

A PROJECT REPORT ON



Rewarding System for Employees Motivation

Submitted By:

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2057

Under the Supervision of

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DECLARATION

I, the student of M.B.A. Part II of Goa Business School, Goa University, hereby declare that the project entitled “**Rewarding System for Employees Motivation**” has been prepared by me towards partial fulfillment of the degree of Master of Business Administration under the guidance of my faculty guide Ms. Priyanka U. Naik. This project is neither in full nor in part has previously formed the basis for the award of any other degree of either this University or any other University.

Date: 9th May 2022

Place: Goa University

Name: Grishma Vernekar

Roll No.: 2057

OFFER LETTER

OFFER LETTER

To
Grishma Vernekar
Goa, India

Date: 2 February 2022

Dear Grishma,

Congratulations! We are pleased to confirm that you have been selected to work for Edbrig. We are delighted to make the following job offer. The position we are offering you is that of **Human Resources Intern** at **Edbrig**. Your working hours will be from 9:00 AM to 5:00 PM IST, Monday to Friday.

The internship period is for **4 months** which affectively starts on **2nd February 2022, Wednesday**.

Benefits of Position

- Casual Leaves 1 per month
- Sick Leaves 2 per month
- Letter of Recommendation
- Internship Certificate

We are confident you will be able to make a significant contribution to the success of Edbrig and look forward to working with you.

Abijith C

Sincerely,

Abijith Chenthamarakshan
CEO, Edbrig Pvt Ltd

EDBRIG

Offer accepted _____ Name _____

93-A PH-1, B-BLOCK,, QUTUB VIHAR, NEAR SECTOR 19, DWARKA, DELHI, 110075 |
HELLO@EDBRIG.COM | WWW.EDBRIG.COM

CERTIFICATE

ACKNOWLEDGEMENT

On the very outset of this report, I would like to express my gratitude to everyone who supported me throughout the course of this MBA project. For their active guidance, help, cooperation & encouragement, I am sincerely grateful to them.

I want to thank **EDBRIG** for giving me the opportunity to follow my internship at EDBRIG India. I want to thank CEO **Mr. Abijith Chenthamarakshan** for allowing me to intern at EDBRIG India.

I am extremely thankful to **Ms. Nayana Sharma** for her support and constant supervision and guidance provided to me throughout my internship with advice and feedback despite her busy schedule.

I am also grateful for having a chance to meet many wonderful people and professionals at EDBRIG who led me through this internship period.

I am very thankful & pay my gratitude to my faculty **Ms. Priyanka U. Naik** for her valuable guidance and support on completion of this project. I extend my gratitude to **Goa Business School** for giving me this opportunity.

Thank you
Grishma Vernekar

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1. A Brief note on EDBRIG

Edbrig began its journey as a branding agency on 29th Nov 2018, in Miami, and has now matured into a full-service branding advertisement and marketing agency. Edbrig now has an office in Delhi, India. Edbrig has the unique ability to mix creativity, with brand evaluation, market research, and data analytics which in turn helps to bridge the gap between their clients and their target audience. Edbrig was started by **Mr. Abijith Chenthamarakshan** who is youngest CEO and has been awarded for ‘Best Branding Strategy & Identity Design CEO’ in the APAC CEO of the year Awards 2022. Since 2018 Edbrig has been helping startups, small and medium-sized businesses around the world by positioning the brand in front of its target audience and increasing its market share. The services provided by Edbrig are

Edbrig Branding

- Brand Positioning
- Brand Identity
- Brand Strategy & Consulting
- Brand Messaging
- Market Research

Edbrig Marketing

- Social Media Marketing
- Search Engine Marketing
- Influencer Marketing
- Inbound Marketing & Lead Generation
- Content Marketing
- Search Engine Optimization

Edbrig Creative

- Package Design
- Print & Digital Ad Design
- Brand Collateral Design
- UI/UX Design & Development (Mobile & Web)

2. A Brief note on Strategic Analysis

2.1. PESTLE Analysis:

- **Politics:**

The political space globally offers both opportunities and threats to the advertising industry. A combination of internet and political stability has created a climate for successive generations to thrive. Political activism is also a megatrend. The internet has made it more accessible for people to congregate, organize and market themselves. Providing services and insight at the different levels of the political spectrum is a rich source for revenues. The political aspect also connects to other areas such as Social.

- **Economics:**

The opening up of new markets, India, has two distinct benefits, Indian companies are going global at a faster pace. There is a megatrend of Indian companies entering markets all over the world. There are opportunities to decrease costs and improve margins. A big lesson from the Covid-19 pandemic is that employees can work remotely, significantly reducing the need for office or meeting space. For smaller boutique advertising companies, this can be significant as it could mean more investment in the business or better cash flow.

Seen, as a global megatrend, the ascendancy of digital platforms linking to more than just technological or social factors, there is a tremendous economic factor. A reflection in the price per acquisition, the marketing agency, which is the most effective tends to be able to deliver a better return on investment.

- **Social:**

The social aspect of the advertising and marketing industry is evolving; there is a PlayStation, Xbox or Nintendo in almost every home globally. As technology advances, it raises the capability and functions these devices play. The latest advancement is the beachhead into a new space of advertising – VR Virtual Reality.

A social megatrend which is a considerable threat to traditional advertising platforms - magazines and newspapers. It creates space for the second threat coming from fake news and disinformation campaigns. The standards enforced in print media are significantly higher than digital platforms.

- **Technology:**

As society moves closer to what is often depicted in science fiction opportunities abound. The latest advancement, which is having an impact is the rollout of 5G technology. The technology will provide more exceptional capabilities to all manner of devices.

However, the conflict between first and third-party cookies currently has made it harder for advertising companies to collect data which is how advertisers channel resources and target consumers.

- **Legal:**

The Advertising industry is comprised of companies that provide specialist services. The latest offerings are Brand Safety software which in real-time can track megatrends and protect the brand.

- **Environment**

The environmental challenges often come with a price tag, a threat to the advertising industry is the willingness of clients to spend on environmental products, campaigns or services. They usually come in at a higher price point.

Advertising has an important role to play in the environmental challenges it is an existential threat. Overcoming the challenges to produce tangible

changes requires the capture of hearts and minds. It touches the other areas an example of this is the remarkable fortune of Tesla Motors. One of the most fashionable and lucrative brands whilst simultaneously battling environmental challenges.

2.2. Porter 5 Forces Analysis:

1. Threat of New Entrants – Low

There are Entry Barriers engagements based on long term relationships. At a same time attracting, nurturing & retention of creative talent is expensive & challenging, there's difficulty in attaining deep connectivity with regional demographics, behaviors, attitudes and values. To new entrants there is restrictions in getting access to key media channels or space. There are also chances of retaliation thus there's the need to have a client relationship. Hence threat of new entrants is low.

2. Bargaining power of Suppliers – High

In Advertising and Marketing Industry Premium ad spaces are limited and supply is less compared to demand. There are seasonal campaigns that put pressure on supply and new product launches demand better integration with the supplier. Suppliers are always industry independent, thus there is possibility of forward integration. Hence Bargaining power of suppliers is high.

3. Bargaining power of Buyers – High

There are always long-term relationships with static fee structures as buyers are large and they can demand concessions. If there is Identity of buyer, it adds prestige to seller's list of customers. Also, Backward integration by buyer is not possible which means one advertising company buys another company that supplies services or products needed to produce final output. Hence Bargaining power of Buyers are high.

4. Threat of substitute products – Low

There are no absolute substitutes for an Ad-Campaign. The Constant evolution of technology such as e-Commerce, Social Media tools etc. offers new channels for forward integration with low switching costs. Hence Threat of substitutes is Low

5. Rivalry among existing competitors – High

Advertising is a part of the sales and marketing effort. There are high stakes with each campaign to build credibility. Large budgets are required for ad campaigns. High profile client base ads to premium which basically means to purchase high-cost products or services. Also, there is high premium on scarce resources. Hence Rivalry among existing competitors is high.

2.3. SWOT Analysis:

Strength: <ol style="list-style-type: none">1. We concentrate on startups, small and medium scale business2. We conduct Market Research for all of our brands.3. We concentrate on our clients wants and needs more than anything. We value our client's point of view and help them achieve their goals.4. We use Data Analytics to monitor our work and achieve better results through it.	Weakness: <ol style="list-style-type: none">1. We are not focused yet on Luxury industry.2. We do not have clients(audience) who are large corporates or entities.3. Branding is a long-term process; hence, quick results cannot be achieved.
Opportunities: <ol style="list-style-type: none">1. Build video production team.2. Increase the price of our services.3. Getting into other industries.4. Partnering with other agencies or support partners.	Threats: <ol style="list-style-type: none">1. We haven't received any awards yet.2. Our years of experience in comparison to other branding agencies in Miami is lesser.3. Agencies who use AI and MI technologies.

2.4. VRIN Analysis

Capability Valuable	Valuable	Rare	Inimitable	Non - Substitutable
Human Resource	YES	NO	NO	NO
Research & Development	YES	YES	YES	YES
Positive Market Reputation	YES	YES	YES	NO
Brand Loyalty	YES	YES	YES	NO
Teamwork	YES	NO	YES	YES
Skills	YES	NO	YES	YES

As we can see the above VRIN Analysis the EBRIG company don't have strong Human Resource because it is a newly upcoming company and it needs better experienced employees. When it comes to Research & Development EDBRIG has good youngsters with brilliant research minds. Also, there's its valuable and rare that makes positive market reputation of EDBRIG. Adding about Brand Loyalty EDBRIG makes sure that it bridges the gap between the client and its customer when it comes to branding. EDBRIG has valuable, rare, imitable and

non-substitutable teamwork which keeps the EDBRIG grow. The employees in EDBRIG have valuable, imitable and non – substitutable skills.

3. PROJECT QUESTIONS

The Project questions of the study are the following:

- What is the existing reward system of the **EDBRIG**?
- What is the relationship between reward and employee motivation?

4. LITERATURE REVIEW

Researcher Wang (2004) points out the fact that reward system is an efficient method of increasing employee commitment towards organization maximizing employee loyalty and job satisfaction.

Walters T. Ngwa (2019) conducted a study on the effect of reward system on employee performance. The study assesses the degree to which profit sharing affects employee commitment. Firstly, because reward systems are not a one size fit for every firm, it will be interesting to investigate the effect of reward system on employee performance in service firms. Employee task are more routine with a relatively lower level of creativity and innovation. There is a lower probability for group work and a higher level of specialization and task distinction. It is very important for research to be done in this direction with the focus of identifying the most appropriate reward system for service firms. Secondly, wages and salaries constitute a significant part of expenses made by firms. Considering that reward is an important tool that can be used to attract the right employee, keep them and constantly motivate them to perform at optimum level, reward systems are expected to deliver attractive packages.

Said Juma Al Darmak (2017), observed the role of rewards in promoting innovation has received considerable attention in both theory and practice. The fact

that rewards have a positive impact on promoting innovation is well established. However, this relationship is complex since different types of rewards are suited for various kinds and stages of innovation. Further, an alternate view undermines the role of rewards in promoting innovation. Research explains that reward plays a significant role in the motivation of employees since it creates a certain degree of excitement among employees, thus leading to the development of innovation culture within the organization. However, this relationship between rewards and innovation is not a straightforward one. Considering that innovation varies in degree and types, this study highlights those various types of rewards impact on different types of innovation. Further, considering the existence of a profusion of rewards systems, this study through an exhaustive literature review, shows that different types of rewards are linked to various stages of innovation.

Ofelia Robescu and Alina-Georgiana Iancu (2016) says that the most important finding of the study is that a large part of employees agree that recognition motivates and influence the performance. In summary, recognition can be a powerful tool used to motivate employees. It is desired by employees and significantly increase their performance. Some suggests that social rewards, such as recognition may affect employee performance to the same level as payment.

Furthermore, Torrington, Hall, Taylor & Atkinson (2009), investigated rewards systems and their impacts on organizations and concluded that adequate reward system maximizes the job satisfaction leading to increase in efficiency and effectiveness of employee productivity.

The study conducted by Andrew and Kent (2007) showed that job satisfaction strongly depends on employees' perception of reward system as well as performance appraisal and recognition, while Raza (2012) concludes that reward system is key motivation for employees to meet performance expectations of the management.

Latham (2012), has concluded that a company should have a developed rewards system which meets the needs and wants of employees, otherwise there would be no any benefit from the system. While Boehm and Lyubomirsky (2008) look upon reward system as a tool of job promotion, as rewards might motivate employees to develop and improve their skills and competencies faster, therefore achieving career growth.

Nirma Sadamali Jayawardena and Darshana Jayawardena (2020) Studied on the extrinsic and intrinsic rewarding system on employee motivation. The study contributed to identify the employee motivational factors in the selected company and to reduce current labor turnover ratio by identifying the factors which motivate the current workforce.

5. PROJECT OBJECTIVES

- To examine the existing reward system of the organization.
- To identify the relationship between reward and employee motivation.
- To suggest new techniques to motivate the employees

6. PROJECT METHODOLOGY

Talking about the population of EDBRIG, the total number of employees are 50, out of which I have selected 20 employees as sample size who are working which are foreign and Indians from different departments.

Sampling Technique

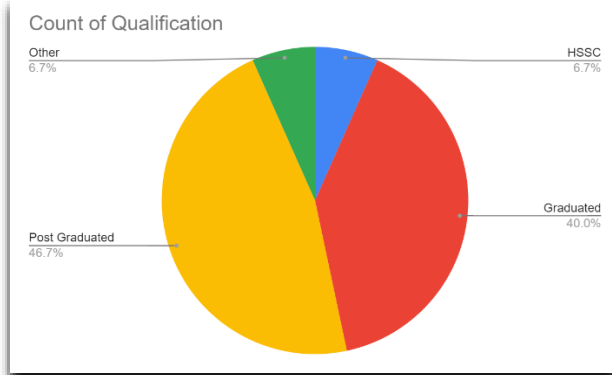
The sampling technique used is simple random technique.

Tools for Data Collection

The method for data collection used in project is structured questionnaires.

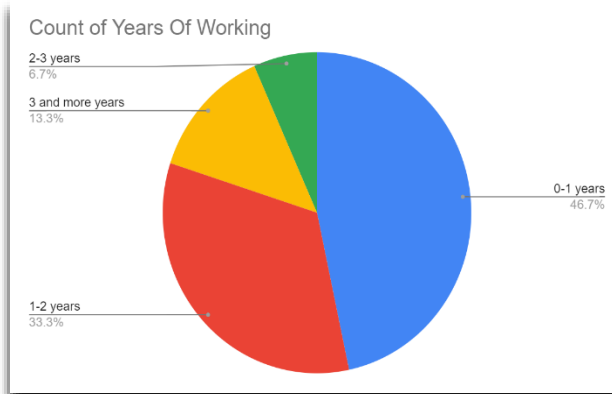
Also, the Source of data are Primary and Secondary which is collected through structured questionnaire method, articles and internets.

7. PROJECT DATA ANALYSIS

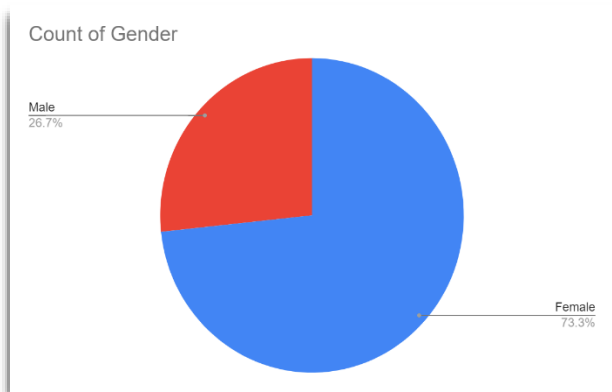


The collected data is of the employees from EDBRIG which is presented in the form of pie-chart as given below and is analyzed at aggregate level. Total 30 Employees from EDBRIG were interviewed from different parts.

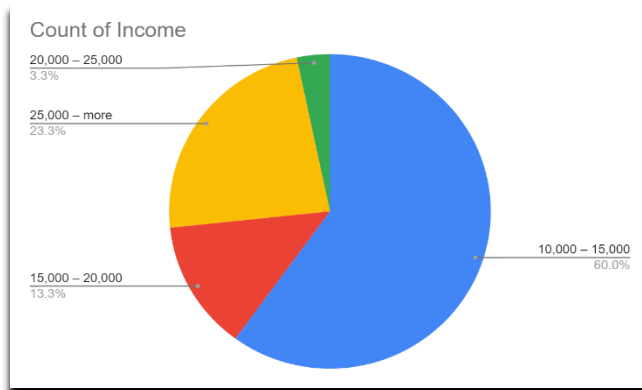
Talking about Qualification data, 46.7 % of employees are Post graduated as the EDBRIG looks forward for good qualified candidates.



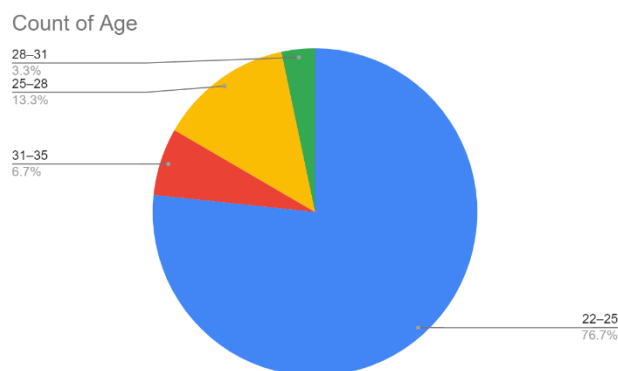
Data about Years of Working there are the employees who have worked for 0 – 1 years since the EDBRIG give more opportunities to the freshers so that the get brushed up and also company gets more advanced technology.



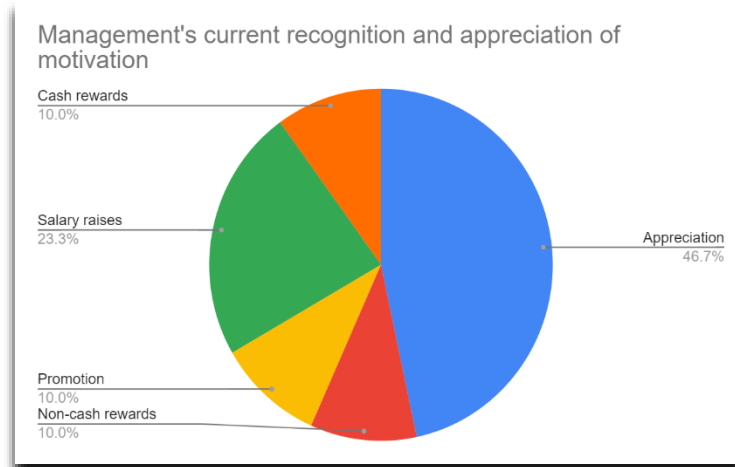
Along with employee's information regarding company's reward system I have collected other data it's about their employee strength, employee location, etc. total company employee strength was 56 out of which 14 were male and 42 were females. Which shows the strength of females are more than men's.



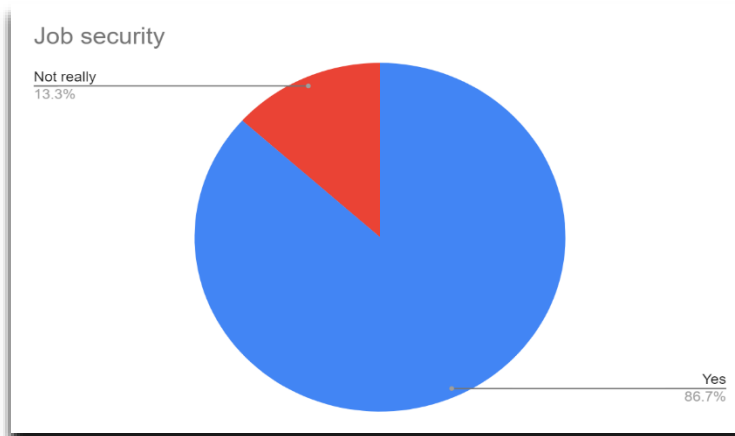
Data presented in the pie chart about Income shows that 60% of employees earn 10,000 – 15,000 Of salary and this income includes most of the freshers and 23.3% are the ones whose income ranges from 25,000 – more and those are ones who hold higher positions.



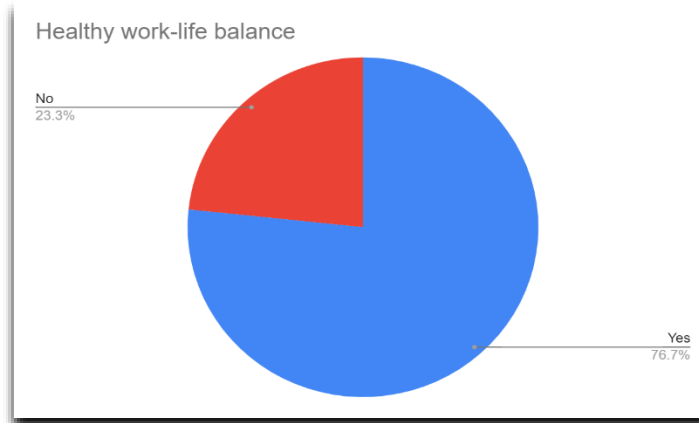
Data about Age depicts that 76.6% of employees are of age 22 – 25 since most of them are the freshers who are youngsters and are the ones where EDBRIG gives more opportunities too.



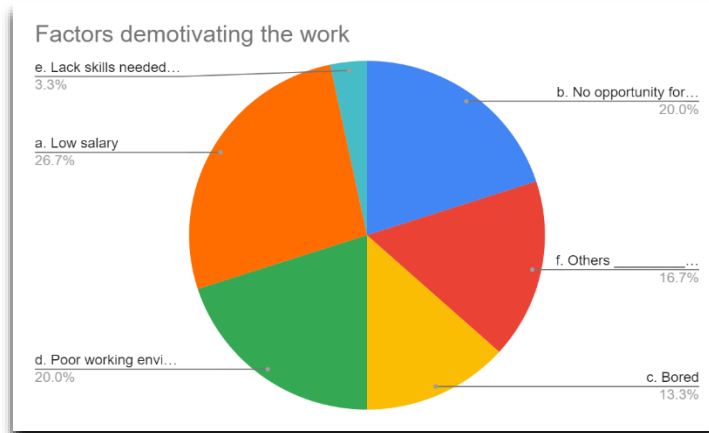
Above data presented in a form of pie charts has been collected from 30 employees of EDBRIG. Out of 30 employees almost 46.7% employees find their recognition in way of appreciation which motivate them, followed by 23.3% employees feel raise in salary motivates them and other 30% employees feel cash rewards, promotion and non – cash rewards appreciate and motivates them.



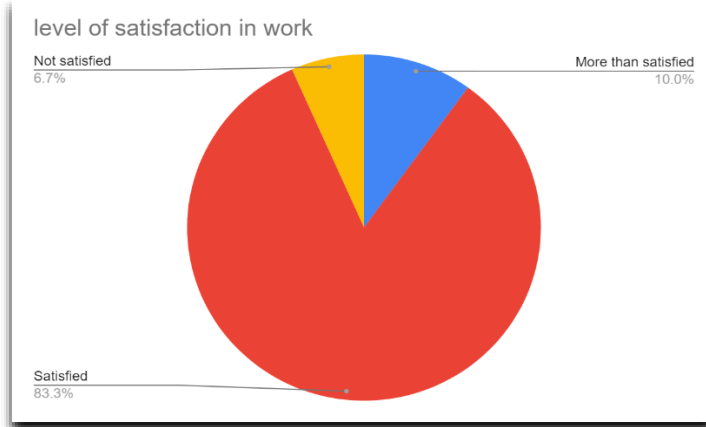
The above pie chart depicts that 86.7% feel there's been a very well Job security within the EDBRIG. There are some of the job security within the company such as in terms of benefits like medical benefits, Health Insurance, stocks, bonuses etc.



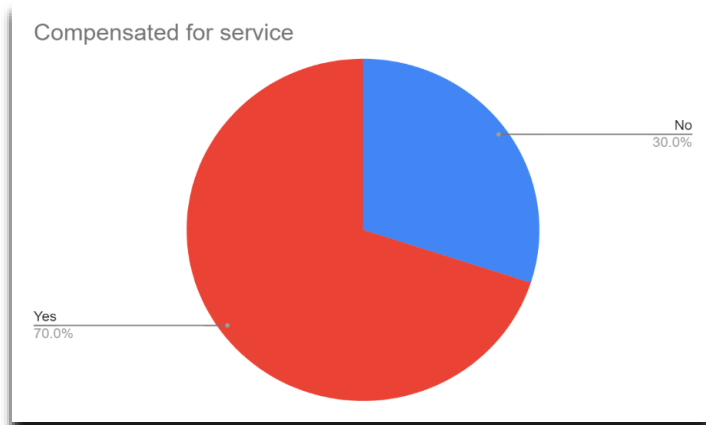
The above pie chart states that 76.7% of employees from 30 respondents feels that the workload assigned to them achieve a healthy work – life balance, that will be because there is still the Remote mode of work been adopted which makes the employees feel at ease.



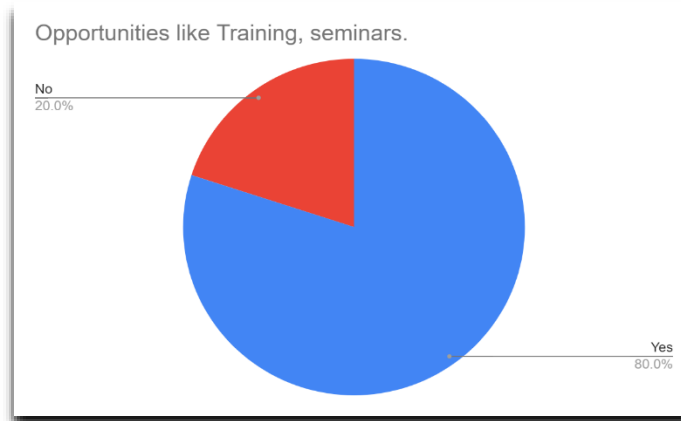
The above pie chart states that 26.7% employees feel that Low salary is the reason that demotivates in the working, followed by 20% of employees with no opportunity for learning and poor working environment respectively and 13.3% gets bored, whereas 3.3% of employees feels lack skills needed for the job that makes them feel demotivated.



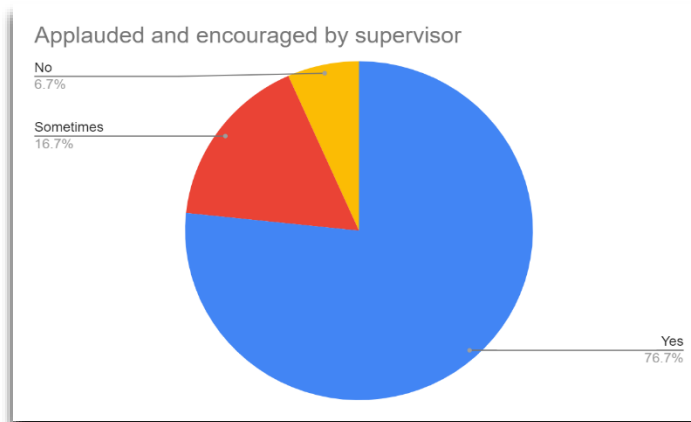
The above pie chart states that 83.3% of employees from 30 employees feel they feel satisfied whereas 10% of employees feel more than satisfied because the EDBRIG has such an atmosphere that it has a flexible working atmosphere and also due to remote working mode that makes the employees feel satisfied at work.



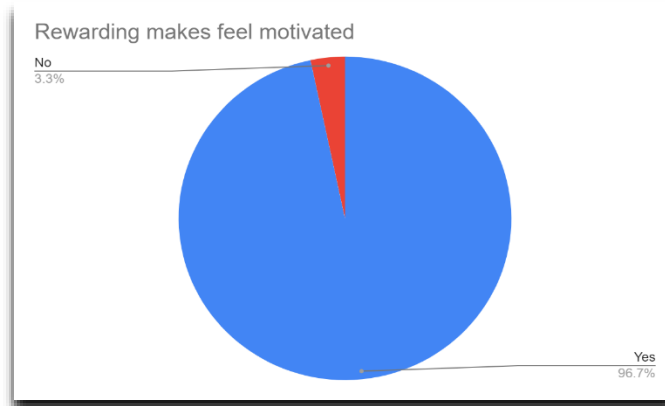
The above pie – chart states that 70% of employees feels well compensated whereas on the other side 30% of employees feel they don't get well compensated. This could be based on the performance of each employee, how they work and show their interest in the work.



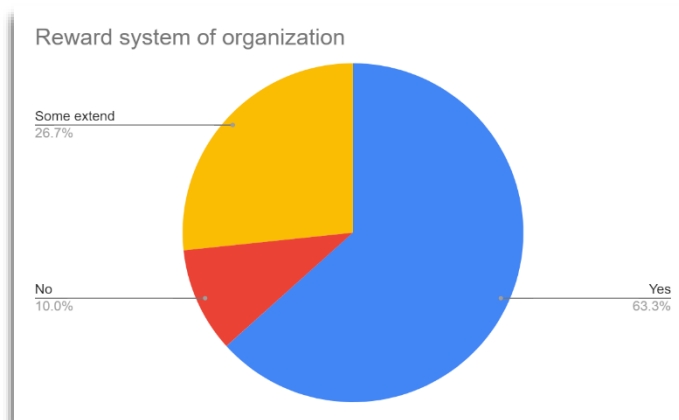
The above pie – chart states that 80% of employees among 30 respondents find that there's opportunities like Training, seminars etc. Whereas 20% of the employees said they didn't find any such opportunities.



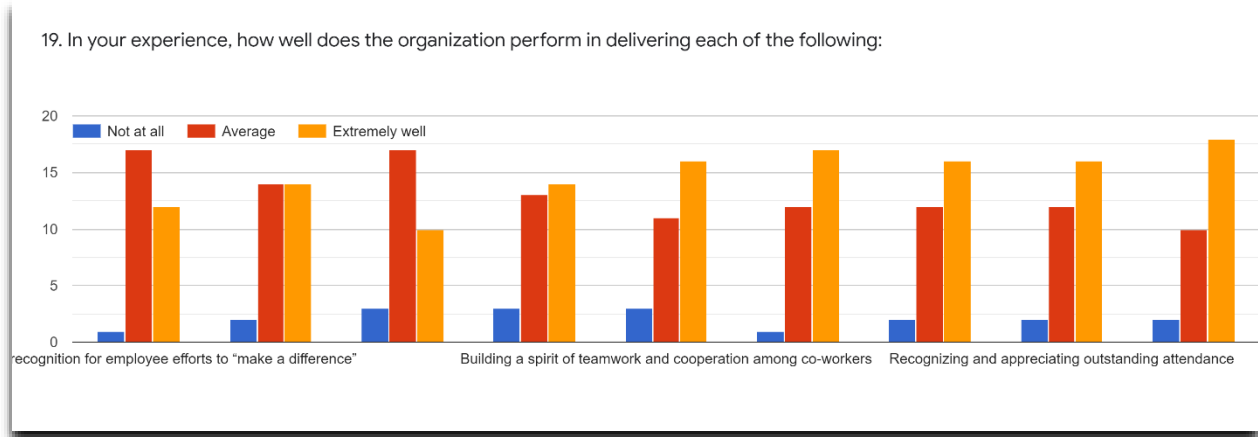
The above pie – chart states that 76.6% of employees in the EDBRIG feel applauded and encouraged by supervisor as especially the CEO of EDBRIG makes sure that every employee of him/her is been applauded personally.



The above pie – chart depicts that 96.7% of employees feel motivated when rewarded by the company. Thereby EDBRIG makes sure the employees of them are been rewarded when they perform well and also the interns are at the same time been rewarded when they do well.

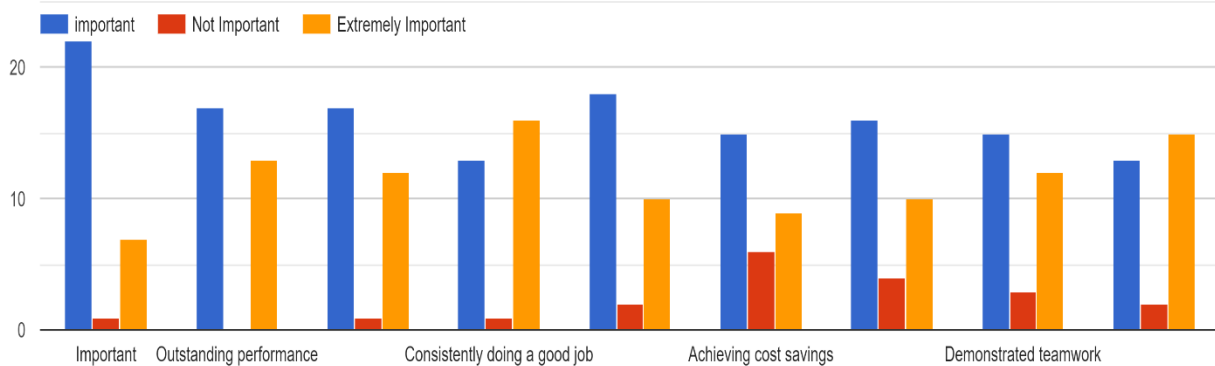


The above pie – chart states that 63.3% of the employees says that the reward system is being followed by the EDBRIG and its true that EDBRIG makes sure that the reward is being given to employees with excellent performance, followed by 26.7% of employees feel it's been not followed genuinely that may be because there is still on-going process of coming up with proper and systematic reward system as EDBRIG is still a new growing branding agency.



- Talking about the above graph it states that the employee efforts to “make a difference”, hence 17 of employees out of 30 feels Average of Giving formal recognition for employee efforts to "make a difference", followed by 14 employees find average rating and 14 find it extremely well rating for management recognizing employee’s efforts also 17 employees find average rating for Co-workers and peers recognizing employees. Also, 14 of them find extremely well in Recognizing individual team members equally for their efforts that would be because the CEO of EDBRIG makes sure that he himself recognize each individual for their efforts, followed by 16 of employees find extremely well rating of Building a spirit of teamwork and cooperation among co-workers as there has been a great teamwork found within the EDBRIG. There are also 17 employees out of 30 respondents find that Demonstrating work is valued and Respected is extremely well that is because there is more of demonstration given to the employees as well as interns for better understanding within the company. Around 16 employees feel that employees are treated extremely well and fairly. Whereas 16 of employees find Recognizing and appreciating outstanding attendance is extremely well since EDBRIG has a software which records the attendance of the employees regularly and that helps appreciating employee’s attendance. And the last 18 employees out of 30 find Recognizing years of service to the company is rated as extremely well since EDBRIG makes sure the efforts of employees for years of service is put into attention and that makes the employees feel motivated.

18. Please rate the importance of the following criteria as qualification for an award:



The above graph states that 22 employees out of 30 employee repondent find that qualification for an award is important, this could be because more good performance more the qualification towards to an award. Followed by 17 employees rated important for outstanding performance as a criteria for qualification for an award, that means to achieve a award we need outstanding performance. Moreover 14 of employees feel that it is important to have Focus on innovation to qualify for award. Also, 16 employees feel that and rated for extremely important because they feel qualifying for award needs Consistently doing a good job, whereas 18 employees feel it's important to Exceed performance objectives to achieve award. There are 15 employees that rated for important because they find Achieving cost savings are important for award because the more you try for cost savings of company it helps the company in return to invest in other things and that would make impression of employees on supervisors. About 16 employees feel that Exceeding service expectations is important because if the employee exceeds the service expectations it indirectly would make a good impression of employee and that would lead to qualification of an award. Not last but least 15 employees feel Demonstrated teamwork is important and it helps in qualifying an award. And last 15 employees feel extremely important to have Outstanding customer service for qualification of an award.

8. Project Data Findings & Conclusion:

The data collected and analyzed in earlier heading I found following findings:

- 25 out of 30 employees I surveyed was found to be from India, whereas rest of them belong from other parts of world.
- 14 of them out of 30 are post graduated which make them more qualified and suitable at EDBRIG.
- Also 14 out of 30 are been having experience of 1 year in EDBRIG hence it will give experience to freshers.
- 22 out of 30 are the ratio of female that is because EDBRIG encourages more of women workforce.
- 18 of them get paid 10,000 – 15,000 as EDBRIG allows more of youngster freshers that makes the work of company gets more advanced with their brilliant minds and also it helps them to pay lesser salary to freshers.
- Talking about the age 23 out of 30 are from age group of 22 – 25 as they belong to youngsters hence it indirectly benefits company.
- Also, we saw in above pie chart that 14 of them appreciates the motivation of employees by Appreciation form whereas 7 of them feel by salary raises.
- There has been strong Job security in the organization such as in terms of medical benefits, health insurance, bonuses etc.
- It is also found that the workload assigned to the EDBRIG employees is a healthy work life, as there is remote opportunity available to some of the employees across different parts of world.
- There has been level of satisfaction found in the organization which helps the employees to get motivated and that leads to good performance and automatically helps in qualifying an award.
- 21 out of 30 feel they are well compensated at organization hence it motivates and encourages employees.

- There are opportunities like training and seminars but I feel there should be more such opportunities physically that would help the employees learn more and have a good impact on their performance.
- 29 out of 30 employees says that they feel motivated when they being rewarded, hence it helps them to grow.
- 19 out of 30 employees feel that EDBRIG follows rewarding system genuinely which includes appreciation certificates on Microsoft teams, having visual communication and celebrating the reward success and also peer to peer recognition.
- As mentioned in above graph it states that 22 employees out of 30 employee repondent find that qualification for an award is important, this could be because more good performance more the qualification towards to an award.
- Above graph states 18 employees out of 30 find Recognizing years of service to the company is rated as extremely well since EDBRIG makes sure the efforts of employees for years of service is put into attention and that makes the employees feel motivated.

CONCLUSION:

After studying all above study, I would like to conclude here that salaries, bonus, and working conditions have a positive relationship with performance of employees in business process outsourcing. Thus, there is a positive relationship between rewards and employee motivation. The purpose of rewards is to motivate employees thereby increasing the result of the organization. EDBRIG is the best branding company so far which helped many clients and their customers in bridging the gap. Majority of the employees feel motivated genuinely by the organization regarding awards but there are minority of employees who are not satisfied and this could be a reason that EDBRIG might lack in awarding system to some extent. So, if EDBRIG wants to helps its employees to perform more better than there should be more advanced trainings and seminars and should also motivate them and that would indirectly help the employees in qualification of an award and achieving it.

9. RECOMMENDATION TO THE COMPANY:

Based on the above findings I want to recommend to the company with some new motivational techniques and reward system for employees such as;

- **Give Awards**

There are awards given to the employees but because there is still on-going process of coming up with proper and systematic reward system as EDBRIG is still a new growing branding agency. Such an opportunity to achieve increased employee motivation by giving people something to work towards. If a team knows that if senior management accepts their project, they get a free weekend or trip, it's an incentive to work hard. The same applies to individuals. Offering rewards can motivate and create healthy competition,

- **Include Employees in decision makings**

In EDBRIG I found that all employees are been not considered into decision makings and it is done by higher authority people. Giving employees accountability and listening to their opinions can increase intrinsic motivation and engagement. From setting up a survey on the intranet to asking what color the new product labels should be to finding out what people think of remote working. When you need to make major decisions that will affect the lives of your employees include them in the decisions.

- **Ask employees for feedback**

This thing I have never witnessed in my so far internship journey in EDBRIG, so there is a need of feedback from employees. As this is remote working organization it can make a survey form and circulate to all employees. The employees can be your most important focus group when you launch a new product, plan to expand or introduce new systems. And don't only ask for the feedback, show you've listened, and considered people's opinions. This will make employees feel they're an important part of the company.

- Providing regular training
There is training for the employees in start but it doesn't continue. So, there is a need of providing regular trainings for the employees. Training can be inspiring and shows an understanding of the importance of employee motivation. It shows an employer is dedicated to helping their employees to learn as much as they can about their job and how to do it better.
- EDBRIG should adopt by offering a profit-sharing program, employees will recognize that they have a stake in the financial success of the organization. Profit-sharing gives employees a sense of pride in what they have accomplished and a feeling of accomplishment seeing their earnings increase. It can improve performance and reduce turnover as well.
- One of the reward systems that should be adopted by the EDBRIG is Membership-based rewards which are given in the form of benefits and services provided to the company's employees. For example, it might be in the form of the annual Christmas bonus, company retreat, upgraded office furnishing, etc.

10. LEARNING DERIVED:

EDBRIG being the branding and marketing industry I have learned a lot, some of the learnings are as follows:

- Communication flow process from higher management to technical, skilled employees is a key to achieve and enhance productivity.
- Proactive approach like maintaining active relation with employees, solving their queries timely helped in learning what HR role is actually.
- Human Resource Department in EDBRIG helped me to learn Screening potential employees' resumes and application forms to identify suitable candidates to fill company job vacancies.
- It also made me understand the connection between the HR and the Interviewer.
- Posting job advertisements to job boards and social media platforms.
- I also learned preparing and sending offer and rejection letters or emails to candidates.
- Also, EDBRIG gave me the opportunity to take up the orientation for the new joiners which gave me more confidence.
- As EDBRIG had newly come up with its another new branch in India there wasn't any HR available, so it helped me take over HR position in India and CEO and HR Manager from EDBRIG Miami helped me in everything. This is the reason it helped me understand many things.
- Lastly the best learning I derived from EDBRIG organization and their staff was team work which is very essential for any company to sustain even in competitive market.

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APPENDIX

**(This Questionnaire is framed to Study the relationship between the
Reward and employee Motivation)**

**The information provided by the respondents for this questionnaire shall
remain confidential. All your records and personal data will be kept
confidential**

1. Name

2. Location of Employee

3. Qualification

- a. HSSC
- b. Graduated
- c. Post Graduated
- d. Other

4. Years Of Working

- a. 0-1 years
- b. 1-2 years
- c. 2-3 years
- d. 3 and more years

5. Gender

- a. Male
- b. Female
- c. Other

6. Income

- a. 10,000 – 15,000
- b. 15,000 – 20,000
- c. 20,000 – 25,000
- d. 25,000 – more

7. Age

- a. 22 – 25
- b. 25 – 28
- c. 28 – 31
- d. 31 – 35

8. How does management currently recognize and appreciates your motivation?

- a. Cash rewards
- b. Non-cash rewards
- c. Salary raises
- d. Appreciation
- e. Promotion

9. Is there strong Job security within the Organization?

- a. Yes
- b. No
- c. Not really

10. Does the workload assigned to you allow to achieve a healthy work-life balance?

- a. Yes
- b. No

11.What factors demotivate you in doing your work?

- a. Low salary
- b. No opportunity for learning
- c. Bored
- d. Poor working environment
- e. Lack skills needed for the job
- f. Others _____

12.What is your level of satisfaction in your work?

- a. More than satisfied
- b. Satisfied
- c. Not satisfied

13.Do you feel well compensated for your service?

- a. Yes
- b. No

14.Does the company provide opportunities like Training, seminars etc.?

- a. Yes
- b. No

15.Are you applauded and encouraged by your supervisor when you perform a ‘good job’?

- a. Yes
- b. No
- c. Sometimes

16.Does rewarding makes you feel motivated?

- a. Yes
- b. No

17.Is the reward system of your organization being followed genuinely?

- a. Yes
- b. No
- c. Some extent

18. Please rate the importance of the following criteria as qualification for an award:

	Important	Not Important	Extremely Important
Important			
Outstanding performance			
Focus on innovation			
Consistently doing a good job			
Exceeding performance objectives			
Achieving cost savings			
Exceeding service expectations			
Demonstrated teamwork			
Outstanding customer service			

19. In your experience, how well does the organization perform in delivering each of the following:

	Not at all	Average	Extremely well
- Giving formal recognition for employee efforts to "make a difference"			
- Management recognizing employees whose efforts Make a difference			
- Co-workers and peers recognizing employees who are making a difference			
- Recognizing individual team members equally for their efforts			
- Building a spirit of teamwork and cooperation among co-workers			
- Demonstrating that your work is valued and Respected			
- Treating employees fairly			
- Recognizing and appreciating outstanding Attendance			
- Recognizing years of service to the company			