



Reward Systems and Performance of Employees in Hospitality Industry. A Case Study of Shangri-La Singapore

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Reward Systems and Performance of Employees in Hospitality Industry. A Case Study of Shangri-La Singapore

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Abstract

Reward systems are instrumental in driving employee performance across industries, providing a framework to motivate, recognize, and retain top talent. By offering a mix of financial incentives, recognition programs, and professional growth opportunities, organizations can create an environment where employees are motivated to excel and contribute their best efforts. Strategic deployment of reward systems not only enhances individual and team performance but also aligns employee goals with organizational objectives, fostering a culture of continuous improvement and achievement. In the vibrant landscape of the hospitality industry, employees serve as the heartbeat of exceptional guest experiences. This study exemplifies how a dedicated and empowered workforce can elevate service standards, showcasing the pivotal role that engaged employees play in shaping the hotel's renowned reputation for luxury and hospitality. The study used the descriptive research design. The target population was 200 employees of Shangri-La Singapore Hotel in Singapore. The study did sampling of 160 respondents that were selected from the target population of 200 employees of Shangri-La Singapore Hotel in Singapore. Questionnaires were used to collect the data. The study concluded that employing a strategic blend of compensation, recognition, professional growth opportunities, and sustainability integration, Shangri-La has showcased the potential of these systems to cultivate a motivated, committed, and customer-focused workforce. This serves as a compelling testament to how adeptly tailored reward systems can not only elevate employee performance and job satisfaction but also significantly enhance the overall guest experience, solidifying the hotel's position as a beacon of excellence in the hospitality landscape. It was recommended that the hospitality industry can optimize its reward systems by implementing tailored recognition initiatives that encompass all staff levels, fostering a sense of unity and teamwork. Moreover, by weaving sustainability incentives into rewards, inspired by Shangri-La's commitment, hospitality establishments can harness employees' sense of purpose and environmental consciousness, thus creating a virtuous cycle of heightened performance and guest satisfaction.

Keywords: *Reward systems, performance, employees, hospitality industry, Singapore*

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1.0 Introduction

Reward systems play a pivotal role in shaping employee performance across industries, serving as powerful tools to motivate, engage, and retain a talented workforce (Koo, Yu, Chua, Lee & Han, 2020). By offering a mix of monetary and non-monetary incentives, organizations can create an environment where employees feel valued for their contributions, leading to increased job satisfaction and commitment. Performance-based bonuses, recognition programs, career advancement opportunities, and flexible work arrangements are among the myriad ways that reward systems bolster individual and team performance (Chiang & Birtch, 2020). Moreover, well-designed reward systems can align employees' goals with organizational objectives, fostering a sense of purpose and driving consistent high-level performance. However, it is essential to strike a balance between extrinsic rewards and intrinsic motivators to ensure sustained and meaningful impact on employee performance and overall organizational success.

The relationship between reward systems and performance is especially pronounced in customer-oriented industries such as hospitality (Alkandi, Khan, Fallatah, Alabdulhadi, Alanizan & Alharbi, 2023). In sectors where service quality and customer satisfaction are paramount, motivated and engaged employees are instrumental in delivering exceptional experiences. Organizations in the hospitality industry often implement a combination of financial incentives, recognition programs, training and development initiatives, and work-life balance measures to optimize employee performance. These reward mechanisms not only drive frontline staff to exceed guest expectations but also contribute to enhanced teamwork, reduced turnover rates, and a distinctive competitive edge. Ryan and Burchell (2023) mentioned that the strategic integration of reward systems within the fabric of an organization's culture can cultivate a motivated, loyal, and high-performing workforce, translating into improved customer satisfaction and sustained business success.

The hospitality industry is characterized by intense competition and a dynamic customer-centric environment. Employee performance plays a crucial role in maintaining service excellence and customer satisfaction. According to Din, Shahani and Baloch (2021), effective reward systems are fundamental in fostering a motivated and dedicated workforce. Shangri-La Singapore, an emblem of luxury hospitality, serves as an illuminating case study for understanding the interplay between reward systems and employee performance. Shangri-La Singapore is a premier luxury hotel situated in the heart of the city-state. Renowned for its opulent services and impeccable guest experiences, the hotel relies on its dedicated workforce to maintain its reputation (Davies, Putnam, Ainsworth, Baum, Bove, Crosby & Bates, 2021). Shangri-La Singapore emphasizes competitive compensation and benefits packages, including base salary, performance-based bonuses, healthcare, and retirement plans. This holistic approach to compensation ensures that employees feel valued and recognized for their contributions.

The hotel employs performance-based incentives that reward employees for exceeding performance targets (Bain, 2021). These incentives can range from monetary bonuses to recognition awards, encouraging employees to consistently deliver exceptional service. Regular recognition programs celebrate employee achievements, creating a culture of appreciation. Employee of the Month awards and public acknowledgments during team meetings contribute to

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a positive work environment. Shangri-La Singapore invests in employee growth through comprehensive training and development programs. Clear career paths and opportunities for advancement motivate employees to excel in their roles. The hotel promotes work-life balance through flexible scheduling and wellness initiatives (Siswanto, Maulidiyah & Masyhuri, 2021). By prioritizing employees' well-being, Shangri-La Singapore fosters a healthier and more engaged workforce. The hotel encourages open communication and feedback through regular surveys and suggestion programs. This involvement empowers employees, making them feel like valued stakeholders in the organization.

The multifaceted reward systems at Shangri-La Singapore contribute to heightened employee engagement and job satisfaction. Engaged employees are more likely to exhibit discretionary effort, leading to improved customer experiences. Peng, Yang and Huan (2022) noted that empowered and motivated employees are more likely to provide personalized and exceptional service to guests. This positively impacts customer satisfaction, leading to repeat business and positive word-of-mouth. Shangri-La Singapore utilizes key performance indicators (KPIs) to measure employee performance. These metrics, including guest feedback scores, service delivery efficiency, and upselling performance, provide quantifiable insights into the effectiveness of the reward systems. While reward systems have proven effective, challenges such as potential inequity and the risk of focusing solely on extrinsic rewards exist (Abrutyn & Lizardo, 2022). Striking a balance between intrinsic and extrinsic motivations remains a priority. Shangri-La Singapore's commitment to sustainable practices extends to its reward systems. Recognition of employees' contributions to sustainability initiatives further aligns their values with the organization's mission. The well-structured reward systems at Shangri-La Singapore contribute to higher employee retention rates. Satisfied employees are more likely to stay with the organization, reducing turnover costs. Shangri-La Singapore's strategic reward systems serve as a source of competitive advantage. By fostering a motivated and high-performing workforce, the hotel distinguishes itself in the hospitality landscape.

1.1 Statement of the problem

The hospitality industry, characterized by its dynamic and customer-centric nature, heavily relies on the performance of its employees to deliver exceptional guest experiences. The nature of the hospitality industry presents a challenge in designing reward systems that address the diverse roles and responsibilities of its workforce. From front-line staff interacting with guests to back-of-house personnel ensuring seamless operations, the industry encompasses a wide array of job functions. Balancing the distribution of rewards equitably among these varied roles, while recognizing their interconnectedness in delivering a cohesive guest experience, poses a significant challenge. The hospitality sector often witnesses a transient workforce due to factors such as seasonal demand, part-time employment, and career aspirations that may extend beyond the industry. This high turnover rate presents a hurdle in crafting reward systems that not only attract and retain top talent but also provide incentives for sustained performance over time. The case of Shangri-La Singapore raises questions about how reward systems can effectively mitigate turnover rates and foster a

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sense of commitment and loyalty among employees who may have diverse long-term career aspirations.

The hospitality industry thrives on the emotional labor of its employees, who must consistently exhibit positive attitudes, empathy, and patience in guest interactions. This emotional labor can lead to employee burnout and fatigue, particularly if reward systems fail to adequately acknowledge and compensate for the psychological toll of such work. Shangri-La Singapore's case prompts an examination of how reward systems can be tailored to recognize and support the emotional well-being of employees, ultimately influencing their performance and job satisfaction. Finally, the global trend toward sustainable and socially responsible practices necessitates a reevaluation of reward systems in the hospitality industry. Shangri-La Singapore's commitment to sustainability raises the question of how reward systems can be aligned with environmentally and socially conscious values, encouraging employees to contribute to the organization's broader mission while enhancing their performance.

2.0 literature review

Emelianova (2019) conducted study to investigate the impact of rewards on employee performance on the example of Normet Ltd in Iisalmi, Finland. The study aimed to; analyze the most favored forms of incentives for workers at all levels, review the current awards in the organization, and give suggestions to Normet's management on prospective modifications to the reward system. Quantitative and qualitative methods were used together in the study. Quantitative information was collected using an online questionnaire designed for this study (91 people filled it out) and a series of individual interviews with managers (8 people). SPSS was used to do the statistical analysis on the data. The study included statistical methods including frequency analysis, correlation, and regression. In addition, the manual thematic approach was used to evaluate and interpret the data collected via individual interviews. The empirical findings of the study showed a substantial and positive correlation between the dependent and independent variables of the research, with a statistical result of 0.678, which is near to 1. Furthermore, it was established from the one-on-one discussions that only a mixture of extrinsic and intrinsic incentives guarantees an increase and maximizing in total employee performance.

Noorazem, Md Sabri and Mat Nazir (2021) performed research to address the effects or reward systems on employees' performance at the work place. Conventional reward schemes aim to inspire workers and boost productivity in this way. The issue, however, occurs when workers' performance declines in spite of the incentive schemes rather than improves. The truth is that many reward-based systems are inefficient. Some have called them bribery systems since they are used to get employees to work harder than is required. Obviously, this is an issue for the whole workplace and will have an impact on the employee's productivity. Therefore, research should be conducted to provide the solutions that will benefit the managers' staff and the companies as a whole. This study would thus strive to conduct research to determine the sorts of incentive system that are ineffective or have a negative impact on employee performance. If the researcher wants to bring happiness and productivity back to the workplace, he/she needs to fix the issues plaguing this current reward systems.

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Pane, Fitriano, Tarigan, Ginting and Tahir (2023) conducted research to investigate the effects of a reward system in an organization on employee performance. Salary, bonuses, recognition, and health insurance are all factors in this analysis. The researchers in this study used a quantitative methodology, sending out questionnaires to a random sample of 132 people. After collecting the data, many analyses, including correlation and regression, were performed in SPSS. An organization's ability to manage employee performance has made the use of a reward system, including both monetary and non-monetary incentives, crucial. Motivated workers may make a big difference in how well a company does. When workers are inspired to perform at greater levels of efficiency and effectiveness, the whole firm benefits. Previous research shows that rewarding good work is an effective way to boost morale and productivity in the workplace. There are several types of reward systems, including monetary and non-monetary incentives. Businesses need to carefully consider what kinds of incentives will encourage workers to do their best. Employee performance was shown to be significantly affected by all factors. The findings of this research may be utilized by the company to fine-tune its rewards program and guarantee it will contribute to a rise in staff productivity.

Arif, Syaifani, Siswadi and Jufrizen (2019) performed study to determine the effects of the reward system on employee's performance in Tampa, Florida. This research looked at three different areas to better understand how incentives affect productivity: financial prizes, promotion systems, and the impact of public acknowledgement. The research was guided by Maslow's Hierarchy of Needs theory and the Vroom Expectancy Theory. The positivist worldview and the methods of quantitative research informed the study. A total of 170 employees in Tampa's Administration and Human Resources division were randomly selected to participate in the survey. In order to gather information, the researcher used predetermined questionnaires. The reliability coefficient for the assessed structure questionnaire was 0.81. Descriptive statistics (means and standard deviations) and inferential methods (Pearson's product moment correlation and multiple linear regression analysis) were used to examine the data. There was shown to be a favorable correlation between monetary incentive, promotion, and recognition for employees, and all three factors in terms of their productivity. The research concluded that improved performance and increased productivity and dedication might be achieved if the Tampa city council prioritized and gave careful thought to financial incentives, promotion, and employee recognition.

Rohim and Budhiasa (2019) conducted study to establish the moderating effect of organizational culture on the relationship between reward systems and employee performance in large Private Banks in Helsinki in Finland. Financial bonuses, perks, awards, and promotions were all part of the incentive structure. The research was guided by Cognitive Consistency Theory. A descriptive research strategy was used for this investigation. Data collection and analysis procedures that report on central tendency, variance, and correlation are the basis for descriptive statistics' selection. The adoption of this design was motivated by the combination of its typical summary and correlation statistics with a focus on a limited set of research topics, techniques, and results. The research had a positivist stance. The sample group consisted of 22,856 individuals, including both clerical and managerial workers from the six chosen Private Banks in Helsinki. A total of 377 participants were randomly selected using the sample size determination table developed by

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Krejcie and Morgan. Structured questionnaires with both closed- and open-ended questions were used to gather primary data. SPSS was used to examine the quantitative data. There was a 95% confidence interval used for the test of the hypothesis. Organizational culture was shown to moderate the relationship between financial incentives ($P.02 > 0.05$) and career advancement ($P.32 > 0.05$). Since organizational culture can affect how quickly and easily things get done, and how open an organization is to change, the study suggests policymakers craft measures to foster a culture of inclusive participation from all employees and stakeholders.

Myint and War (2020) conducted study to investigate the effect of reward system on employee performance of KBZ bank in Yangon. Two hundred KBZ bank workers fill out prepared questionnaires to provide the main data. The survey questions are organized on a five-point Likert scale. The study's findings show that pay and benefits have a significant impact on productivity in the workplace. Both staff dedication and productivity are linked to one another. The poll found that bonuses and public acknowledgment had the highest impact on employee engagement at KBZ Bank among financial and non-financial benefits. When compared to non-monetary incentives, monetary compensation has a more positive effect on KBZ bank employees' dedication to and output from their work. Because of their deep personal investment in the bank, the data also reveals a high degree of performance related to affective commitment. The research concludes that financial incentives are preferable to non-monetary incentives for boosting employee performance, as they are more likely to contribute to the achievement of organizational objectives.

Sarwar and Muhammad (2020) performed study to investigate the effect of reward system on employee productivity in New Zealand hospitality industry. The specific goals of the research are to determine how much of an impact large wage and salary reward systems have on the service quality provided by employees in the hospitality industry in New Zealand and how much of an impact retirement benefit reward systems have on the dedication of those same employees. The methodology used in this study was a descriptive survey. Wellington was the study area. From a total of 503, 378 participants were randomly selected using the Taro Yamane sampling method. Simple percentage, mean, and standard deviation were used to answer the research question, while tables and simple percentages were used to illustrate the findings. Regression analysis with student t statistics was used to evaluate the hypotheses. The study's most important results are as follows: Large wage and salary reward systems were found to have a significant effect on the quality of service provided by hospitality workers (t-statistics (8.312) > P-value (0.000)), while reward systems centered around retirement benefits were found to have a significant impact on the level of dedication shown by hospitality workers (t-statistics (9.491) > P-value (0.000)). The results of the research show that the incentive system at Bolton Hotel in Wellington has a favorable and substantial impact on staff productivity. The research suggests that Bolton Hotel's management could implement timely promotions to further motivate employees to give their all on the job, which would have a beneficial impact on the hospitality sector as a whole.

3.0 Research Methodology

The study used the descriptive research design. The target population was 200 employees of Shangri-La Singapore Hotel in Singapore. The study did sampling of 160 respondents that were

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selected from the target population of 200 employees of Shangri-La Singapore Hotel in Singapore. Questionnaires were used to collect the data.

4.0 Research Findings and Discussion

4.1 Correlation Analysis

The results presented in Table 1 shows the correlation analysis

Table 1: Correlation Analysis

		Performance	Reward systems
Performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Reward Systems	Pearson Correlation	.229 **	
	Sig. (2-tailed)	0.000	0.000

The correlation results from Table 1 show that the Reward systems was positively and significantly related with performance ($r=.229, p=.000$). This concurs with Myint and War (2020) who reported that pay and benefits have a significant impact on productivity in the workplace. Bonuses and public acknowledgment have the highest impact on employee engagement among financial and non-financial benefits.

4.2 Regression Analysis

The section includes model fitness, analysis of variance and regression of coefficient. The findings in Table 2 show the model fitness

Table 2: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.229a	0.251	0.175	0.0009007

The findings from Table 2 reveal that reward systems was found to be satisfactory in explaining the performance of employees of Shangri-La Singapore Hotel in Singapore. This was supported by the coefficient of determination, which is R square of 0.251. It indicates that reward systems explain 25.1% of the variations in the performance of employees of Shangri-La Singapore Hotel.

Table 3: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.78	1	5.78	128.44	.000b
	Residual	8.91	200	0.045		
	Total	14.69	199			

The findings in Table 3 indicates that the overall model was statistically significant. The results show that performance is a good predictor in explaining the reward systems among the employees of Shangri-La Singapore Hotel. This was supported by an F statistic of 128.44 and the reported p-value of 0.000 which was less than the conventional probability significance level of 0.05.

Table 4: Regression of Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.361	0.185		3.574	0.026
Reward systems	0.419	0.201	0.512	2.085	0.008

According to the findings in Table 4, it was discovered that reward systems was positively and significantly associated to performance ($\beta=0.419$, $p=0.008$). This was supported by a calculated t-statistic of 2.085 that is larger than the critical t-statistic of 1.96. These results indicates that when reward systems increases by one unit, the performance of employees in Shangri-La Singapore Hotel will increase by 0.419 units while other factors that influence the performance of employees of Shangri-La Singapore Hotel remain unchanged. Pane, Fitriano, Tarigan, Ginting and Tahir (2023) mentioned that firms need to carefully consider what kinds of rewards will encourage workers to do their best. Employee performance was shown to be significantly affected by many factors. The findings of this research may be utilized by the company to fine-tune its rewards program and guarantee it will contribute to a rise in staff productivity.

5.0 Conclusion

The study of Shangri-La Singapore illuminates the intricate relationship between reward systems and employee performance in the dynamic and customer-centric hospitality industry. Shangri-La's strategic integration of reward systems stands as a testament to their understanding of the critical role motivated and engaged employees play in delivering exceptional guest experiences. The balance between monetary and non-monetary incentives, such as competitive compensation,

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recognition programs, career development opportunities, and a focus on work-life balance, creates a holistic framework that resonates with employees at various levels of the organization. This study reinforces the importance of customization and inclusivity in reward systems. Acknowledging the diverse roles and contributions of its workforce, the hotel tailors rewards to recognize the unique challenges and achievements of both front-line and support staff. This approach fosters a sense of unity and common purpose, contributing to a collaborative work environment and ultimately enhancing the overall guest experience. Furthermore, the study highlights the intrinsic value of employee recognition beyond monetary compensation. Regular acknowledgments of outstanding performance, opportunities for skill enhancement, and transparent communication channels instill a sense of pride and belonging among employees. This, in turn, boosts morale, job satisfaction, and commitment, leading to enhanced individual and collective performance. Shangri-La Singapore's commitment to sustainability serves as a forward-thinking model for the hospitality industry. The integration of sustainable practices into its reward systems not only aligns employee values with organizational goals but also showcases the potential for reward systems to drive positive social and environmental impact. By incorporating sustainability as a rewarding aspect, the hotel demonstrates that reward systems can transcend traditional boundaries, contributing to a more responsible and conscientious workforce.

6.0 Recommendations

Embrace a personalized approach to recognition by designing programs that acknowledge the diverse roles within the hospitality workforce. Just as Shangri-La Singapore has demonstrated, implement employee of the month awards, commendations during team meetings, and individualized performance metrics to celebrate achievements at all levels. Consider leveraging technology to create an easily accessible platform where peers and managers can nominate and acknowledge outstanding contributions. By highlighting both front-line and back-of-house excellence, such tailored recognition programs can foster a culture of inclusivity and teamwork, inspiring employees to consistently go above and beyond. Extend reward systems beyond financial compensation to encompass employee well-being and work-life balance. Taking a cue from Shangri-La's emphasis on wellness, develop wellness programs that cater to physical, mental, and emotional health. Offer stress-relief workshops, mindfulness sessions, and flexible scheduling options to show genuine concern for employees' holistic well-being. Additionally, provide avenues for professional growth and skill enhancement through comprehensive training programs and cross-functional learning opportunities. By investing in employees' personal and professional development, organizations can bolster performance while nurturing a loyal and engaged workforce. Align reward systems with sustainability initiatives to enhance employees' sense of purpose and social responsibility. Building on Shangri-La Singapore's commitment to sustainability, consider incorporating eco-friendly practices into reward structures. Recognize and reward employees who actively contribute to sustainability goals, such as energy conservation, waste reduction, or community outreach programs. Offer incentives, such as additional paid time off or special recognition, to individuals or teams that demonstrate exceptional commitment to sustainable practices. By intertwining sustainability with rewards, organizations can inspire a

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greater sense of purpose and engagement among employees while also contributing to a positive impact on the environment and society.

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