

THE RELATIONSHIP BETWEEN REWARD MANAGEMENT AND
EMPLOYEES' RETENTION: THE CASE OF PROFESSIONAL ENGINEERS IN
SULAYMANIYAH

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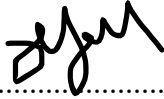
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DEDICATION

I dedicate this proposal project to my parents for their unwavering support, to my friends for their moral support and encouragement throughout my studies, and finally to my colleagues and supervisor who bestowed upon me the courage, commitment, and awareness to pursue the best possible path through their unrivalled guidance

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ABSTRACT

The purpose of this paper is to investigate the relationship between reward management and employee retention among Professional Engineer at constructive industry in Sulaymaniyah. This study aims at identifying the level of reward management practices and the level of employee retention among Professional engineers in constructive industry. using simple random sampling through the distribution of questionnaires which were then analysed using descriptive statistics and Pearson's Correlation. The data will be distributed among 114 professional engineers in three constructive industries in Sulaymaniyah.

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LIST OF ABBREVIATIONS

COR - Conservation of Resources

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This study aims to examine the link between reward management and employee retention in order to improve retention rates among construction companies in Sulaymaniyah Kurdistan- Iraq. This chapter describes the study's background as well as the specifics of how the research will be carried out. The following will help put the issue statement, research questions, study objectives, and study scope into context. Furthermore, at the end of this chapter, both the conceptual and practical definitions of reward management and retention will be defined.

1.2 Background of the Study

Reward management is the system of providing employees with rewards in different forms to attract employees, as well as keep them and motivate them. various reward management systems are practiced in different organizations, and they mainly consist of two types: financial and non-financial rewards. Each of those has its own significance and benefits. Depending on the type of organization, employees, and their efforts, the reward management systems are implemented (Antoni et al, 2017).

Employee maintenance has become a dynamically recurring issue in the majority of today's enterprises; as a result, organizations are attempting to create and implement procedures to manage this recurring issue. Representative maintenance is a critical part of a company's survival and development, and it must be addressed when establishing strategies and commerce demonstrate to assure a knowledgeable skilled workforce that achieves the firm's goals and objectives. The loss of essential workers

may have a major influence on the operation of the business, and the people most likely to be stopped are often the most well-known ones (Armstrong, 2006).

In addition, employee retention offers a reasonable advantage besides guarantees the firm is able to contest and satisfy marketplace potentials. Incentives exist the profits to employee provided through the company in consideration apart from job completed. Expectancy including earning a preferred remuneration inspires workers not exclusively to expend extra efforts on job although keep employ agreement with a business. Findings consume extensive indicated that workers who are driven and devoted to the business have become less probable to occur to resign (Mowday, 1998; Ramlall, 2004).

In that case furthestmost parties in communal plus commercial sectors depend on job retention via the incentive system which has been on-going study since long time. Armstrong believes that for greatest characters, employment is the major source of income and financial stability and an essential sign of status inside the business as well as society (Armstrong, 2007).

According to Burke & Ng (2006) consuming besides keeping experienced employees shows a significant role in this process, because employees' knowledge and abilities have become the paramount to companies' economic success. The rising universal contest for the 'finest' staffs carried nearly with the loss in many advanced industrial economies, new staff candidates make it desperate for firms to ensure that current workers will continue to work for them in order to reserve their reasonable authority. However, there is a large and likely growing number of workers who do not wish to pursue traditional careers in companies.

To be successful, businesses are always expanding their staff retention methods. Organizational employee retention strategies emerged in the United States, Europe, and Asia

before reaching Australia (Accenture, 2001 as cited in Irshad and Afridi, 2007). According to Schuler (2015), by 1990, employers had begun to feel the effects of labor

turnover as a result of the negative effects of labor movement on job performance and the resulting decrease in the productivity of the organization.

However, according to Leelavati and Chalam (2017), there is a scarcity of literature on the elements that motivate employees to stay with a company and those that influence their commitment to the company. Reward management refers to the strategies, principles, and processes necessary to guarantee that workers' contributions to the firm are acknowledged in both financial and non-financial ways”.

In addition, one of the factors influence employee’s retention is reward management, according to Armstrong (2010), reward management is defined as the strategies, policies, and processes required to ensure that the value of individuals and their contributions to achieving organizational, departmental, and team goals are recognized and rewarded. Whereby, employee reward schemes must meet the employees actual or imagined personal requirements, as well as persuade them that the organization for which they work cares about their needs (Rotich ,2020).

1.3 Problem Statement

According to Nayak, Jena and Patnaik (2021), employees are respected as a basic key and competitive asset by firms in today's energetic worldwide economy. Organizations presently recognize information as a noteworthy key and competitive asset, and productive administration of person information interior the working environment has gotten to be basic to company victory. Individual knowledge management in the workplace has become important to corporate success (Nayak, Jena & Patnaik, 2021) and it is one of the most essential demands on management in every firm today is to maintain the most vibrant and active human resources engaged and devoted, preventing them from leaving.

Employee retention is crucial to be highlighted because this can prevent high employee turnover that increases cost in resources, recruiting, and time when replacing open positions (Elsafty & Oraby, 2022). By focusing on the retention issues, This

facilitates the improvement of productivity and the greatest utilization of resources, as a result, companies have difficulty keeping effective employees and instead seek to replace them with easy employees. As a result, companies are less likely to have difficulty maintaining their employees today (Jaseel, 2019).

Specifically, in Iraq, the construction sector has seen considerable expansion thanks to government backing in recent years (Abed, 2018). According to Fadhil and Burhan (2021), Due to its growth, and resulted from the Covid-19 impact, professionals' employees especially engineers have been showing a trend in leaving those company that do not providing the effective talent management. This problem is also faced by major construction companies in Kurdistan, as this region is rapidly growing in the construction industry, so professional engineers tend to migrate from one company to another in order to meet their personal expectations, particularly when it comes to offered compensation (Ali & Anwar, 2021). Relatively, not much research nor attention is being paid to employee retention, specifically those who participate in the construction industry (Ilikhanizadeh & Karatepe, 2017).

Relatively, as the employee turnover is a serious concern for many firms worldwide, researching employee turnover intentions has long been an essential subject in company administration (Belete, 2018). Turnover is a big challenge for firms in today's fierce global competitiveness (Alias, 2018). According to Smith, (2018) it was recently discovered that the phenomena of turnover is a persistent concern for companies would have a detrimental impact on the organization's performance. Employee turnover, on the other hand, increases the possibility of losing great employees (Hussein, 2015). Employers place a high value on keeping valuable skilled personnel since they are critical to a company's performance and profitability (Al Mamun, 2017). There are costs related with turnover, such as enlistment costs brought about whereas seeking out for a substitution, misplaced labor between the time the person stops and the time a substitution is found, misplaced efficiency whereas the leaving worker is gone, and diminished efficiency of the modern enlist whereas learning the work (Schlechter, 2016).

According to Branham (2005), there are a variety of reasons why people leave their jobs or organizations, including dissatisfaction with their work or surroundings, as well as a mismatch between the task and the individual. Furthermore, there is limited preparation and critique, as well as limited opportunities for development and advancement. In addition, representatives feel undervalued and ignored, they are focused as a result of exhaustion and a work-life imbalance, and they have lost faith in pioneers. Furthermore, belief is essential to the prosperity and well-being of a business. In the needs and urgency to avoid further turnover of great employees, organization should view the employee retention as crucial.

Senior management, human resource specialists, and industrial psychologists have all paid close attention to the effect of turnover (Raj, 2013). Becker (1962) suggests that investing in human capital is the key to increasing worker profit and efficiency, as well as worker well-being, because this will result in excellent trade execution. a consequence, it has the potential to benefit both people and enterprises. Due to the significant cost of employee turnover, firms are persuaded that efforts should be made to retain, develop, and promote people. As a result, it is becoming more crucial that workers learn to understand one another and collaborate successfully and amicably (Osborne, 2017). As a result, Carlton (2011) contends that increasing employee engagement through retention in an organization is a reliable procedure which might boost satisfaction.

Looking in details of the factors that can relate to employee retention, one of the significant factors that should be investigated into details related to employee retention is regarding the reward management, as this factor play a vital role in motivating employees to stay within an organization (Hassoo & Akbay, 2020). According to Rotich (2020), the desire to accept a desired compensation motivates representatives not only to put in more effort on job but also to maintain commercial contracts in a company. Considerations have long shown that representatives who are motivated and devoted to the company are less likely to quit.

Negative rewards or negative perception about rewards lead to negative workplace behavior (Brar, Wadajkar & Kumar, 2019). Employees workplace

outcomes in the organizations mostly must be related and affected by the reward systems, where the perception towards reward management should be explored and more research should take place (Brar, Wadajkar & Kumar, 2019). Thus, by looking on the rewards management perspective, this can assist researcher to develop more understanding in terms of employee fairness related reward systems that developed in organization, which can help in sustaining valuable employees within the organization.

According to Worldwide Approach Gathering (WAG) (2011), since the intrusion in 2003, the joined together States has taken steps to open the nation to worldwide speculation, counting the closure of several state-owned undertakings. In expansion, the IMF has forced an arrangement of financial measures, counting the withdrawal of fuel, nourishment, and healthcare endowments. Since then, Iraq's economy has been obliterated, and as a result, unemployment has come to a record level (WAG,2011). Relatively, the construction industry in Kurdistan faces numerous obstacles as a developing sector in a developing market, from finding funding for large-scale rail projects to boosting building quality standards.

In that case, if this happen to engineers, a huge risk will occur at any construction organizations which might affect the actual development that has been implemented. The economic development in Iraq will be negatively affected as fewer productivity results in weaker results and restricts us from our potential (Newington, 2022). Strategies for keeping employees happy have a ripple effect.

Thus, the research on reward management and employee retention should be conducted more as to highlight that valuable asset within an organization, which employees need to preserve and protected, as they are the critical strategic and competitive resource by firms in today's dynamic global economy. Besides, by focusing on retention, organizations now recognize knowledge as a significant strategic and competitive resource, and efficient management of individual knowledge inside the workplace has become critical to company success (Nayak, Jena & Patnaik, 2021).

1.4 Research Questions

1. What is the level of reward management among engineers of constructive industry in Sulaymaniyah?
2. What is the level of employee retention among engineer of constructive industry in Sulaymaniyah?
3. Is there any relationship between reward management and employee's retention among engineers of constructive industry in Sulaymaniyah?

1.5 Research Objectives

The objectives of the research are:

- a) To examine the level of reward management among engineers of constructive industry in Sulaymaniyah.
- b) To examine the level of employee retention among engineers of constructive industry in Sulaymaniyah.
- c) To examine the relationship between reward management and retention among engineers of constructive industry in Sulaymaniyah.

1.6 Scope of Study

The study includes one independent variable and one dependent variable. The dependent variable is employee's retention, and the independent variable is reward management. Conservation Resource Theory has underpinned the understanding between the connection of these two variables. This research will be conducted in the city of Sulaymaniyah, which is in the Kurdistan, Iraq. The population of the study consists of Professional Engineers of the existing constructive industries in

Sulaymaniyah city. Moreover, the type of study that has been conducted Is Cross-Sectional study.

This study will be carried out as quantitative research, with a questionnaire distributed to the convenience sample of the population. To guarantee that the study's results are as trustworthy as possible, the questionnaire questions will be carefully picked in an unbiased way. By specifying the industry, study participants can provide more specific responses in the survey, resulting in more reliable research. Data will be collected through the distribution of questionnaires and will be analyzed by the SPSS.

1.7 Significance of the study

The significance of this study is discovering the significance of employee retention within organizations. Based on the researcher's knowledge and search, there has been little research on employee retention in private companies in the Middle East generally including Kurdistan (Alhmoud & Rjoub, 2019). In addition, this research will be extremely useful for future researchers conducting additional research on reward management and employee retention. The significance of this research has been divided into two:

1.7.1 Practical Contribution:

There has been little research on employee retention in private companies In Kurdistan. In addition, it will be extremely useful for future researchers conducting additional research on employee retention. Furthermore, the study helps the industry improve reward management to increase employee retention.

1.7.2 Theoretical Contribution:

Most of the human behavior can be explained in terms of the evolutionary drive to gather and protect resources for life using the Conservation of Resources Theory, which is a motivational theory that is central to human behavioral genetics. Due to the rapid depletion of these resources, this theory is extremely crucial.

According to the researcher's understanding, reward management and employee retention go hand in hand and have a strong relationship. However, because these concepts are unfamiliar to many organizations, especially Kurdistan organizations, the report aids Kurdistan organizations in considering this issue by providing clear solutions to all the questions that remain unanswered.

1.8 Conceptual Definitions

Conceptual definitions for the variables determined in this study are as follows.

1.8.1 Employee Retention

Employee retention is a primary concern for many in today's climate, this may be a critical worry for many enterprises., especially after COVID-19. Employee retention is the process that encourages employees to remain in the organization for a longer period of time (Griffeth & Hom, 1995). Typically, employee retention is the different methods and procedures that are employed to keep employees in place for a longer period of time (Singh and Dixit, 2011). Additionally, it's been considered a procedure that involves encouraging employees to remain with the organization for a maximum amount of time or until the project is complete (Akila, 2012).

Additionally, based on the same ground, employee's retention, according to Bidisha (2013) is a process in which personnel is motivated to stay with the business for the maximum duration of time or until the project is completed. Many

firms consider retention as a strategic opportunity to maintain a competitive staff (Oladapo, 2014). Supported by Griffeth and Hom (1995) employee retention is the practice of encouraging employees to stay with the company for a longer period of time. Consecutively, employee retention refers to the many methods and procedures that encourage employees to remain with a firm for an extended period of time (Singh & Dixit, 2011). Additionally, employee retention is a practice in which employees are encouraged to remain with the company for as long as feasible or until the project is done (Akila, 2012).

1.8.1 Rewards Management

Recognition for one's efforts at work is referred to as rewards (Maslach, Schaufeli & Leiter, 1997). Reward management is the planning, execution, and maintenance of motivating force frameworks (both internal and external) that attempt to suit the goals of both the organization and its partner.

Intrinsic rewards are defined as rewards that are internally generated, psychological, and experienced first-hand by employees as a natural part of their work (Samnani & Singh, 2014). Conversely, extrinsic rewards are more tangible and material, often linked to monetary value and easy to measure objectively. Examples of extrinsic rewards include bonuses, promotions, corner offices, paid vacations, time off, and high salaries (Mahaney & Lederer, 2006). while operating reasonably, impartially, and consistently (Armstrong, 2010).

1.9 Operational Definitions

Operational definitions for the variables determined in this study are as follows.

1.9.1 Employee Retention

The extent to which employees are motivated to stay within an organization in regard to their job (Kyndt, Dochy, Michielsens & Moeyaert, 2009).

1.9.2 Reward Management

The extent to which employees perceived the effectiveness and satisfaction of reward (intrinsic and extrinsic) by the employer (Gunlu, Aksarayli & Percin, 2010). Intrinsic reward management refer to satisfaction upon employers' feedbacks, ability utilization and achievement recognition (Gunlu, Aksarayli & Percin, 2010). Extrinsic reward management refer to satisfaction upon financial rewards procedures, company policy, career progress and promotion recognition (Gunlu, Aksarayli & Percin, 2010).

1.10 Summary

This chapter outlines a general background of the study. It presents the main reason behind the aim of the statement of the problem in this study is discussed in detail in this chapter. Additionally, this chapter elucidates the extent and importance of the study and offers explicit definitions of the key concepts that are being investigated, both in terms of their conceptual and operational definitions' study. It was targeted toward the achievement of certain objectives that are stated.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter examines theoretical and empirical literature through the lens of essential elements and concludes with the development of a conceptual framework. Besides, this chapter discussed on the underpinning theory and established research framework.

2.2 Employee Retention

Employee retention is a significant concern for many people in today's world, and it may be a critical problem for many businesses, especially after COVID-19.). Employee retention is the effort of inspiring employees to remain with the company for a longer period of time (Griffeth & Hom, 1995). Employee retention also refers to the various techniques and practices that allow employees to stay with a company for a longer length of time (Singh & Dixit, 2011).

Employee retention is considered a practice by Akila (2012) that encourages employees to remain with the company for a set period of time or until the project is complete. Retention is a complex concept, and there is not a single method of retaining employees with a corporation. Retention is considered to be the obligation to continue to engage with a particular company over a long period of time (Zineldin, 2000). A more extensive and modern definition of retention involves customer like, identification, commitment, trust, willingness to suggest, and repurchase intentions, the first four of which are considered emotional-cognitive characteristics, and the latter two are considered behavioural intents (Stauss et al, 2001).

There is a lot of work to be done, but it's worth it (Logan, 2000). An increasing number of organizational mergers and acquisitions have left individuals dissatisfied with their employers and tormented by fears about their overall job security.

Worker maintenance issues are emerging as the most pressing labor administration issues of the near future. According to study, Future-proof companies will be those that adapt their organizational behaviour to the realities. of the current working environment, where life span and triumph are dependent on progress, innovation, and adaptability. Indeed, the aspects of the workplace must represent a changed populace made up of persons whose thought processes, demeanours, and esteem systems differ drastically from their past and among one another This is exclusively true in light of recent financial instability and during firm depending on desired, when the impact of losing qualified staff can be 10 times worse (Caplan & Teese, 1997).

According to Agrela et al. (2008), there is a need to focus on the factors that influence maintenance, which causes organizational progress and triumph. According to research, maintenance plans that successfully fulfil the requirements of all experts advance a company's ability to adapt more effectively to future organizational change (Hurricane Gather, 2006). According to research, patterns rethinking advanced maintenance procedures go beyond the traditional compensation and benefits package (Hurricane Gather, 2006) and emolument (Feldman, 2000), capturing representative inspiration (Thomas, 2000) as one of the key factors to cater to the various qualities and long stay of the workforce within the organization. When maintenance components include the requirements and needs of workers of all ages, person work fulfilment, dedication, and commitment are increased (Boomer, 2009).

Employees perceive employee recognition, flexibility, and training as the most important goals in regards to extending their employment, according to Cunningham (2002), while Walker (2001) and others advocate for providing a supportive environment for the learning and employment of their employees. Additionally, professional growth (Boomer, 009), organizational commitment (Patrick Owens, 2006), communication (Gopinath & Becker, 2000), and superior-subordinate

interaction (Zenger, Ulrich & Smallwood, 2000) are recognized as variables that affect employee retention. The list of retention criteria and the literature review are not intended to be comprehensive of all possible hypotheses or variables associated with employee retention or rotation (Griffeth et al., 2000). Instead, the focus of this research is on investigating the specific frequency with which different retention criteria are present when reviewing workers' accounts of their reasons for staying.

Significantly, employee retention, according to Anitha and Begum (2016), is the overall module of an organization's human resources techniques, commencing with the admissions of the appropriate individuals with the necessary skills and continuing with practises that enhance employee retention commitment and sense of duty towards the organisation. According to Aruna and Anitha (2015), a few critical factors that must be constantly checked impact employee retention: authoritarian culture, process, pay and benefits reasoning, and career development frameworks. According to Cloutier et al, (2015), the financial ramifications of a company's inability to keep its personnel can be disastrous. A significant quantity of significant value may be used by a rival or become the competition.

Employee retention turnover refers to a scenario in which employees leave the firm for a number of reasons and have a negative influence on the business in terms of general consumption and the ability to perform the basic essential managements (Beynon, et al. 2015). When employees leave a company, it may have an impact on both the company and the workforce. Employee retention turnover has been a hot subject among researchers, academics, and business executives because to its detrimental impact.

In any case, one of the most significant consequences of employee turnover is an increase in the expenses of acquiring and training new personnel. Companies must pay to contact and hire job prospects. Furthermore, it is an excessive habit for skilled individuals to commit time and contribute to income-generating operations while training future experts (Presbitero, et al. 2016).

It is generally acknowledged that a company's success is greatly influenced by the calibre of its workforce. Maintaining employees, especially strong performers, is stated to depend heavily on the efficiency of the whole rewards system that has been put in place inside the firm. Additionally, a higher employee retention rate will significantly lower the organization's overall recruitment, selection, and training costs. All of the Islamic banks in Jordan are putting total rewards plans into place to keep top talent. The management employs gestures to demonstrate that the banking system takes care of the employees' health by paying them \$13.6, providing interest-free loans, and following up with employees regarding personal issues (Alhmoud & Rjoub, 2019).

2.3 Rewards Management

Rewards are terms used to describe recognition for one's accomplishments in work (Maslach, Schaufeli & Leiter, 1997). Simultaneously, reward management is the development, implementation, and upkeep of motivational force frameworks (both internal and external) that strive to meet the goals of both the business and its partners while working rationally, impartially, and consistently (Armstrong, 2010).

Looking in depth on the concept of reward, intrinsic rewards are considered to be those that are generated by the employee themselves, these are psychological rewards that directly experience the intrinsic nature of the task (Samnani & Singh; 2014). Additionally, intrinsic rewards are the tangible rewards and advantages linked with a certain activity that are of a pecuniary character and have an element of objective assessment. Bonuses, promotions, corner offices, paid vacation vacations, time off, and high salaries are examples of extrinsic incentives (Mahaney & Lederer, 2006).

Relatively, compensation administration is the design, implementation, and maintenance of motivating force frameworks (natural and external) that try to meet the goals of both the company and its partners while operating reasonably, impartially, and consistently (Armstrong, 2010). Rewards are expressions used to express gratitude for one's accomplishments in work (Maslach, Schaufeli & Leiter, 1997). Employee

reward also has been discussed as any sorts of income that workers get as a result of their job. The term all kinds of compensation, non-monetary benefits are not included in the definition, but rather all direct and indirect financial incentives (Dessler, 2011).

According to Armstrong and Murlis (2004, p. 3), remunerate administration is the method of building up and actualizing strategies and approaches that endeavor to reward employees decently, similarly, and reliably depending on their commitment to the organization. It is also involved with the planning, implementation, and support of remunerate strategies, as well as honing such strategies to enhance organizational, group, and individual performance. Most firms use a variety of reasons.

The most important visit forms are basic salary, work plan, motives and benefits, growth opportunities, and performance-based remuneration. According to Cox (2008), money is significant due to the items it may purchase and because it represents an employee's value. The importance of an organization's incentive policy stems from the fact that, when handled properly, money may boost motivation and performance. Despite the fact that wages and benefits alone are not adequate prerequisites for high work satisfaction, they remain a crucial metric for measuring job happiness.

Armstrong (2010) explains that remunerate administration is concerned with the design, implementation, and maintenance of remunerate frameworks (associated pay forms, hones, and strategies) that are focused on meeting the needs of the business and its partners in a reasonable, unbiased, and dependable manner. These frameworks include measures for assessing the significance of jobs through work assessment and showcase estimating, the design and administration of review and pay structures, execution administration forms, plans for fulfilling and/or recognizing people based on their individual execution or commitment and/or group or organizational execution, and the arrangement of representative benefits.

It is important to recognize that reward management extends past simply compensation and additional benefits for employees. It's equally dedicated to monetary and non-monetary benefits, including the opportunity to recognize, learn, and grow, as

well as increased responsibility. As a result, compensation administration includes assessing and regulating worker pay, compensation, and any other representational benefits. The goal of motivating force administration is to design and efficiently manage an organization's remunerate framework. The majority of the compensation framework is made up of remuneration arrangement and methodologies, compensation and finance company, total compensation, least wage, CEO pay, and group remunerate.

The purpose of a compensation system is to incentivize professionals to work toward achieving critical company goals (Armstrong and Murlis, 2007). In order for a corporation to achieve a profoundly committed trade environment and its overall trade objective, a remunerate strategy must be developed to ensure that people's dedication to achieving organizational or group targets is valued, recognized, and remunerated (Armstrong, 2010). The specification of rewards further discussed in the following sections.

2.4 Types of Rewards Systems

Certain factors must be taken into account when designing a reward system, and they are often taken into account in the majority of reward systems that are publicly disclosed. A reward may be an "add-on," suggesting that the employee receives a standard remuneration in addition to the award. Organizations, like humans, have different life phases, and based on where the organization is in its life cycle, it has different requirements, which in turn affects its incentive system in an effort to achieve its objectives. To determine whether or not a reward should be awarded, you evaluate the organization's profitability and advancement objectives.

However, this often necessitates a breakdown of the objectives, making them less difficult to quantify and more comprehensible for the workers, and a demonstration of how their behavior effects the measured goals and parameters.

In this situation, the incentive system becomes a tool for management control, and the decision of which objectives to assess is crucial, since these are the ones that workers would prioritize. Individual or departmental performance is sometimes rewarded monetarily, despite the fact that the corporation is incurring losses. According to Jaghult (2005), this may be prevented by instituting a limit requirement for the whole company, which must be met prior to the payment of bonuses in any department. When constructing a system, it is essential to consider when and how the reward should be dispersed, as well as if there should be a ceiling (a maximum reward amount).

2.4.1 Intrinsic Rewards

The association between intrinsic and extrinsic incentives and employee performance is substantial (Olsson and Kvaly, 2008, 2013). Last scholars added to and improved our understanding of intrinsic incentives and their influence on employee performance. However, there is a limit to this field of study. Previous investigations, researchers largely neglected the fact that intrinsic incentives are not necessarily unrelated to employee performance, depending on the personality of each individual. Jagult (2005) describes non-monetary benefits as including a thank you from the administration or the recognition of one's associates.

Armstrong (1993) Financial awards are sometimes viewed as short-term and do not enable long-term commitment from professionals, which is typically required. To improvements in life expectancy employee engagement, a company must evaluate both non-financial and financial factors in order to provide the optimal blend. Another study discovered that appreciation and strengthening had a detrimental influence on worker execution; yet strengthening is now and then recognized as essential among inborn traits (Hafiza et al., 2011).

Final considerations also overlooked the significance of mental pleasure (natural rewards) in the workplace. How organizations might manage intrinsic incentive for creative atmosphere and employee performance is investigated

in the present research. Similarly, Cheema, Alam, and Shujaat (2013) revealed that there is a significant positive relationship between three of the five intrinsic variables training, performance identification, career advancement opportunities, effective communication channels, and job safety, with direct relationship to employee performance.

Furthermore, A non-monetary award is an award that does not include any monetary reward and is given to an employee as a way for their company and their coworkers to show their gratitude and respect for the employee. It is a widely held belief that monetary rewards and incentives fall into the category of being short-term, while non-monetary rewards and incentives are seen as being long-term. There have been instances of workers who have been successful in carrying out the responsibilities of their jobs while also being totally devoted to the accomplishment of the objectives set out by the organization. In order to express their appreciation and show their appreciation, these people's employers would often give them presents that were not monetary in nature. That is, they are recognized for the consistent effort that they put forth at their jobs, and as a result, they contribute to the happiness of their employers. The company must place a high priority on this matter in order to foster sustained motivation among its workforces.

In addition, previous study has successfully established the relationship between intrinsic motivations and worker performance, but other research areas, such as how organizations identify the requirements of their workers and whether or not money matters for employee performance development, have been neglected. Combining the favorable influence of extrinsic and intrinsic incentives on employee performance with demographics such as age and gender, while essentially ignoring how people are intrinsically driven to perform well (Convington and Mueller, 2001).

2.4.2 Extrinsic Rewards

According to researchers, extrinsic incentives have a direct and beneficial effect on employee happiness. Previous research on the influence of extrinsic incentives has, without a question, been fruitful, but there are a few overlooked elements that must be addressed. In order to place an emphasis on the relevance of the advantages acquired from other sources. Recent research found that both extrinsic and intrinsic incentives had a significant favorable influence on worker satisfaction. The study looked at the effects of both types of incentives. Every incentive presents a win-win situation for the recipient (Reily et al., 1991).

Merchant (2007) notes that monetary incentive systems are not the only sort of reward, nor are they the best, but their prevalence is such that they warrant particular consideration. However, according to Svensson (2001), the majority of people appreciate currency, making it a crucial form of compensation. There are three primary categories of monetary reward systems: performance-based wage increases, short-term incentive plans, and long-term incentive plans. The latter two incentives are important at management levels and are typically tied to success over a certain time period.

According to Samuelsson (1999), the first is often regarded as the most powerful motivator of all. According to Merchant (2007), all firms grant compensation increases to employees at all levels of the organization. This is frequently a minor amount of an employee's salary, but it is crucial because of its long-term perspective. Nonetheless, short-term incentives in some forms are often used in business. A financial bonus is often determined by performance over a period of one year or less. In essence, an organization use variable pay to distinguish employee compensation, with the aim of compensating the best workers. Svensson contends that by seeing the worker's dedication to the organization, it is easier for the organization to promote outstanding performance.

The workers are excited about the possibility of receiving a reward for their performance. Using variable compensation might also be advantageous for the

organization in terms of risk-sharing. This indicates that the expenditure for remuneration swings more with organization success when total pay is partially variable, causing the cost to be reduced when no benefit is produced and allowing the benefit to be shared with workers when it is made.

Additionally, according to Merchant (2007), one of the most common forms of long-term incentive is a type of restricted stock plan. This incentive is similar to shares that are awarded as a bonus to an employee, these shares can only be sold after a designated period has elapsed. After one year, for example, the employee will have the ability to offer one-fifth of the offers, after two years, two-fifths, after three years, three-fifths, and so on. This is a tactic to preserve knowledge within the organization, rather than incentivize employees, because if they forsake the organization before the fifth year, they will perish with the remaining components. A few companies go even farther by reclaiming the shares previously received.

Further research concluded that in Pakistan, extrinsic motivations (money benefits) are vital for employee happiness. Results indicate an association between extrinsic incentives and employee happiness. Recent study suggests that intrinsic incentives should be prioritized above extrinsic benefits. In this case, however several logical clusters of research that must be considered must be disregarded. Without questions, all types of incentives are important, but we should focus on extrinsic rewards more often, because money is crucial to happiness. Earlier study, significant points have been consistently disregarded, such as the assertion that only extrinsic incentives are connected to employee happiness, while intrinsic benefits are neglected. We must also prioritize internal incentives, but extrinsic benefits should take precedence (Ali and Akram; 2013).

In a similar vein, other researchers have advocated for the provision of medical allowances to employees. The results indicate that extrinsic rewards have a positive effect on employee satisfaction. Another researcher shows that extrinsic rewards have a positive association with employee satisfaction by promoting employees. However, previous investigations are limited by the fact that only extrinsic rewards, such as medical allowances and promotions, are considered as being

significant enough to be considered as part of a significant salary package. The compensation should be sufficient and equitable (Nayadema et al, 2014).

The research conducted by San et al. (2012) in Malaysia focuses on the various methods used by insurance firms to evaluate employee performance. Rewarding staff not only increases performance, but also contributes significantly to an organization's image and reputation. This is due to the fact that when an employee is well compensated, he or she feels sincerely valued, which further enhances self-actualization. This will eventually result in workers speaking favourably about their companies. Kurdistan-Iraq has had tremendous economic development for over two decades, driven by non-oil industries largely (Mazeel, 2012). Real estate was highlighted as a non-oil sector that drives economic expansion (Riti et al., 2016).

There is a substantial link between incentives and remuneration, as well as individual and organizational performance, as the findings of a number of studies have shown (Giorgio and Arman, 2008; Shin-Rong and Chin-Wei, 2012; Danish and Usman, 2010; Khan, 2010; Qureshi et al., 2010; Tessema and Soeter, 2006; Katou and Budhwar, 2006; Chang and Chen, 2002). For instance, Mayson and Barret, (2006) found that a company's ability to successfully attract new workers, motivate existing employees, and retain employees by paying them well and providing rewards is associated with the company's performance and growth. This was shown to be the case. In contrast, the study that was conducted by Ine and Pedro (2011) found that the pay structure that was used for salespeople had a significant influence not only on the performance of individual salespeople but also on the efficiency of sales organizations.

As a consequence of this, many businesses in today's more competitive economic environment are looking for new compensation structures that are directly tied to encouraging the success of both the person and the whole organization (Steven & Loring, 1996; Denis & Michel, 2011). The following characteristics must be present in order for pay and remuneration to be considered legitimate and ethical, effective, ambitious, and dedicated, the latter of which is capable of providing security of employment, all of these qualities are considered paramount.

Looking on the intrinsic reward elements, abuse in workplace settings may manifest itself in either an interpersonal or an organizational setting. Abuse may be divided into two categories: interpersonal, which happens, when one employee of an organization assails another employee of the organization, and individual which occurs when an organization targets its members (Mathis & Jackson, 2004). Employees can be mistreated by their employers in a variety of different ways, some of which include encouraging loyalty but not rewarding it, inequity in exchange, evaluations that rob one of their self-esteem, transfers or time pressures that destroy family, life, and ending the lives of people who are unable to do anything about it. and perpetuating the myth that fired employees are responsible for their own failures. The organization will take care of or direct the employee's career benevolently.

Many academics have also recognized rewards as a significant predictor of employee commitment and intention to leave (Armstrong, 2010; Gwavuya, 2011; Hillmer, et al., 2004). Additionally, it has been suggested by a number of scholars (Hillmer et al., 2004; Samuel & Chipunza, 2009), that monetary compensation is what motivates workers working for companies. In addition to this, it lays the groundwork for individual workers to evaluate the value that their firm places on them on an individual basis. According to Chiboiwa et al. (2010) and Samuel & Chipunza (2009), there is a negative association between large quantities of incentives and employee turnover.

Furthermore, this relationship is also supported by our own findings (2009). They made the discovery that employees whose pay were higher than those of those who performed the same functions at other institutions were less likely to consider their current duties. leaving their current places of employment. This was the case irrespective of the company for which the workers were doing their duties. According to the research conducted by Armstrong (2009) and Okum be, an increase in employee productivity would occur if workers thought their employers would provide them with appropriate perks (2001) Job satisfaction is best when incentives exceed employee expectations. According to McKenna and Beach (2002), whereas the money part of incentives pertains to extrinsic motivation aimed to satisfy fundamental living necessities. non-financial rewards are more intrinsic, the purpose is to fulfil

psychological desires. Various motivation theories, such as Maslow's theory of needs and Herzberg's two-layered component and expectation theories, have effectively explored these principles (Bratton & Gold 2007).

In spite of this, there are a substantial number of experts working in the business who are of the belief that the atmosphere in which a task is conducted has the potential to be a source of pleasure. Since many decades ago, the subject of whether or not extrinsic motivation or intrinsic motivation are more successful as sources of incentives for a number of professions and workers has been at the forefront of discussion. The feeling of accomplishment, the overcoming of challenges, and the acquisition of additional skills as a direct result of the job performed are all instances of intrinsic benefits. The direct connection between an individual's work and the task that they are doing is directly tied to the accrual of intrinsic rewards. On the other hand, extrinsic rewards are those that are earned by means of an incentive from sources other than the actual work that is being performed. Both the performance of the firm and the behavior of its personnel are amenable to modification, involves various forms of remuneration and compensation in almost all aspects of the functioning of the organization (Gupta & Shaw, 2014).

According to Barber and Bretz (2000), incentive management systems have a significant impact on a company's capacity to attract, retain, and motivate high-potential employees, which ultimately results in high levels of performance. This is because of the positive feedback loop that these systems create. According to Kim (2000) the performance of each individual employee is the sole contributor to the overall performance of the organization, and companies use the incentive system as a tool to monitor the performance of the same people and as a method to motivate workers. In addition, Kim (2000) asserts that organizations use the incentive system as a method to improve their overall performance. To put it another way, the performance of each individual worker constitutes the unit used to measure the total performance of the business.

2.5 Underpinning Theory

This section will further discuss on the Conservation of Resource Theory (COR) that used to underpin the framework and understanding the variables used in this study.

2.5.1 Conservation of Resource Theory

Since 1988, the theory of conservation of resources, also known as COR theory (Hobfoll, 1988; 1989), has provided a framework for understanding the processes involved in experiencing chronic and catastrophic stress, coping with it, and eventually becoming resilient. This theory was originally developed by Hobfoll (1988; 1989). Empirical research in a variety of disciplines, ranging from the recovery from natural disasters (for example, Blaze and Shwalb, 2009) to occupational burnout, has provided support for the fundamental aspects of this theory (Gorgievski and Hobfoll, 2008). The COR hypothesis acknowledges that some circumstances, such as those that endanger resources or reduce the amount of supply that is already available, are inherently stressful. It is a theory that aims to explain how individuals are embedded within their families, communities, in addition to civilized societies. The ecological paradigm in question takes into consideration a number of different strata. Within the context of this idea, a special place of significance is reserved for the nuclear family (Hobfoll, 2001).

The COR theory's guiding principles and the function of resources within the framework of the theory are both investigated in this portion of the paper. The theory's primary premises as well as its ramifications, with a particular focus on the empirical evidence that backs up each assumption in turn. Following the examination of how the COR theory has been used to the study of health, the remainder of this chapter will focus on a consideration of the clinical and scientific implications of the theory in relation to health. According to the core assumption of the COR theory, people are motivated to acquire, safeguard, and support the promotion of the acquisition of their resources, which are the things they value (Hobfoll, 1988; 1998).

This theory is used to explain the stressors experienced by employees within organizations (e.g., Brotheridge and Lee, 2002; Grandey and Cropanzano, 1999) and communities (e.g., Hobfoll, 2001). Because of its cross-domain relevance, COR theory has been applied to the stressors experienced by employees in both communities and organizations. However, the assumption of COR theory regarding stress has not been fully explored. This assumption is about how much value a person sets on his or her resources. The current research focuses on testing what factors regulate this assumption of resource importance evaluation and how it may or may not impact an individual's reaction to stress-events. Hobfoll (2001) proposed that an individual's assessment of resource value is significantly influenced by culture.

Indeed, according to Hobfoll (1989), resources are evaluated and valued is a reflection of what makes culture (p. 343). The primary goal of this research was to improve our knowledge of the resource-importance assessment pillar of COR theory by experimentally investigating the cultural values-to-resources link. As a result, the purpose of this research was to provide the theoretical groundwork for a more extensive examination of resources and their function within the COR framework. A better understanding of general stress resistance and coping behaviours or processes across settings may be accomplished by describing the cultural factors that impact an individual's own appraisal of resources. Figure 1 depicts the broad association that exists in the current research between values, resource appraisal, and stress-related consequences.

After giving these ideas the attention, they deserve, it is fair to predict that the applicability of resources will be evaluated in great detail so that the breadth and depth of their affects can be determined. According to the central tenet of the COR theory, which states that people will go to great lengths to acquire, keep, protect, and advance the things they value (Hobfoll, 2001), in order to draw a conclusion about the relationship between resources and values, a deeper understanding of the abstract concept of personal values is required. This is because people will go to great lengths to acquire, keep, protect, and advance the things they value (Sagiv & Schwartz, 2000). This component of COR theory, which says that resource evaluations are impacted by human values that are formed by culture, might perhaps benefit from the introduction

of an effective values concept. However, this element of COR theory has not yet been demonstrated to be accurate.

Integrated stress theories, such as the COR theory, connect key and multiple component theories and state that stress occurs throughout the process of resource acquisition and loss. One example of an integrated stress theory is the idea of cumulative occupational risk. An example of an integrated stress theory is provided by the COR theory. In light of this, the capability to prevent resource loss, cope with resource risks, and successfully recover resources may be regarded examples of stress resilience from the perspective of COR. [COR] (Hobfoll, 2002). People who are better able to regain resources that they have lost and protect the resources that they already have are better able to deal with the stress that they experience (Hobfoll, 1989; 2001). According to Hobfoll (1989; 1998), the COR theory is a stress model that integrates environmental and cognitive views on stress and defines stress as a consequence of resource depletion. Hobfoll characterizes this model as a stress model that combines environmental and cognitive perspectives on stress.

The core idea behind the COR hypothesis is that people have an innate drive to amass resources, an innate drive to protect those riches, and an innate drive to experience stress if those resources are threatened or misplaced. In addition, Hobfoll explores a number of topics that are connected with the process of resource accumulation and depletion. These concepts include resource loss, resource replacement, resource evaluation, and resource gain anticipation. After giving these ideas the attention, they deserve, it is fair to predict that the applicability of resources will be evaluated in great detail so that the breadth and depth of their affects can be determined.

According to the central tenet of the COR theory, which states that people will go to great lengths to acquire, keep, protect, and advance the things they value (Hobfoll, 2001), in order to draw a conclusion about the relationship between resources and values, a deeper understanding of the abstract concept of personal values is required. This is because people will go to great lengths to acquire, keep, protect, and advance the things they value (Sagiv & Schwartz, 2000). This component of COR

theory, which says that resource evaluations are impacted by human values that are formed by culture, might perhaps benefit from the introduction of an effective values concept. However, this element of COR theory has not yet been demonstrated to be accurate.

Thus, through the understanding that once the resources are threatened, which is reward, this will lead to a lot negative psychological outcomes such as reducing the employee's motivation to stay.

2.6 Research Framework

To further understand this chapter, the research diagram illustrates the connection between the ideas of the discussion. It shows the interrelatedness of reward management and employees' retentions it is discussed in the literature body.

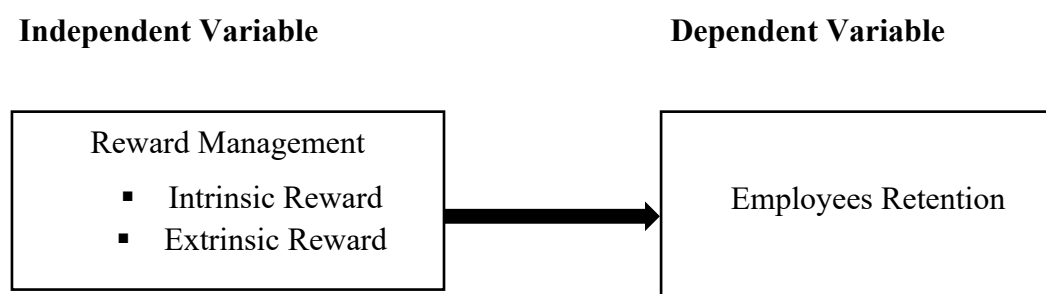


Figure 2.1 Research Framework

2.7 Summary

This chapter demonstrates academics have become interested in the relationship between reward management and employee's retention, and a number of research have been done to explore this relationship, through the Conservation of Resource Theory (COR).

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design and study type, as well as the study's population, intended participants, and sampling method. In addition, this chapter describes the research design, instruments used in this study, the data collecting procedure, and the methods of data analysis, concluding with a chapter summary.

3.2 Research Design

The design of the research is one of the most important documents associated with data gathering, measurement, and analysis, and is derived from the research questions. Additionally, this procedure is crucial to ensuring that the data employed can produce valid and significant results to the researcher. This section will discuss the nature of the research, the data sources, the unit of analysis, the population frame, the sample, and the procedure of sampling. This study quantifies the relationship between the independent variable (reward management) and the dependent variable (employee retention).

Besides, According to Sekaran, Robert, and Brain (2001), quantitative is acceptable and widely used for empirical evidence in social sciences and business-related sectors, in addition to establishing and evaluating the connection between variables (Leedy & Ormond, 2005). In addition, correlational study conducted in this study, which explores the relationships between two or more variables. Since correlational studies are not experimental, the researcher cannot modify or control any

factors. Furthermore, the type of study that has been conducted is Cross-Sectional study.

3.3 Population and sampling

This section will be further discussed on the population that have been selected for this study and the sampling technique that will be deployed.

3.3.1 Population

The population of this study will be the professional engineers from construction companies in Sulaymaniyah Kurdistan. In Sulaymaniyah, construction industry is monopolized by the 3 (three) main construction companies, and details of the population as follows:

Table 3.1 Population of Study

List of Construction Companies	No of Engineers
Qaiwan Group	36
Halabja Group	8
Najmadin Group	70
Total Population	114

3.3.2 Sampling Method

Since the whole population were chosen as sample, the sampling method for this is convenient sampling method due to easy accessibility in approaching the respondents (Etikan, Musa & Alkassim, 2016).). Researcher chose a sub-group from construction companies, and that sub-group are engineers.

3.4 Research Instrument

As a means of achieving the research goals and answering all of the research questions that are established, the data will be gathered through the distribution of questionnaires. The instrumentation that will be adapted from the previous scholar. The instrumentation for reward management and employee retention will be adapted from Gunlu, Aksarayli and Percin (2010) and Kindyt & Maya (2009) respectively. Questionnaire that will be prepared will be using the Five (5) Likert Scale (from 1; strongly disagree, 3; neutral and 5; strongly agree) which is reliable to be adapted as it is not too short and too long to be implemented (Leung, 2011).

Significantly, this questionnaire consists of three sections, which are section A (demographics), section B is related to the independent variable which is reward management and section C is related to dependent variable which is employee's retention. Furthermore, the items in the questionnaire in ensured secured the reliability value that above 0.7, that indicates reliable to be used (Krejcie & Morgan, 2013). Table 3.2 below presented the questionnaire structure and the items that will be adapted in this study:

Table 3.2 Research Instrumentations

Variable	No of Items	Cronbach's Alpha	Source
Section A: Demographic Questions	5 Questions: 1) Gender 2) Age 3) Marital Status 4) Education Level 5) Years of experience	Nil	Self-Developed
Section B: (IV)	18 Questions:		

Variable	No of Items	Cronbach's Alpha	Source
Reward Management	<p>1) I am satisfied with my base salary.</p> <p>2) I am satisfied with my past salary increment</p> <p>3) I am satisfied with my recent salary raise.</p> <p>4) Raises are too few and far between</p> <p>5) I am satisfied with how my raises are determined</p> <p>6) Pay increases are handled fairly</p> <p>7) Additional pay to basic salary increased job satisfaction.</p> <p>8) Those who do well stand a fair chance of being promoted (receiving higher pay increase).</p> <p>9) Received appropriate recognition for my contribution.</p> <p>10) Received continuous feedback and recognition.</p> <p>11) Received informal praise (well done, thank you).</p> <p>12) Received formal praise (certificate).</p> <p>13) The amount and frequency of recognition from supervisor.</p> <p>14) Understand the type of behavior lead to receiving recognition.</p> <p>15) The way my supervisor provides me with feedback.</p> <p>16) The feedback receive is highly relevant.</p>	0.933	(Gunlu, Aksarayli, & Percin, 2010).

Variable	No of Items	Cronbach's Alpha	Source
	<p>17) The feedback receive agrees with what I actually achieved.</p> <p>18) Recognition is given fairly and consistently.</p>		
<p>Section C: (DV)</p> <p>Employees Retention</p>	<p>8 Questions:</p> <p>1)I see a future for myself within this company.</p> <p>2) It doesn't matter if I'm working for this company or another, as long as I have work.</p> <p>3)If it were up to me, I will definitely be working for this company for the next five years.</p> <p>4) If I could start over again, I would choose to work for another company.</p> <p>5) If I received an attractive job offer from another company, I would take the job.</p> <p>6)The work I'm doing is very important to me.</p> <p>7)I love working for this company.</p> <p>8) I have checked out a job in another company previously</p>	0.91	Kindyt & Maya (2009)

3.5 Pilot Study

One of the objectives of pilot testing is to assess the understanding and comprehension of the respondents towards the instruments involved in the questionnaires prior to the distribution of the questionnaires.

The reliability test is employed to assess the stability and consistency of data, which is intended to assess the quality and dependability of the data for the purpose of a study. The Cronbach's Alpha is a numerical system that is used to assess the consistency of data. If the number is closer to 1, the reliability and consistency of the data are higher (Sekaran and Bougie, 2013). Those with values between 0.70 and 0.80 are considered to have a good or acceptable degree of reliability, while those with values between 0.6 and 0.7 are considered to have a fair degree of reliability, with values less than 0.6 indicating poor consistency and reliability.

For this specific study, the pilot testing was conducted by taking 10 samples, as according to Hill (1998), who stated that a minimum of 10 respondents should be involved in the pilot test in order to detect any problems or discrepancies in the associated research. The outcome of this process has selected all of the items for the questionnaires as being reliable and legitimate. The specifics of the Pilot Test's analysis are displayed as follows:

Table 3.3 Pilot Test Results

Section	Dimension	No of questions	Cronbach Alpha
B	Reward Management	18	0.95
C	Employees Retention	8	0.92

From the above table, the Cronbach alpha obtained for both variables, reward management and employee retention are both above 0.70, indicating that these instrumentations are above good, and reliable to be adapted in this research.

3.6 Data Collection Procedure

Data collection is the procedure of obtaining information or resources for the purpose of further investigation. The data collection methods utilized in this study are going to be quantitative, with quantitative data being gathered through the distribution of questionnaires. Therefore, questionnaires shall be used as a method to obtain primary data, which shall then be used to answer the research questions pertaining to this study. A permission letter shall be obtained from Qaiwan University to acquire the approval of both the university and the designated companies for the study. Once the approval is accepted, the process of questionnaire distribution shall start.

Then, the answered questionnaire will be collected after 2 weeks approximately, depending on the company instructions and the employee's availability. Furthermore, all answered questionnaire will be treated as private and confidential.

3.7 Data Analysis

The data obtained will be analysed using the Statistical Package for Social Science (SPSS version 25) application. SPSS is used to manage and analyse raw data so that it may be applied to answer the previously specified research questions. To investigate and assess the relationship between reward management and employee retention, descriptive analysis and Pearson's correlation will be used. Details on the analysis technique that will take place will further be discussed under the following sections.

3.7.1 Descriptive Analysis

In fulfilling research objective 1 and 2, mean score analysis will be deployed. For this specific investigation, the pilot testing was conducted by taking 10 samples.

As stated by Hill (1998), the minimum number of participants needed in the pilot test was 10 in order to detect any problems or discrepancies associated with the associated research. The result of this procedure is that all of the items on the questionnaires are considered legitimate and reliable. The specifics of the pilot's analysis are exhibited as follows:

Table 3.4 Frequency Mean Analysis

Mean Score	Level
1.00 – 2.33	Low/Weak
2.34 – 3.67	Moderate
3.68 – 5.00	High

Source: Zikmund, Babin, Carr & Griffin (2010)

3.7.2 Pearson's Correlation Analysis

In fulfilling the research objective 3 and answering research question 3, correlation analysis will be deployed in establishing the connection between reward management and employee loyalty. Correlation approaches facilitate the identification of the importance, consistency, and movement in a relationship. of the independent variables (reward management) and dependant variable (employee retention).

Correlation coefficients can vary from -1.00 to 1.00, with 0 indicating that there is no link between the variables. The association value of 1.0 meant that the link had an ideal positive association, while the association value of -1.0 meant that the connection had an optimal negative association. The correlation between these variables is between 0.01 and 0.09, which is extremely low, the correlation between 0.10 and 0.29 is considered low, the correlation between 0.30 and 0.49 is considered moderate, and the correlation between 0.50 and 0.69 is considered high.

Table 3.5 Interpretation of Strength (Correlation)

Correlation Value (r)	Strength of Relationship
------------------------------	---------------------------------

± 0.70 or higher	Very High
± 0.50 to ± 0.69	High
± 0.30 to ± 0.49	Moderate
± 0.10 to ± 0.29	Low
± 0.01 to ± 0.09	Very Low
0.00	No Relationship

Source: Pallant (2013)

3.8 Summary

This chapter gives the reader insight on the methods used to conduct the research methodology, the sampling material, and data analysis methods, the targeted sampling are engineers in construction companies in Sulaymaniyah city in KRG, a survey questionnaire will be handed out, furthermore, SPSS 28 will be used for data analysis. The analytical approaches that are used are descriptive analysis and correlational analysis for this quantitative research.

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.1 Introduction

This chapter aims to discuss the result of the present study entitled ‘The Relationship Between Reward and Employees’ Retention: The Case of Professional Engineers in Sulaimaniyah’ as the data is analysed with the using (SPSS) Statistical Package for Science Social. The data of the study is based on the engineers’ responds of the questionnaire that has designed according to the objectives of the study. The researcher analysed the demographic part using descriptive analysis along with the independent and the dependent variables and the relationship between the two variables is analysed using descriptive and Pearson’s correlation. The analysis stated in this chapter had been done based on the mentioned objectives in chapter one of the study.

Population	114
Sample	114 (As whole population being treated as sample)
Distributed Questionnaire	114 (Professional Engineers)
Returned Questionnaire	114

4.2 Demographic Analysis

One of the very important sections in the data analysis chapter is the demographic analysis. The reason is because these data can bring various results for the researcher including, the responders the age, gender, educational level, marital status, experience years and company name. To analyse the data of this section, the researcher used frequency table to focus on the results.

4.2.1 Respondents' Gender

Table 4.1 shows that 51.3% of the responders were males and this is the highest rate. 47.8% of the responders were females. Although in terms of percentage, they are very close to each other males are slightly higher than females.

Table 4.1 Respondents' Gender

Gender		Frequenc y	Percent
Valid	Male	59	51.3
	Female	55	47.8
	Total	114	100

4.2.2 Respondents' Age

Based on the respondent's age frequency table 4.2: 1.7% were between 45-49 which is the lowest, 9.6% were between 40-44, 16.5% were between 35-39, 24.3% were between 30-34, and 47% of the responders were aged between 25-29 and it is the highest one.

Table 4.2 Respondent's Age

Age		Frequency	Percent
Valid	25-29	54	47.0
	30-34	28	24.3
	35-39	19	16.5
	40-44	11	9.6
	45-49	2	1.7
	Total	114	100

4.2.3 Respondents' Education Level

From the education level frequency, table 4.3 indicates that most of the respondents hold a bachelor's degree by 78.3%, 13.9% have a master's degree, 2.6% of the responders hold PhD degree, and only 4.3% of the responders obtained other professional qualifications.

Table 4.3 Respondents' Education Level

Educational Level		Frequency	Percent
Valid	Bachelor's Degree	90	78.3
	Master's Degree	16	13.9
	PH.D.	3	2.6
	Other Professional Qualifications	5	4.3
	Total	114	100

4.2.4 Respondents' Current Marital Status

Based on the current marital status frequency table 4.4, 53.9% of the responders were answered to be single is the highest while the remaining 45.2% answered to be married.

Table 4.4 Respondents' Current Marital Status

Current Marital Status		Frequency	Percent
Valid	Single	62	53.9
	Married	52	45.2
	Total	114	100

4.2.5 Respondents' Years of Experience

Based on the respondents' years of experience frequency in table 4.5, the researcher got the following results; 44.3% of the responders have 1-5 years of experience, which is the highest. However, 19.1% have 6-10 years of experience, 27% have 11-15 years of experience, 5.2% have 16-20 years of experience, and 3.5% have above 21 years of experience which is the lowest.

Table 4.5 Respondents' Year of Experience

Years of Experience		Frequency	Percent
Valid	1-5	51	44.3
	6-10	22	19.1
	11-15	31	27.0
	16-20	6	5.2
	Above 21	4	3.5
	Total	114	100

4.2.6 Respondents' Company Name

According to the respondents' company in Table 4.6, 60.9% of the responders work in Najmadin Group is the highest one 31.3% of the responders work in Qaiwan Group, and the lowest off 7% of the responders work in Halabja Group.

Table 4.6 Respondents' Company Name

Company Name		Frequency	Percent
Valid	Najmadin Group	70	60.9
	Qaiwan Group	36	31.3
	Halabja Group	8	7.0
	Total	114	100

4.3 Reliability Statistics

This also mentions the velocity that was conducted on 114 respondents. Based on Pallant (2020), a reliability value that is over 0.7 is reliable and adaptable. In the present study, the Cronbach's Alpha for the independent variable, Reward Management, is 0.992 and for the dependent variable, Employees Retention is 0.985. Thus, this indicates that the item (questionnaire) used was highly validated.

Table 4.7 Reliability Statistics

Items	Number of Items	Cronbach's Alpha
IV: Reward Management	17	0.992
DV: Employees Retention	8	0.985

4.4 Descriptive Statistics (Mean Score Analysis)

One of the very crucial parts of data analysis is Descriptive Statistics (Mean Score Analysis). In this study, descriptive statistics are shown to explain and illustrate the obtained data in order to summarize and support the results of this research. Mean score analysis helps in achieving research objective 1. In the next subsection, a detailed mean score analysis will be shown and analysed.

4.4.1 Objective 1: To examine the level of reward management among engineers of constructive industry in Sulaymaniyah.

Based on Table 4.8, the mean score of the independent variable, Reward Management, is (3.49) which is considered to be moderate according to Zikmund, Babin, Carr & Griffin (2013). So, it concludes that reward management among engineers of constructive industry in Sulaymaniyah is moderate. Also, question one: employees are satisfied with base salary, has the lowest mean score of 3.11 with a standard deviation of 1.15 along having question six: Additional pay to basic salary increased job satisfaction, with the highest mean score which is 3.94 and a standard deviation of 0.89.

Table 4.8 Descriptive Statistics of Reward Management

Item	SD <i>f</i> (%)	D <i>f</i> (%)	N <i>f</i> (%)	A <i>f</i> (%)	SA <i>f</i> (%)	MEAN	SD	LEVEL
RM1	14(12.3%)	16(14%)	38(33.3%)	35(30.7%)	11(9.6%)	3.1140	1.15029	Moderate
RM2	8(7)%	14(12.3%)	22(19.3%)	48(42.1%)	22(19.3%)	3.5439	1.14552	Moderate
RM3	8(7%)	19(16.7%)	24(21.1%)	48(42.1%)	15(13.2%)	3.3772	1.12408	Moderate
RM4	16(14%)	19(16.7%)	26(22.8%)	35(30.7%)	18(15.8%)	3.1754	1.28467	Moderate
RM5	13(11.4%)	26(22.8%)	19(16.7%)	31(27.2%)	25(21.9%)	3.2544	1.33577	Moderate
RM6	0	8(7%)	24(21.1%)	49(43%)	33(28.9%)	3.9386	.88533	High
RM7	8(7%)	6(5.3%)	47(41.2%)	35(30.7%)	18(15.8%)	3.4298	1.04728	Moderate
RM8	1(9%)	14(12.3%)	40(35.1%)	41(36%)	18(15.8%)	3.5351	.93297	Moderate
RM9	6(5.3%)	10(8.8%)	40(35.1%)	40(35.1%)	18(15.8%)	3.4737	1.03231	Moderate

Item	SD <i>f</i> (%)	D <i>f</i> (%)	N <i>f</i> (%)	A <i>f</i> (%)	SA <i>f</i> (%)	MEAN	SD	LEVEL
RM10	2(1.8%)	16(14%)	29(25.4%)	48(42.1%)	19(16.7%)	3.5789	.98569	Moderate
RM11	3(2.6%)	18(15.8%)	29(25.4%)	43(37.7%)	21(18.4%)	3.5351	1.04906	Moderate
RM12	3(2.6%)	13(11.4%)	31(27.2%)	50(43.9%)	17(14.9%)	3.5702	.96825	Moderate
RM13	3(2.6%)	3(2.6%)	29(25.4%)	61(53.5%)	18(15.85%)	3.7719	.84178	High
RM14	0	10(8.8%)	40(35.1%)	48(42.1%)	16(14.0%)	3.6140	.83622	Moderate
RM15	3(2.6%)	10(8.8%)	39(4.2%)	45(39.5%)	17(14.9%)	3.5526	.94159	Moderate
RM16	5(4.4%)	14(12.3%)	32(28.1%)	45(39.5%)	18(15.8%)	3.5000	1.04119	Moderate
RM17	11(9.6%)	13(11.4%)	27(23.7%)	45(39.5%)	18(15.8%)	3.4035	1.17284	Moderate
Total Mean &SD	3.4923	.99336	Moderate					

4.4.2 Objective 2: To examine the level of employee retention among engineers of constructive industry in Sulaymaniyah.

Based on Table 4.9, the mean score of the dependent variable, Employee Retention, is (3.45) which is considered to be moderate according to Zikmund, Babin, Carr & Griffin (2013). So, it concludes that employee retention among engineers of constructive industry in Sulaymaniyah is moderate. Also, question four: If I could start over again, employees would choose to work for another company, has the highest mean score of 4.0965 with a standard deviation of 1.36144 alongside question six: The work employees are doing is very important to them, with the lowest mean score which is 3.11 and a standard deviation of 0.921. As it is stated below ER6 is the highest measure which is 4.09 and ER4 is the lowest mean score which is 2.71.

Table 4.9 Descriptive Statistic of Employee Retention

Item	SD <i>f</i> (%)	D <i>f</i> (%)	N <i>f</i> (%)	A <i>f</i> (%)	SA <i>f</i> (%)	MEAN	SD	LEVEL
ER1	5(4.4%)	13(11.4%)	24(21.1%)	40(35.1%)	32(28.1%)	3.7105	1.12670	High
ER2	18(15.8%)	26(22.8%)	35(30.7%)	26(22.8%)	9(7.9%)	2.8421	1.17931	Moderate
ER3	3(2.6%)	16(14%)	24(21.15)	45(39.5%)	26(22.8%)	3.6579	1.06288	Moderate
ER4	26(22.8%)	32(28.1%)	21(18.45)	19(16.7%)	16(16.7%)	2.7105	1.36144	Moderate
ER5	19(16.7%)	16(14%)	22(19.3%)	35(30.7%)	22(19.3%)	3.2193	1.36167	Moderate
ER6	2(1.8%)	5(4.4%)	16(14%)	48(42.1%)	43(37.7%)	4.0965	.92142	High
ER7	3(2.6%)	2(1.8%)	26(22.8%)	39(34.2%)	44(38.6%)	4.0439	.96294	High
ER8	14(12.35)	14(12.3%)	30(26.3%)	34(29.8%)	22(19.3%)	3.3158	1.26432	Moderate
Total								
Mean &SD	3.4496	1.10843	Moderate					

4.5 Pearson Correlation

In this study, Pearson correlation analysis has been conducted targeting to know the correlation between the independent and the dependent variables which are Reward Management and Employees Retention among engineers of constructive industry in Sulaymaniyah. This correlation, helps fulfilling and supporting research objective three in the present research.

4.5.1 Objective 3: To examine the relationship between reward management and employee retention among engineers of constructive industry in Sulaymaniyah.

Based on Table 4.10, the results show that there is a positive significant relationship between Reward Management and Employee Retention ($r = 0.980$). So, according to Pallant (2020) the relationship between reward management and employee retention is considered to be very high ± 0.30 to ± 0.49 .

Table 4.10 Pearson Correlation

Pearson Correlation			
		Mean_RM	Mean_RET
Mean_RM	Pearson Correlation	1	0.980**
	Sig. (2-tailed)		.000
	N	114	114
Mean_ER	Pearson Correlation	0.980**	1
	Sig. (2-tailed)	.000	
	N	114	114

4.6 Summary

The present chapter aims to show the result of the data obtained in the present study. In this chapter, descriptive statistic, reliability test, Pearson correlation have been conducted to present the most reliable result of the questionnaire to reach out the finding of the study which is the relationship between the two variables of reward management and employees' retention.

Table 4.11 Summary of the Findings

Research Objective	Findings	Interpretation
RO1 To examine the perceived reward management among engineers of constructive industry in Sulaymaniyah.	Mean = 3.4923 (Moderate)	The level of perceived Reward management is moderate.
RO2 To examine the level of Perceived employees' retention among engineers of constructive industry in Sulaymaniyah.	Mean =3.4496 (Moderate)	The level of perceived employee retention is moderate.
RO3 To examine the relationship between reward	R = 0.980** (Very High)	There is a positive significant relationship

management and retention among engineers of constructive industry in Sulaymaniyah.		between reward management and employee retention.
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CHAPTER 5

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

This chapter presents a detailed discussion of the findings of the study along with recommendations for future studies on the subject matter. Discussions based on the objectives of the study and recommendations are depicted to guide further research.

5.2 Discussion

This section presents a detailed discussion of the findings of the study based on the main research objectives stated in three sub-branches. The discussion focuses on the main outcomes of the study based on the data collected through a quantitative approach. The first highlights the level of reward management among engineers of constructive industry; the second focuses on employee retention among engineers of constructive industry; the third discusses the relationship between reward management and retention among engineers.

5.2.1 Objective 1: To examine the level of reward management among engineers of constructive industry in Sulaymaniyah.

The first objective of this study was to examine the level of reward management among engineers in the constructive industry in the City of Sulaymaniyah. The data analysis concludes that reward management among engineers of constructive industry in Sulaymaniyah is moderate with a mean score of 3.4923. Question one which relate to the employee satisfaction upon the base salary has the

lowest mean score of 3.1140 with a standard deviation of 1.15029. This is one of the factors that contribute to the moderate perceived level of reward management among the engineers. This is supported by Jedi (2022) where the author emphasizes that all industries in Iraq still recovering from the Covid-19 impact which mostly affected the financial flow, especially the private sectors.

Based on the findings, engineers are moderately satisfied with their salary raises and increase. This shows that salary raises play a significant role in a reward management system as it can shape the employees' perceptions of the system. Effective reward management systems should undergo constant reviews to suit the reality and perception of the employees (Oboreh and Arukaroha, 2021). The findings also reveal that additional pay to basic salary positively shapes job satisfaction among engineers in the constructive industry.

Additionally, the fluctuation in the response intensity also shown by the respondent in answering question six "Pay increases are handled fairly" with the highest mean score which is 3.9386 and a standard deviation of 0.88533. In this regard, it can be seen that even though the base salary not as satisfactory as hoped, the management able to effectively be constructing a fair pay increase, which eventually moderately satisfying the reward management perception.

Besides, this suggests that reward management among constructive industry engineers is yet to be brought to a higher standard as engineers tend to moderately rate the existing level of reward management. Mohammed (2020) states that this is in spite of the view that reward management practices have newly emerged in the area, there is a limited practice of reward management in the Kurdistan specifically and the fact that very few studies have been conducted on the matter, also supported that reward management has not being taken seriously by the organizations, Besides, studies suggest that various areas of management including compensation and reward management do not receive sufficient consideration in the implemented systems (Mohammed, 2020).

Another possible outcome that leads to a moderate level of reward management among construction engineers is that reward management systems are still in need of enhancement in terms of recognizing efforts (Mejbel, Abdullah & Hussein, 2023). The participants seem to consider that promotion chances are not always available for those who do better at their jobs and that proper contribution recognition is not constantly practiced; this suggests that organizations need to implement appropriate systems to recognize contributions, often in financial terms (Mejbel, Abdullah & Hussein, 2023).

Additionally, employees recognize the importance of receiving relevant feedback and the way by which they receive it, particularly from their supervisors. However, the findings reveal that the engineers do not constantly receive relevant feedback as they ‘moderately’ rated the respected question. This suggests employees tend to prefer receiving frequent relevant feedback and that can be backed up by the study conducted by Metens et al (2021) which concludes that more relevant feedback is beneficial.

Furthermore, another factor that contributed to the moderate level of perceived reward management is due to that fact that the implementation of effective reward management has been considered as complicated, and this aspect is still new emergence area especially in Iraq (Al-Jaleeli, 2022). This aspect in Human Resource Management is being viewed as expensive mechanism to be implemented since the resources need to be gathered along, such as human resource expertise, which eventually still scarce in Iraq (Ali & Anwar, 2021).

5.2.2 Objective 2: To examine the level of employee retention among engineers of constructive industry in Sulaymaniyah.

The second objective was to identify the level of employee retention among engineers in the constructive industry in the city of Sulaymaniyah. The data analysis concluded that the level of perceived employee retention among constructive industry engineers is (moderate), as the mean score was 3.4496. Question four which was “If I could start over again, I would choose to work for another company. “has the lowest mean score of 4.0965 with a standard deviation of 1.36144 along with question six

stating “The work I’m doing is very important to me.” with the highest mean score which is 3.9386 and a standard deviation of 0.92142.

First factors that could relate to the moderate level of perceived retention among the engineers probably because most of the respondents are in the Millennial and generation Z (between 25-29 years old), where these generation sharing the same characteristic, which most of them are career oriented (Barhate & Dirani, 2022). These both generations are demanding that their reward management need to be effectively practiced in organization and this one of the reasoning that will ensure either they stay or they leave the organization (Barhate & Dirani, 2022). While the implementation of effective reward management still lots to be improved, that probably resulted in moderate retention level among the engineers.

Most of the respondents stated that they see a future for themselves within the company they work in. Specifically, 32 respondents, which is 28.1% of the participants, chose strongly to agree with the item ‘I see a future for myself within this company’. And 44 participants, i.e., 38.6%, chose strongly to agree with the item ‘I love working for this company’. Also, 45 participants, %39.5 of the respondents, chose agreed to the item ‘If it were up to me, I will definitely be working for this company for the next five years.

These findings suggest that the engineers are in a somehow experiencing a supportive working environment in Sulaymainyah specifically. Therefore, employee retention appears to be overall moderate but in varying degrees between moderate to high degrees. This is supported by Gorde (2019) who stated that supportive work culture benefits employee retention as it contributes to employee motivation and satisfaction, thus reflecting in their level of retention.

Additionally, employee retention is moderate in Kurdistan resulting from the Covid-19 impact (Fadhil & Burhan, 2021), Due to the hardship that employees faced in Covid-19 era, professional employees especially engineers have been showing a trend of leaving those companies that do not provide effective talent management. This problem is also faced by major construction companies in Kurdistan, as this region is

rapidly growing in the construction industry, so professional engineers tend to migrate from one company to another in order to meet their personal expectations, particularly when it comes to offered compensation. So, employees might plan to change their job in the future and not stay in the same job for a long time in a situation where it does not meet their expectations. (Ali & Anwar, 2021).

5.2.3 Objective 3: The relationship between reward management and retention among engineers.

The third objective of this study was to examine the relationship between reward management and employee retention among engineers in the constructive industry in the city of Sulaymaniyah. The findings reveal that there is a positive significant relationship between Reward Management and Employee Retention, and according to Pearson Correlation is considered to be very high, $R = 0.980$. This means that with the increase of reward, the retention of employees increases as well and they stay for a longer period in the job. This result is also supported by Alhmoud & Rjoub (2019), in which they explain that employee retention is heavily depending on the efficiency of the reward system in the company which also lead to more success and development.

According to Sadq (2015), the success of a business depends on its reward system which leads to employee retention. So, the relationship between reward management and employee retention is significantly positive. That is because employees as an important part of the organization, have a great impact on its development, and reward management is considered as one of the most effective methods that eventually leads to development and increase motivation in employees. (Sadq, 2015),

The positive relationship between reward management and employee retention implies that the effective practice of reward management systems benefits the process of employee retention. That also indicates that a change in either one of the variables affects the other one and the positivity or negativity of the first determines those of the other and vice versa. This can be backed up by the findings of a study conducted by

Michael et al (2016) that states effective reward management greatly contributes to employee retention as it influences job satisfaction; efficient reward management increases employee satisfaction and that in turn keeps employees.

The high correlation between the reward management and retention among engineers again to prove that generation gap is matters. As stated above, the Millennials and generation Z who are career oriented will value the work that they have only by the appropriate reward management (Barhate & Dirani, 2022). The more organization is effectively managing its rewards, then high propensity for employees to stay. Relatively, the evaluation which part of the intrinsic rewards, if these factors are well implemented within the organization, thus will increase their level of retention (Alhmoud, & Rjoub, 2020).

Due to the situation in Iraq and the state of its economy, unemployment has reached a high level. It negatively affected the engineering and construction sector in the country. So, it is necessary for each organization to focus on the reward system to keep the employees happy and make them stay in the business. That is because there is a positive relationship between reward management and employee retention as explained above (Newington, 2022).

5.3 Recommendation

This section provides recommendations for future studies regarding reward management and employee retention as well as recommendations for organizations.

5.3.1 Recommendation for Organizations

The findings of the study indicate that the organizations in case do practice reward management systems and employ employee retention strategies. However, it is recommended that organizations need to enhance reward management systems in varying areas that affect work that affect the employees. Besides, practicing the culture of giving constant relevant feedback is vital to the communication level between

supervisors and employees and, therefore, is greatly recommended to be adopted by the organizations. Implementing effective and comprehensive reward management systems contributes to employee retention and, ultimately, benefits the organization.

5.3.2 Recommendation for Future Studies

The findings of this study suggest that there is a correlation between reward management and employee retention. Despite the small sample size of the study, it also solely focuses on a few specific groups of private organizations in the city of Sulaymaniyah. Thus, future studies can be conducted on a wider range of sample sizes resulting in generalizing a larger population of the construction industry. That is why the recommendation is to have more studies conducted in the future on the topic of reward management and employee retention in the industry to examine and evaluate the results and their alterations over time. Testing the consistency of the results also helps in identifying how good the studies are. Also, as the topic is not still that common in the KRI and is not widely studied, further future research will be vital to be conducted on reward management and employee retention.

5.4 Conclusion

The Kurdistan Region of Iraq is yet to advance in terms of conducting studies on organizational issues. The subjects of reward management and employee retention have not been extensively studied in the city of Sulaymaniyah and therefore much of its aspects have remained not examined. This study was an attempt to examine the relationship between reward management and employee retention among engineers of the constructive industry in Sulaymaniyah; also, to identify the level of each among those employees. Consequently, based on the findings, the level of employee retention and the level of reward management is moderate in the organizations under study. In conclusion, there is a positive relationship between reward management and employee retention among engineers of the constructive industry in the city of Sulaymaniyah.

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Appendix A Questionnaire

پرسیارنامەى توێژینهوه



پهيوەندى نڤوان به‌پروەبردنى پاداشت و هڤشتنه‌وى کارمه‌ندان

مه‌به‌ست لهم توێژينه‌ويه نه‌ويه كه پنداويستيه‌كانى پروژەى سالى كوتايى به‌كالوريوس گه‌شه‌پيدانى سه‌رچاوه‌ مروپيه‌كان جڤيه‌جڤ بگرت

نهم توێژينه‌ويه به‌ ناوئيشانى "په‌يوەندى نڤوان به‌پروەبرايەتى خه‌لاته‌كان و هڤشتنه‌وى کارمه‌ندان" و هاوكارى نڤوه بو وه‌لامدانه‌وى نهم پرسيارانه‌ى خواروه و پڤشكه‌شكردى كاردانه‌وه زور به‌رز دهنرخڤنرڤت

نه‌گه‌ر تو هڤچ پرسيارڤكت هه‌يه، دوودل مه‌كه له‌ په‌يوەندى كردن به‌ منه‌وه، به‌شداریت لهم پروسه‌ى توێژينه‌وه‌دا به‌ رڤزڤكى به‌رزوه.

دلسوزانه

SECTION A: DEMOGRAPHIC PROFILE

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

1. Age/تەمەن

25-29	<input type="checkbox"/>	30-34	<input type="checkbox"/>
35-39	<input type="checkbox"/>	43-47	<input type="checkbox"/>
48-57	<input type="checkbox"/>		
		Above 52 / 52 سەرۋى	<input type="checkbox"/>

2. Gender/ ۋەڭگەز

Male / ئىر	<input type="checkbox"/>	Female / مى	<input type="checkbox"/>
------------	--------------------------	-------------	--------------------------

3. Educational level / ئاسىي پەرزەندەيى

Bachelor Degree / پىروانامەي بەكئورنىس	<input type="checkbox"/>
Master Degree/ پىروانامەي ماستەر	<input type="checkbox"/>
PhD	<input type="checkbox"/>

Other Professional Qualification / لېھاتوويي پېشېي تر

4. Current Marital Status

Married / خېزاندار ☐ Single / تېک ☐ Divorced / تېلاقدار ☐ widow / بېومړن ☐

5. Years of Experience / سېلېمکې لېزمون

1-5

6-10

11-15

16-20

Above 21 years

6. Your Company's name / ناوي کومپانياکهت

.....

SECTION B: Employees Retention/هېښتنه‌وې کارمندان

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 خوټ لیسردا دهرېڅه ، پمپیی نهم داتسایه‌ی خواروه و په دانساتی هیمای (X) له خاته‌ی گونجاو:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
په‌ته‌واوی هاوراتیم	هاوراتیم	ناساییه	هاورام	په‌ته‌واوی هاورام
1	2	3	4	5

Employees Retention/ هیشتهوهی کارمندان	Strongly Disagree بەتواوی هاورانیم	Disagree هاورانیم	Neutral ناساییه	Agree هاورام	Strongly Agree بەتواوی هاورام
	1	2	3	4	5
1) I am satisfied with my base salary. من بە مووچهی بنکەگەم رازیم					
2) I am satisfied with my past salary increment من رازیم بە زیاد کردنی مووچهی رابردووم					
3) I am satisfied with my recent salary raise. من رازیم بە بەرزکردنوهی مووچهی ئەم دواییەم					
4) Raises are too few and far between بەرزکردنەمکان زۆر کەم و دوورن لە نێوان					
5) I am satisfied with how my raises are determined من رازیم بەوهی کە چۆن بەرزکردنەمکانم دیاری دەکەیت					
6) Pay increases are handled fairly زیادکردنی پاره بە شێوەیەکێ دادپەروەرانه مامەڵەى لێکەڵ دەکەیت					
7) Additional pay to basic salary increased job satisfaction.					

پارەى زيانە بۇ مووچەى بنەرمەى پەزىمەندىى كار زىاد دىكەت					
8) Those who do well stand a fair chance of being promoted (receiving higher pay increase). ئەرەى كە بە باشى ھەلىكى دادىپەرورەنەپان ھەپە بۇ بەرزكردنەو (وەرگرتى پارەى بەرزتر). ئەرەى كە بە باشى ھەلىكى دادىپەرورەنەپان ھەپە بۇ بەرزكردنەو (وەرگرتى پارەى بەرزتر).					
9) Received appropriate recognition for my contribution. ئاسىنەو ھەكى گونچاوم وەرگرت. بۇ بەشدارىكرەنەكەم					
10) Received continuous feedback and recognition. كار دانەو ھەى بەردەوام و ئاسىنەو ھەى وەرگرت					
11) Received informal praise (well done, thank you). ستايشى ئاقەرمى وەرگرت (باشە، سوپاس)					
12) Received formal praise (certificate). ستايشى قەرمى وەرگرت (پروانامە)					
13) The amount and frequency of recognition from supervisor. پەرى و فرىكەتسى ئاسىنەو ھەى مەپەرشتىارەو					
14) Understand the type of behaviour lead to receiving recognition. تېگەشتەن ھەى جۇرى پەقتارەكان دەپتە ھەى وەرگرتى ئاسىنەو					

15) The way my supervisor provides me with feedback. بهو شیوهیهی سرپرستیارهکم کار دانموم بز دابین دهکات					
16) The feedback receive is highly relevant. فیدبک و هرگرتنهکه زور پیومندیداره					
17) The feedback receive agrees with what I actually achieved. کار دانمومکان و هرنگرن رازین بهو شتهی که له راستیدا بهدهستم هینا					
18) Recognition is given fairly and consistently. ناسینموه به شیوهیهکی دادپس و هرا نه و بهردموام دهنریت					

Appendix B Turnitin

20%	17%	5%	10%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
1	etd.uum.edu.my Internet Source		3%
2	erepository.uonbi.ac.ke Internet Source		2%
3	pdfs.semanticscholar.org Internet Source		1%
4	www.researchgate.net Internet Source		1%
5	1library.net Internet Source		1%
6	repository.kemu.ac.ke:8080 Internet Source		1%
7	myscholar.umk.edu.my Internet Source		1%
8	www.iiste.org Internet Source		1%
9	etd.aau.edu.et Internet Source		1%

Appendix C Support Letters

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



هه‌ڕێژمێ کوردستان - عێراق
هه‌زاره‌تی خوێندنی باڵا و توێژینه‌وه‌ی زانستی
زانکۆی قه‌یوانی ئێـودمه‌وله‌تی
بهرێوه‌ڕایه‌تی کارگێڕی
وه‌رگرتن

Letter NO.: REG23-148
Date: 21st February 2023

**Halabja Group, Najmadin Group,
Qaiwan Group**
Iraq, Sulaymaneyah,
Support Letter,

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, and your cooperation will be appreciated in advance.

Student Name : Rayan Hussein Faeq
Student ID : QIU19-0042
Academic Status : Year 3 Semester 6 / Active



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

The confirmation is issued on her demand.

Thank you.


Kanar Roshin Tariq
Director of Admission and Registration
Qaiwan International University
+964 772 141 1414
kanar.tariq@uniq.edu.iq

Copy to:

- Archive
- Outgoing Dossier

☎ 0772 141 1414 ✉ info@uniq.edu.iq 📍 Siemani Heights, Sharbazher st., opposite to Hawari Shar park





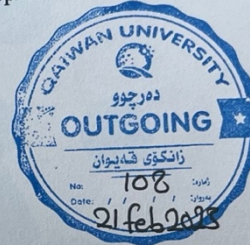
Letter NO.: REG23-148
Date: 21st February 2023

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Qaiwan Group**
*Iraq, Sulaymanayah,
Support Letter,*

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

Directorate of Administration
Registration



هەریەمی کوردستان - عێراق
وەزارەتی خوێندنی باڵا و توێژینەوەی زانست
زانکۆی قەيوانی ئێـودەولەتی
بەرێوەڕایەتی کارگێڕی
وەرگرتن

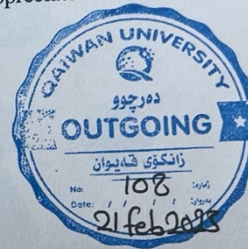
**Halabja Group, Najmadin Group,
Qaiwan Group**
Iraq, Sulaymaneyah,
Support Letter,

Letter NO.: REG23-148
Date: 21st February 2023

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Thank you.


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Appendix D Thesis Submission Forum

	QAIWAN INTERNATIONAL UNIVERSITY	Form No.: LIB003
	FINAL THESIS SUBMISSION FORM	Edition: 01 Effective Date: 01/ 06/ 2024 Page (s): 03

Section 1 (To be completed by Student)
(Please tick (✓) where applicable)

Library
Qaiwan International University

Submission of Final Copies of Thesis

I, Rayan Hussein Faigy (name) hereby submit:
the final copies of my thesis for the degree of ☒ Bachelor / ☐ Master / ☐ Doctor of Philosophy

The title of the thesis is:

The Relationship Between Reward Management and
Employee Retention among Professional Engineers

Hence, I declare that:

- ☒ i) My thesis has been reviewed by my Main Supervisor / HoD / Dean / Faculty
- ☒ ii) I had submitted the CD of my softcopy of the thesis (the contents are similar with the hardcopy of the thesis) in a single PDF file.
- ☒ iii) I had submitted the Degree Scroll Information Form.

Student Name: Rayan Hussein

Department: HRD

Signature: [Signature]

Date: 7.8.2024

ENDORSEMENT BY MAIN SUPERVISOR

Section 2 (To be completed by Main Supervisor)

Supervisor's Name:	DR WAN SHALWAN BIDA
Department:	HAD
I have examined the thesis of Mr. /Mrs. /Ms.:	RAHAN HUSAIN

I hereby confirm that all corrections and amendments made to the thesis have been rectified by the candidate.


(Main Supervisor's Signature & Stamp)

1.8.2024
(Date)

ENDORSEMENT BY Librarian

Section 3 (To be completed by Librarian)

Librarian's Name:	Dilshwar Othman
<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Not Approved

I hereby confirm that all corrections and amendments made to the thesis have been rectified by the candidate.


(Librarian's Signature & Stamp)

7/8/2024
(Date)

STUDENT'S DECLARATION

Section 4 (To be completed by Student)

Student Thesis's Copyright and University's Intellectual Property

"The copyright to a thesis belongs to the student. However, as a condition of being awarded the degree, the student hereby grants to the University, a free, ongoing, non-exclusive right to use the relevant work and/or thesis for the University's teaching, research and promotional purposes as well as free and the non-exclusive right to retain, reproduce, display and distribute a limited number of copies of the thesis, together with the right to require its publication for further research and archival use."

I declare that the contents presented in this thesis are my own which was done at Qaiwan International University unless stated otherwise. The thesis has not been previously submitted for any other degree.

I also declare that my thesis has been reviewed by the Main Supervisor / HoD / Dean / Faculty the comments are as stated in Section 2 (page 2).

Name of Student: Rayan Hussien Faq

Signature of Student: [Signature]

IC. No. / Passport No.: A158 79 719

Date: 7.8.2024