

## **THE IMPACT OF REWARDS AS MOTIVATION ON JOB SATISFACTION IN A QUANTITY SURVEYING CONSULTANT FIRM**

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**Abstract:** Motivation shows an important part in all private and public organization. An organization cannot run and cannot attain their desired goals and objectives without motivating their employees. The main objective of this research is to examine intrinsic and extrinsic motivation and the effects on employees' job satisfaction, particularly in quantity surveyor consultant firm. The questionnaires were distributed via an online platform to all quantity surveyor employees in a small quantity surveyor firm, with permission from Human Resources Manager in the company. The questionnaire consists of 3 sections where section A for respondent's demographic profile, Section B for accessing motivation as perceived important for employees and Section C for Job Satisfaction Survey. Data collection were collected within 3 days after distribution of questionnaire via employees' email. Data collected then were screened for normality and linearity checking and then were analyzed using descriptive analysis, correlation and reliability analysis. Finding from this research shows that, employees ranked extrinsic rewards highest were festival bonus and incentives while for intrinsic rewards, recognition was ranked highest followed by appreciation. On the other hands, job satisfaction section, nature of works, co-workers and operating procedure in the company seems to be the most satisfied condition among employees in the company. This research concluded that, even though there was a moderate negative association between rewards and job satisfaction, the other factors may have influenced job satisfaction among quantity surveyor in this company.

**Keywords:** Motivation, Job Satisfaction, Quantity Surveyor, Rewards.

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## **Introduction**

Motivation is the psychological feature which works as a driver to a person to act towards a desired goal. The term motivation is basically derived from the word motive (Chaudry & Sharma, 2012). In relation to that, the definition of motive means wants, desire and need of the peoples. Robbins & Judge, (2017) defines motivation as ‘the process that account for an individual’s intensity, direction, and persistence of effort toward attaining a goal’. Ogunaike, Akinbola & Ojo (2014) mentioned that motivation can also be seen as internal drive that causes an individual to decide to take action. Therefore, motivation is an important internal drive which force individuals to achieve their life target in order to move forward.

Employee is an asset to every organizations. These assets of human capital are the only main assets that is not easily replaceable. (Ali et,al, 2016). Every employee in an organization is motivated by some different way. Employee motivation can simply be defined as a reflection of the level of energy, commitment and creativity that a company’s worker brings to their jobs. (Shahzadi,et al, 2014). ‘Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations’ (Shadare et. al, 2009). It is very important for management to find ways to motivate their employees.

Motivation is not an easy practice to understands due to involvement of various disciplines in a topic. According to Shahzadi et. al (2014) motivation usually is not clearly understood rather than poorly practiced. Hence, in order to understand what motivates employees in the organization, the manager or superior need to understand the human nature and human need first. The better understanding an appreciation of this subject is a prerequisite to effective employee motivation in the organization and eventually will prolong to effective management and leadership as well as the organization performance.

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job experiences (Ogunaike, Akinbola & Ojo (2014). Locke (1976) defined it as the pleasant or positive state that one has from his/her job experience. It is employee’s perception that how much their expectations have fulfilled from their job. Job satisfaction is the state that how much output meets or exceeds our expectations and it represents the most important attitudes like work itself, salary, promotion opportunities, supervision and co-workers and people show positive response about it (Luthans, 1998). The positive perception on job satisfaction brings about a positive feelings and encouragement to employees, therefore it is needed for employees to be satisfied with their jobs and condition of their jobs.

This eventually will influence profit making for an organization if the employees satisfied and if there is dissatisfaction, it could lead to poor performance, turnovers, absenteeism, low productivity and so on. Rusbult et al, (1988) also emphasizes that dissatisfaction is the big cause for employees to leave the job and they are more absent than satisfied employees. Job satisfaction can be linked with employee motivation. Satisfied employees spend more time to understand their work. The employees who are satisfied with the job adapt both changes in circumstances either bad or good. As result those who enjoy their jobs are expected to have strong motivation or vice versa.

This research study is focused on one important factor of motivation namely, rewards which divided into intrinsic rewards and extrinsic rewards. This research will involve employees who works as quantity surveyors in a small firm in Malaysia. The main aim of this study is to find out the effect of motivation on job satisfaction in quantity surveying firms. The

objectives of the study are to identify the impact of rewards on job satisfaction among quantity surveyors and to establish the relationship between rewards and job satisfaction.

## **Literature Review**

### ***Motivation***

Motivation originated from Latin word of 'movere' which means to move or to carry. (Baron, Henley, McGibbon and McCarthy, 2002 as mentioned in Ogunaike, Akinbola & Ojo, 2014) Motivation is the force that constantly induces to move and perform things. (Jehanzeb et al., 2012). Luthans and Sommers, (2005) suggested that motivation is the process that energizes, alter attitudes and sustain good behavior and performance. Motivation relay on certain intrinsic and extrinsic features that are collaborated with positive results in abundantly devoted employees. The features such as incentives and rewards are the most favored factors for employee's motivation program according to Jehanzeb et al., (2012).

### ***Rewards***

In any organizations, rewards play an important role in building and sustaining the commitment among employees that ensures high standard of performance and workforce consistency (Wang, 2004). Rewards also play a vital role in determining the significant performance in job and it is positively involved with the process of motivation (Zafar et al., 2014). Schaufeli et al. (2002) stresses on the importance of rewards in order to contest be exhausted, which is typically experienced by most employees on the job. Luthans and Sommers (2005) explained that rewards were received as an exchange of services between employee and employer. The normal tradition of employees' job description and job specification will determine rewards in order to maintain equity among employees in the organization. (Zaini et al. 2009) Reward refer to all categories of financial benefits, tangible services and benefits that an employee receives as part of employment relationship with the organization.

As mentioned by Jehanzeb et al. (2012), reward increase the level of efficiency and performance of the employees on their jobs and in the results thereof increase the success of the organization. Rusbult and Farrel (1983) grouped rewards into intrinsic rewards which includes feeling of passion, energy, enthusiasm and autonomy. Meanwhile, Actar, Uddin & Schu, (2013) grouped intrinsic rewards as recognition, learning opportunity, challenging work, appreciation and career advancement. On the other hands, extrinsic rewards involve pay, co-workers' relationship and security (Abdullah, 1994) basic pay, performance bonus, incentive for extra work and festival bonus. (Actar, Uddin & Schu, 2013).

Zafar et al. (2014) reviewed extrinsic rewards as tangible in nature where it also been defined as monetary rewards. According to Carraher (2006), the organization must have a successful extrinsic reward system in order to get better performance and high efficiency of the employees. This is due to the tangible rewards obtained by the employers due to doing the job, such as pay and promotion. As mentioned in Zafar et al. (2014) by Mottaz (1985) says that extrinsic rewards are also known as social and organizational rewards. Organizational rewards are like pay, bonuses and fringe benefits which can be seen (Katz & Van Maanen, 1977; Malhotra et al.,2007; Mottaz, 1985). Meanwhile, social rewards refer to those that can be derived from interaction with others on job. (Manzoor et al.,2015)

On the other side, intrinsic rewards exist as intangible in nature and known as non-monetary rewards which are the rewards within the job itself such as satisfaction from completing a task, appreciation from employer (Zafar et al.,2014). Previous research shows that intrinsic rewards have important implications for workers' overall satisfaction at work and desire to commit to their job (Broussard and Garrison, 2004; Guay et al.,2010). In relation to that, Ogunaike, Akinbola & Ojo (2014) mentioned that this type of motivation is from within an individual. When intrinsically motivated an individual is moved to act for the fun or challenge entailed rather than due to external pressures or rewards. Intrinsic motivation refers to motivation that is animated by personal enjoyment, interest or pleasure and is usually contrasted with extrinsic motivation, which is manipulated by reinforced contingencies (Guay et al., 2010)

### ***Job Satisfaction***

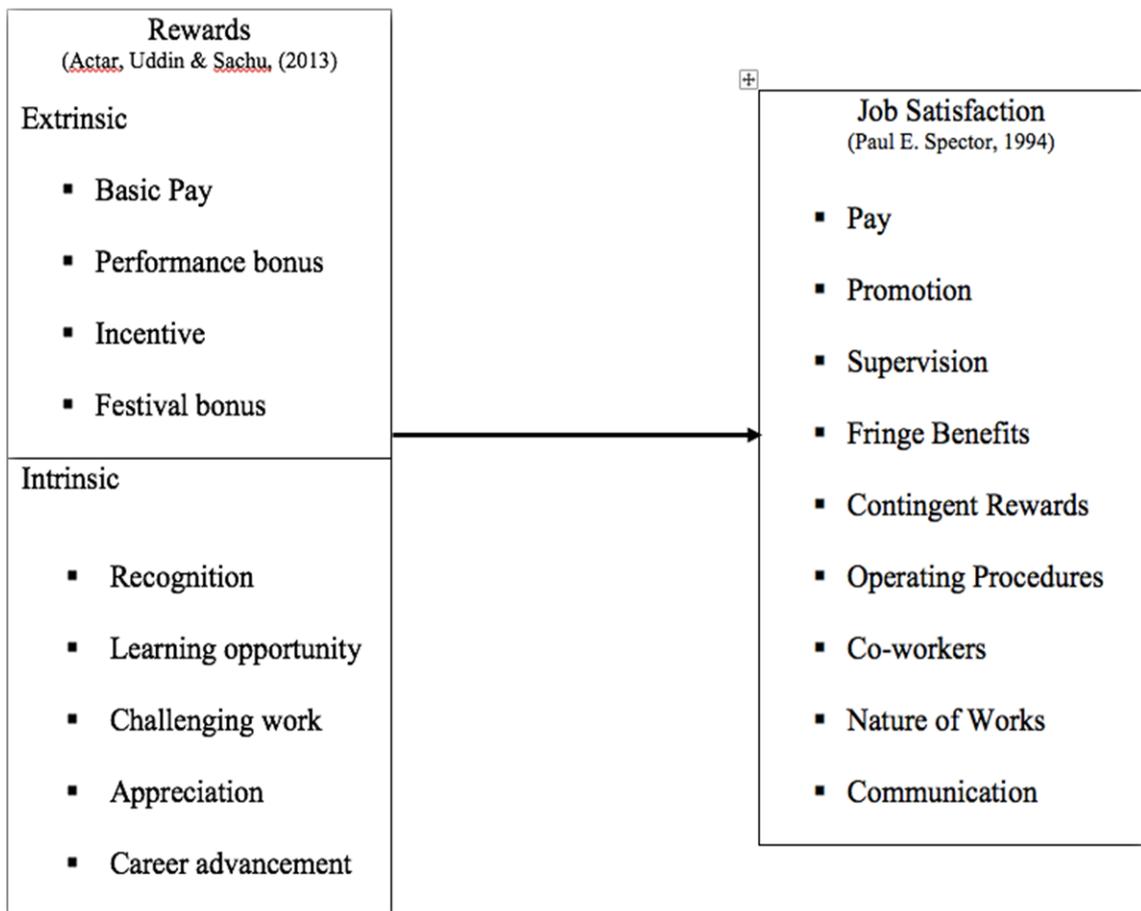
Job satisfaction is describing as how contented the individual with his or her job (Parvin and Kabir, 2011). According to Balzar et al., (1997) as cited in Jehanzeb et al., (2012) job satisfaction is a sensation the employees have about their work environment and their expectation towards work. Therefore, job satisfaction can be recognized as one's desired or values from a job. (Brief and Weiss, 2002). Spector (1985) as cited in Khalid, Salim and Loke (2011), suggested that employees can be satisfied with some elements of the job and simultaneously dissatisfied with others. Luthan and Sommers (2002) mentioned that different types of satisfaction will lead to different intentions and behaviors that arise from different types of motivation in getting different types of rewards. As cited by Ahmed et al., (2010), Feinstein (2000) stated that job satisfaction is an important element form organizational perspective as it leads to higher organizational commitment of employees and high commitment leads to overall organizational success and development.

Absence of job satisfaction can be reason of lack of interest and organizational commitment (Moser, 1997). Rusbult et al., (1988) mentioned that dissatisfaction is the big cause for employees to leave the job and they are more absent than satisfied employees. Zafar et al., (2014) then elaborate that satisfied employees will spend more time to understand their works compared to dissatisfied employees. In addition, satisfied employees adapt changes in good or bad circumstances. Hence, as a result those who enjoyed their jobs are expected to have strong motivation and vice versa. This also in line with Locke (1969) as cited in Ogunaike, Akinbola & Ojo (2014) mentioned that job satisfaction is perceived as creating positive feeling among employees which in turn represents positive emotional reaction towards desire for empowerment. The situation is only achieved when one realized one's important job values provide are congruent with one's basic needs. Ogunaike, Akinbola & Ojo (2014) further explained that the conditions conducive to job satisfaction are: mentally challenging works, personal interest in the work, work that is not too physically tiring, rewards for performance, informative and in line with employees aspirations, flexible and compatible working condition suitable to individual needs and high self-esteem on the part of the employees.

### ***Relationship of Rewards and Job Satisfaction***

In relation to the above factors, it is believed that, rewards may increase employee's job satisfaction. Herman (2016) mentioned that quantity surveyors are affected by rewards which may include reasonable pay, increments, bonuses, incentives, merit, raises (Bowen et. al 2008; Holmes, 2012). In Godfrey (2014), his research showed that rewards which fall under extrinsic factors give a very huge influence on job satisfaction. Therefore, this is also in line with Robbins (2001) where he described that Herzberg's motivation-hygiene theory tells that salary is one of those hygiene factors which eliminate job dissatisfaction. Salary is a factor which leads employees from dissatisfaction to no dissatisfaction which considered under extrinsic factors. Therefore, when the employees have achieved job satisfaction after receiving rewards as motivation factors, the organization performance will be improved eventually (Herman, 2016).

### **Conceptual Framework**



**Figure 1: Research Framework**

### ***Rewards System***

This research considers rewards as independent variables. These rewards are divided into intrinsic reward and extrinsic reward. Rewards which involved financial are called as extrinsic reward and comprise four dimension such as basic pay, performance bonus, incentive for extra work and festival bonus. On the other hands, as for intrinsic reward which non-financial rewards, it includes four dimensions of recognition, learning opportunity, challenging work, appreciation and career advancement. All of the above variables are adopted from research by Actar, Uddin & Schu, (2013).

### ***Job Satisfaction***

This study allocates job satisfaction as dependent variables. The dimension in job satisfaction are adopted from Job Satisfaction Survey (JSS) by Paul E Spector (1994) which encompasses pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work and communication. Relationship of the variables for this study is referred to the above-mentioned Figure 1.

### **Research Design and Methodology**

In this research, the quantitative approach in the form of Likert Scale research design was used as it appeared to be more appropriate in exploring the impact of rewards on job satisfaction in quantity surveyors.

### ***Population and Sample***

This research population consisted of both female and male quantity surveyors from a consultant firm located in Selangor, Malaysia. A total size of population was 10 (N=10). Using the Krejcie & Morgan (1970) sampling method, a minimum recommended sample size for population of 10 is 10 respondents is needed. Hence, the whole 10 employees need to be involved in the research. The respondents number only consists of 10 employees because this consultant firm only consists of 10 quantity surveyors (ie: senior quantity surveyor and junior quantity surveyors) excluding administration, accounts and Human Resources (HR) employees. Thus, this eventually will provide a data for the HR department to understand the current status of quantity surveyor's motivation factors and job satisfaction.

### ***Measuring Instrument***

A structured questionnaire was used to collect data for this research. Babbie (2013) stated that a questionnaire contains questions and other types of items designed to seek appropriate information for data analysis. Three instruments were used to compute the variables in this study. These are the demographic questionnaire in Section A rewards questionnaire in Section B and a Job Satisfaction Survey (JSS) in Section C. Rewards and JSS questionnaires were measured using six-point Likert developed by Spector (1994) The score of six point were 1 for disagree very much, 2 for disagree moderately, 3 for disagree slightly, 4 for agree slightly, 5 for agree moderately, 6 for agree very much. The alpha coefficient for the six-item scale has been 0.91 in previous studies.

### ***Administering the Questionnaires***

The questionnaires were distributed via online survey platform in the email through employees' email with the permission from the HR Manager in the company. The anonymity and confidentiality of the information obtained from questionnaires was stressed to the HR department and to the respondents in the email. To facilitate a good response rate, an

agreement was made that the collection of data should take a period of three days of working days.

### ***Data Analysis***

Data analysis involved in this study were descriptive statistics was used to describe the data in summary form, reliability test was used to measure the consistency between the variables. Correlation analysis was also carried out to test the relationship between rewards and job satisfaction.

## **Result, Analysis and Discussion**

### ***Descriptive Statistics***

#### ***Demographic Variables***

Below are the gender distribution results of respondents. These result show that both genders were represented in the sample. Out of sample of 10 quantity surveyors, (70%) were females and (30%) were males. However, it can be deduced that the quantity surveyor sector in this consultant firm is female dominated. The reason could be the fact that the male quantity surveyor normally is preferred to be as principal, director or owner of the consultant firm. This fact is in line with the empirical data obtained from the position in the company where Senior Quantity Surveyor (Sr.) were denoted as (20 %), Manager level were (10 %) and Quantity Surveyor were (70 %). This statement also accordingly to Famakin et al. (2014) and Abdullah et al (2011) where both of the author state that the dominance of male employee within the construction industry calls for gender equality. In term of the working experience majority of respondents of (60 %) have around 6-10 years of experience, meanwhile (20 %) each for 1-5 years working experience and 11-15 years working experience. This shows that the samples comprised of mainly female quantity surveyor and 6-10 years of experience as a quantity surveyor as depicted in the Table 1 below.

**Table 1: Frequency Distribution for Demographic Variables. Sample (N=10)**

<b>Demographic Variables</b>	<b>Sample Composition</b>	
Gender	Men	30 %
	Women	70 %
Position	Senior Quantity Surveyor (Sr.)	20 %
	Quantity Surveyor	70 %
	Manager	10 %
Working Experience	1-5 years	20 %
	6 – 10 years	60 %
	11-15 years	20 %

### ***Rewards Variables***

The rewards variables were divided into two which are extrinsic and intrinsic rewards. Festival bonus which under extrinsic rewards shows the highest mean of (5.30) and the standard deviation around (0.82). Meanwhile, as for intrinsic rewards, most of the quantity surveyor employees preferred recognition as their rewards with mean of (5.10) and standard deviation of (1.10). Table 2 below depicted means score and standard deviation for all elements under extrinsic rewards and intrinsic rewards from the employees' point of view.

**Table 2: Mean Score and Standard Deviation of Rewards Variables**

<b>Rewards Variables</b>		<b>Mean</b>	<b>Standard Deviation</b>
Extrinsic Rewards	Festival Bonus	5.30	0.82
	Incentive	5.10	0.74
	Basic Pay	4.23	0.95
	Performance Bonus	3.70	0.95
Intrinsic Rewards	Recognition	5.10	1.10
	Appreciation	4.90	0.99
	Challenging Work	4.80	0.92
	Career Advancement	4.56	0.95
	Learning Opportunity	3.90	1.14

### ***Job Satisfaction Variables***

The job satisfaction variables were divided into 9 elements of pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of works and communication. All these variables were adopted from Job Satisfaction Survey by Spector (1994). Each of the variables consists of 4 satisfaction question and comprising of 56 questions in total. Based on Table 3 as depicted below, quantity surveyor in the organization were currently satisfied most on their nature of works with mean of (4.53) and standard deviation of (1.17). Following by operating procedures and co-workers with mean of (4.43) while promotion with (4.25) mean Table 3 below show the mean score for each element under job satisfaction variables, standard deviation and their rank.

**Table 3: Mean Score and Standard Deviation of Job Satisfaction**

<b>Job Satisfaction</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Rank</b>
Nature of Works	4.53	1.17	1
Operating Procedures	4.43	1.23	2
Co-workers	4.43	0.98	3
Promotion	4.25	1.03	4
Pay	4.18	1.16	5
Fringe Benefits	4.15	1.27	6
Supervision	4.05	1.18	7
Communication	3.98	1.13	8
Contingent Rewards	3.80	1.46	9

***Reliability and Correlation Analysis***

In relation to the above variables, as shown in Table 4, all variables have Cronbach's alpha value are .766 and .900, which achieved the minimum acceptable level of coefficient alpha above 0.70 (Pallant, 2007). The dependent variable of job satisfaction has the highest Cronbach's alpha of .900, followed by the independent variables of rewards with Cronbach's alpha of .700. All of the variables have value more than .70, which considered as good. Thus, the results show that all variables are reliable for the data collection.

**Table 4: Alpha Coefficient of Reliability on Variables**

<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>Number of Items</b>
Rewards	0.766	16
Job Satisfaction	0.900	36

In order to understand the strength and the direction the linear relationship between variables which are rewards and job satisfaction, the Pearson's of coefficient correlation was measured. Table 5 shows the outcome obtained from the correlation test that there was a small, negative correlation between the rewards and job satisfaction,  $r = -.330$ ,  $n (10)$ ,  $p=0.351$ .

**Table 5: Correlation of The Variable**

		Mean Rewards	Mean Job Satisfaction
Mean Rewards	Pearson Correlation	1	-.330
	Sig. (2-tailed)		.351
	N	10	10
Mean Job Satisfaction	Pearson Correlation	-.330	1
	Sig. (2-tailed)	.351	
	N	10	10

### Discussion of Findings

The purpose of this study is to identify the impact of rewards on job satisfaction among quantity surveyors and to establish the relationship between rewards and job satisfaction. Prior research by many researchers emphasized on positive association between rewards and job satisfaction. The research done by Raza et al (2015), where intrinsic motivational factors ie: job security, achievement, responsibility and work itself significantly effects the employees in Pakistan. In addition to that, outcome from research by Ali et al. (2016), indicate that there is also positive effect of motivation on employees' job satisfaction where in their research, the motivation factors were reasonable wage and salary, job security, job enlargement, non-financial incentives and bonus.

Luthans and Sommers (2005) mentioned that high motivation influenced by high rewards, presented to employees in the organization. This statement also in line with the result obtained from banking sector in Saudi Arabia by Jehanzeb et al. (2012) confirmed that motivation is significantly related to job satisfaction. However, in nursing sector, research by Terera & Ngirande (2014) showed that there were no association between rewards and job satisfaction. This is also supported by research by Pillay (2009) with nurses were reported to have no positive significant relationship with rewards and job satisfaction. Hence, the results in this study also show that rewards factors show no association to quantity surveyors' job satisfaction ( $r = -0.331$ ,  $p = 0.351$ ). However, this finding is in contrast to that of Famakin et al. (2014) where the most important motivating factor for Quantity Surveyor in Nigeria was

security of an employment. This contrast may be due to professional differences and location or geographical variations.

### **Conclusion**

From the findings of this research, it is concluded that extrinsic rewards and intrinsic rewards and job satisfaction of employees has a moderate negative relationship in Quantity Surveying firm in the small city of Selangor, Malaysia. This negative relationship may be due to small size of sample population which are less than 30 respondents. From different research with larger sample size of population, it has been found that Quantity Surveyor in Ondo state, Nigeria give more importance to security of employment rather than extrinsic rewards and intrinsic rewards. This implies that, Quantity Surveyor in the consultant firm are preferring to have satisfaction over nature of works, current operating procedures in the company and co-workers' attitude and environment. Even though differences in opinion exists between different group in the company considered regarding the importance of motivating factors, only very few of the factors were significant.

The results of this research also show that the relationship between rewards and job satisfaction is insignificant. This shows that other than rewards, there are other factors that contribute to the job satisfaction of employees. Organizations should therefore investigate on other factors that result in the satisfaction amongst employees so that they can performed better in their job. Allen, Shore and Griffeth (2003) as cited in Terera and Ngirande (2014) state that identifying training and development opportunities and performance management can be some other factors that contribute to employees' job satisfaction. This research provides some significant data and information to the top management and HR department in the consultant company regarding rewards as motivation among their quantity surveyors. Therefore, this will help to eliminate the typical stigma regarding rewards that always been used by management in encouraging the performance in quantity surveyor's profession. Finally, future research should aim to improve the sample size and variables and exploring other factors other than rewards impact on employees' job satisfaction.

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