

T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES



**INFLUENCE OF REWARDS ON EMPLOYEE
PERFORMANCE- KARA HOSPITAL, YEMEN**

MASTER'S THESIS

Abdullah Mohammed Abdo Mohammed

**Department of Business
Business Administration Program**

February, 2023

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DECLARATION

I thus affirm that all data contained in this research was gathered and provided in line with regulations and ethical behaviours. As required by these rules and behaviour. In addition, all information and outcomes from the primary and secondary data that are not original to this thesis have been adequately cited and referenced.

Abdullah Mohammed Abdo Mohammed

FOREWORD

Firstly, it is the place I should thanks my family for their invaluable support and encouragement while working on this study. Also, I would like to thank my supervisor Dr. Öğr. Üyesi Sezer AYZ for the inestimable contribution to this study. Ultimately, I would want to convey my gratitude to all of the teachers in the Department of Business Administration at Istanbul Aydin University who work tirelessly to provide the greatest possible education for their students.

February, 2023.
Mohammed

Abdullah Mohammed Abdo

INFLUENCE OF REWARDS ON EMPLOYEE PERFORMANCE-KARA HOSPITAL, YEMEN

ABSTRACT

The aim is to examine the relationship between reward and employee performance in the health care industry in Yemen. The data was collected from the workers performing their duties in various hospitals, clinics, and health care centers in Yemen through a questionnaire with a limitation of getting respondents from Marib only. After collecting data from the respondents, correlation and regression analyses were performed to reach conclusions. Regression analysis was performed and computed an R-squared adjusted value of 0.486, which shows that rewards have a strong and positive effect on Employee Performance between the research variables. Correlation analysis showed a significant and positive relationship between reward and employee performance. The results showed that Rewards are highly important for improving employee performance, increasing job satisfaction, and reducing employee turnover. After examining the relationship between reward and employee performance in the healthcare industry of Yemen, recommendations are made for building up a proper reward system in Yemen, which should be allocated reasonable budgets to motivate employees.

Keywords: Management and strategy, rewards, employee performance

KARA HASTANESİ, YEMEN'DE ÖDÜLLERİN ÇALIŞAN PERFORMANSINA ETKİSİ

ÖZET

Amaç, Yemen'deki sağlık sektöründe ödül ve çalışan performansı arasındaki ilişkiyi incelemektir. Veriler, Yemen'deki çeşitli hastane, klinik ve sağlık merkezlerinde görev yapan işçilerden, yalnızca Marib'ten yanıt verenlerle sınırlı bir anket aracılığıyla toplanmıştır. Katılımcılardan veri toplandıktan sonra, sonuçlara ulaşmak için korelasyon ve regresyon analizleri yapılmıştır. Regresyon analizi yapıldı ve R-kare düzeltilmiş 0,486 değeri hesaplandı, bu da araştırma değişkenleri arasında ödüllerin Çalışan Performansı üzerinde güçlü ve pozitif bir etkiye sahip olduğunu gösteriyor. Korelasyon analizi, ödül ve çalışan performansı arasında anlamlı ve pozitif bir ilişki olduğunu göstermiştir. Sonuçlar, Ödüllerin çalışan performansını iyileştirmek, iş tatminini artırmak ve çalışan devrini azaltmak için son derece önemli olduğunu göstermiştir. Yemen sağlık sektöründe ödül ve çalışan performansı arasındaki ilişki incelendikten sonra, Yemen'de çalışanları motive etmek için makul bütçeler ayrılması gereken uygun bir ödül sistemi oluşturmak için önerilerde bulunmaktadır.

Anahtar Kelimeler: Yönetim ve strateji, ödüller, çalışan performansı

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I. INTRODUCTION

A. Background of the Study

The compensation and reward system are highly important for managing workers efficiently and effectively. A good reward system makes employee performance higher by motivating them to keep up their good work. Reward is regarded as one of the most important factors that contribute to high employee performance and vice versa (Fareed et al., 2013). Employee performance is one of the key elements that is considered highly important in organizations. There is a lot of change taking place in the field of school education, and every school heavily depends on its staff members' outstanding work (Ali & Ahmad, 2009). In every firm, rewards are viewed as a crucial tool for evaluating an employee's success. Most of the companies design fine planned reward system to push employees for performance (Farooqui & Nagendra, 2014).

To achieve the organizational goals, it is highly important that how employees are putting their best meet or exceed their work targets. So, it can be claimed that offering employees desirable benefits is the best way to encourage them to contribute to the growth of the organization. (Kabak et al., 2014). So, it can be considered that giving a handsome and attractive reward to the workforce will be an effective strategy to keep employees motivated for high performance and contribute to organizational success.

According to Schuler and Jackson (1996), there is a strong correlation between employee motivation, work satisfaction, and incentives that contributes to the performance. There is a couple of rewards that are categorized into financial and non-financials that employees try to get maximum (Ibrar & Khan, 2015). Based on personal thoughts, some employees prefer to get monetary compensation while other give

priority to non-financial compensation like appreciation from the senior management, recognition among peers, or certificate of excellence (Bourne et al., 2005), Personnel feels pleasant when they are recognized by the company and take more interest to perform well. As a result of such non-financial rewards, the company can achieve its long-term goals (Njanja et al., 2013).

According to Crossman (2006) every worker has different set of needs for incentives to meet its financial and non-financial requirement. Some personnel are more focused on financial rewards to meet their life's needs, like getting a car or house, while others are more concerned with non-financial rewards, which include holidays and recognition for their good work in the company. Moreover, the type of reward focused depends upon the sector where employees are working. For example, public-sector employees are more concerned with extrinsic rewards than intrinsic ones (Maidani, 1991). Employee loyalty, inspiration, and work satisfaction are maximized by an organization with a strong mix of external and internal rewards, which in turn promotes employee performance, significantly in relation of efficiency (Khan et al., 2013)

Using both types of rewards monetary and non-monetary help companies get high employee performance. Monetary rewards and compensations include salary increases, sales commissions, annual bonuses, and other forms. Non-monetary rewards include recognition like employee of the year, certificates of excellence, or family tours sponsored by the company (Luthans, 2000).

Nonmaterial awards are another name for nonfinancial prizes, according to Kosfeld and Neckermann (2011):

- The effect of both intrinsic and extrinsic rewards on workers' productivity.
- Rewards raise the level of job satisfaction overall.

Rewards programs are frequently employed in businesses as a crucial management technique that increases a company's long-term performance by influencing employee motivation (Bustamam et al., 2014). Organizations frequently set some standard for monetary benefits, while non-monetary rewards are increasingly being disregarded (Chiang & Birtch, 2011). Every person is motivated by different things that depend on the need for time. Senior management is required to carefully choose the type of reward either financial or non-financial to be offered for motivating employees (Crossman, 2006). Some employees are more concerned with the

monitoring benefits, while others are seeking recognition for their self-esteem. As a result, measuring all employees with the same yard is not feasible (Aamir et al., 2012).

Many researchers have discovered that both monetary and non-monetary awards have an impact on employees' job satisfaction (Alhmoud & Rjoub, 2019). Employee engagement and energy to do work is negatively influenced by inadequate reward management, which will then have an impact on the performance outcome (Bustamam et al., 2014). One of the primary drivers of employees' best efforts to provide creative solutions that boost business operations and overall corporate performance, both financially and otherwise (Al-Nsour, 2011).

Deci (1999) says that there are more methods of rewarding employees outside monetary compensation. These include potential praise from managers, the opportunity to work on challenging projects, and even a leadership focus. (Chinyio et al., 2018). Numerous studies on leadership power and reward system have discovered that work performance, employee turnover, motivation, employee engagement is all positively correlated with supervisor reward power (Mahaney & Lederer, 2006). Physical benefits received by the employees in exchange for their work performance are called extrinsic rewards. An increase in salary, better compensation, a reasonable incentive, and an annual bonus are some examples of extrinsic rewards. On the other side, intrinsic rewards are attributed to non-physical compensations like job stability, transfer to the employee's place of demand, or promotion to the next level (Salah, 2016). The psychological or intangible rewards of appreciation, overcoming challenges, a supportive work environment, and job rotation after an aim is completed are examples of intrinsic motivations. (Deci, 1999).

Non-monetary and monetary rewards are the two primary types of compensation that are considered highly important for employee performance (Luthans, 2000). Momentary rewards can be listed as an increment in salary, an annual bounce, a transfer or promotion on the job, a target achievement incentive, gratuities, and other cash prizes for high performance excellence.

Non-monetary reward can be listed with acknowledge, certificate of excellence, recognition among other employees of the company (Kosfeld & Neckermann, 2011).

Employees who get rewarded for achieving goals that benefit the company and themselves are more motivated to put effort into their work in the future. Such employees work efficiently and effectively to achieve their targets and, hence, benefit the company. A properly designed reward system and various incentive programs help

increase employee performance at all levels, from low-level management to top-level management (Taamneh et al., 2018). A reward system that aligns employee needs with business objectives is a great tool to increase employee performance. A well-designed reward system covers both ends of reward—intrinsic and extrinsic—and hence leads to good performance management. The reward and performance system not only motivates employees but also makes suggestions to improve their performance. Moreover, it also helps to assess the needs of training for employee development (Chiang & Birtch, 2011).

Employee performance is directly related to organizational performance, which makes its importance high in the corporate world. Reward is an essential component for the success of the company and goal achievement (Babakus, 2003). Well-defined rewards do not only increase employee efficiency and effectiveness in their jobs but also help to attach them to the company for the long term (Bartol et al., 2002). According to Obicci (2015), reward system should be defined in a way which focus the needs of employees and meet the expectations too.

Examples of extrinsic benefits include prizes, promotions, commissions, and bonuses. In contrast, intrinsic benefits include things like better working conditions, social acceptance, a more diverse job description, and more responsibility. A company with a strong balance of both extrinsic and intrinsic rewards maximizes work engagement, inspiration, and job happiness, which in turn encourages excellent work performance. (Mahaney & Lederer, 2013).

Torrington (2009) asserts that an organization's incentive program must be tailored to the requirements and preferences of its employees in order to be successful. Awards may be used as a tool for career advancement, according to Boehm and Lyubomirsky (2008), although rewards may motivate employees to advance their knowledge and abilities more quickly. One of the main incentives for workers to achieve employer expectations is the reward system. According to Andrew and Kent's (2007) study, an employee's opinions of their status inside the organization have an impact on how satisfied they are with their jobs. Danish and Usman (2010) viewed reward programs as a means of encouraging employees to work hard and be as productive and loyal to an organization as feasible. They also stress the importance of rewarding achievement because it boosts workers' morale and promotes market success for businesses.

In today modern world, the life of the employee is getting difficult as workers of

various sectors need to be more focused and attentive. Employees in various sectors like healthcare exposed to the high degree of occupational stress, owing to the sensitivity of the nature of the job they are into. Therefore, to keep employee motivated, enthusiastic and energetic to perform such engaging, sensitive, and difficult jobs, the manager must realize the importance of the reward system that bring the employees at work with motivation (Emilia James et al., 2015)

Employees are backbone of any organization, especially the importance of employees' performance increases in the service sectors like hospital, because in such services customers are directly receiving services from employee. Therefore, the customer i.e., the patients' satisfaction is directly associated with the performance of employees. Moreover, the patients' satisfaction directly contributes to the performance of hospital and enhance profitability of the hospital. The management of the hospital must smartly deal with the situation where the employees are extremely important, and their satisfaction is primarily important. Because employees are working day out and all the night in such tough and tight work schedule with such job responsibilities which involves a lot of work stress (Krijgsheld et al., 2022).

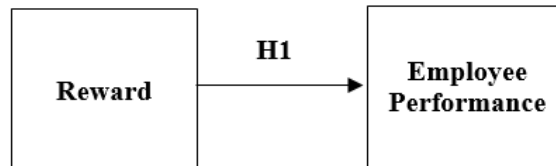
The current human resource literature has discussed the reward in different aspect, i.e., reward and its antecedents, its consequences, in different sectors and in different countries. But upon checking the literature, significant evidence regarding reward and performance of employees of health care sector of Yemen are missing. As a result, it is established how rewards affect employee performance. Questionnaire was used to gather information from the Yemeni hospital Kara's staff. The aim is to find the relationship between rewards system and employee performance of Kara hospital employees of Kara hospital of Yemen. The aim is to find the relationship between rewards system and employee performance of Kara hospital employees.

B. Problem Statement

Successful workers complete tasks on time, generate cash, and enhance the brand through satisfying encounters with clients. When staff doesn't execute their jobs well, customers believe that the business doesn't care about their requirements and will look elsewhere for assistance. Businesses are concerned to find various techniques for improving employee performance in the organization including in the healthcare sector. So, it will be helpful for businesses to find a contributor factor to employee performance.

C. Research Questions and Hypothesis

Finding the link between compensation and worker performance in Yemen's health industry is the main goal.



H1: Rewards have positive and significant influence on employee performance.

H2: There is a positive and significant relationship between rewards and employee performance.

D. Research Objectives

Examining the connection between compensation and worker performance is the main objective. The stated relationship will be examined for the healthcare industry of Yemen where great employee performance is required to control the health issues of the region. The results will help to build an effective reward system for achieving high employee performance which is the ultimate requirement of any enterprise.

E. Significance of Study

The impact of reward on the personnel performance in the healthcare industry of Yemen will be determined. The deep insights will help the companies, especially healthcare entities to draw some lines to improve the reward system. It will not only improve employee performance but also employee engagement, and loyalty to the company where they work. The focus is to achieve the ultimate objective of businesses to perform well.

F. Structure of the Thesis

After producing the above section, the very next step is to write a literature review by using authentic sources to know what work has been done in the past and to find the research gaps in the healthcare industry of Yemen. It is planned to complete chapter within two weeks. Afterward, they will move forward to data collection which

takes ample time for reaching out to respondents to fill out the questionnaire. As the aim is to collect the data from Kara Hospital, Marib, Yemen, it will take one week for data collection and input to SPSS. In the next step, Data interpretations and analysis will be completed which will take one week. The last step is to write a conclusion and recommendations is the most important step for the businesses and readers, it will take one week to complete the last milestone for submission.

II. LITERATURE REVIEW

A. Reward

Managing reward remains one of the topmost important tasks of the human resource team. Because it requires a reasonable balance, between reward and performance. An unbalance reward is equally not good for organization and for the employees (Agustiniingsih, Armanu, Djumilah & Noermijati, 2016). Therefore, human resource managers take good heed of strategic alignment of rewards with the company's goals and set standards (Aguinis, Joo, & Gottfredson, 2013). As a result of these challenges, human resources executives and managers strive to create compensation structures that support both the organization's strategic goals and individual employees' ambitions (Ram & Gantasala, 2011). In fact, the prime objective of rewards is to attract, retain, and enhance performance of employees (Luthans, 2000). Organizations are paying more attention towards the justified, unified, and attractive reward system (Imran, Ahmad, Nisar & Ahmad, 2014).

It is impossible to overestimate the importance of financial incentives for employee motivation, especially in a nation like Nigeria where unemployment and poverty are still pervasive (Lin, 2007). We can safely assume that people work so they can be rewarded for their efforts. (Abbaas & Ikhlas, 2014). A reward is the payment that an employee receives from a business in exchange for the services they have provided or for work that has been completed (Rahim & Daud, 2013). Employees provide labor that is valuable to the company (such as their time, skills, knowledge, and expertise), and in exchange, they are compensated for their efforts. This service is utilized to complete a project that raises the possibility that the business will achieve its objectives (Harrison, 2005).

According to Tamunomiebi (2018), a reward is the amount of money owed to an employee for services done over a set period of time. The amount of compensation

to which an employee is entitled is determined by a number of factors (Brun & Dugas, 2008). These elements include, but are not restricted to, the employee's creativity, skills, expertise, experience, years of service, daily service time, and service length. (Nyakundi, Karanja, Charles & Bisobori, 2012). Employees are not all rewarded in the same way in every company. The elements listed above distinguish reward (pay) parity (Sonawane, 2008).

There are two types of rewards: intrinsic and extrinsic, financial, and non-financial. Some researchers suggest that employees are compensated based on a variety of strategies that are weighted according to each employee's performance, culminating in the organization's overall corporate effectiveness (Berdud, Cabasés, & Nieto, 2016). Most organizations have a rewards system, which consists of a set of procedures, tactics, and regulations that assure fair and equitable rewards (Grote, 2006). The authors stated that the reward system extensively relates to various forms of compensation offered to the company's employees who are working at different levels of organizational hierarchy (Armstrong and Murlins, 2012). It is also a systematic approach designed by an organization to appreciate and motivate people performing their duties in the order to achieve organizational goals and giving their contributions to the organization's progress (Wuryanti & Setiawan, 2017).

The measures, guidelines, practices, and principles associated with the distribution of material benefits and recompense to employees based on the worth of their service which employees are offering to the company. (Hafiza, Shah, Jamseheed & Zamam, 2011). Rewards are intended to encourage specific actions, but in order to be effective, they must be given on schedule and in connection with good work. (Nolan, 2012).

The history of reward started from the factory workers to increase their motivation and productivity at work since a long ago. Initially the management gurus have recognized, convinced, and argued for the importance of non-monetary rewards (Gungor, 2011). Later on, the Scientific Management theoretic, Berdud, Cabasés, and Nieto (2016), believed that the employees must not be motivated through recognition and appreciation only but also given some monetary benefits i.e. financial incentives for the quality of work he done (Harrison, 2005). Through these arguments, the fact is disclosed that the reward has two types one is called monetary and the second is called non-monetary. These types are also called intrinsic and extrinsic rewards (Saunderson,

2004).

B. Intrinsic Rewards

These rewards are also termed as non-financial reward. These are actually psychological rewards which are given to the employees to boost their motivation and will power to continue with more zeal and zest (Sarwar & Abugre, 2013). Different organizations use different ways to motivate their employees through intrinsic rewards. Intrinsic rewards have a list of benefits for employees and the organizations as well (Ferguson & Reio, 2010). For example, intrinsic reward helps employee in increasing his motivation and morale which give employee a special confidence to go extra miles. This citizenship behavior adds an extra value to the organization which results in improving employee productivity and organizational productivity too (Kiruja & Mukuru, 2013). A good culture of motivating employees through intrinsic rewards creates a value in the organization and enhances productivity at workplace. It helps to engage employees and increase loyalty with the organization (Susan, 2012).

Moreover, owing to intrinsic rewards the organization helps the employees to build and gel up into the teams of champions which ultimately in return beneficial for both organization and employees (Berdud et al., 2016). Lastly, the intrinsic reward system also useful for the organization to align the employees as per the mission, vision, strategies, goals, and objectives of the organization (Baron, 1983). Here is a brief introduction of a few intrinsic rewards.

C. Recognition

Sending a letter of appreciation against the excellent work done by the employee is a way to recognizing his or her efforts. Then, with an appreciation note sending a gift is also a type of recognition (Salisu et al., 2015). Today the topmost companies around the world are scanning for the opportunities to recognize employee's efforts as they know such type of recognition is more beneficial for the company (Punke, 2013). Therefore, many human resource managers have assigned their team to find out the opportunities to send recognition to the employee (Saunderson, 2004)

D. Learning Opportunity

In this modern era in which if you want to progress you must be keep learning on daily basis. Therefore, companies are providing opportunities to learn on job and off job to the employees. Today, employees have realized the importance of latest

concepts, trends and learning to be competitive in the industry (Mughtar, 2016). That is why the companies providing such opportunities to the employees which in return benefit both the employees and the company too. It is proved that until the employees keep learning the stay in the organization because they believe that they are developing their skills and knowledge (Punke, 2013).

E. Challenging Work

It is another type of intrinsic reward. The employees feel bored by doing the same task every day and night. The concept of challenging work helps organizations to keep employee engaged at workplace and also keep them motivated (Fisher, 1978). In this way, the organization also spread skill set among different worker (Priya & Eshwar, 2014). So, in case of an employee left the organization another employee is ready to perform on the departed employee's seat. In this way the overall organizational performance does not impact even if a few bunches of employees left the organization on a very short notice period (Pettersen & Luthans, 2006).

F. Extrinsic Rewards

The purpose of extrinsic rewards is to motivate employees and use his motivation for the next job he is supposed to perform. It is believed that the extrinsic rewards or motivation have huge impact over the employee (Zani, Rahim, Junos, Samonol, Ahmad & Merican, 2011). It compels employees to do more work happily. The concept of extrinsic motivation is to fulfill the needs of employee for the work he done for the organization (Sarwar & Abugre, 2013). Today, every organization realizes the importance of extrinsic rewards because when an individual receives an extrinsic reward, he / she display more advantageous behavior towards his / her job (Erbasi & Arat, 2012). Moreover, the extrinsic rewards are used as a tool which usually help in motivating employees who are engaged in exhibiting or performing complex jobs that need more focus (Peterson & Luthans, 2006)

Moreover, it is not always that the extrinsic rewards work better than extrinsic reward. It always varies on individual to individual (San, Theen, & Heng, 2012). In some case an individual requires intrinsic reward more than the extrinsic reward and vice versa. For example, some individuals feel more motivated when they receive bonus or increments in their monthly salary or some extra incentive (San et al, 2012). On the other hand, some employee feels motivated when they are being appreciated by the CEO of the company via an email in which the whole company is in copy. So,

this is difficult to determine which type of rewards an individual requires at a certain point of time (Tausif, 2012). Here is a few examples of extrinsic rewards or motivations.

G. Compensation

This is first and for most type of extrinsic reward, almost everywhere employees perform their duties against the promised compensation being paid by the employers on a certain agreed rate. In addition to agreed compensation, when an employer also offers that upon producing or performing quality job the employee may receive some extra compensation than the agreed (Gohari et al., 2013). Therefore, the compensation is also used a very common tool to motivate the individual to perform efficiently and effectively. This is the reason why people call it the main motivator for the employees (Luthans, 2000).

H. Career Advancement

One of the topmost important tools' organizations use to motivate employees by offering an attractive yet challenging career path. Today, most of the organizations are aimed to develop secession planning, through which an employee can ascertain his position after certain time in the organization (Priya & Eshwar, 2014). Such secession planning motivates the employees and keep the charged for the next position. This tool is extremely helpful as it based on the real opportunities in front of employee (Whitaker, 2009).

I. Commission

Some organizations also offer commission along with the agreed compensation i.e., gross salary. Usually, such offer is made to sales staff because their performance is associated with their target achievement (Schechter, Thompson & Bussin, 2015). Under such a case, company wants to motivate the staff by offering commission on the number of products or revenue the sales staff has sold or earned during a specific period of time (Majernik, 2014).

J. Incentives

Sometime organizations also offer incentives which are other than the agreed compensation. For example, employee of sales department receives incentives upon overachieving monthly target (Petterson & Luthans, 2006). Such an employee brings

more revenue in the company than the agreed or planned revenue to be incurred during the time period. Therefore, to promote a culture of overachieving assigned target the company offers incentive to such hardworking and intelligent employees (Majernik, 2014).

K. Bonus

Some organizations also offered bonus to the employees out of their profit. The purpose of this reward is to keep employees motivated for the performance of next year (Zobal, 1999). Through such reward organizations keep the employees motivated and engaged for the next year. Some organizations announce bonus on annual basis and some organizations pay bonus bi-annually (Jehanzeb et al., 2012).

L. Profit Sharing

In today's modern world the organizations have realized that the if they want their employees more motivated, inclined to the organization, loyal, hardworking, and engaged they need to offer an annual special bonus which is on profit sharing basis (Kappagoda et al., 2014). For example, a certain amount as a special bonus would be paid to the employees out of profit who outperformed during the last period. This strategy does not motivate such outperformed employees but also those who could not do well in the last period of assessment. So, company rewards their high performers (Sonawane, 2008).

M. Stock Issuance

Today, many organizations with a view to engage employees use to the strategy to reward employees by issuing stock (Sonawane, 2008). Through this strategy organizational employees have a sense of ownership hence they perform better considering that they have some amount of share in the total equity of the organization (Kappagoda et al., 2014). This strategy is usually used by many top organizations.

N. Employee performance

The concept of employee performance has a very rich history. By employee performance means the output of an individual who is supposed to perform a particular job. The employee performance is very important element in the human resource domain because it ascertains the organizational performance (Rachmaliya & Effendy, 2017). "Employee performance is the amount of output given by an employee while

performing his duties in a certain role, for example an accountant is assumed to perform the role of accountancy, if he meets the expectation of the organization during the assessment period, he is said to be a performer (Tettey, 2006).

In the same way, the performance of a salesperson would be measured from his target achievement. If a salesperson has achieved over and above target in a year, he would be called an outstanding salesman or a performer employee (Fatima, 2017). Here comes an important aspect of employee performance, in some cases the performance of an employee can be measured quantitatively and for some employee performance can be measured by developing qualitative performance matrixes (Ajila, & Abiola 2004).

In today's business competitive environment, every business is seeking out choices to improve financial performance and finding out the ways to motivate employees for higher productivity and improved employee. Research on the prediction of employee task performance, according to the management literature (Sung & Choi, 2012). The human resources literature is rich with the findings on employee performance regarding different aspects but sufficient evidence from the literature is missing regarding hospital employee performance considering the rewards (Gitongu, Kingi & Uzel, 2016). Companies have realized the importance of employee performance; therefore, they invest a huge amount of money in training and development of the employees (Ali & Ahmed, 2009). Today, companies paid a huge cost in terms of training of employees, even some organizations offer international training courses to their employees. Companies once invested a gigantic amount on their employees would not want to lose them for their competitor (Anku-Tsede, & Kutu, 2013). Therefore, organization paid much heed in motivating people, get them trained, reward them, and develop a culture of long stay at organization, hence the organization can reap maximum output (Gruman & Saks, 2011). As the performance of employee have direct link and impact over the performance of organization, the importance of employee performance increases. Therefore, many organizations have continuously looked after the factors that affect employee performance and tried their best to provide an environment in which employees and organization can grow (Markos & Sridevi, 2010). Employee performance means the direct and personal output of an employee in terms of effectiveness, efficiency, and productivity that positively contribute to organizational overall performance (Appelbaum & Kamal, 2000).

Today, organizations are crystal clear about the importance of improving employee performance. Organizational goals cannot be met if the employees do not perform as per the standard (Anitha, 2014). Once an employee improves on his performance, it benefits organization in multiple ways, it improves organizational market share, customer base, customer satisfaction, increase in revenue, and increase in profits and share value (Bonsdorff, 2011). Employee performance can be improved by giving different type of learning i.e., on job and off the job of training and moreover (Ahmad, Furrugh & Nazir, 2015). Employee performance has gained a very pivotal point of discussion among the human resource researchers; it extends benefits for both employees and the organizations. An improvement in employee's performance helps organization in achieving its goals, hence, organizations strategically focus the human resource to improve efficiency, effectiveness, and productivity (Masa'deh, Alrowwad, Alkhalafat, Obeidat, & Abualoush, 2018).

As per some authors, the term employee performance refers to the ability of an employee to complete a given task in due course of time effectively and efficiently, and how well these tasks are being replicated to the organizational goals (Masa'deh et al., 2018).

It refers to an individual's overall performance or accomplishment during numerous times of duty, as opposed to preset and specified job standards, objectives, or criteria (Pawirosumarto et al., 2017). The outcome of an individual's ability and dexterity, which are boosted by the support of the manager and the amount of effort made at work, is performance. Performance will deteriorate as a result if the person has the appropriate capability, supervisory backing, or ability to exert the required effort (Lee & Wu, 2011). Using effective strategies to encourage employees to produce improved job performance and increase organizational competitiveness is one of the main goals of every business. Organizational management has always faced considerable challenges with regard to employee work performance. (Brun & Dugas, 2008).

However, some organizations are facing big threat of declining in employee performance, under such a circumstance the management must study the factor and determine the reasons why such decrease is observed in the performance graph of the employees (Abdulsalam, & Mawoli, 2012). Many researchers have argued that employee performance plays a pivotal role in growth or decline of an organization, its profitability, and market share (Muda, Rafiki & Harahap, 2014). Therefore,

human resource is being considered one of the topmost important resources for the organization, because it helps organization in growing and reaching to the next limits (Carnegie, 1987). However, if an employee is not satisfied with the job and his performance is not up to the mark, his negative attitude would degrade the company performance and image (Mowday, Porter, & Steers, 2013). Employee work performance has long been a problem for organizational managers (Kelidbari et al., 2011). Employee conduct and participation in achieving organizational goals tend to be exemplified by an employee's behavior, while employee performance appears to be determined by effective performance evaluation, pay regulations, and promotion requirements. These employee success factors only involve tangible benefits for employees. (Ahmad & Shahzad, 2011).

Similarly Anitha (2014) defined employee performance as a factor that determines a person's financial or non-financial contribution that is directly tied to the effectiveness and accomplishment of the organization. Some factors that affect employee engagement include workplace culture, leadership, relationships between teams and coworkers, training and career advancement, benefit designs, initiatives, and metrics. (Dineen, 2015). Alagaraja and Shuck (2015) assert that employee performance can be increased through training and development. As a result, employee performance affects innovation performance and overall firm performance. A successful effort of happy, inspired, and committed human resources produces new product or service ideas and directly improves quality, operational performance, and client satisfaction (Sadikoglu & Zehir, 2010). It is important to emphasize that globalization has brought about a number of changes and difficulties that have affected most organizations around the world, including organizations in Nigeria. One of the most crucial factors in determining the success of any organization is employee performance (Gitongu et al., 2016). By giving its employees. (Erbasi & Arat, 2012).

In the light of above arguments, it is hypothesized that:

H1: Rewards have positive and significant influence on employee performance.

H2: There is a positive and significant relationship between rewards and employee performance.

O. Relationship between reward and employee performance

By analyzing the above literature, the importance of rewarding employee performance becomes more crucial for businesses. By giving an appropriate reward to

the employees, companies can value their work force, which motivates employees to perform at their best level (Masa'deh et al., 2018).

Companies can increase their employees' work commitment and job responsibility by rewarding them. Another result of an appropriate reward system is job satisfaction and organizational citizenship, which lead companies to success. A suitable reward system also helps to retain the right talent in the company while creating a good organizational culture. Hence, the relationship of reward with employee performance is inevitable to neglect (Anitha, 2014).

Manzoor et al., (2021) examined the relationship between reward and employee performance with employee motivation as mediator. The research concluded significant and positive relationship among the variables. The study also highlighted intrinsic rewards has more impacts on employee performance in relation to various reward types.

Money is not the only factor which boosts employee performance. There are some other factors like recognition and appreciation. The authors concluded that there is strong and positive relationship between reward and employee performance. It is also highlighted that intrinsic rewards are more fruitful in the presence of extrinsic rewards (Aguinis et al., 2013).

A positive and strong association between intrinsic and extrinsic rewards and employee performance exist. The companies should design a good reward system that support employee morale and foster high employee performance (Ibrar & Khan, 2015). Work motivation is highly important for achieving high work performance which is not possible without an appropriate reward system. Moreover, the authors also concluded a positive and strong relationship between work motivation through reward system and job performance (Arshadi, 2020).

There is positive relationship between flexible rewards system and employee satisfaction which leads to high employee performance. The authors emphasized on the flexibility of reward system which meet the needs of employee. Some employees are in need of extrinsic rewards while others are seeking intrinsic reward to perform well in the organization (Barber et al., 1992).

Bassett-Jones and Lloyd (2005) highlighted Herzberg Two Factors theory for job satisfaction and discussed that both types of rewards are highly crucial to drive employee performance in organizations. The companies which have not designed a proper reward system tend more for employee dissatisfaction hence result to fail their

long-term organizational goals.

Reward is among an important driver for employee engagement and high performance. Work life balance is another shape of reward that affects employee performance. Business should seek to understand different types of rewards and its impacts on their employees as these two variables are positively and significantly correlated with each other (Bedarkar & Pandita, 2014).

There is strong and positive relationship between reward and workers performance, especially people working in public sector are more motivated with intrinsic reward while workers performing their duties in private sector are more concerned about extrinsic reward (Berdud, Cabasés, & Nieto, 2016).

Despite the fact that rewards were offered, intrinsic motivation remained crucial for success. Additionally, the predictive validity of self-motivation for performance was impacted by the relative importance of the reward: in a "crowding out" fashion, intrinsic motivation was less significant for performance when the incentive was directly linked to performance and more significant when the incentive was indirectly linked to performance. When both factors were taken into account through thematic modeling, intrinsic motivation indicated more distinctive variation in service performance, although incentives were a superior driver of productivity (Cerasoli et al., 2014).

According to Barber and Bertz (2000), rewards significantly affect an organization's capacity to attract, keep, and encourage high-potential workers and, consequently, achieve high performance. Individual performance cannot be tested, according to Yang's (2008) research on the subject. Yet he also makes the case that corporations can utilize direct compensation or relationship agreements to encourage employees based on results when those results are evident.

On the other hand, Bishop (1987) examined employee performance and discovered that differentiating between employee performance and staff productivity is a result of rewarding and recognizing employee performance. According to Yazıcı (2008), organizational performance and compensation management affect morale and performance. Many organizations have found that performance and reward system lead to unproductive behavior rather than complementing the company's stated goals. On the other hand, the "path-goal model" actually describes the relationship between reward systems and employee performance. The concept explains that if a worker sees inefficiency as a path to achieve his personal goals, he is usually ineffective. In other

words, employees are motivated to work harder at their jobs if they feel like their previous efforts have been rewarded.

Anku et al. (2018) assessed the concepts of reward management, reward systems and company performance. The people that make up a company are still the organization's unique and greatest asset. Even when results are achieved, organizations strive to reward them in a fair, equitable manner and in accordance with the value they create. There is a reward system with specific goals that motivates employees to work towards important goals set by the company. This study highlights the phenomenon of reward systems and company performance. He also reviews other research on reward systems. Assess important emerging issues affecting compensation decisions. He returned to discuss issues such as comparability measures and concerns about accreditation programs. The study concluded that reward systems play an important role in motivating employees to innovate.

The results of Ewikwu and Onuoha (2021) show that compensation systems measured by pay/salary make a significant contribution to both employee satisfaction and customer satisfaction, which are indicators of organizational performance. Based on these results, this study concluded that the reward system is a critical and very important factor in maintaining employee performance.

III. METHODOLOGY

Research design and methodology define how many research objectives are achieved. The special focus is on defining and explaining research designs, data collection methods, instruments of data collection, and the coding to perform statistical analysis. As discussed in the earlier chapters, the major aim is to find the relationship between reward and employee performance. The foremost focus is to test the relationship between the above-stated variables in the health care industry of Yemen with a particular focus on Marib.

For the continuation, the right choice of methodology is essential to get some results for proving or rejecting the stated relationship. To achieve the purpose, qualitative research methods were used. The reliance is on the data collected from the health care industry of Yemen by using a questionnaire. The detailed steps for the research methodology are given in the next headings of the chapter.

A. Population & Sample Size

The aim is to examine the relationship between reward and employee performance in the healthcare industry of Yemen. According to USAID, there are 10 workers for each ten thousand population in Yemen (Supporting Yemen's Healthcare Workforce, 2020). It makes the population size 3,298.

Calculation of sample size of 380 at a confidence level of 95% is done. A convenient sampling technique was used to reach the respondents. After setting the sample size, 400 questionnaires were distributed to the employees working in various hospitals and clinics and received 373 valid responses.

B. Data Collection

At first the type was defined as qualitative research in which data will be used directly collected from the respondents to perform research analysis. Hence, data collection becomes the most important step in the methodology. Reward is modeled

and employee performance for examining the relationship that defined data planning, collecting, and organizing in a way that could be translated into meaningful results.

In the very first step, it is defined what type of data is required to carry on in order to answer the questions. At this stage, the sample size of the focused population is also defined. In this case, the population is people working in the healthcare industry in Marib. There are various methods available for performing qualitative research, which include the questionnaire method, direct interviews of the respondents, and observation technique. Each technique comes with its own advantages and disadvantages. A questionnaire is set up for data collection to receive responses from the employee working in healthcare industry Yemen.

C. Sources of Data Collection

The two sources available for data collection are the one that focuses on getting data from the respondents directly and the other source of data collection is from already established sources. The first type of source is called primary data collection, which comes with its own advantages and disadvantages. Primary data collection is considered a more authentic source due to the direct interaction with the respondents through questionnaires, interviews, or some other way. It helps to record more genuine responses from the respondents at the latest time. However, it takes more time, exerts more effort, and consumes more time to collect data.

The other type of source of information is secondary, which means collecting data from already established sources like magazines, research journals, news channels, or others than the stated sources. Secondary sources of information are considered less authentic due to their specificity to the current research. The secondary source of data collection is used due to its quick accessibility, lower time and effort cost on the collection, and easy availability. For consideration of the authenticity of the data, primary data collection sources were used.

D. Data Collection Methods

Data collection is the process of obtaining solid facts about the research variables that can lead to some results, either acceptance or rejection of the hypothesis established in the research model. There are various data collection methods, primary

and secondary. The primary data collection methods were used to be more credible and authentic.

The first primary data collection method used is direct interviews with the respondents. This method takes more time and effort to record and save responses. Another limitation of the method is its openness to research questions. Respondents can provide more detailed information that may not be required.

The second data collection method with primary sources is the observation method. It also takes a long time to record data for the respondents and may go in the wrong direction due to the researcher's perception of observed facts. The next data collection is a questionnaire, which is more frequently used for getting targeted responses without influencing their responses. A questionnaire method for data collection was used.

E. Basis of Research Questionnaire

To record the responses of the selected sample, a questionnaire was used with the help of previous research. Reward was measured by Ivo, Franken and Muris (2010) while employee performance was measured by the questionnaire used by Tabouli, Habtoor and Nashief (2016). These researchers used reward and employee performance constructs in the research papers separately. There were 32 items in total for both variables, with the English language as its original.

After getting data from the respondents, a validity test for the items of both variables was used due to the different language in Yemen. While collecting data from the respondents, it was tried to reach people who are good at English. Moreover, a Likert scale for each item was used, with 1 as strongly disagreed to 5 as strongly agreed.

1. Section 1 – Demographic Variables

The demographic variables are important to understand the selected sample of the population. The statistical analysis of these variables helps to paint a picture by understanding the respondent's age, gender, qualification, work experience, and marital status. All these stated attributes help in stating the nature and distribution of selected samples.

2. Section 2 – Reward

Section 2 of the questionnaire is aimed at measuring the reward and its responsiveness of the employees working in the healthcare industry in Yemen. The section is comprised of 15 items used by (Ivo et al., 2010). Each item is Likert scaled with five points, where 1 represents strongly disagree and the highest scale of 5, which represents strongly agree.

3. Section 3 – Employee Performance

For measuring employee performance, a questionnaire was used by Tabouli et al., (2016). This part of the questionnaire is comprised of 17 items with a Likert scale of five points, where 1 belongs to strongly disagree and 5 belongs to strongly agree. The questionnaire was served to the employees of the health care industry in Yemen and received responses to record for statistical analysis.

F. SPSS as Data Analysis Tools

After collecting data from the respondents, the questionnaire was coded into SPSS for performing statistical analysis. SPSS is popular data analysis software which is used to perform various descriptive and statistical analyses. Variables were declared and data type was assigned and formats to code the gathered information into the software. The descriptive analysis, correlation, and regression analysis was used to determine whether to accept or reject research hypotheses.

IV. DATA ANALYSIS& RESULTS

Collecting information from respondents is critical for the subsequent analysis. An appropriate data collection method aids in the collection and recording of respondents' responses in order to produce meaningful results. So, data collection and its analysis are highly important to convert collected data into meaningful information in the form of results while answering the questions established at the start of the study (Yoneki, 2009).

The core purpose of performing data analysis on the collected data is to answer research questions. The findings from data analysis help reach conclusions about whether to accept or reject research hypotheses. Data collection was planned and organized through the questionnaire used by the previous researchers. After data collection, the responses were coded into SPSS for performing descriptive and other statistical analyses. The demographic variables of age, gender, and work experience were used of the respondents who are working in the healthcare industry in Yemen and a frequency analysis was performed on them.

Moreover, this study also checked the validity of the items for both constructs reward and employee performance. After that, the correlation analysis was performed to find whether there is a relationship between reward and employee performance or whether there is no significant relationship between dependent and independent constructs. The regression analysis was used to reach conclusions based on the data collected to examine the strength of the relationship. The following section is aimed at providing insights computed against the statistical analysis of the data collected:

A. Data Analysis of the Research

400 electronic questionnaires were distributed to respondents in the healthcare industry in Yemen in order to collect data from them. It received 373 valid responses. After coding the collected data into SPSS, the following results were found:

B. Frequencies

Following section is providing insights on the descriptive analysis:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	325	87.1	87.1	87.1
	female	48	12.9	12.9	100.0
Total		373	100.0	100.0	

Table 1: Gender Distribution

From the table above, it is very clear that there were 373 respondents in total who participated, with a percentage concentration of 87.1% male members and 12.9% female members. As Yemen is a country where males are supposed to earn a livelihood for their families, the same pattern against gender was found. The graphical representation of gender distribution is given below:

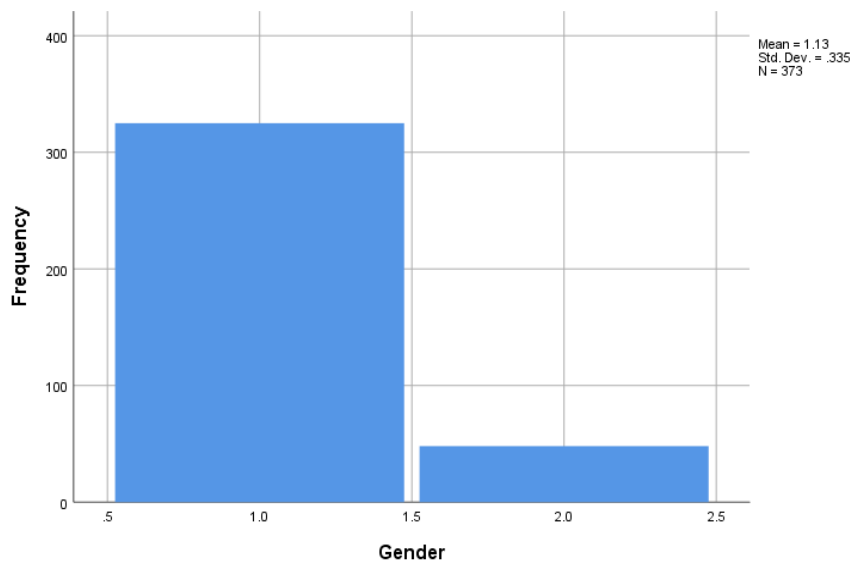


Figure 1: Gender Distribution Graph

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	235	63.0	63.0	63.0
	31-40	86	23.1	23.1	86.1
	41-50	52	13.9	13.9	100.0
	Total	373	100.0	100.0	

Table 2 Age Groups:

Descriptive analysis on the age group of the respondents shows that there were 63% of respondents from the age group between 20 and 30 years, which constituted the highest percentage in the data collection. The second-highest percentage of the respondents was 23.1%, which belonged to the age range of 31 to 40 years. There were 13.9% of respondents who belonged to the age range of 41 to 50 years. It's important to mention here that this is the lowest percentage in the age group that participated. The graph of the above table is as follow:

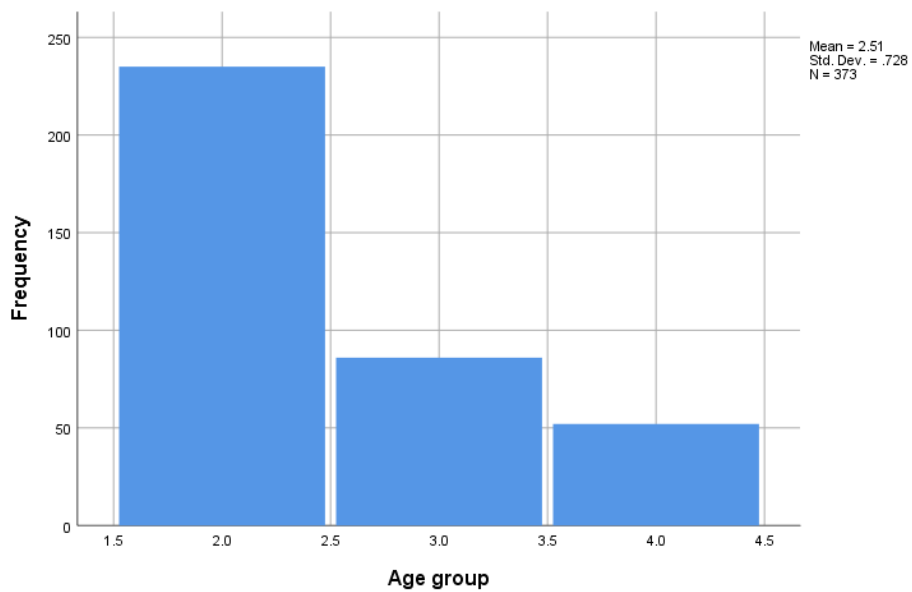


Figure 2: Age Classification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5 years	191	51.2	51.2	51.2
	5-10 years	112	30.0	30.0	81.2
	10-15 years	70	18.8	18.8	100.0
	Total	373	100.0	100.0	

Table 3: Age Classification

Table 3 shows that 51.2% of respondents with less than five years of experience contributed the most. There were 30% of respondents with 5 to 10 years of experience. There were only 18.8% of respondents with the highest experience of 10 to 15 years. The bar graph of the above table is as:

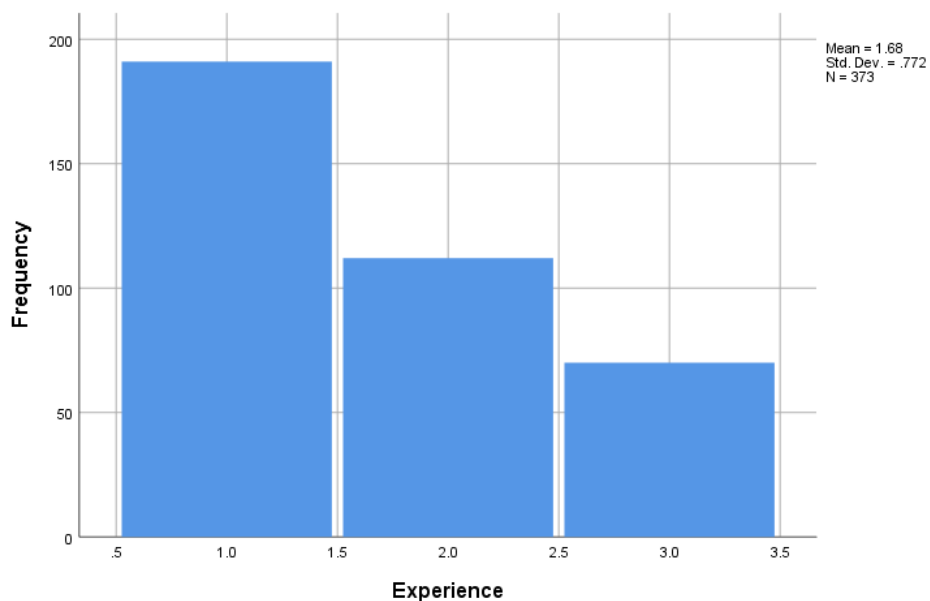


Figure 3 Work Experience

C. Internal Consistency, Reliability, and Normality Distribution Results

Using package software, the reliability test is computed for both constructs and is significant. The analysis is evaluated using Cronbach's alpha, whose value in social sciences must be at least 0.70. (Rackwitz, 2001). According to the table below, all of

the items' kurtosis and skewness values are normalized, which means that the data's kurtosis and skewness fall between +1 and -1. (Kim, 2013). It is important to mention here that the tendency of the kurtosis is negative, which means that the distribution is comprised of a lighter tail. This type of Kurtosis distribution is known as Platykurtic (Hopkins & Weeks, 1990).

	Reward	Employee Performance
A	0.855	0.873
Skewness	0.103	-1.003
Kurtosis	-1.000	-0.379

Table 4: Internal consistency, reliability, and normality distribution results

D. Independent t-test for gender

For examining the relationship of gender group with employee performance, independent t-test was conducted and computed the following table:

Group		N	Mean	Std. Deviation	t	Df	p*
Employee Performance	Male	325	1.1671	0.11794	-2.290	371	0.0403
	female	48	1.2082	0.10069			

Table 5: Independent Samples T Test by Gender

From the table 3 obtained as output of independent samples T test by gender clearly shows that there is difference in means by gender as ($t=-2.29$, $p=0.0403$). Moreover, as the mean of females group is 1.2082 as compared to males where mean is 1.1671, hence females tend more to perform well than males.

E. Correlation Analysis

For examining the relationship between two or more variables, correlation analysis is used. The analysis is used to determine whether there is any significant relationship between the research variables or not (Filzmoser & Hron, 2008). It is important to discuss here that correlation analysis just describes the existence of a relationship between two or more variables but does not talk about the strength of that relationship. To know the relationship between the study's two variables (reward and

employee performance), a correlation analysis was performed in SPSS and fetched the following results:

Factors	Reward	Employee Performance
Reward	1	0.701**
Employee Performance	0.701**	1

Table 6: Correlation coefficient between factors

Correlation analysis is interpreted by the R-value that represents the coefficient of correlation with a value range of -1 to +1. It is considered good if the r value is close to positive or negative 1. Another important measure of correlation analysis is the p-value, which should be less than 0.05 in order to prove a significant relationship (Obilor & Amadi, 2018). Pearson's correlation analysis was computed to examine the association between reward and employee performance, yielding an r value of .701 and a p-value of 0. The correlation analysis result demonstrates a significant relationship between reward and employee performance.

F. Regression Analysis

A statistical analysis used to measure the strength of the relationship between two or more variables is called a regression analysis. The presented analysis explains how much change one unit of the independent variable causes in the dependent variable. A relationship is considered significant if the adjusted R square value is equal to or greater than 0.70 (Ron, 2002). The regression analysis was performed on the data collected from the respondents and received the following results:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.487	.486	.08358

a. Predictors: (Constant), Reward

Table 7: Model Summary

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.462	1	2.462	352.430	.000 ^b
	Residual	2.592	371	.007		
	Total	5.054	372			

a. Dependent Variable: Emp_Performance

b. Predictors: (Constant), Reward_

Table 8: ANOVAa

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.694	.026		26.871	.000
	Reward	.368	.020	.698	18.773	.000

a. Dependent Variable: Emp_Performance

Table 9: Coefficients

Regression analysis was conducted to assess the strength of the association between reward and employee performance, yielding a value of R square adjusted 0.486 and $F(1, 372) = 352.430$, $p\text{-value} = 0$, indicating a significant relationship between reward and employee performance. The relationship states that changing almost half of the variance in employee performance is explained by the dependent variable reward which also indicates that there are several other factors that contribute toward employee performance. Hence, it is concluded that there is a significant relationship between reward and employee performance.

I. Hypothesis Acceptance/Rejection

H1	Rewards have positive and significant influence on employee performance.	Accepted
H2	There is a positive and significant relationship between rewards and employee performance.	Accepted

After conducting analysis on the data obtained by the respondents, it was found that there is a positive and significant relationship between reward and employee performance. As a result, in addition to many other factors influencing employee performance, one of the key factors influencing employees to show their performance at the workplace is reward. Financial incentives help employees meet their basic needs, whereas non-monetary incentives boost workers' self-esteem.

V. CONCLUSION AND RECOMMENDATION

A. Conclusion & Recommendations

The focus in this section is to furnish its conclusion and recommendations on the research undertaken. Moreover, it is also focused to provide its alignment with literature review and future recommendations.

B. Conclusion

The aim was on examining the relationship between reward and employee performance in the healthcare industry in Yemen. Data was collected from employees working in various hospitals, clinics, or in the field to pursue research objectives, performed descriptive and statistical analysis on the collected data, and discovered a significant relationship between reward and employee performance among workers performing their duties in the health sector.

For examining the relationship between reward and employee performance, correlation analysis was used to find out whether there is some relationship between the variables under consideration or not. According to Senthilnathan (2019), the coefficient of correlation helps to identify the closeness of the relationship between the variables under observation. Moreover, it is the most common method used in the social sciences to examine the relationship between two or more variables. A coefficient of correlation of 0.701 was computed, which is considered a strong value to prove a relationship. Hence, there is a significant relationship between reward and employee performance for the workers who are engaged to earn their livelihood in the healthcare sector of Yemen.

Regression analysis is a crucial tool for assessing the strength of a relationship. The linear regression methodology is regarded as a reasonably straightforward optimization method that might produce a trustworthy result. Contrary to complex algorithms, models created by linear regression techniques can be swiftly and successfully applied to systems with little processing capability (Wu et al., 2018). Regression analysis was therefore conducted to determine the strength of the

relationship between compensation and employee performance. The results showed a strong relationship between the variables under consideration, with an R-squared adjusted value of 0.486. As a result, it may be said that rewards and employee performance are strongly correlated.

C. Connection back to literature review

Employees may comprehend how their productivity benefits the organization through matching rewards to encourage good performance and recognize top achievers. For example, if the business has established sales goals to reach, a rewards program may be created to motivate staff depending on how successfully they achieve or surpass these goals. There are various ways to reward employees for high performance, which include giving them bonuses during the year, issuing shares of the company to employees, or sharing profits in order to create employee ownership. Some other types of reward are salary increment, perks and conveyance allowance which make employee motivate to work hard for the achievement of organizational goals.

Other types of reward are intrinsic rewards, which help to improve employee morale and can include a lunch with the CEO of the company, offering some vocations with family at some recreation place, giving gift cards to the family, or issuing tickets to some event or movie that makes employees motivated by offering such rewards (Qaiser Danish et al., 2015). Another way to reward employees for their high performance is recognition programs, issuing certificate of excellence for best work, declaring employee of the month or the resource of the year. The stated recognitions mean a lot for employees who have put their best effort into their work to achieve company goals (Chantal, Manyange, & Asuman, 2022).

Rewarding cooperation can encourage workers to improve team performance within the company, by encouraging employees to work better as a team, an organisation can enhance output and promote creativity at work. Since this takes more time and requires effective project management skills, team-based awards should be more significant than individual prizes. They also need to simultaneously recognize the entire team. (Howard, Turban, & Hurley, 2016). Learning opportunities are another technique to reward high employee performance, as the workers feel honored when they are being trained on the new work. Employees feel it as a value addition in their career, which helps increase their performance too. Another form of rewarding employees is to offer career progression over time. Employees feel motivated to

perform well if they feel that they will grow in the organization by having more authority at work (Panagiotakopoulos, 2013). Succession planning is one of the frequent techniques used for rewarding employees in terms of career advancement. This tool is extremely helpful as it is based on the real opportunities in front of the employee (Whitaker, 2010).

D. Surprising Facts

During the course to investigate the relationship between reward and employee performance, it was discovered that the reward system in Yemen's health care industry is awful. There is very little staff available in the healthcare industry as compared to the population, where 51% of facilities are functional, leaving hundreds of patients unattended (World Bank Group, 2022). This smaller number of employees is still being compensated for their efforts to serve humanity.

Moreover, only half of healthcare institutions are completely operational, and those that are still operating lack trained medical personnel, essential medications, medical supplies, and a poor reward system for the employees.

Necessary supplies WHO support primary healthcare services with a key focus on districts, jointly with other collaborators and health officials. More people now have access to health care, especially vulnerable individuals in distant places. Without it, a lot of individuals would have to drive a long distance to go to the nearest facility (Yemen Crisis, 2021). Due to the shortage of staff in the healthcare industry in Yemen, there is a high need for a reward system that motivates employees to work with full devotion and give their best performance at their employment.

E. Recommendations

After examining the relationship between reward and employee performance in the healthcare industry of Yemen, the following recommendations are made:

- Healthcare setups need to put a high focus on the reward system, as there is no proper system to reward the efforts of the employees.
- Healthcare setups should be allocated reasonable budgets to motivate their employees in terms of financial benefits that will keep the employees motivated to give their best performance.
- Non-financial rewards are equally important, and along with financial

rewards, there must be a well-defined system to give recognition to the employees of the healthcare industry in Yemen. It may include gift cards, birthday celebrations, or paid vacations.

- The last, but not least, recommendation is to create a career progression path to keep the employees working in healthcare industries motivated for high performance.

F. Recommendations for Future Work

The focus was only on the Marib district of Yemen to study the impacts of reward on employee performance. In the future, research can be done by considering other districts of Yemen to reach more refined results on the relationship between reward and employee performance. The look was only at the Yemeni healthcare industry; future research could look at other industries in Yemen to investigate the relationship between reward and employee performance.

The focus is only on two variables reward and employee performance and recommends adding some more variables like working culture, emotional intelligence, and employee engagement for examining employee performance. Some mediators, like organizational justice and self-efficacy, can also be used to check the significance of the relationship between reward and workers' performance. Future work can also focus on examining the appraisal system in relation to reward and employee performance to furnish recommendations for a growing career in the healthcare industry for Yemen.

G. Final Concluding Lines

Employee performance is one of the crucial factors, especially in the healthcare industry, where people's lives are directly affected by the clinical attendants. High employee performance can be achieved by offering financial and non-financial rewards to the employees for their job satisfaction and removing their pain points.

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