

**THE RELATIONSHIP BETWEEN REWARDS SYSTEM
AND JOB PERFORMANCE AMONG SUPPORT STAFFS AT
UNIVERSITI PENDIDIKAN SULTAN IDRIS (UPSI)**



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ABSTRACT

Rewards given by an organization can motivate and improve the performance of its employees. This research inspects how rewards which consist of working condition, salary, performance bonuses, recognition, and promotion affect support staffs with their performance in a public higher education institution which is Universiti Pendidikan Sultan Idris (UPSI) by applying Herzberg's Motivation-Hygiene Theory as guidance. For this research, questionnaires were distributed and 100 respondents were participating chosen by utilizing convenience sampling. The outcomes have demonstrated that the working condition was the most noteworthy reward esteemed by the support staffs. Salary was second, trailed by promotion and recognition. The ultimate outcome for this study is that the staffs in Universiti Pendidikan Sultan Idris (UPSI) are exceedingly satisfied with extrinsic rewards rather than intrinsic rewards that they received excluding performance bonuses that were not being given.

Keywords: Herzberg's Motivation-Hygiene Theory; Rewards; Job Performance; Public Higher Educational Institution; Support Staffs

TABLE OF CONTENTS

AUTHOR'S DECLARATION.....	ii
ABSTRACT.....	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES.....	viii
LIST OF FIGURES.....	ix
LIST OF APPENDICES.....	x
CHAPTER 1.....	1
INTRODUCTION.....	1
Background of the Study.....	1
Statement of the Problem.....	2
Research Objectives.....	3
Research Questions.....	4
Significance of the Study.....	4
Limitation of the study.....	5
Definition of the Terms.....	5
CHAPTER 2.....	6

CHAPTER 1

INTRODUCTION

The purpose of this study is to identify the relationship between rewards (extrinsic and intrinsic) with employee's job performance. Therefore, this chapter contains several sections which are the background of the study, statement of the problem, research objectives, research questions, significance of the study, limitation of the study and also some definition of the terms.

Background of the Study

Productivity level among employees can be measured through their job performance. According to Armstrong (2006), job performance among employees plays an important role in delivering sustained success to organizations. Employee performance actually helps the organization to develop and enhance their productivity and creativity. Therefore, job performances indicate the effectiveness of employee's particular activities that contribute to achieving organizational mission and visions. There are several factors that influence the performance of the employee including motivation. According to Herzberg's Motivation-Hygiene Theory (1968), the two main factors are extrinsic and intrinsic rewards. Extrinsic rewards refer to financial rewards such as working conditions, salary and performance bonuses, while intrinsic rewards are non-financial rewards such as employee recognition, and promotion. Most of the literature proves that the consolation and the appraisal or the reward

CHAPTER 2

LITERATURE REVIEW

In this chapter, the dependent variable which is the employees' job performance will be discussed further. The model used in this research is Herzberg's Motivation-Hygiene Theory by Herzberg (1968) and the rewards system is discussed in this chapter as well. The conceptual framework for this research contains extrinsic and intrinsic rewards.

Job Performance

The employee is the key to the success of the organization. A study was done by Eshak et al. (2016) at Universiti Teknologi MARA (UiTM) Melaka, among 71 female and 49 male respondents found that there is a positive relationship between rewards and employees' performance. The motivational power such as money has the influence to attract, retain and inspire individuals towards a higher execution of employees. Their finding supports their objective that employees can perform better if they receive desired rewards.

Salah (2016) investigate the influence of reward on employees' performance in Unified Mining Companies located in the Southern part of Jordan. The research seeks to examine the influence of reward types on employee performances. 308 respondents out of 513 workers on their job location participated in this research. The finding stated that there is a significant relationship between reward type and