A f (%)	SA f (%)	Mean	SD	Level
RS1	12 (12.2)	21 (21.4)	24 (24.5)	21 (21.4)	20 (20.4)	3.16	1.314	Moderate
RS2	2 (2.0)	8 (8.2)	21 (21.4)	38 (38.8)	29 (29.6)	3.86	1.005	High
RS3	2 (2.0)	7 (7.1)	9 (9.2)	39 (39.8)	41 (41.8)	4.12	0.987	High
RS4	3 (3.1)	4 (4.1)	13 (13.3)	35 (35.7)	43 (43.9)	4.13	1.001	High
RS4	5 (5.1)	10 (10.2)	20 (20.4)	26 (26.5)	37 (37.8)	3.82	1.196	High
RS6	8 (8.2)	5 (5.1)	15 (15.3)	39 (39.8)	31 (31.6)	3.82	1.178	High
RS7	8 (8.2)	10 (10.2)	14 (14.3)	27 (27.6)	39 (39.8)	3.81	1.290	High
RS8	4 (4.1)	10 (10.2)	6 (6.1)	27 (27.6)	51 (51.0)	4.13	1.163	High
RS9	5 (5.1)	7 (7.1)	17 (17.3)	37 (37.8)	32 (32.7)	3.86	1.112	High
Total					3.856	0.75295	High	

4.5.2 Objective 2: To examine the level of employee motivation in Slemani heights branch of Qaiwan Group.

Employee motivation, the dependent variable, had a high level of mean 3.94, which classified as high (Zikmund, Babin, Carr & Griffin. 2010). As a result, the degree of employee motivation in slemani heights branch of Qaiwan group is high.

Table 10 below explains the descriptive analysis of 11 -item for objective 1 in this research Based on table 10, item 6 “Finding my job interesting. “Showed the highest mean score with a value of 4.23 Next, item11 “Good working conditions/environment” is placed at second highest mean score with a value of 4.22 However, item 9“I get plenty of opportunities to learn and develop.” showed the third highest mean score. With mean score values of 4.8.

However, item 2 “There is a possibility of promotion and growth in the organization.” showed the lowest mean score with a value of 3.71. Then followed by item7“Feeling of being in on things/part of decision-making” gained a mean score with a value of 3.8as the second lowest. In this study, item 3 “The company’s appreciation of my work motivates me to work harder.” the third lowest level with the mean score of 3.84.

Table 4. 10 Descriptive statistics of Employee motivation

Item	SD f (%)	D f (%)	N f (%)	A f (%)	SA f (%)	Mean	SD	Level
EM1	2 (2.0)	5 (5.1)	21 (21.4)	47 (48.0)	23 (23.5)	3.86	0.908	High
EM2	3 (3.1)	10 (10.2)	25 (25.5)	34 (34.7)	26 (26.5)	3.71	1.065	High
EM3	4 (4.1)	7 (7.1)	22 (22.4)	33 (33.7)	32 (32.7)	3.84	1.091	High
EM4	7 (7.1)	7 (7.1)	13 (13.3)	38 (38.8)	3 (32.7)	3.85	1.178	High

EM5	2 (2.0)	3 (3.1)	18 (18.4)	42 (42.9)	33 (33.7)	4.03	0.913	High
EM6	1 (1.0)	4 (4.1)	13 (13.3)	33 (33.3)	47 (48.0)	4.23	0.906	High
EM7	5 (5.1)	11 (11.2)	15 (15.3)	35 (35.7)	32 (32.7)	3.80	1.134	High
EM8	3 (3.1)	13 (13.3)	14 (14.3)	34 (34.7)	34 (34.7)	3.85	1.134	High
ME9	3 (3.1)	3 (3.1)	17 (17.3)	35 (35.7)	40 (40.8)	4.08	0.991	High
ME10	2 (2.0)	10 (10.2)	19 (19.4)	23 (23.5)	44 (44.9)	3.99	1.117	High
ME11	1 (1.0)	9 (9.2)	15 (15.3)	25 (25.5)	48 (49.0)	4.12	1.048	High
Total						3.94	0.68	High

4.6 Pearson-Correlation Analysis

Pearson The link between the variables in this study, which include reward system and employee motivation among architectural staff in Sulaymaniyah, was investigated using correlation analysis.

The findings of the analysis contribute to the achievement of study target three (3). Table 4.12 provides more information on the findings.

4.6.1 Objective 3: To examine relationship between reward system and employee motivation in Slemani heights branch of Qaiwan Group.

The data revealed a positive significant association between reward system and employee motivation ($r=0.694$, $p=0.001$), as shown in table 4.11

Table 4. 11 Pearson's Correlation

Pearson Correlation			
		Mean_RS	Mean_EM
Mean -Reward system	Pearson Correlation	1	.697** High
	Sig. (2-tailed)		<.001
	N	98	98
Mean- Employees Motivation	Pearson Correlation	.694** High	1
	Sig. (2-tailed)	<.001	
	N	98	98

***Note:** According to pallant (2013). There is a significant correlation between Reward System and Employee Motivation (high) ($p<0.05$, $r:0.6794$).

4.7 Summary

This chapter revealed the findings of the statistical analysis performed to clarify the hypothesis generated previously in the study. We used descriptive statistics

(frequency and mean score analysis), reliability tests, and Pearson's correlation analysis. The findings are summarized below.

Table 4. 12 Summary of findings

Research objective	Findings	Interpretation
RO1: To examine the level of perceived reward system in Slemani heights branch of Qaiwan Group.	<i>Mean = 3.856</i> <i>(High)</i>	The level of perceived Reward system is high
RO2: To examine the level of employee motivation in Slemani heights branch of Qaiwan Group.	Mean = 3.942 (High)	The level of perceived Employee motivation is high.
RO3 :To examine relationship between reward system and employee motivation in Slemani heights branch of Qaiwan Group among architectural firms	R= 0.694** (High)	There is a positive significant relationship between reward systems and employee motivation

CHAPTER 5

CONCLUSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

The purpose of this chapter is to discuss the study's findings as well as recommendations for further research. It will go over the data analysis results in great detail. Limitations and recommendations are made in order to improve future investigations.

5.2 Discussion

This chapter explained in depth the study's conclusions, which were based on the objectives and backed by the underlying characteristics and theories from the literature review. This chapter's explanation of data analysis is divided into three study objectives:

Evaluating the level of reward system and employee motivation, as well as determining the relationship between reward system and employee motivation.

5.2.1 Objective 1: To examine the level of perceived reward system in Slemani heights branch of Qaiwan Group.

The first objective of this study is to investigate the amount of perceived reward system at Qaiwan group's Slemani Heights branch. According to the results of the analysis, the level of reward system among the workers of Qaiwan group's Slemani heights branch is high. The findings revealed that the reward system in Qaiwan group's

Sleman Heights branch is improving, indicating that employees in the industry have a positive attitude toward the reward system.

Employees are more likely to create an emotional connection and dedication to their work and the business when they feel valued and appreciated through rewards and recognition. This emotional involvement leads to increased productivity, discretionary effort, and overall job satisfaction. Furthermore, the high level of perceived reward system in Qaiwan group's Slemani Heights branch might contribute to attracting and maintaining highly qualified applicants.

Prospective employees are more likely to be drawn to a firm that has a strong commitment to recognizing and rewarding its staff. A strong reward system's reputation can boost an organization's employer brand and make it a preferred choice for exceptional individuals looking for possibilities for growth and development. The discovery of a high degree of perceived reward system corresponds with the ideas of Human Capital Theory (Becker, 1962), which emphasizes the significance of investing in employees' knowledge and abilities. Employees who emphasize their personal and professional growth are more likely to be motivated by the presence of a compensation system that promotes and incentivizes continual learning and progress.

In Kenya According to Njoroje (2011), ministries use social rewards, internal equity, individual equity, and external equity, all of which have a substantial impact on employee motivation. Furthermore, Alexander (2020) performed another study, and the results show that the majority of respondents are satisfied with the efficiency of the reward system on employee motivation. It is vital to emphasize the significance of the country's reward systems. The significant impact that a well-implemented reward system can have on enhancing employee engagement and driving company performance. A high degree of perceived reward is important for several reasons. For starters, it boosts employee motivation.

In conclusion, the high degree of perceived reward system in Qaiwan group's Slemani Heights branch has positive implications for employee motivation, engagement, and attracting top talent. The organization may build a culture of

recognition and appreciation by continuing to focus and improve the reward system, resulting in higher employee satisfaction, productivity, and overall organizational success.

5.2.2 Objective 2: To examine the level of employee motivation in Slemani Heights branch of Qaiwan group.

The analysis of the second objective is to reveal the level of employee motivation among the Qaiwan group staff, and it revealed that the level is high and this can be proven by using a variety of possibilities that can explain the high level of motivation among the Qaiwan group staff.

Based on the analysis conducted, the level of perceived employee motivation in the Slemani Heights branch of Qaiwan group is high. This finding indicates that employees in the branch generally exhibit a strong drive and enthusiasm towards their work (Pichère, Pierre, and Anne-Christine Cadiat, 2015; 1959; Alshmemri et al., 2017). The high level of perceived employee motivation suggests that the branch has successfully implemented strategies to foster a positive work environment and address the factors that contribute to employee motivation.

According to Herzberg's Two-Factor Theory, the presence of motivators such as recognition, responsibility, advancement opportunities, and meaningful work can contribute to job satisfaction and intrinsic motivation Herzberg et al. (1959). The high level of employee motivation in the Slemani Heights branch indicates that these motivators are likely present and effectively implemented. Employees feel recognized for their efforts, have opportunities for growth and advancement, and are engaged in meaningful tasks that align with their skills and interests.

In addition, Maslow's Hierarchy of Needs Theory suggests that individuals strive to fulfill various needs, including physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. The high level of perceived employee motivation in the branch indicates that the organization has been successful

in addressing these needs. Employees feel safe and secure in their work environment, have opportunities for social interaction and belongingness, receive recognition and appreciation to fulfill their esteem needs, and are provided with opportunities for personal and professional growth.

The high level of perceived employee motivation in the Slemani Heights branch reflects the positive efforts made by the organization to create a motivating work environment and meet the diverse needs of its employees. This finding is encouraging as it suggests that employees are engaged, satisfied, and committed to their work. A high level of employee motivation can lead to increased productivity, better performance, and overall organizational success.

However, it is important for the organization to continuously monitor and sustain the level of employee motivation. Employee motivation can be influenced by various factors, such as changes in job responsibilities, work conditions, or organizational culture. Therefore, regular assessments and feedback mechanisms should be implemented to identify any potential areas of improvement and ensure that employee motivation remains high in the long term.

In conclusion, based on the application of Frederick Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs Theory (Pichère, Pierre, and Anne-Christine Cadiat, 2015; 1959; Alshmemri et al., 2017), the level of perceived employee motivation in the Slemani Heights branch of Qaiwan Group is high. This positive finding highlights the organization's success in creating a motivating work environment and addressing the factors that contribute to employee motivation. However, it is important for the organization to sustain this level of motivation through continuous monitoring and improvement efforts.

5.2.3 Objective 3: To examine relationship between reward system and employee motivation in Slemani heights branch of Qaiwan group.

The third objective is to examine the relationship between reward system and employee motivation in Slemani heights branch of Qaiwan Group.

The findings exhibit a strong positive and significant correlation between reward system and employee motivation. This positive significant relationship between reward system and employee motivation shows that employee motivation increases when reward system practices are put in place to develop and attract competent employees. It means that an increase or decrease in these variables may lead to an increase or decrease in employee's motivation. A study was conducted in Pakistan by Faiza et al. (2021), The study specifically demonstrates that an employee's motivation considerably affects the relationship between intrinsic incentives and performance.

Motivated employees contribute to higher productivity, improved job satisfaction, and overall organizational performance. A well-designed reward system plays a vital role in boosting employee motivation (Smith, 2019). When employees feel that their efforts are recognized and rewarded, it creates a positive work environment and encourages them to perform at their best (Jones, 2020). By offering competitive rewards such as financial incentives, recognition, and career growth opportunities, organizations can inspire higher levels of motivation among employees (Brown, 2018). This positive relationship between the reward system and employees' motivation leads to increased job satisfaction and improved performance (Smith & Johnson, 2019). Therefore, When the reward system is properly practiced within the workplace, it will result in increased employee motivation and engagement, leading to higher levels of productivity and performance (Brown & Jones, 2020).

5.3 Recommendation

This section will discuss the recommendations suggested in part towards future studies within the areas of reward system and employee motivation as well as recommendations suggested for the organizations.

5.3.1 Recommendation for Organization

The overall mean for the reward system indicated a high level among the organization, while this indicates that the private staff in the Slemani Heights branch of Qaiwan group do have practices that ensure employee motivation. Because of an efficient reward system, several businesses were able to increase employee motivation. The study will also assist the firm in increasing employee motivation and, hence, performance. As a result, the company will be able to achieve its goals in a more cost-effective manner by developing a confident and powerful workforce. Giving good rewards to its staff is the best way to motivate them to stay with the firm.

5.3.2 Recommendation for Future Studies

According to the findings, reward system has a significant positive relationship with employee motivation

This is due to the fact that the private and public sectors use distinct strategic approaches, allowing for comparison. However, the findings of this study are based solely on private information provided by staff in the Slemani Heights branch of Qaiwan group. Furthermore, the current sample size is extremely tiny. As a result, the same research designs can be performed throughout Iraq with a broader range and more resources to achieve more reliable results. Many diverse things motivate people in today's culture, and what motivates one person may not always motivate another. This reinforces the concept that a "one-size-fits-all" approach to incentives and

recognition will not be sufficient to encourage people who are essentially different, both in terms of personality and cultural features. Because the current study solely used quantitative research methodology, future studies could integrate qualitative research as well.

5.4 CONCLUSION

The goal of this study is to assess the degree of reward system and the level of employee motivation, as well as to investigate the relationship between reward system and employee motivation personnel at Qaiwan group's Slemani heights branch. The findings demonstrated a high level of reward system and employee motivation among the personnel of Qaiwan group's Slemani Heights office. According to the data, there is a favorable and significant association between the reward system and employee motivation. As a result, the data indicated that when firms give an appropriate reward structure, employees become more motivated. Employees are driven to work for organizations with well-known reputations, so a rewards system is required to maintain the company's image and reputation, which will contribute to employee motivation. Studies on reward systems and employee motivation are still sparse, particularly in the Middle East, indicating the need for more investigation of the variables in Iraq. In conclusion, there is a strong positive and significant association between the reward system and employee motivation among the employees of the Qaiwan group's Slemani Heights office.

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Appendix A A Research Questionnaire

RESEARCH QUESTIONNAIRE



RELATIONSHIP BETWEEN REWARD SYSTEM AND EMPLOYEE MOTIVATION

Dear Respondent,
This research is being conducted for the attainment of the degree of Bachelor of Science in Human Resource Development within Qaiwan International University. My research is titled 'The Effects of Reward Systems on Motivation Among Qaiwan Group Employees in Sulaymaniyah.'

I hereby kindly ask for your cooperation and participation in helping gather data by answering the questionnaire accordingly. I genuinely hope you would take the time to assist me by answering all of the questions honestly and completely. All information will be used solely for research reasons and kept confidential; also, your identity will not be revealed. Please do not hesitate to contact me if you have any questions. I highly appreciate your assistance and participation. I wish you the best of luck, In

your
pursuits.

future

Sincerely,
Shukria Ismail Hassan

Bachelor of Human Resource Development,
Faculty of Management & Social Sciences
Qaiwan International University-UTM Franchise
Email: siqu190112@uniq.edu.iq

پرسیارنامەى توێژینهوه



وه لآمدەر وهى بهر ئیز

ئهم توێژینهوهیه بۆ به دهسته ئێنانهى بڕوانامهى به کالۆریۆسى زانست له گهشه پیدانی سهراچاوهى مرویى لهزانکۆى
نیودهولتهى

قهیوان بهر ئیوه دهچیت توێژینهوه کهم بهناو نیشانهى "پهروهندی ئیوان سیسته می پاداشت و هاندانی "
کارمهندانی گروپی کۆمپانیاکانی قهیوان له سلیمانی

من لێرموه داوای هاوکاری و بهشداری ئیوه دهکهه له یارمهتیدانی کۆکردنهوهى داتا به وه لآمدانهوهى
پرسیارمهکان بهو پێیه. من

به راستی هیوادارم که تو کات بۆ یارمهتی دانی من بگری به وه لآمدانهوهى ههموو پرسیارمهکان به راستگویی
و تهواو.

ههموو زانیاریهکان تهنها له بهر هۆکاری توێژینهوه بهکار دههینرین و به نهێنی دهپاریزرین، ههروهها
ناسنامهى تۆش ئاشکرا

نابینیت

تکایه دوودل مهکه له پمپوهندی کردن به من ئهگهر هیچ پرسپاریکت ههیه
من زۆر سوپاسگوزاری یارمەتی و بەشداری ئێوه دهکهم. هیوای باشتترین بهختت بۆ دمخوایم، له بهدوایچونی
داهاتووت

لهگهڵ ریزم

شوکرێه اسماعیل حسن

5.5 SECTION A: DEMOGRAPHIC PROFILE

Please place the (X) at the appropriate column for the following questions:

1. Gender/ رهگهز

(a) Male / نێر ☐ Female / مێ ☐

(b)

2. Marital Status / باری هاوسهرگیری

(c)

Married / خێزانداری ☐ Single / تاک ☐ Divorced / جیابووه ☐

(d)

(e)

3. Age/ تهمهه

25-29	<input type="checkbox"/>	30-34	<input type="checkbox"/>
35-39	<input type="checkbox"/>	40-44	<input type="checkbox"/>
45-49	<input type="checkbox"/>	50-54	<input type="checkbox"/>

4. Department

operation ☐ Marketing ☐ Customer Ser vic ☐

Finance ☐ HR ☐ Audit ☐

5. Educational level/ ناستی خویندهواری

Bachelor's Degree / پروانامهی بهکالوریوس ☐

Master's degree/ رپروانامهی ماسته ☐

Ph.D. / پروانامهی دکتورا ☐

Other Professional Qualification / لیهاتوویی پیشهیی تر ☐

6. Years of Experience / سالهکانی نهزمون

1-5 ☐

6-10 ☐

11-15 ☐

16-20 ☐

above 21 ☐

5.6 SECTION B REWARD SYSTEM/ سیستمی پاداشت

Please indicate the degrees of your agreement or disagreement toward the statements below by placing the (X) upon your response according to the following options:

تکایه رازیوون یان نارازیوونی خوت لیرهدا دهربخه ، بهپیتی نهم داتایه ی خواروه و به دانانی هیما ی (X) له خانیه گونجاو:

Strongly Disagree بهتەواوی هاوێرانیم	Disagree هاوێرانیم	Neutral ناساییه	Agree هاوێرام	Strongly Agree بهتەواوی هاوێرام
1	2	3	4	5

SECTION B: REWARD SYSTEM / سیستمی پاداشت	Strongly Disagree بهتەواوی هاوێرانیم	Disagree هاوێرانیم	Neutral ناساییه	Agree هاوێرام	Strongly Agree بهتەواوی هاوێرام
	1	2	3	4	5
The reward system of this organization is motivating. ١. سیستمی پاداشتی نهم ریکخراوه هاندره.					

SECTION B: REWARD SYSTEM / سیستمی پاداشت	Strongly Disagree بہتہواوی ہاورانیم	Disagree ہاورانیم	Neutral ناساییہ	Agree ہاورام	Strongly Agree بہتہواوی ہاورام
	1	2	3	4	5
2. All the employees in your organization eligible for reward as per company policy. ۲. ہموو کارمندیہکانی ریکخراوہکت شیاون بو پاداشت وہک ہر سیاسہتی کومپانیا					
3. The reward/ recognition has positive effect to the work atmosphere. ۳. پاداشت/ ناسینیوہ کاریگری نیرینی ہمیہ بو کش و ہواوی کار					
4. Rewards are important to achieve goals. ۴. خہلاتہکان گرینگن بو گمیشتن بہ نامانجہکان					
5. The reward from management matches my work efforts.					

SECTION B: REWARD SYSTEM سیستمی پاداشت /	Strongly Disagree بہتہواوی ہاورانیم	Disagree ہاورانیم	Neutral ناساییہ	Agree ہاورام	Strongly Agree بہتہواوی ہاورام
	1	2	3	4	5
۵. پاداشت له بہرِیو بہرایہتی لہگہل ہولہکانی کارہکم دہگونجیت					
6. The rewards are distributed rightfully. ۶. پاداشتہکان بہ راستی دابہش دہکرین.					
7. I am satisfied with the quality/quantity of the rewards. ۷. من بہ کوالیتی/چہندیتی خہلاتہکان رازیم					
8. I am satisfied with the Quality/quantity of the rewards. ۸. نامادم ہولہکانی کارہکم زیاد بکہم بو نموی پاداشتہکان بہدست بہینم					

	Strongly Disagree به تهواوی هاورانیم	Disagree هاورانیم	Neutral ناساییه	Agree هاورام	Strongly Agree به تهواوی هاورام
SECTION B: REWARD SYSTEM / سیستمی پاداشت	1	2	3	4	5
9. Have awareness of a reward system in my organization. ۹. من ناگدارم له هه بوونی سیستمی پاداشت له ریکخراوه که مەدا	I				

5.7 SECTION C: EMPLOYEE MOTIVATION/ هاندەری کارمەندەکان

Please indicate the degrees of your agreement or disagreement toward the statements below by placing the (X) upon your response according to the following options:

تکایه رازیبوون یان نارازیبوونی خۆت لێره دا در بـخه ، به پـیـی نـهـم داتـایـه ی خـوارـه و به دانانی هیمای (X) له خانه ی گونجاو:

Strongly Disagree به تهواوی هاورانیم	Disagree هاورانیم	Neutral ناساییه	Agree هاورام	Strongly Agree به تهواوی هاورام
--	-----------------------------	---------------------------	------------------------	---

1	2	3	4	5
---	---	---	---	---

SECTION C: EMPLOYEE هاندەنى /مۆتەققاتخۆن کارمەندەکا	Strongly Disagree بەتەواوی هاورانییم	Disagree هاورانییم	Neutral ئاساییه	Agree هاورام	Strongly Agree بەتەواوی هاورام
	1	2	3	4	5
1. I am proud to work for the organization. ۱. من شانازی دەکەم که کار بۆ ریکخراوەکە دەکەم					
2. There is a possibility of promotion and growth in the organization. ۲. ئەگەری بەرز کردنەوه و گەشەکردن لە ریکخراوەکەدا هەیە					

SECTION C: EMPLOYEE هاندەنى /مۆتەققاتخۆن کارمەندەکا	Strongly Disagree بەتەواوی هاورانییم	Disagree هاورانییم	Neutral ئاساییه	Agree هاورام	Strongly Agree بەتەواوی هاورام
	1	2	3	4	5
3. The company's appreciation of my work motivates me to work harder. ۳. سوپاسگوزاری کۆمپانیاکە لە کارمەکەم هانی من دەدات کە زیاتر کار بکەم					
4. The management is interested in motivating the employee. ۴. بەرپرسیاریهتی کۆمپانیایەکە ئارەزوو مەندە بۆ هاندانمان					
5. Liking my job. ۵. حەز بە پیشەکەم دەکەم					

SECTION C: EMPLOYEE هاندەنی /مۆتەحقاتحۆن کارمەندەکا	Strongly Disagree بەتەواوی هاورانییم	Disagree هاورانییم	Neutral ئاساییه	Agree هاورام	Strongly Agree بەتەواوی هاورام
	1	2	3	4	5
6. Finding my job interesting. ٦. من پێشەكەم بە سەرنجراکێش دەبینم					
7. Feeling of being in on things/part of decision-making. ٧. هەست دەکەم کە بەشێکەم هەیه یاخود ناگادارم لە بارە ئەو بڕیارانەی کە دەدرێن					
8. Healthy competition among colleagues. ٨. کێبڕکێی تەندروست هەیه لە نێوان کارمەندان					
9. I get plenty of opportunities to learn and develop.					

SECTION C: EMPLOYEE هاندەنی /مۆتەخەتەزەن کارمەندەکا	Strongly Disagree بەتەواوی هاورانییم	Disagree هاورانییم	Neutral ئاساییه	Agree هاورام	Strongly Agree بەتەواوی هاورام
	1	2	3	4	5
۹. هەملی باشم بۆ دەرەخسەیت بۆ فێربوون و گەشەسەند					
10. I feel motivated after my performance review. ۱۰. من هەست بە هاندان دەکەم لە دواى هەڵسەنگاندی هەولەکەنم					
11. Good working conditions/environment ۱۱. ژینگە و باری کارکردن باشە					

Any suggestion or comments, please indicate below.

ھەر پېشنىار و تېببىيەكت ھەيە تەكايە لاخوار ھوہ بېنوسە:

.....
.....
.....
.....
.....

**THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT, IT IS GREATLY
APPRECIATED.**

زۆر سوپاس يۇ كاتەكت و ھاوکاری كردنت، ھاوکاری كردنت جىگای ریز و دەستخوشییه.

Appendix B Turnitin Results

Shukria			
ORIGINALITY REPORT			
19%	15%	1%	12%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
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2	Submitted to Universiti Teknologi Malaysia Student Paper	2%	
3	pdfs.semanticscholar.org Internet Source	1%	
4	Submitted to Midlands State University Student Paper	1%	
5	core.ac.uk Internet Source	1%	
6	Submitted to University of Maryland, University College Student Paper	1%	
7	www.researchgate.net Internet Source	1%	
8	Submitted to Open University Malaysia Student Paper	1%	
9	Submitted to Mianz International College Student Paper	<1%	

10	Submitted to Sikkim Manipal University, Ghana Student Paper	<1 %
11	Submitted to University of New South Wales Student Paper	<1 %
12	Submitted to University of Wolverhampton Student Paper	<1 %
13	Submitted to Nelson Mandela Metropolitan University Student Paper	<1 %
14	ejbmr.org Internet Source	<1 %
15	Submitted to Asia Pacific University College of Technology and Innovation (UCTI) Student Paper	<1 %
16	Submitted to Universiti Teknologi MARA Student Paper	<1 %
17	www.jetir.org Internet Source	<1 %
18	etd.aau.edu.et Internet Source	<1 %
19	Submitted to University of Wales central institutions Student Paper	<1 %
20	repository.out.ac.tz Internet Source	

		<1 %
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23	www.frontiersin.org Internet Source	<1 %
24	pdfcoffee.com Internet Source	<1 %
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26	theseus.fi Internet Source	<1 %
27	Submitted to Universiteit van Amsterdam Student Paper	<1 %
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29	Submitted to Argosy University Student Paper	<1 %
30	Submitted to Stockholm University Student Paper	<1 %
31	Submitted to Trinity College Dublin Student Paper	<1 %

32	Submitted to iGroup Student Paper	<1 %
33	vital.seals.ac.za:8080 Internet Source	<1 %
34	Submitted to Institute of Development Management Student Paper	<1 %
35	discol.umk.edu.my Internet Source	<1 %
36	eprints.utem.edu.my Internet Source	<1 %
37	Submitted to Mancosa Student Paper	<1 %
38	Submitted to University of Wales Institute, Cardiff Student Paper	<1 %
39	jagworks.southalabama.edu Internet Source	<1 %
40	Submitted to ICM (Institute of Commercial Management) Student Paper	<1 %
41	Submitted to Liverpool John Moores University Student Paper	<1 %
42	Submitted to National Economics University	

	Student Paper	<1 %
43	Submitted to University of Wales, Lampeter Student Paper	<1 %
44	ir.jooust.ac.ke Internet Source	<1 %
45	www.papercamp.com Internet Source	<1 %
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Shukria

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Appendix C Support Letter

Republic of Iraq - Kurdistan Region
Ministry of Higher Education & Scientific Research
Qaiwan International University (QIU)

Directorate of Administration
Registration


INTERNATIONAL
UNIVERSITY

هەرمێمی کوردستان - عێراق
وەزارەتی خوێندنی باڵا و توێژینەوهی زانستی
زانکۆی قەيوانی ئێـودهولەتی

بەريـوبەرایەتی کارگێـری
وەرگرتن


Qaiwan Group
Iraq, Sulaymaneyah,
Support Letter,

Letter NO.: REG23-150
Date: 21st February 2023

Dear Sir / Madam,

This is to confirm that the aforementioned student is a full-time student at Qaiwan International University's Faculty of Management and Social Science (Human Resource Development), she is visiting your group in order to collect data for a university assignment.

Student Name : Shukria Ismael Hassan
Student ID : QIU19-0112
Academic Status : Year 3 Semester 6 / Active

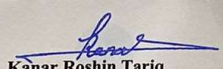


Your cooperation will be appreciated in advance.

Please do not hesitate to contact us if you have any inquiries.

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 Program: Human Resources Development
 Award: Bachelor of HR
 Title of Thesis: The Relationship between Reward system and Employee motivation in Jordan 11 / 17

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