



The Impact of Reward System on Employee Performance: An Analytical Study of Private Universities in Erbil City / KRG, Iraq

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ARTICLE INFO

Article History:

Received: 9/2/2023

Accepted: 18/4/2023

Published: Autumn 2023

Keywords: Pay Rewards, Recognition, Work Environment, Employee Development, Private Universities.

Doi:

10.25212/lfu.qzj.8.4.54

ABSTRACT

This study investigates the correlation between the rewards system and employees' performance in private universities in Erbil city. Furthermore, it also aimed to investigate the impact of rewards (intrinsic and extrinsic) on employee performance at private universities in Erbil city. For that, the researcher applied simple random sampling to collect data from 221 employees from private universities in Erbil city. The researcher used statistical tools like correlation and regression to analyze the data. To find out the result, the researcher used the statistical software SPSS 21. The findings of the study suggest that intrinsic and extrinsic rewards impact the ability of employees in private universities in the Erbil Kurdistan region to perform better. The results also show that specific recognition and a conducive work environment impact employees' performance in Erbil city's private universities. The current study is limited to the Kurdistan region of Erbil city only. However, Future research can focus on a broader sample size. Future studies can analyze the impact of reward systems in other research contexts or industries, not academics. Future research can also broaden the sample size for more generalizability of the findings. Future research may also focus on adding more versatile variables for analyzing rewards impact on the performance of employees.

1. Introduction

Employee performance is an essential part of organizational success and achieving organizational goals. An incentive system may play an essential role in improving the performance of employees. A high incentive scheme may improve employee performance. Human resources also are responsible for managing job performance. An incentive program, in the managers eyes seek to mold how employees behave toward their employment and the organization (Griffin & Moorhead, 2013). Employees that achieve the job goals or tasks are given rewards that help the organization to retain the skilled employees rather than changing the employees every time increasing the turnover. In any firm, performance bonuses are regarded as a fundamental tool for appraising the performance of employees. Modern organizations must overcome several obstacles to stay competitive in their respective industries and acquire a sustained competitive advantage. These days, most businesses employ people from various racial, cultural, and socioeconomic backgrounds, making it much more of a retention challenge for employees (Ghiselli et al., 2001; Prabhu & Nambirajan, 2010). Hence, a competitive rewards system draws new employees to a firm and encourages current employees to work more. Keeping an effective and efficient worker is among the long-run competitive advantage for firms. However, maintaining such retention is challenging in a contemporary business climate because of competition (Armstrong, 2013).

Bonache, Trullen and Sanchez (2012) suggested the relationship between employee motivation, incentives, and happiness at work to be critical for the performance of both the public and private sectors. Financial and non-financial are the rewards that employees seek to get. Some workers may choose extrinsic compensation, while others may favor extrinsic compensation, such as an opportunity to work on challenging projects and support for leadership. This gives workers the impression that their bosses recognize their efforts and that the firm invests in their personal and professional development. Consequently, employee satisfaction is achieved through such recognition (Dewhurst, 2010).

2. Literature Review

Aktar et al., (2012) assert that employees have different reward standards. Workers in the public sector prioritize extrinsic rewards above intrinsic ones, including cash payments, then those in private companies. Common non-financial rewards include social acceptance, appreciation, and work-friendly requirements like complete accountability (Edirisooriya, 2014). Typically, financial incentives come in the form of job progression, bonuses, commissions, gifts, etc. (Ibrar & Khan, 2015).

Numerous According to a study, employees' perceptions of financial and non-financial prizes are affected.' job satisfaction (Sajuyigbe et al, 2013; Rehman et al, 2010). Inefficient award administration will affect employee contentment and drive, which will affect the performance result. Dewhurst (2010) asserts that there are several ways to reward staff members outside of cash payments. Some of these include receiving praise from bosses, having the chance to work on challenging tasks and recognition as a leader. Numerous studies on leadership have discovered a significant impact of supervisory rewards and performance, efficiency, contentment, retention and organizational citizenship behaviors (Khan, et al. 2017; Terera & Ngirande, 2014; and Safiullah, 2014). When employees believe their efforts will be recognized by management, they will give their all. Workplace environment, relations between employees and employers, opportunities for training and development and job security are one of the many factors that have an impact on employee performance. The most important aspect affecting employee performance is the incentive that comes with incentives. Numerous processes that combine makeup motivation affect and guide our behavior (Murphy, 2015). Businesses regularly use rewards programs as a critical management tool to influence employee motivation and behavior, which may boost a company's effectiveness (Munir et al., 2016). Organizations usually prioritize financial advantages while disregarding non-financial incentives is growing (Chiang and Birtch, 2008). Therefore, assuming everyone has the exact needs and goals is false (Lai, 2009).

Financial and non-financial incentives may both be utilized to change employees' performance behaviors. (Ahmad et al., 2016). Assessing workers' training or development requirements gives them a built-in incentive (Hussain et al., 2019). The

system also advises whether employees need training and development to meet predetermined goals. Thus, this article will explore the connection between incentives (internal worker performance and satisfaction in private universities in Erbil).

2.1 Theoretical Framework

Armstrong (2013) described a reward system as a tool designed to express gratitude for recognizable performance and to provide poor performers with an opportunity to enhance their ability. Additionally, it has been discovered that rewarding employees is one of the greatest strategies to boost their productivity and job satisfaction. According to Ibrar and Khan (2015), a lack of rewards may lead to an adverse Workplace condition that might sap employees' efforts and lead to their disengagement from their jobs, increasing the need for a reward system.

"While the presence of money may not be a very excellent motivator, the absence of it is a tremendous de-motivator," said Deeprase (2014). A highly concrete way to recognize someone's value, boost self-esteem, and denote status and accomplishment, financial rewards are also crucial in terms of their instrument value as a medium of exchange (Armstrong, 1996). Work atmosphere would lessen employees' efforts and may lead to them losing interest in their jobs. Because of these factors, rewards are becoming increasingly important (Chiang and Birtch, 2008).

Due to the labor-intensive nature of the hotel industry and the growing need to reduce expenditures, non- financial incentives are often used to motivate staff performance and increase employee satisfaction. (Chiang and Birtch, 2008). This means that workers strive for alternate types of recognition that have worth and significance instead of merely obtaining monetary remuneration for their efforts (Ahmad et al., 2019). Extrinsic and intrinsic rewards, commonly known as financial and nonfinancial rewards, are the two primary forms of rewards. These rewards are further broken into numerous subcategories. According to Ahmad et al. (2019), extrinsic incentives are financial or cash-related, such as official acknowledgment, fringe benefits, incentive payments, pay, and promotions, while intrinsic rewards are non-financial or intangible, such as success, emotions of accomplishment, recognition, and work performance and growth.



In today's environment, it is crucial to strike that the most effective tool for encouraging employee dedication, job happiness, and success for the business is reward-based compensation. When Kehoe and Wright (2013) used statistical tests to examine the relationships between reward systems, performance recognition, motivation, and work satisfaction, they discovered a substantial one. According to their research, employee satisfaction and motivation improvements are related to rewards and recognition changes. For instance, better employee performance is a result of bigger compensation. When workers achieve their intended result as just a result of their employment, they are said to be experiencing job satisfaction (Brief & Weiss, 2002).

Employee performance is how well a person executes their job duties and responsibilities. Many companies assess their employees' performance annually or quarterly to define areas that need improvement and encourage further success in regions that are meeting or exceeding expectations (Ganeshkumar et al, 2020). According to Ali and Ahmad (2009) investigation, "performance" and "recognition and reward" have a good link. They insisted that employee performance would significantly increase if awards and recognition were offered to employees. The study examines how incentives and employee performance are related in Pakistani schools. They consider the performance of the workforce, the nature of the job, extrinsic and intrinsic rewards, gender discrimination, the environment, reconditioning methods, and performance bonuses. To collect data, they hired cement businesses, and 200 questionnaires were randomly dispersed among the staff members of private schools in Pakistan's Khyber Pakhtoonkhawa Province. The results demonstrated a clear link between employee performance and the compensation scheme (Qureshi et al, 2010). Jehanzeb et al. (2012) performance appraisal in a system of educational rewards was strongly correlated with financial and non-financial awards and benefits, according to Mishra and Dixit (2013). Employees are happier at work even though compensation and productivity have a strong relationship. Job happiness is linked to career success and emotions of accomplishment. Satisfaction, excitement, and a sense of satisfaction are also linked to higher output and employee effort (Kaliski, 2007). According to a study, rewards increase pleasure and work satisfaction (Boehm &



Lyubomirsky, 2008). Job satisfaction is greatly impacted by intrinsic and extrinsic rewards (Martono et al, 2018). According to Andrew & Kent (2004), all employees explained that both elements are crucial since his study centers on incentives and recognition.

Sustaining high levels of self-worth and enthusiasm among employees depends heavily on the reward and recognition process. Fakhri et al., (2020) outlined how reward systems and pay are related to company size and productivity, respectively. It argues that an effective incentive system helps keep best performers in a firm, therefore rewards must make high achievers feel satisfied (Carragher et al, 2006). Benefits, both monetary and non-monetary, drive employees in every company to work harder and more productively (Reio & Callahon, 2004). Organizations find it difficult to balance employee retention and organizational effectiveness in the current business environment.

Rewards and performance evaluation have established themselves as critical components of performance evaluation systems. Wilson (1994) recognized performance management as one of the crucial elements of the whole compensation scheme. Entwistle (1987) asserts that an employee's performance drives them because they will receive organizational awards if they do well. Most businesses require that workers abide by all laws, rules, and criteria for employment that meet the highest standards. The research is done to ascertain the connection between pay and people was made to improve employee performance. Highly motivated workers are a company's competitive advantage because they perform well and assist the business in completing its goals. Human resources are more crucial than financial, economic, and other resources to provide a company a competitive edge over rival resources.

Every employee's engagement is built on rewards and recognition, according to Andrew (2004) and Lawler's (2003) argument, an organization's success and survival depend on how its people and resources are handled. By closely following their company plan and putting in place reward and recognition programs for employees that are fair and balanced, most organizations have achieved great success. Giving



employees the right kind of recognition, according to Deeproze (1994), can boost their creativity and morale, ultimately resulting in higher performance from enterprises. The total success of a firm is based on how it keeps its employees motivated and how it evaluates their work for pay. Managing employee performance must be a component of any organization's human resource management strategy and practice (Meyer & Kirsten, 2005). In the contemporary world, employee performance enormously influences overall organizational success when every company is required to fulfill its obligations. Employees who lack bravery or motivation cannot practice their talents, abilities, inventiveness, and full devotion to the amount the organization requires in a demotivated setting. According to Freedman (1978), When the right rewards and recognition are given inside a company, a pleasant work environment is produced, pushing people to perform to the best of their ability. Employee morale is boosted due to acknowledgment, which they perceive as a sign of worth and gratitude.

The main goal of a reward and recognition program is to create a salary structure and make employees aware of it because they may connect their compensation to their performance on the job. According to Csikszentmihalyi (1990) and Flynn (1998), incentives and recognition programs keep workers happy, boost morale, and establish a link between pay and performance. Rewards have a significant role in determining overall workplace success and are positively correlated with the motivational process. The amount offered and the importance a person attaches to a certain reward are the two factors that determine the reward's attractiveness (Lawler, 2003).

"Good managers recognize individuals by doing things that recognize their accomplishments and reward people by providing them something concrete," as said by (Deeproze 1994). Fair progression chances that are in keeping with the employee's talents and skills are a source of relevant workability for them, and they inspire employee loyalty to their positions. Bull (2005) puts out the idea that success in cognitively demanding jobs increases employee motivation. Most businesses assert



that awards and recognition are crucial to today's motivation programs since they connect the success factor with the employees' performance.

At the person level in addition to their role as an organization employee. Promotions provide prospects for social progress, rising levels of responsibility, and personal growth, according to Robbins (2001). Likewise, acknowledgment, a crucial element in motivating employees, loves a worker via adoration and bestows prestige. According to Barton (2002), the element in rewards and recognition at their employment. Rewards boost productivity and performance at work in a gradual manner, whether it is a first-time performance or recurrent activity. In his research, Eastman (2009) repeatedly found that while the extrinsic drive is negative for developing creative work, this is inherent motivation. Gagne (2009) developed a new model of knowledge-sharing incentive and identified five essential human resource management (HRM) activities—staffing, job design, performance and reward systems, managerial styles, and training. According to Ali and Ahmed, satisfaction, motivation, reward, and recognition have statistically significant connections (2009). If rewards or recognition are provided to employees, this is what the poll revealed.

2.2 Research Problem

Competitiveness and increased market share are a must to stay in the industry. Nowadays, all businesses need effective strategies for operational management. Hence, the success and productivity of the business are determined mainly by its employees. Consequently, employee motivation determines employee motivation leading to their productivity. To understand the performance and motivations of employees, a decent reward system is an efficient instrument used in business administration. A rewards system helps low-performance employees as well as helps in increasing satisfaction among good performers in the company (Abdullah et al., 2022; Alkandi et al., 2023).

However, it is somehow challenging to implement similar reward management tools across all employees because of the different human characteristics and individuality of employees. The employees may be motivated more when extrinsic rewards are given to them, while some are motivated enough when given intrinsic rewards. In the

same way, employee development, recognition, pay rewards, and a conducive work environment are fundamental tools for analyzing employee performance. In this study, the researcher aims to answer this research problem and explore the relationship between employee performance and extrinsic and intrinsic rewards.

2.3 Research Question

1. What is the relationship between intrinsic and extrinsic rewards with the performance of employees in private universities of Erbil City, Kurdistan Region?
2. What reward system has more impact on employee performance in private universities of Erbil City, Kurdistan Region?

2.4 Objectives of the Study

The current research has two main objectives:

1. To study the correlation between the rewards system and employee performance in private universities of Erbil City, Kurdistan.
2. To determine which type of reward system has more impact on employees in private universities of Erbil City, Kurdistan.

2.5 Research Importance

The current study is critical because it extends new knowledge on the existing work done by scholars regarding rewards and employee performance. The study focused on essential factors such as pay rewards, conducive employee performance, employee development and recognition for employee performance in private universities of Kurdistan. It may be a unique researcher's knowledge and research, and there is not yet any study conducted with Kurdistan private universities as a case study. Thus, this study has significance for academicians and the administrative staff of university employees.

2.6 Hypotheses Development

- H1: There is a correlation between the rewards system and employees' performance.
H2: There is an impact in the rewards system on employees' performance.

2.7 Sub Hypotheses

Ha: Pay rewards have a favorable and important connection to worker performance.

Hb: Employee performance and recognition have a favorable and substantial link.

Hc: Conducive work environment has a positive and significant relationship with employee performance.

Hd: Employee development has a positive and significant relationship with employee performance.

3. Research Methodology

The researcher used a descriptive-analytical technique to accomplish the study's goals in this research. The researcher developed hypotheses by reviewing existing literature from articles, books and previous studies. With the help of primary and secondary data researchers, they have collected information. Primary sources are the questionnaire distributed among the employees of private universities in Erbil, Kurdistan Region. These questionnaire responses were collected and analyzed using SPSS to test the validity of the proposed hypotheses. The questionnaire was distributed among 222 employees and 221 questionnaires was returned successfully. Hence, the response rate was 99.54% which is very good for drawing results and conclusions. The study sample consisted of teachers and administrative staff in private universities in Erbil Kurdistan. Due to the large sample, the study's participants were chosen using a Simple random selection procedure. Participants in the study were staff members of private institutions in Erbil. The questionnaire is divided into three sections. The participants' demographic information is shown in section I. Section II of the questionnaire consists of questions regarding the independent variable, that is, rewards and section III of the questionnaire consists of questions to analyze employee performance. The questionnaire was adopted from Adeagbo (2020). The questionnaire was It is most appropriate to be used for data collection for this project and has demonstrated greater validity using SPSS with a Cronbach alpha of 89%, making it appropriate for data collection. Cronbach alpha should be a minimum of 0.7 for a questionnaire to be adopted for the study for data collection. Hence, the Cronbach alpha value of 0.89 demonstrates that the questionnaire is

suitable for adopting the study. All the statements are evaluated using a Likert scale of point 5 with "1 Strongly Disagree" and "5 Strongly Agree". The descriptive statistical method was adopted in this study to analyze the collected data and the hypothesis was tested using statistical program for social scientists (SPSS). The data was analyzed using arithmetic means, standard deviations, correlation and regression analysis.

4. Data Analysis and Results

The descriptive characteristics of the study sample are described in this section, including all descriptive of the variables are shown in below tables.

4.1 Educational Level and Practical Knowledge

The characteristics of the study sample are described in this section, including its educational background and work experience shown in Table 1 below.

Table (1): Distribution of the study sample by education level

Educational level	Frequency	Percentage
Bachelor	110	49.77%
Masters	60	27.14%
PhD	52	23.52%
Total	221	100%

Source: Prepared by the Researcher

The majority of the study participants are educated as bachelor's 49.77% and masters are 27.14%, meaning the employees are well educated while 23.52% are PhD qualified.

4.2 Years of Experience

Table (2): Distribution of the study sample by experience

Years of Experience	Frequency	Percentage
1-5 years	166	74%
6-10 years	37	16.74%
11-15 years	18	8.1%

Source: Prepared by the Researcher

The results of the study show that most of the university employees are experienced but not highly experienced. 74% of employees are experienced between 1-5 years,

16% are experienced between 6-10 years and only 8% are experienced between 11-15 years.

4.3 Gender Statistics

Table (3): Distribution of the study sample by gender

Gender	Frequency	Percent
Male	112	50.67%
Female	109	49.32
Total	221	100%

Source: Prepared by the Researcher

From the above table shows that among the sample size collected for the study in that 50.67% are male and 49.32% are female.

4.4 Correlation Analysis

Table (4): Correlation analysis between the rewards system and employees' performance

Correlations	Performance of the Employees	Pay Reward	Recognition	Conductive Work Environment	Employee Development
Performance of the Employees	1.000				
Pay Reward	.542	1.000			
Recognition	.369	.297**	1.000		
Conductive Work Environment	.416	.055	.166	1.000	
Employee Development	.596	.081	.043	.224	1.000

The correlation analysis shows that a conducive work environment and recognition play an essential role in the performance of employees; however, other variables are not much correlated with the performance of employees. Hence, it can be said that a conducive work environment and recognition help the employees perform better in private universities in Kurdistan Region.

4.5 Regression Analysis

Table (5): Results of ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.601	4	4.650	39.939	0.000
	Residual	25.266	217	.116		
	Total	43.867	221			

a. Dependent Variable: Performance of the Employees

b. Predictors: (Constant), Employee Development, Recognition, Pay Reward, Conducive Work Environment

The results of ANOVA show that the overall model is significant. It can be said that rewards intrinsic and extrinsic have a significant relationship with the performance of employees in private universities of Erbil city in Kurdistan.

Table (6): Results of Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.874	.129		6.793*	.000
Pay Reward	.138	.044	.204	3.152*	.002
Recognition	.209	.036	.368	5.785*	.000
Conducive Work Environment	.172	.045	.274	3.817*	.000
Employee Development	.109	.044	.180	2.498**	.013

a. Dependent Variable: Performance of the Employees

b. Independent Variable: Pay Reward, Recognition, Conducive Work Environment, and Employee Development.

The existing studies prove that Wright (2013) used statistical tests to examine the relationships between reward systems, performance recognition, motivation, and work satisfaction, and they discovered a substantial one. The results show that pay rewards, recognition, a conducive work environment and employee development all have a significant and positive relationship with the performance of employees. The results of the analysis show that there is a positive and significant relationship



between rewards and employee performance. According to their research, employee satisfaction and motivation improvements are related to rewards and recognition changes. For instance, better employee performance is a result of bigger compensation. When workers achieve their intended results due to their employment, they are said to be experiencing job satisfaction (Khan et al, 2017). Job performance in an education rewards system was strongly correlated with financial and non-monetary awards and perks by Jahanzeb et al. (2012) and Mishra and Dixit (2013). Employees are happier at work because incentives and achievement have a strong relationship. Job happiness is linked to career success and emotions of accomplishment. Munir et al. (2003) assert that an organization's existence and success rely on managing its human resources. The foundation for every employee's commitment, Murphy (2016) argued, is rewards and recognition. Many businesses have had significant success by adhering to their business plans and implementing fair and balanced employee incentive and recognition systems.

5. Conclusion

The study's primary goal was to use private universities in the city of Erbil as a case study to demonstrate a correlation between rewards and employee performance. Based on empirical findings, the data gathered from private university staff members indicate that awards considerably impact employees' performance. Employee performance correlates with recognition, a positive work atmosphere, and employee development. Maintaining a positive work atmosphere, acknowledging employees' performance on tasks, and giving them training and development opportunities allow employees to be more effective and successful in completing their tasks and duties. As a result, the study's findings support the notion that reward systems significantly and favorably affect employees' performance.

6. Suggestions for Future Studies

Based on the findings and limitations of this study. Future studies can broaden the scope of the current study. Future studies can analyze the impact of reward systems in other research contexts or industries, not academics. Future research can also broaden the sample size for more generalizability of the findings. Future research may



also focus on adding more versatile variables for analyzing rewards impact on the performance of employees.

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پوخته:

ئەم توێژینە وەھبە بەدواداچوون بۆ پەییوەندی نیوان سیستەمی پاداشت و ئەدای فەرمانبەران لە زانکۆ ئەھلیەکانی شاری ھەولێر دەکات. جگە لەوەش، ئامانجی لیکۆلینە وەھبە بوو لە کاریگەری پاداشت (ناوخوای و دەرەکی) لەسەر ئەدای فەرمانبەران لە زانکۆ ئەھلیەکانی شاری ھەولێر. بۆ ئەوەش توێژەر سامپلی ھەرپەمەکی سادە بەکارھێنا بۆ کۆکردنەوێ زانیاری لە 221 فەرمانبەر لە زانکۆ ئەھلیەکانی شاری ھەولێر. توێژەرە کە ئامرازە ئامارییەکانی وەک پەییوەندی و پاشەکشە بەکارھێناوە بۆ شیکردنەوێ داتاگان. بۆ زانیینی ئەنجامە کە، توێژەرە کە بەرنامە شیکاری ئاماری SPSS 21 ی بەکارھێناوە، دەرەنجامەکانی توێژینە وەھبە کە ئەو دەرەخەن کە پاداشتی ناوھەکی و دەرەکی کاریگەری لەسەر توانای فەرمانبەران زانکۆ ئەھلیەکانی ھەریمی کوردستان/ ھەولێری ھەبە بۆ ئەوێ ئاستیکی باشتر ئەنجام بەدەن. ھەر وەھبە ئەنجامەکان دەریدەخەن کە دانپیدانانی تاییەت و ژینگەکی کارکردنی لەبار کاریگەری لەسەر ئەدای فەرمانبەران ھەبە لە زانکۆ ئەھلیەکانی شاری ھەولێر. لیکۆلینە وەھبە ئیستا تەنھا لە ھەریمی کوردستان/ شاری ھەولێر سنوردارە. بەلام توێژینە وەھبەکانی داھاتوو دەتوانن لەسەر قەبارەکی نمونەکی فراوانتر بێت. توێژینە وەھبەکانی داھاتوو دەتوانن کاریگەری سیستەمی پاداشت لە چوارچێوەکی توێژینە وەھبە یان پێشەسازییەکانی تردا شی بەکەنە وەھبە کە ئەکادیمیەکان. ھەر وەھبە لیکۆلینە وەھبەکانی داھاتوو دەتوانن قەبارەکی نمونە کە فراوانتر بەکەن بۆ گشتاندنی زیاتری لیکۆلینە وەھبەکان. ھەر وەھبە لیکۆلینە وەھبەکانی داھاتوو رەنگە سەرنج بەدەنە زیادکردنی گۆراوھ گشتگیرەکان بۆ شیکردنە وەھبە کاریگەری پاداشتیەکان لەسەر ئەدای کارمەندان.

المستخلص:

تبحث هذه الدراسة في العلاقة بين نظام المكافآت وأداء الموظفين في الجامعات الخاصة في مدينة أربيل. علاوة على ذلك، هدفت أيضاً إلى دراسة تأثير المكافآت (الجوهرية والخارجية) على أداء الموظفين في الجامعات الخاصة في مدينة أربيل. ولهذا قام الباحث بتطبيق عينة عشوائية بسيطة لجمع البيانات من 221 موظفاً من الجامعات الخاصة في مدينة أربيل. واستخدم الباحث الأدوات الإحصائية مثل الارتباط والانحدار لتحليل البيانات. ولمعرفة النتيجة استخدم الباحث البرنامج الإحصائي SPSS 21. وتشير نتائج الدراسة إلى أن المكافآت الداخلية والخارجية تؤثر على قدرة العاملين في الجامعات الخاصة في إقليم كردستان أربيل على الأداء الأفضل. وتظهر النتائج أيضاً أن التقدير المحدد وبيئة العمل المواتية يؤثران على أداء الموظفين في الجامعات الخاصة في مدينة أربيل. تقتصر الدراسة الحالية على إقليم كردستان مدينة أربيل فقط. ومع ذلك، يمكن أن تركز الأبحاث المستقبلية على حجم عينة أوسع. يمكن للدراسات المستقبلية تحليل تأثير أنظمة المكافآت في سياقات أو صناعات بحثية أخرى، وليس في الأكاديميين. يمكن للأبحاث المستقبلية أيضاً توسيع حجم العينة لمزيد من تعميم النتائج. قد تركز الأبحاث المستقبلية أيضاً على إضافة متغيرات أكثر تنوعاً لتحليل تأثير المكافآت على أداء الموظفين.