

# Reward Program, Job Satisfaction & Employee Engagement: An Empirical Study

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*Worker engagement is a trait that measures a representative's dedication to a given association that they work for. Regardless of different types of engagements utilized by different managers, employee execution remains a range of worry among different associations. A survey was organized on 148 respondents which caught the respondents' profile and information important to all the study variables. The standard statistical tests have been performed on the data. The measurable investigation demonstrated that there is a note worthy relationship between the gender-based orientation, age, experience and acknowledgment programs. The study suggested that associations ought to give development and improvement chances to their workers in endeavors to upgrade their ability and execution.*

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## **Background**

There is plethora of variations taking place around the globe with reference to rewarding performers. Prizes lend great justification to measure performance of every employee. Management often makes use of rewards to ignite worker's spirits and inspire them to perform out of their skin on a sustained basis. Thus, the framework concerning rewards helps to rope in new workers to give their best and it also persuades existing employees to perform at a much higher pedestal than their normal level. Having eyes firmly set on the possible rewards workers often get motivated to attain performance goals set by the top management. Business methodology connected with tangible reward systems garners inspiration towards work completion entirely scripts achievement of various goals sustained by organizations (Devanna et al., 1984). Both private sector and public sector display similar trends of significant relationship between rewards, motivation and task completion of representatives (Schuler & Jackson 1996). Today representatives are involved in their operational exercises which are for their advantages and feel

inherent inspiration in their practices as their exercises are agreeable and attractive (Vansteenkist&Lens, 2006). Motivation represents a variable containing actions of intense power on human mind. Motivation gradually aggregates relevant practices impacting human conduct to achieve certain goal (Bhuiyan, 1996). The study by Board (2007) has further shown that in the presence of substantial factors of motivation, employees develop the strategies by themselves to execute unfinished tasks towards appropriate quality performance framework and goal expectations in the respective organizations.

Lewis and Frank (2002) witnessed a tricky contrast: respondents who offer significance to high salary will probably incline toward private segment business yet more averse to work for people in general. The remarkable employee recognition programs, inspiration and occupation fulfillment makes one of a kind (Boxall & Purcell, 2003). Motivators, prizes and acknowledgment are the real angles that impact on employees' inspiration. The awards that people look for from their association are of three sorts i.e. extraneous, intrinsic and social rewards (Williamson et al, 2009). Extraneous rewards are the tangible benefits given by the management, for example, pay rise, cash award and career advancement-opportunities. Intrinsic prizes include inspirational attributes of position, for example, self-governance (Hackmen & Oldham, 1976). Social rewards emerge from cooperation with professional colleagues and builds potent harmony with supervisors and team leaders. Strong nexus between reward systems

and acknowledgment often sparks of comparison between employee motivation and job-satisfaction (Ali & Ahmed, 2009). In any organization, rewards are instrumental in supporting devotion among employees elevate requirement of performance and consistent employees (Wangia, 2004). Being a territorial representation of holding company Mondelez International Incorporation, USA, \$30 billion organization comes to the fore as a potent sweat shop combination, particularly in sustenance and refreshment, riding on the consistent and record-breaking efforts of close to 100,000 individuals globally (Mondelez website, 2018). Aware of unpredictable financial situations, expanding average costing of basic items as UAE is a hyperinflationary economy; business houses are agonized over maintaining performance levels of employees and thus connect for formulating various aggregate rewards programs. Be that as it may, the present scientist means to do the exploration on the Dubai operation to gage the effect of prizes projects on representatives' engagement and occupation fulfillment of its Dubai office. Employee engagement is placed to be more critical than representative fulfillment on the grounds that does it typify the last as well as reflects the dedication of employees to an organization, hence engaged are said to convey better execution, which is basic for accomplishment of any business. On the contrary, disengaged employees will undoubtedly trade off their yield which is best reflected in client objections, this suggests to a lower degree of representatives who have not been exceptionally dedicated to their work, or as such, they feel with-

drawn. The separation of the workers is an enormous issue as it bargains the hierarchical execution as well as the impacts is expansive since the clients and productivity of the firm are additionally influenced (Armstrong, 2008). Internationally, the engagement levels of representatives are said to be fundamentally steady from Asia Pacific district to Europe to North America. A past employees' engagement survey shows that representative engagement is low in Dubai regional office (Mondelez Engagement Survey, 2014). This has been faulted for among others, poor compensation and absence of representatives' commitment in choice making. Nonetheless, how the representative engagement impacts authoritative execution is generally overlooked into. This reality has, obviously, required the present study. It is observed that the level of participation of representatives at Mondelez, EEMEA is gradually diminishing, as such; employees are not exceedingly fulfilled by their occupations. This impact can be found in employee annual execution reports and appraisals. Accordingly, association has not possessed the capacity to accomplish its budgetary focus in UAE locale. Then again, administration is attempting to minimize the HR cost which implies lower speculation on prizes programs.

### **Review of Literature**

Till date, a plethora of academic research was directed at work fulfillment and employee's participation linking it to total rewards by numerous analysts, agents and manpower management experts. The job performance and work-

ers' participation thrive when representatives are confined to work and organization and employees are profoundly energetic to accomplish high level of execution (Armstrong, 2008). The connected workforce will resent and act practically, suspect open doors and strategize completion of activities adjusting to authoritative objectives and goals (Maccey et al., 2009). Having said that, aggregate prizes procedure assumes a noteworthy part to help the motivational and engagement level of workers in any association to guarantee that the estimations of individuals and their commitment towards authoritative, departmental and group objectives are perceived and remunerated appropriately (Armstrong, 2008). Despite the fact that the prime place of participation endeavors team building programs, workforce assessment reviews and non-monetary rewards driven structures have been observed to be integrated with worker participation, harmony, performance and accountability (Luthaans & Summers, 2005), collectively utilized as precondition for worker participation. In their review on the effect of prizes projects on representative engagement among 736 respondents from around the globe Scott & McMullen (2006) conducted in USA, Arizona on the effect of prize projects on worker execution to decide how they add up to remunerate projects and worker engagement are connected. Their reviews likewise helped in figuring out if absolute prizes projects are connected with association's execution or not. Their study set up that the degree to which associations utilized strategies to explicitly connect with representatives changed extensively.

**The degree to which associations utilized strategies to explicitly connect with representatives changed extensively.**

This was exemplified by 44% of the organizations demonstrating that they expressly included representative engagement in their association system; while then again, 31% said they did not. 60% of the respondents showed that they utilized variable pay to remunerate worker engagement which was contended to be high. The study discoveries further exposed that 42% of the respondents were of the perspective that their association's total rewards procedures positively affected representative engagement, while 24% held opposite supposition. The Two Factor Theory represents the hypothesis produced by Frederick Herzberg. Like Maslow, Herzberg stresses implication of human evolution and self-esteem needs must rank as qualities necessary to be displayed while carrying out their duties fulfilling single advancement needs arising in a definitive set up (Pinder, 2008). Herzberg's hypothesis will be evaluated as it incorporates critical viewpoints with respect to demotivators in an authoritative domain. Herzberg identified various employees, project teams, sections as well as top managements to respond in various countries, sectors, additionally enormous associations to indicate the elements duly prompting significant job-related demeanors furthermore, that prompted adverse work disposition. It is imperative to focus that Herzberg did not consider outright work performance which would be the main disappointment.

Attributes regarding performance or disappointment were discernible from every other staff member and subsequently diverse elements were propelling disappointment of non-completion of performance schedule. As a consequence of this there would be just great fulfillment the inverse of which would be no work fulfillment. The variables which prompt occupation fulfillment are called sparks and these are connected with the work itself. The elements prompting disappointment are called hygiene variables and these are connected with the elements outside the employment (Herzberg et al, 1959).

No significant study has however been made on the relevant areas related to present research. The following research gaps are therefore identified:

- i) Generally, the writing on the effect of prize projects on worker fulfillment and engagement proposes that it is fundamentally impacted by authoritative components. To-date this writing has concentrated on the impacts of hierarchical structure, backing and motivating forces on representative cooperation; however, few studies have taken a gander at how the substantive attributes of the cutting-edge reward programs impact workers' work execution and engagement.
- ii) Social speculations of work outline (Parker & Ohly, 2008) recommend that sway on recipients will be emphatically identified with physical engagement (exertion). These studies recommend that effect on others is

an essential determinant of weightiness yet more research is expected to comprehend the part that effect plays in propelling engagement at work.

- iii) Exploration to-date has not revealed insight into whether distinctive thought processes lead to subjectively diverse sorts of engagement.
- iv) Building up the intervening part of saw effects has extra down to earth and hypothetical ramifications for understanding what drives engagement. For instance, it might recommend different components not considered in this study could effectively affect representative engagement through their consequences for saw sways.

### Research Questions & Objectives

Based on the research gaps identified, following research questions can be framed:

1. What do rewards projects of Mondelez involve?
2. To what degree the prizes projects are being actualized in Mondelez?
3. Do the prizes programs assume a part regarding persuading and drawing in representatives to perform well?
4. Can compensation programs build participation and employment satisfaction among employees?

In light of the above exploration addresses, the examination targets have

been distinguished as beneath:

- To study the general adequacy of reward systems in Mondelez, Dubai
- To assess how such remunerates programs impact/sway the staff engagement.
- To look at the impacts of engagement and employment fulfillment on hierarchical result because of prizes projects at Mondelez, Dubai.
- To comprehend the part of prizes projects in representatives' engagement and employment contentment.
- To propose a few measures for the change of practices in engagement of resources driven by the benchmarks of task accomplishment in every role and / or project assigned to the respective individuals and teams.

### Formulation of Hypotheses

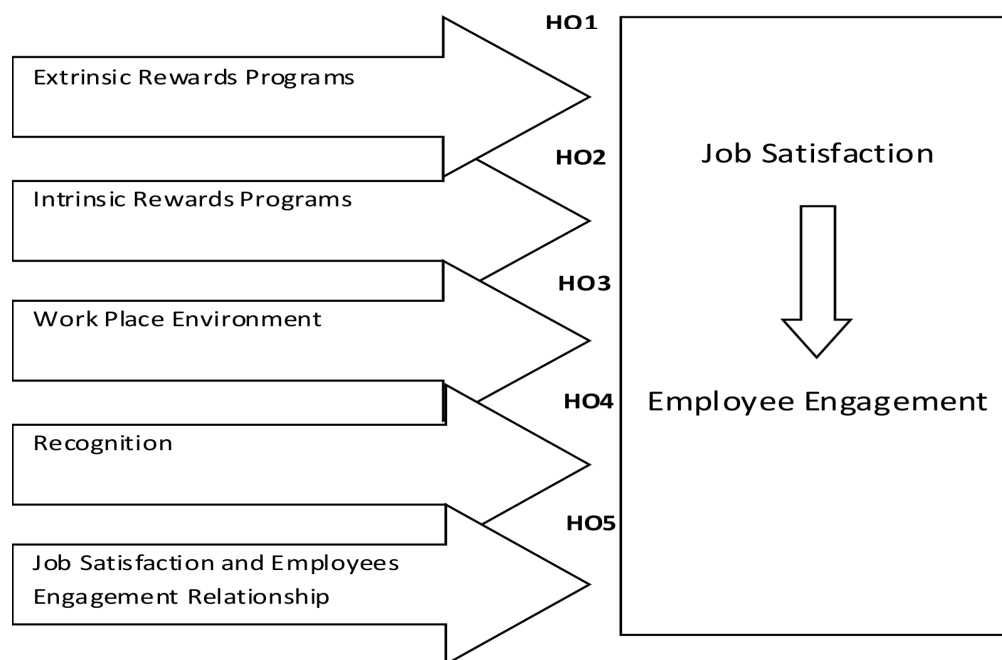
Based on the above research objectives, following research hypotheses have been framed (Fig. 1) The accompanying speculation can be detailed on the premise of writing review of literature.

H1: There is existing relationship between extrinsic rewards programs and employee satisfaction.

H2: There is apparent link between intrinsic awards and worker's employment satisfaction.

H3: Organization working environment will not notably explain the variance in worker's employment satisfaction

Fig. 1 Research Hypotheses Formulation



H4: There is considerable and constructive relationship between recognition and job-satisfaction.

H5: There is a positive impact of job-satisfaction on employees' engagement

**Research Methodology**

Before setting out on an appraisal, researchers dwell on selecting from among two procedures: a qualitative one and a quantitative technique. The immense of information can be procured from few reviewed units, for instance, gatherings, trades and recognitions and this is termed the subjective procedure for investigation. To get vital factual, the examiner has to consider available sources, for instance, books, periodicals and evaluations, thus, this procedure is

termed as the quantitative methodology. For the quantitative technique, the mechanism used was the review capable of giving noteworthy crucial data. In this study, the analysts offer various wide thoughts, especially those like promotions, buyer slants and sponsorship moving towards huge observation driven affirmation (Walsham, 1995). The technique is extensive of previous academic research made over changed types of adjacent and overall components that are subject to affect the customers' inclinations and abhorrence. Prior to the end of the evaluation, researchers offer a relative examination of instigations closed by hypothetical considerations. Consequently, deductive research technique with speculation driven or condition of associated appraisal element is used as a piece of de-

velopment to the endings with accurate estimation and imperative data examination. Of course, the inductive research takes after point by point observations despite one of a kind musings and theories. The researchers expend the study to sense and reflect the same as for the exploratory plans those are supervised through the quantitative strategy.

For collecting data, investigators have applied couple of systems and gadgets. The “study” can be measured as key and feasibly, most standard evaluation tool that is basic for any kind of evaluation. Data social occasion was coordinated using the Job-Satisfaction Questionnaire Survey, controlled by the investigators. The analysts organized and hand-appropriated the study to 167 respondents by adopting simple random sampling without replacement technique and the confidentiality and anonymity of the respondents have been maintained. The review drafted included request for age, sex, residency, work position etc. Overviews were sorted out as per the vast composition related to the concerned subject and these were limited much before drawing certain hypotheses. The structured questionnaires were designed to capture the data related to extrinsic reward, intrinsic reward, performance and recognition, job satisfaction and employee engagement. The participants in this assessment are all based in Dubai regional office. There are a total 167 employees in this office and sample was depicted from these individuals. Both male and female employees were included in these samples who are currently working for this organization. The researchers sent structured

questionnaires survey form through email to 167 employees but was successful to collect 148 samples hence the final sample size was 148. Information examination that was utilized as a bit of this examination has been enlightened underneath.

Amidst the time spent gathering information, the data was analyzed in MS excel statistical tool to test for unwavering quality of the instrument. Information was then broken-down utilizing spreadsheet measurements, weighted mean, standard deviations and f-test Two-Sample of variances. Information was then analyzed both illustratively and inferentially.

### **Data Analysis & Findings**

Data regarding the personal and demographic elements; gender, age, marital status, level of education, years of service at Mondelez, years of service in same roles at Mondelez, level of job status, variables of the research paper alongside their frequencies; extrinsic rewards, intrinsic rewards, work place environment, recognition, employment fulfillment and employment engagement were included in questionnaire. The first part of the questionnaire was designed to gather the demographic description of respondents. 80.4% of respondents were males and 19.6% were females and their marital status was of 64.2% married and 35.8% unmarried. 66.2% of respondents were under age 30 years, 17.6% were between 30-40 years, 11.5% were between 40-50 years, 4.1% were between 50-60 years and only 0.7% above 60

years. 100% of employees worked as full-time employees. 8.8% of the employees had worked at Mondelez Dubai office for less than 01 year, however, 23.6% had worked for 01-02 years, 41.9% had worked for 02-05 years, 15.5% had worked 05-10 years, and 10.1% had worked for more than 10 years. The data was also captured for employees working in the same role for number of years in order to find their satisfaction level with career growth and development opportunities. So 17.6% of had worked less

than 01 year, 6.8% had worked 01-02 years, 35.1% had worked 02-05 years, 28.4% had worked 05-10 years and 12.2% had worked for more than 10 years with the same roles. Majority of the respondents' job level was officer and clerical level which was 64.2%, 26.4% managerial level and 9.5% executive level. 50% of population was undergraduates and 45.3% postgraduates, only 3.4% had intermediate and 1.4% had matriculation education. The respondent's profile is depicted in Table 1.

**Table 1 Respondents' Profile**

Variables	Group	Frequency	Percentage
Gender	Male	119	80.4
	Female	29	19.6
Age group	Between 20 - 30 years	98	66.20
	Between 30 - 40 years	26	17.60
	Between 40 - 50 years	17	11.50
	Between 50 - 60 years	06	04.10
	Above 60 years	01	00.70
Marital status	Married	95	64.2
	Unmarried	53	35.8
Education	Matriculation	2	1.4
	Intermediate	5	3.4
	Under graduate	74	50.0
	Post graduate	67	45.3
	PHD	0	0
Year of service at Mondelez Dubai Office	Below one year	13	8.8
	01-02 years	35	23.6
	02-05 years	62	41.9
	05-10 years	23	15.5
	Above 10 years'	15	10.1
Year of service in same role at Mondelez Dubai Office	Less than one year	26	17.6
	01-02 years	10	6.8
	02-05 years	52	35.1
	05-10 years	42	28.4
	Above 10 years	18	12.2
Job level	Executive level	14	9.5
	Managerial level	39	26.4
	Officer & clerical level	95	64.2

**Extrinsic Rewards**

The second part of the survey was designed to measure the overall satisfaction level of employees with extrinsic rewards plans such as salary, bonus, benefits, and medical insurance coverage.

About 32% of respondents are satisfied and believe that their salary package is fair; however, 23% of the respondents are not satisfied with this statement. 31.1% of respondents slightly agree and 27% slightly disagree that their bonus payouts are not in accordance to their performance and target achievements. Majority of respondents are satisfied with the medical coverage provided by Mondelez Dubai. As cost of living in Dubai is very high compared to other GCC countries, the benefits provided by Mondelez Dubai are not sufficient. The result indicates that majority 60.8% of respondents are not satisfied with housing allowance amount. However, most of respondents think that benefits are not as per market rate and these benefits are not meeting their needs in UAE. The responses on the issue of benefits clearly indicate that Mondelez Dubai shall rework on its benefits plans to ensure that the plans are aligned with market rate and can help employees to bear the cost of living in UAE. An analysis of extrinsic rewards is shown in Table 2.

**Most of respondents think that benefits are not as per market rate and these benefits are not meeting their needs in UAE.**

**Table 2 Analysis of Extrinsic Rewards**

Question No.	Frequency in %					Weighted Average	Standard Deviation
	Strongly Agree	Slightly Agree	Cannot say	Slightly Disagree	Strongly Disagree		
1. I receive competitive salary compared with peers in similar jobs. I feel my compensation package is fair	32.4	29.1	10.8	4.7	23.0	2.6	1.6
2. I receive good bonus as per my performance and target achievements	26.4	31.1	5.4	27.0	10.1	2.6	1.4
3. Company provides better medical insurance coverage	39.9	39.2	2.7	12.8	5.4	2.0	1.2
4. Company provides housing allowance as per the market rates & cost of living in UAE	10.1	24.3	4.7	32.4	28.4	3.4	1.4
5. The benefits provided are better and take care of my needs in UAE	16.9	31.8	5.4	26.4	19.6	3.0	1.4

**Intrinsic Rewards**

The third portion of the questionnaire was developed to measure the overall satisfaction level of employees with intrinsic rewards plans such as training, creative assignment, personal development and career growth, trust and empowerment, job security, respect and relationship, and ideas sharing.

**78.4% of respondents feel that their job at Mondelez Dubai is not secured which lower their overall satisfaction related to intrinsic rewards.**

Only 33.2% of respondents are satisfied with the training programs while 62.8% are not satisfied. On the other hand, up to 20.9% respondents are least satisfied and 60.1% are not happy with career growth at Mondelez Dubai office. Around 31% of respondents are happy with the creative assignments they receive at job. Respondents have mixed feelings about trust, empowerment, and good relationship with managers. Astonishingly it is revealed that 78.4% of respondents feel that their job at Mondelez Dubai is not secured which lower their overall satisfaction related to intrinsic rewards. Table 3 presents the analysis of intrinsic rewards.

**Workplace Environment**

The fourth part of the questionnaire was developed to assess the extent of satisfaction of employees with workplace environment including teamwork,

**Table 3 Analysis of Intrinsic Rewards**

Question No.	Frequency in %				Weighted Average	Standard Deviation
	Strongly Agree	Slightly Agree	Cannot say	Strongly Disagree		
6.	14.2	18.9	4.1	16.9	3.3	1.3
7.	28.4	30.4	3.4	24.3	2.6	1.5
8.	18.9	20.9	0.0	28.4	3.1	1.6
9.	20.3	24.3	4.1	25.7	3.1	1.5
10.	8.1	10.8	2.7	48.6	3.8	1.2
11.	22.3	24.3	2.0	28.4	3.1	1.5

employee's relation with management; facilities provided for perform job, wellbeing and communication.

**55.4% of responses are found to be very satisfied and 30.4% are moderately satisfied with the working conditions at Mondelez Dubai.**

Workplace environment/culture is the main strength of Mondelez Dubai office as derived from the responses received through survey. Responses received reveal that company has not taken good measures for the well-being of employees at work and 57.4% of responders are not satisfied. However, 55.4% of responses are found to be very satisfied and 30.4% are moderately satisfied with the working conditions at Mondelez Dubai. About 82.4% are happy that non-management employees are also encouraged to work together with management which shows that there is an open-door policy and non-management can learn from management employees directly. Respondents think that company send proper communication about the matters which affect them. Being a global company, employees are always kept abreast on the changes happening around in the organization at regular intervals. Otherwise, the employees' motivation is bound to be adversely affected. Table 4 shows that more than 87.8% of employees surveyed have opined that that there is a sentiment

**87.8% of employees surveyed have opined that that there is a sentiment of teamwork and cooperation in Mondelez.**

of teamwork and cooperation in Mondelez. It is also found that the representatives go for extra miles to cooperate with each other on a regular basis beyond their regular roles to achieve something extra ordinary for their organization, whereas work-life balance seems to be drastically affected due to volume of work-tasks and uninterrupted work-flows. 83.8% of respondents are not happy with the work-life balance and this seems to be a major reason for employee dissatisfaction in Mondelez Dubai. Table 4 represents the analysis of workplace environment in Mondelez Dubai office.

#### **Performance Management System**

The fifth part of the questionnaire was designed to examine the degree of satisfaction of employees with the performance management system and recognition programs at Mondelez Dubai office.

**A large number of employees, around 66.9%, have responded that the performance management system is found to have failed to offer transparency.**

A large number of employees, around 66.9%, have responded that the performance management system is found to have failed to offer transparency (Table 5). The issue with appraisal system is that management and executive staffs are promoted based on their performance rating whereas non-management employees do not get promotion for their excellent rating in appraisal system. However, a sizeable number of respondents agree that performance system

**Table 4 Analysis of Workplace Environment**

Question No.	Frequency in %					Weighted Average	Standard Deviation
	Strongly Agree	Slightly Agree	Cannot say	Slightly Disagree	Strongly Disagree		
Intrinsic Rewards							
12. □ Company is concerned about well-being of the employees	14.2	27.0	1.4	45.9	11.5	3.1	1.3
13. □ The working conditions are at workplace is satisfactory	55.4	30.4	0.0	10.8	3.4	1.8	1.1
14. □ Non-management employees are encouraged to work together with management employees	47.3	35.1	2.7	4.1	10.8	2.0	1.3
15. □ Mondelez keep employees informed about the matters affecting them	29.1	27.7	1.4	24.3	17.6	2.7	1.5
16. □ Teamwork and cooperation are regarded well and people are caring at Mondelez	48.0	39.9	0.0	10.8	1.4	1.8	1.0
17. □ My job allow me to manage my work-life balance	4.1	12.2	0.0	51.4	32.4	4.0	1.1

**Table 5 Analysis of Performance and Recognitions**

Question No.	Frequency in %					Weighted Average	Standard Deviation
	Strongly Agree	Slightly Agree	Cannot say	Slightly Disagree	Strongly Disagree		
Intrinsic Rewards							
18. □ The performance management system fails to offer transparency	8.1	22.3	2.7	32.4	34.5	3.6	1.4
19. □ The performance system assists in discovering my personal development opportunities	42.6	28.4	2.0	20.3	6.8	2.2	1.4
20. □ My abilities and skills are used and recognized by management	35.8	25.7	0.7	20.3	17.6	2.6	1.6
21. □ I receive appreciation and recognition from management for my achievements and task accomplishments	18.9	24.3	0.0	33.1	23.6	3.2	1.5
22. □ My manager provides constructive feedback and guidance for my professional growth	33.8	21.6	1.4	30.4	12.8	2.7	1.4

helps to identify their personal and professional development opportunities. Higher numbers of respondents agree that the managers provide constructive feedback and guidance for professional growth. It is found that there is lack of growth opportunities in the company which leads to dissatisfaction. Due to lack of professional growth, employees feel that their skills and abilities are not fully used in the organization. Respondents also informed that most of them do not receive appreciation and recognition from management for their achievements which in turn lower their motivation.

**Overall Satisfaction**

Sixth part of the questionnaire was aimed to gauge the overall satisfaction of employees in Mondelez Dubai office. Around 57% of respondents feel good that their job activities are personally meaningful. Whereas half of the respondents are satisfied, half of them are unsatisfied with the information received from management about happenings in the organization. Regarding line manager’s inspiration, 44.6% of respondents have expressed that their line manages inspire them; however, 54.7% are not agreeing with the statement. About 73% of respondents opine that they would recommend others to join Mondelez Dubai. Approximately 64.9% of the employees are also found to be satisfied with their job as a whole. The higher job contentment will lead to a higher job engagement among employees. Table 6 given below presents the feedback on the responses on the job satisfaction.

**The higher job contentment will lead to a higher job engagement among employees.**

**Table 6 Job-Satisfaction**

Question No.	Frequency in %					Weighted Average	Standard Deviation
	Strongly Agree	Slightly Agree	Cannot say	Slightly Disagree	Strongly Disagree		
<i>Intrinsic Rewards</i>							
23.	25.0	32.4	2.0	26.4	14.2	2.7	1.4
24.	21.6	29.7	0.0	27.7	20.9	3.0	1.5
25.	22.3	22.3	0.7	34.5	20.3	3.1	1.5
26.	34.5	30.4	0.0	29.1	6.1	2.4	1.4
27.	35.1	37.8	0.7	20.3	6.1	2.2	1.3

### Job Engagement

In the seventh part of the questionnaire we will gauge the level of engagement of respondents in this company. Results in Table 7 reflect that about 54% of respondents feel that they love going to office in morning whereas 42% of respondents disagree with this statement. A mixed response is however recorded on the issue of working for a longer period in the office where employees perceive to be associated with this organization for a longer period of service. Employees found to be very engaged with their jobs as 90.5% of respondents believe that they put their all heart and soul to accomplish the given task effectively. 85.1% of respondents believe and understand clearly that their performance drive the business results. Similarly, 87.8% of respondents feel excited when they perform well and deliver quality work. Believing this trend, it can be concluded that employee engagement level is significantly very high in this company.

**About 54% of respondents feel that they love going to office in morning whereas 42% of respondents disagree with this statement.**

### Results of Hypotheses Testing

Table 8 presents the overall picture of the results of hypothesis testing.

Hypothesis 1 has been accepted as the result of the f-test indicated for two samples of variables (Extrinsic rewards and job satisfaction), 2.16 and the variance of 0.27. Such findings prove the rejection

**Table 7 Employee Engagement**

Question No.	Frequency in %				Weighted Average	Standard Deviation
	Strongly Agree	Slightly Agree	Cannot say	Strongly Disagree		
28. I love going to Mondelez office when I get up in the morning.	25.7	28.4	4.1	23.0	18.9	1.5
29. I love to work here for longer period of service	25.7	24.3	1.4	29.7	18.9	1.5
30. I really put my all efforts to accomplish my work effectively and efficiently	50.7	39.9	0.0	9.5	0.0	0.9
31. I understand how my role contributes to achieving business results?	41.2	43.9	2.7	12.2	0.0	1
32. I feel excited when I perform well at my work	57.4	30.4	0.0	9.5	2.7	1.1

**Table 8 Results of Hypothesis-testing**

Hypothesis No.	Hypothesis Statement	Result of hypothesis
1	There is existing relationship between extrinsic-rewards programs and employee job satisfaction	Accepted
2	There is apparent link between intrinsic-awards and employee job satisfaction	Rejected
3	Organization working environment will not notably explain the variance in employee job-satisfaction	Accepted
4	There is considerable and constructive relationship between recognition and job-satisfaction	Accepted
5	There is a positive impact of job-satisfaction on employees' engagement	Accepted

of the null hypothesis and the acceptance of the hypothesis as mentioned above. Therefore, it can be concluded that in Mondelez Dubai, respondents strongly believe that financial rewards have significant impact on their job satisfaction.

**In Mondelez Dubai, respondents strongly believe that financial rewards have significant impact on their job satisfaction.**

Table 8 shows that hypothesis 2 has been rejected. The f-test result shows that intrinsic rewards f value 6.35 is higher than f critical value 6.26 and variance is 0.35. Therefore, this finding demonstrates that hypothesis 2 is rejected. Employees do not get satisfied only by financial rewards but non-financial rewards are highly regarded and play a vital role for job satisfaction.

The result of f-test for hypothesis 3, between workplace environment and job satisfaction shows that f-value 5.32

and variance of 0.79. Based on the findings 62% of employees job satisfaction depends on workplace environment factor. As workplace environment is highly correlated with employee job satisfaction, therefore hypothesis 3 is accepted.

Hypothesis 4, relationship between recognition and job satisfaction was tested and f-test result shows that f-value  $3.04 < f\text{-critical value } 6.39$  with variance of 0.38 which means employee job satisfaction depends on recognition factors. Therefore, hypothesis 3 has been accepted.

**Employee job satisfaction depends on recognition factors.**

Table 8 shows that hypothesis 5, the relation of job satisfaction on employees' engagement of the f-value 3.04 is less than f-critical value 6.39 and variance of 0.38 which proves that hypothesis 5 is accepted because employment engagement depends on employees' overall job satisfaction.

**Observations**

The results of the research are observed to be in accordance with the total reward framework. The non-monetary rewards are considered to be as important as monetary rewards. Appreciation from management and colleagues is perceived to be highly motivating. Other factors of intrinsic rewards such as culture, working environment, career growth,

recognition, work-life balance, empowerment, job security, etc. are considered to be highly motivating which in turn increase employee job satisfaction and engagement. The observations have been extracted from this study and accordingly the need for rewards programs of Mondelez Dubai has been identified. The need is arranged into three classes as strong, moderate and low as mentioned in Table 9.

**Table 9 Rewards Program Needs of Mondelez Dubai**

Strong Need	Moderate Need	Low Need
Internal equity for compensation	Training programs	Bonus payout
Career growth	Creative assignments	Transparency
Freedom of ideas sharing	Empowerment	Employee well-beings
Recognition	Relationship with manager	
Work-life balance	Communication	
Benefit packages		
Job security		

**The internal compensation equity is found to be a main factor of satisfaction which ensures fairness in compensation for employees working in similar jobs.**

The internal compensation equity is found to be a main factor of satisfaction which ensures fairness in compensation for employees working in similar jobs. The results show that inequity in pay among colleagues demotivates employees and affects their performance which leads to dissatisfaction and disengagement. Employees working in the same position for long periods without getting any promotion can feel demotivation and would not be satisfied with their jobs therefore management needs to tackle this issue in-

stantly. Work-life imbalance may have psychological affects on employee personal and professional life and this factor has to be tackled on urgent basis, whereas recognition and job security issues must be looked into and business strategies must be communicated with employees so they can understand the future changes in advance and feel secured about their jobs. Similarly, moderate needs factors such as training programs, creative assignments, empowerment, communication and relationship with managers need to be improvised whereas low moderate need factors such as bonus payout, well-beings and appraisal transparency require management consideration in order to cultivate contentment and work engagement among employees.

### **Limitations & Further Scope for Study**

The present research has been done on the basis of collection of data through a single source questionnaire. This might cause some extent of duplication of response by the respondents. However, maximum caution has been taken to ensure the individual feedback which is free from any influence.

Another limitation is the scope of the present research which was conducted on Dubai office only and a limited number of 148 respondents. The study could have been more valid by enlarging the number of the sample and by broadening the geographical coverage including other offices located in other parts of the world and in other function areas as well. Another limitation of the research is in covering only the limited number of areas pertaining to job satisfaction and engagement due to the limited scope of the research, the study could have been made more comprehensive by incorporating different other dimensions on the same issues. Another area in which the present research can be further extended is by doing comparative study on these domains between Mondelez offices across the globe, which can be used for comparative analysis for strategic decision making.

### **Conclusions & Recommendations**

In a nutshell, job contentment is generally believed to be an element for the success of any organization. The outcomes of the study clearly display that

there is a confident and strong relation between job-satisfaction and employee engagement. The most affecting elements of job-satisfaction are extrinsic-reward, recognition, work-place environment and empowerment, yet intrinsic-rewards is significant to job-satisfaction. In the model, analytically there is significant connection between independent variables and job satisfaction.

Based on the outcomes obtained from this study, the researchers suggest the following recommendations:

- Human resource management team needs to re-evaluate the positions and ensure that compensation plans are competitive and internally equitable.
- Management can introduce flexible working timings in order to tackle the work-life balance issues; hence employees coming early may leave early and vice versa.
- Management should focus on development of employees and design succession planning so employee will be able to take higher responsibilities and issue of career growth can be solved.
- Regarding the housing allowance, HR management should ensure the allowances and benefits are properly benchmarked with the peer groups in the market.
- Senior management should send continuous communications to all employees to make aware about the changes and future plans of organization. The organizational transfor-

mation may create fear of losing jobs among employees and this can be eradicated through proper communication from senior management.

- Since organizational goals can be achieved by best performance of employees and performance depends on skills and abilities of employees which can be enhanced through proper training, mentoring and professional coaching.
- The recognition and appreciation programs need to be designed and implemented. Management can introduce Awards programs for employees' achievement which may include seniority award, performance award, appreciation award, thanks-giving award, in form of appreciation certificates, trophies, cash award, movie tickets, gifts etc.

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