Assessing Employee Performance and Behavioral Intentions Through Reward Management: Evidence from Engineering Colleges in Karnataka

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ABSTRACT

This study explores the relationship between reward management practices and employee satisfaction, motivation, performance, and behavioral intention among faculty in Karnataka's engineering colleges. Data was collected from 128 faculty members in AICTE-affiliated or NAAC ‘A’ accredited institutions in Mangalore and Bangalore through a structured questionnaire.

Path analysis results indicate that intrinsic motivators, such as profiling and promotional opportunities, significantly impact employee satisfaction with reward policies ($\beta = 0.774$, $p = 0.000$) more than institutional or external rewards. Satisfaction with reward policies positively influences job satisfaction ($\beta = 0.497$, $p = 0.000$), which, in turn, enhances motivation ($\beta = 0.590$, $p = 0.000$) and performance ($\beta = 0.384$, $p = 0.000$). Furthermore, reward satisfaction fully mediates the relationship between reward systems and job satisfaction.

These findings highlight the need for well-structured reward management systems that align with employee satisfaction and productivity. Emphasizing personalized intrinsic rewards, fostering a supportive work environment, and ensuring transparency in appraisals can enhance faculty morale and performance. This study contributes valuable insights into how reward management influences faculty behavior in educational institutions.

Keywords: Reward Management, Employee Performance, Behavioural Intention, External Reward, Internal Reward.

OVERVIEW OF REWARD MANAGEMENT

Businesses allocate substantial financial resources toward implementing reward systems and practices aimed at attracting, retaining, and motivating employees, thereby enhancing individual, team, and organizational effectiveness. These rewards encompass both financial and non-financial elements, such as acknowledgment, job security, and career advancement.

Financial rewards, also known as tangible rewards, encompass direct forms like fixed and variable pay, as well as indirect or deferred forms such as benefits and perquisites. Fixed pay denotes the predetermined compensation received for fulfilling job requirements, corresponding to the job's grade or required skill level. Conversely, variable pay, including bonuses and commissions as short-term incentives, or stocks and stock options as long-term incentives, is contingent upon individual, team, or company performance, evaluated against quantitative and/or qualitative criteria (Milkovich, Newman, & Gerhart, 2022).

Indirect financial rewards, like benefits (e.g., pension, health benefits) and perquisites (e.g., onsite fitness facilities, fuel, company cars), complement the compensation package. Research, both qualitative and meta-analytic, suggests that extrinsic rewards, particularly financial incentives, positively impact employee motivation, performance, and even aspects of employee well-being and safety behaviour (Jenkins, Mitra, Gupta, & Shaw, 1998).

Reward management, a pivotal aspect of human resources, revolves around formulating and implementing strategies to develop and administer employee rewards and incentives. In today's dynamic landscape, employees have access to various rewards such as salaries, bonuses, and long-term incentives. A robust rewards strategy is essential to a company's human capital strategy (Zivurawa, 2021).

At its core, reward management entails identifying, assessing, and appropriately rewarding behaviors and outcomes aligned with an organization's strategic objectives. It ensures that employees remain motivated, engaged, and aligned with the company's mission. Effective reward management is increasingly crucial in navigating the complexities of modern business environments.

Some perceive reward management as a motivational tool employed by businesses to recognize and incentivize employee accomplishments and performance. Organizations establish goals and guidelines for employees, clarifying expectations and the associated rewards for high performance (Zivurawa, 2021). Furthermore, reward management encompasses the development and implementation of policies and procedures to equitably and consistently reward employees across the organization. Compensation is tied to the value employees contribute to the company's success.

Behavioural Intentions

Numerous studies center on examining the cause-and-effect relationship between employees and the rewards offered by their organizations. Companies are intensifying their endeavours to provide benefits that meet the satisfaction of their employees. Nevertheless, the resulting attitudinal and behavioral outcomes of this satisfaction remain ambiguous.

The findings consistently affirm the significant impact of rewards on workplace dynamics and employee turnover. In a study conducted In the United States, comprehending the individual approach to rewards and its correlation with employee turnover underscores that the Employee Incentive Variables (EIR) has pinpointed several factors highly valued by faculty members, which significantly influence Turnover Intention (TI). These include satisfaction with working conditions, equitable salary, clear job expectations, and opportunities for personal initiative. Interestingly, among male faculty members aged over 41 with a Ph.D., higher perceptions of these factors correlate with lower TI propensity. Conversely, among female faculty members under 40 holding a master's degree, lower satisfaction with working conditions and fair salary is associated with increased TI propensity (Hoyos, Serna, & Pan, 2021).

Another study conducted among working professionals in Spain aimed to investigate perceived organizational support (POS) and its relationship with organizational commitment. The study found that POS plays a mediating role in influencing organizational commitment. Specifically, it was observed that benefit determination and satisfaction with benefit administration are the factors that directly affect turnover intention, with POS and organizational commitment acting as mediators in this relationship (Torre-Ruiz, Vidal-Salazar, & Cordon-Pozo, 2017).

Certain employees prioritize monetary benefits as crucial for their retention within the organization, while others value the development of professional competencies. It is essential to merge these diverse employee needs, as it can enhance autonomous motivation and decrease turnover, ultimately benefiting the organization. While monetary benefits can indeed serve as motivators for employees in the workplace, a genuine commitment to work is cultivated primarily through opportunities for skill enhancement and a challenging work environment (Mustafa, Ali, & Ntim, 2019).

Objectives of the Study

- Examine the relationship between employee satisfaction and motivation
- Analyze the impact of reward policies on employee performance

- Explore the role of satisfaction with reward policies in shaping behavioral intentions
- Identify key factors influencing employee satisfaction with reward policies
- Develop recommendations for improving reward policies

Hypotheses of the Study

H_1: Intrinsic reward policies and practices have a significant positive impact on employee satisfaction with reward systems.

H_2: Extrinsic reward policies and practices have a significant positive impact on employee satisfaction with reward systems.

H_3: Institutional reward policies and practices have a significant positive impact on employee satisfaction with reward systems.

H_4: Satisfaction with reward policies and practices significantly influences overall job satisfaction.

H_5: Job satisfaction significantly influences employee motivation.

H_6: Employee motivation significantly influences employee performance.

H_7: Employee performance significantly influences behavioral intentions, such as the intention to stay with the institution and share knowledge.

H_8: Satisfaction with reward policies and practices mediates the relationship between reward management (institutional, extrinsic, and intrinsic rewards) and job satisfaction.

H_9: There is no direct significant relationship between institutional, extrinsic, and intrinsic reward policies and practices and job satisfaction, without the mediation of satisfaction with reward systems.

RESEARCH METHODOLOGY

This study adopts a quantitative research approach to examine the impact of reward management policies on employee satisfaction, motivation, performance, and behavioral intentions in engineering colleges in Karnataka. A structured questionnaire was administered to faculty members working in NBA and NAAC accredited engineering colleges affiliated with VTU in Bengaluru and Mangaluru. The study employs a multi-stage sampling method to ensure a representative sample of respondents.

Study Area

The study specifically focuses on engineering colleges located in Bengaluru and Mangaluru, Karnataka. These two regions were selected due to their high concentration of reputed engineering institutions. The study assesses how institutional, intrinsic, and extrinsic reward policies and practices influence employee satisfaction, job satisfaction, motivation, performance, and behavioral intentions.

Population of the Study

The total population consists of faculty members from engineering colleges in Bengaluru (10 colleges) and Mangaluru (6 colleges) under NBA and NAAC accreditation affiliated with VTU.

Sampling Unit

The sampling unit comprises faculty members working in NBA and NAACaccredited engineering colleges affiliated with VTU in Bengaluru and Mangaluru.

Sample Size

The sample is a subset representing the entire population (Kadam & Bhalerao, 2010). To determine an

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appropriate sample size for a finite population, Slovin's formula was applied.

$$n = \frac{N}{1 + N(e)^2}$$

n= Sample size required

N= Total Population = 1200

e= Acceptable sample error = 7.95% (0.0795)

$$n = \frac{1200}{1 + 1200\,(0.0795)^2} = 140 \text{ Employees}$$

The total population of employees in engineering colleges across the selected regions is 1200, and the required sample size was calculated as 140. However, to improve reliability, 146 responses were collected.

Sampling Technique

A multi-stage sampling technique was used to ensure comprehensive data collection:

Stage 1: Cluster Sampling – Engineering colleges in Bengaluru and Mangaluru were considered as distinct clusters.

Stage 2: Stratified Sampling – Within each cluster, colleges were categorized based on NBA and NAAC accreditation status to ensure diverse representation.

Stage 3: Random Sampling – Employees (faculties) were randomly selected from each stratum to ensure a balanced and representative sample.

By employing this approach, the study ensures that responses accurately reflect the perceptions of employees in engineering colleges regarding reward management policies and their impact on job satisfaction, motivation, and performance.

Scope of the Study

This study focuses exclusively on engineering colleges to examine how reward management boosts employee morale and enhances job satisfaction, motivation, performance, and behavioral intentions. The research is geographically limited to Bengaluru and Mangaluru regions, where several NBA and NAAC accredited engineering institutions are located.

Furthermore, the study is delimited to analyzing the relationship between reward management elements and employee satisfaction, considering specific variables to test the hypotheses and establish their impact on motivation, performance, and behavioral intentions among faculty

Sources of Data

The survey covers a range of factors, from satisfaction with performance appraisals and reward systems to job satisfaction, employee motivation, performance, and behavioral intentions.

Primary Sources

Primary data for this study was collected using a self-structured questionnaire designed to analyze the perceptions of employees working in engineering colleges in Karnataka. The questionnaire primarily consisted of closed-ended questions to assess the impact of reward management policies and practices on employee satisfaction, motivation, and performance. To complement the survey data, diagnostic interviews were conducted with faculty members, HR managers, and department heads to gain deeper insights and validate the findings of the study.

Secondary Sources

The study also relies heavily on secondary data sources, such as books, academic journals, and electronic resources, to explore existing models and prior research in reward management and employee satisfaction. Additionally, an attempt was made to review institutional records on employee benefits and reward policies in engineering colleges, providing a broader understanding of the subject.

Statistical Tools

Descriptive Statistics

Mean, Median, and Standard Deviation – Used to summarize the demographic details and responses from the structured questionnaire.

Frequency Distribution – Applied to analyze the distribution of responses across different variables.

Structural Equation Modeling (SEM)

Path Analysis – Used to analyze relationships between independent (reward policies) and dependent variables (job satisfaction, motivation, performance, behavioral intentions).

Key Aspects Studied:

Satisfaction with Reward Policies and Practices:

- Performance appraisal system.
- Criteria for grade points.
- Link between rewards and grade points.
- Mode of communication regarding reward policies.
- Transparency and frequency of appraisals.
- Satisfaction with reward practices such as increments, promotions, pay scale changes, earned leave, reimbursement for conferences, staff gatherings, career advancement, and recognition programs.

Job Satisfaction:

- Support from management.
- Availability of necessary infrastructure.
- Fairness in performance evaluation.
- Satisfaction with promotion opportunities.
- Recognition of good performance and professional development.
- Work relationships and collaboration with colleagues.

Employee Motivation:

- Organizational reputation.
- Involvement in setting learning goals.
- Ability to perform to one’s best.
- Relationships with colleagues and superiors.
- Influence of student achievement on motivation.
- Manageability of workload and independence at work.
- Impact of management feedback on growth.
- Role of salary and benefits in motivation.

Employee Performance:

- Improvement in performance over the years.
- Efficiency in responsibilities beyond teaching.
- Ability to meet institutional standards.
- Positive feedback from students.
- Attendance at conferences and seminars.
- Encouraging student research and practical learning.
- Efforts in updating course content to meet employment needs.

Behavioral Intentions:

- Intention to use feedback for future improvement.
- Likelihood of continuing service in the institution.
- Intention to share research knowledge with students and colleagues.

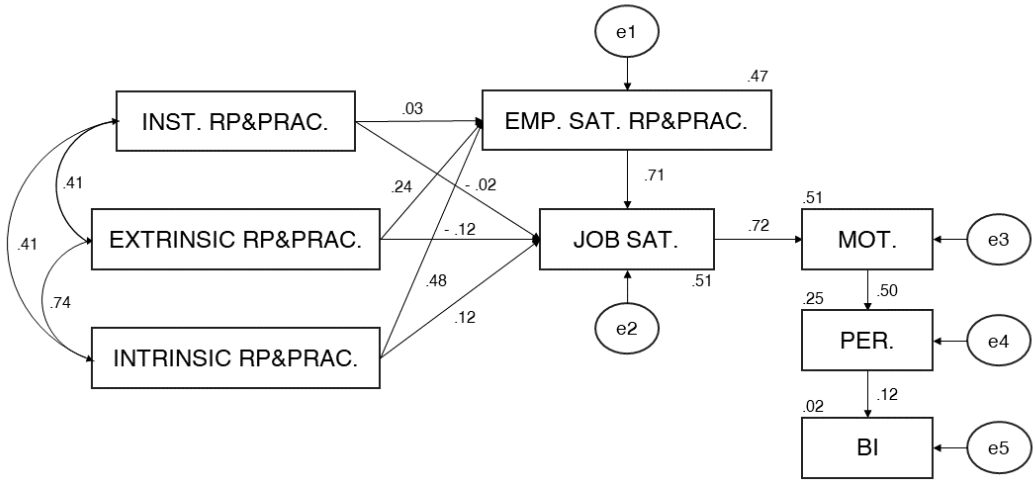
Dependent and Independent Variables:

- Dependent Variables:
- Job Satisfaction: Satisfaction with job-related factors.
- Employee Motivation: Motivation levels influenced by work conditions and rewards
- Employee Performance: Improvement in job performance and contribution.
- Behavioral Intentions: Intention to stay in the institution, use feedback, and share knowledge.

Independent Variables:

- Reward Policies and Practices: Intrinsic and extrinsic rewards, transparency, frequency of appraisals, promotion, salary increments, and recognition programs.
- Satisfaction with Reward Systems: Perception of reward fairness, communication, and link to performance.
- Institutional Support: Management support, infrastructure, professional development opportunities.

SEM PATH ANALYSIS



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INST. RP&PRAC. - Institutional Reward Policy in Practice

EXTRINSIC RP&PRAC. - Extrinsic Reward policy in Practices

INTRINSIC RP&PRAC. - Intrinsic Reward policy in Practices

EMP. SAT. RP&PRAC. – Employee satisfaction on reward policies in practices

JOBSAT- Job satisfaction

MOT- Level of motivation

PER- Performance

BI- Behavioural Intention

Table 1: Table displaying Standardized Regression Coefficients.

Parameter	Obtained values	Recommended Values
CMIN/DF	3.686	< 5
GFI	.915	> 0.9
CFI	.923	> 0.9
RMSEA	.136	<1

(Source: (a) (Wheaton et al. (1977) and Kline (1998);(b) (Hadjistavropoulos et al., (1999) and (Hair et al., (1998) ;(c) Bentler & Bonett, (1980) and Salisbury et al., (2002) ;(d) Salisbury et al., (2002) and Schumacker & Lomax, (2004))

Table: Table showing Standardized Regression Weights

Components			Estimate	p value	S
EMP. SAT. RP&PRAC.	<---	INST. RP&PRAC.	.051	.704	NS
EMP. SAT. RP&PRAC.	<---	EXTRINSIC RP&PRAC.	.457	.009	NS
EMP. SAT. RP&PRAC.	<---	INTRINSIC RP&PRAC.	.774	.000	HS
JOBSAT	<---	INST. RP&PRAC	-.035	.703	NS
JOBSAT	<---	EXTRINSIC RP&PRAC.	-.154	.204	NS
JOBSAT	<---	INTRINSIC RP&PRAC.	.138	.209	NS
JOBSAT	<---	EMP. SAT. RP&PRAC.	.497	.000	HS
MOT	<---	JOBSAT	.590	.000	HS
PER	<---	MOT	.384	.000	HS
BI	<---	PER	.364	.000	HS

(Source: **Data retrieved from the researcher model**)

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In the present study, model-fit indices were examined to assess the adequacy of the proposed path model. The results indicate a mixed pattern of model fit. The CMIN/DF value of 3.686, GFI value of 0.915, and CFI value of 0.923 indicate comparatively satisfactory fit based on the criteria adopted in the study. However, the RMSEA value of 0.136 is relatively high and exceeds the commonly preferred level, indicating that the model does not achieve a close fit to the observed data. Therefore, the overall model fit should be interpreted with caution, and the proposed conceptual model cannot be considered fully validated solely on the basis of the reported fit indices.

The path analysis reveals that among institutional, extrinsic, and intrinsic reward policies and practices, intrinsic reward policies have the strongest significant positive influence on satisfaction with reward policies and practices ($\beta = 0.774$, $p < 0.001$). Extrinsic reward policies and practices also have a significant positive influence ($\beta = 0.457$, $p = 0.009$), although their effect is comparatively lower than that of intrinsic rewards. In contrast, institutional reward policies and practices do not have a statistically significant influence on satisfaction with reward policies and practices ($\beta = 0.051$, $p = 0.704$).

Furthermore, satisfaction with reward policies and practices significantly influences job satisfaction ($\beta = 0.497$, $p < 0.001$), which in turn significantly influences employee motivation ($\beta = 0.590$, $p < 0.001$). Employee motivation subsequently has a significant positive influence on employee performance ($\beta = 0.384$, $p < 0.001$), while employee performance significantly influences behavioural intentions ($\beta = 0.364$, $p < 0.001$). These findings provide empirical support for the proposed structural relationships; however, considering the relatively high RMSEA, the overall conceptual model should be regarded as requiring further refinement and validation rather than being considered fully validated.

The study also examined the direct relationships between institutional, extrinsic, and intrinsic reward policies and practices and job satisfaction. The results indicate that institutional reward policies ($\beta = -0.035$, $p = 0.703$), extrinsic reward policies ($\beta = -0.154$, $p = 0.204$), and intrinsic reward policies ($\beta = 0.138$, $p = 0.209$) do not have statistically significant direct effects on job satisfaction.

These findings suggest that satisfaction with reward policies and practices may play an important intervening role in the relationship between reward policies and job satisfaction. However, the absence of significant direct effects alone is not sufficient to establish complete mediation. A formal indirect-effect or bootstrapping analysis would be required to confirm the mediating effect statistically. Therefore, the present findings are interpreted as providing evidence suggestive of a mediating role of satisfaction with reward policies and practices, subject to further validation.

Results of Hypotheses

H_1 Intrinsic reward policies and practices have a significant positive impact on employee satisfaction with reward systems.

H1 was accepted, indicating that intrinsic reward policies and practices have a significant positive impact on employee satisfaction with reward systems, as evidenced by a standardized coefficient of $\beta = 0.774$ and a p-value of 0.000.

H_2: Extrinsic reward policies and practices have a significant positive impact on employee satisfaction with reward systems.

H_2 was partially accepted; while extrinsic reward policies and practices do have a significant positive impact on employee satisfaction, demonstrated by a standardized coefficient of $\beta = 0.457$ and a p-value of 0.009, their influence is less pronounced than that of intrinsic rewards.

H_3: Institutional reward policies and practices have a significant positive impact on employee satisfaction with reward systems.

H_3 was rejected, as institutional reward policies and practices did not significantly impact employee satisfaction with reward systems, with a standardized coefficient of $\beta = 0.051$ and a p-value of 0.704.

H_4: Satisfaction with reward policies and practices significantly influences overall job satisfaction.

H_4 was accepted, confirming that satisfaction with reward policies and practices significantly influences overall job satisfaction, indicated by a standardized coefficient of $\beta = 0.497$ and a p-value of 0.000.

H_5: Job satisfaction significantly influences employee motivation.

H_5 was accepted, showing that job satisfaction significantly influences employee motivation, supported by a standardized coefficient of $\beta = 0.590$ and a p-value of 0.000.

H_6: Employee motivation significantly influences employee performance.

H_6 was accepted, as employee motivation significantly influences employee performance, with a standardized coefficient of $\beta = 0.384$ and a p-value of 0.000.

H_7: Employee performance significantly influences behavioral intentions, such as the intention to stay with the institution and share knowledge.

H_7 was accepted, indicating that employee performance significantly influences behavioral intentions, evidenced by a standardized coefficient of $\beta = 0.364$ and a p-value of 0.000.

H_8: Satisfaction with reward policies and practices mediates the relationship between reward management (institutional, extrinsic, and intrinsic rewards) and job satisfaction.

H_8 was accepted, suggesting that satisfaction with reward policies and practices mediates the relationship between reward management (including institutional, extrinsic, and intrinsic rewards) and job satisfaction.

H_9: There is no direct significant relationship between institutional, extrinsic, and intrinsic reward policies and practices and job satisfaction, without the mediation of satisfaction with reward systems.

H_9 was accepted, confirming that there is no direct significant relationship between institutional, extrinsic, and intrinsic reward policies and practices and job satisfaction without the mediation of satisfaction with reward systems, as shown by the following coefficients: institutional ($\beta = -0.35$, $p = 0.703$), extrinsic ($\beta = -0.154$, $p = 0.204$), and intrinsic ($\beta = 0.138$, $p = 0.209$).

Findings of the Study

1. Model Fit Indices

The model fit indices reported suggests an acceptable fit for path analysis model:

CMIN/DF (3.686): This ratio indicates an acceptable fit, as values below 5 are generally considered acceptable for large models.

GFI (0.915): A Goodness of Fit Index (GFI) value above 0.90 suggests a good model fit.

CFI (0.923): The Comparative Fit Index (CFI) value above 0.90 also suggests that the model fits well.

RMSEA (0.136): While an RMSEA below 0.08 is preferred, values up to 0.10 can be considered marginally acceptable in some cases, indicating room for improvement in the model.

Impact of Reward Policies on Satisfaction

Among the different types of reward policies:

- Intrinsic reward policies have a significant positive influence on satisfaction with reward policies and practices ($\beta = 0.774$, $p = 0.000$). This suggests that intrinsic rewards like personal recognition,

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opportunities for growth, and job fulfillment are crucial in shaping employee satisfaction with the reward system.

- Extrinsic reward policies also have a positive but less significant impact on satisfaction ($\beta = 0.457$, $p = 0.009$), indicating that tangible rewards like pay, bonuses, and benefits are important but secondary to intrinsic rewards.
- Institutional reward policies do not have a significant effect on satisfaction ($\beta = 0.051$, $p = 0.704$), suggesting that structural or organizational-level policies have minimal direct impact on how employees perceive their rewards.

Satisfaction with Reward Policies and Job Satisfaction

Satisfaction with reward policies and practices has a significant positive influence on job satisfaction ($\beta = 0.497$, $p = 0.000$). This means that when employees feel satisfied with the way rewards are distributed and recognized, it greatly improves their overall job satisfaction.

Impact of Job Satisfaction on Motivation and Performance

- Job satisfaction strongly influences employee motivation ($\beta = 0.590$, $p = 0.000$), indicating that satisfied employees are more likely to be motivated.
- In turn, employee motivation positively impacts employee performance ($\beta = 0.384$, $p = 0.000$), showing that motivated employees perform better.
- Employee performance further influences behavioral intentions ($\beta = 0.364$, $p = 0.000$), suggesting that better performance leads to positive behavioral outcomes, such as retention and engagement.

Mediation Effect of Satisfaction with Reward Policies

The analysis shows that institutional, extrinsic, and intrinsic reward policies do not have a direct significant impact on job satisfaction (institutional: $\beta = -0.35$, $p = 0.703$; extrinsic: $\beta = -0.154$, $p = 0.204$; intrinsic: $\beta = 0.138$, $p = 0.209$). This suggests that the relationship between reward policies and job satisfaction is fully mediated by satisfaction with reward policies. In other words, employees' job satisfaction is influenced indirectly through their satisfaction with the rewards they receive, not directly by the reward structures themselves.

Findings Based on the Hypotheses

The findings of this study provide valuable insights into the relationships among reward management, employee satisfaction, motivation, performance, and behavioral intentions within the context of engineering colleges in Karnataka. Below are the detailed findings based on the hypotheses:

Intrinsic Reward Impact: The study found that intrinsic reward policies and practices have a significant positive effect on employee satisfaction with reward systems (H_1 accepted). This is demonstrated by a standardized coefficient of $\beta = 0.774$ and a highly significant p-value of 0.000. This indicates that factors such as personal recognition and opportunities for growth are crucial in enhancing employee satisfaction.

Extrinsic Reward Influence: While extrinsic reward policies do positively influence employee satisfaction, the impact is less pronounced compared to intrinsic rewards (H_2 partially accepted). The standardized coefficient was $\beta = 0.457$, with a p-value of 0.009, suggesting that while salary and bonuses are important, they are secondary to intrinsic motivators.

Institutional Reward Limitations: Institutional reward policies and practices do not have a significant effect on employee satisfaction with reward systems (H_3 rejected). This is indicated by a coefficient of $\beta = 0.051$ and a p-value of 0.704, suggesting that broader organizational policies may lack the personal relevance that affects employee perceptions of rewards.

Satisfaction's Role in Job Satisfaction: Satisfaction with reward policies and practices plays a critical role in influencing overall job satisfaction (H_4 accepted). The analysis revealed a strong positive relationship, with $\beta = 0.497$ and $p = 0.000$, indicating that when employees are satisfied with reward systems, their overall job satisfaction improves significantly.

Job Satisfaction and Employee Motivation: Job satisfaction was found to have a strong positive effect on employee motivation (H_5 accepted). The coefficient of $\beta = 0.590$ and a p-value of 0.000 demonstrate that satisfied employees are more motivated to perform well in their roles.

Motivation's Effect on Performance: Employee motivation significantly influences performance (H_6 accepted), as indicated by a standardized coefficient of $\beta = 0.384$ and $p = 0.000$. Motivated employees tend to achieve higher performance levels.

Performance and Behavioral Intentions: The study established that employee performance positively influences behavioral intentions (H_7 accepted). With a coefficient of $\beta = 0.364$ and $p = 0.000$, employees who perform well are more likely to express positive intentions regarding their future with the institution.

Mediating Role of Satisfaction: Satisfaction with reward policies and practices mediates the connection between reward management and job satisfaction (H_8 accepted). This highlights the importance of a well-structured reward system in enhancing job satisfaction.

Direct Relationship Insights: Finally, the study confirmed that there is no direct significant relationship between institutional, extrinsic, and intrinsic reward policies and job satisfaction without the mediation of satisfaction with reward systems (H_9 accepted). The coefficients indicated that institutional rewards ($\beta = -0.35$, $p = 0.703$), extrinsic rewards ($\beta = -0.154$, $p = 0.204$), and intrinsic rewards ($\beta = 0.138$, $p = 0.209$) do not have a direct impact on job satisfaction.

Key Implications of the Study:

- Intrinsic rewards play a crucial role in employee satisfaction with rewards and ultimately job satisfaction, emphasizing the need for companies to focus on non-tangible benefits like recognition and personal development.
- The mediation role of satisfaction with reward policies suggests that merely having institutional, extrinsic, or intrinsic reward systems is insufficient—employees need to perceive these rewards as fair and satisfying for them to achieve greater job satisfaction and motivation.
- Organizations should prioritize enhancing the perceived effectiveness of reward policies to enhance overall job satisfaction, which will, in turn, lead to better performance and positive behavioral intentions.
- These findings validate the conceptual model and highlight the importance of intrinsic rewards and employee perceptions in driving satisfaction, motivation, and performance in the workplace.

Further Scope for Research

The results of this study highlight multiple avenues for future research in the area of employee satisfaction, reward management, and organizational behaviour.

- **Comparative Studies**: Research could be expanded to include A comparative evaluation of various types of institutions (e.g., public vs. private engineering colleges) or industries to see how reward management practices and their impact on employee satisfaction and performance vary across contexts.
- **Qualitative Research**: Incorporating qualitative methodologies, such as interviews or focus groups, could deepen the understanding of employee perceptions and experiences regarding reward systems. This could help uncover nuanced factors that quantitative data might overlook.
- **Behavioral Intentions Over Time**: Further research could focus on how changes in employee satisfaction and motivation influence behavioral intentions over time, including retention rates, job performance, and organizational commitment.

Suggestions for Enhancing Reward Management Practices

Focus on Intrinsic Rewards: Implement recognition programs and provide career development opportunities.

Enhance Communication of Reward Policies: Ensure transparency and establish feedback mechanisms for employees.

Tailor Extrinsic Rewards: Customize reward packages and create a balanced reward system combining financial and non-financial incentives.

Promote a Supportive Organizational Culture: Encourage collaboration and implement supportive policies that promote work-life balance.

Regular Assessment of Reward Policies: Conduct feedback surveys and benchmark against best practices in other institutions.

CONCLUSION OF THE STUDY

This study, titled "**Assessing Employee Performance and Behavioral Intentions Through Reward Management: Evidence from Engineering Colleges in Karnataka**" Offers meaningful perspectives on the intricate relationships between reward management practices, employee satisfaction, motivation, performance, and behavioral intentions.

The findings highlight that intrinsic reward policies significantly enhance employee satisfaction, surpassing the impact of extrinsic and institutional rewards. This underscores the importance of fostering an environment where employees feel personally recognized and supported. Furthermore, satisfaction with reward policies serves as a crucial mediator in enhancing job satisfaction, which subsequently drives employee motivation and performance.

The analysis confirms that motivated employees are more likely to perform effectively and exhibit positive behavioral intentions towards their institution. The research also points out the necessity for educational institutions to adopt tailored and transparent reward management strategies to meet the diverse needs of their workforce.

Overall, the study highlights the importance of a well-structured reward management system in enhancing employee performance and organizational effectiveness in Karnataka's engineering colleges. By prioritizing intrinsic rewards, strengthening communication, and cultivating a supportive culture, institutions can foster a more engaged and motivated workforce. This, in turn, enhances employee satisfaction, retention, and performance, ultimately driving institutional success in a competitive academic environment. Future research should continue to explore these dynamics, particularly in varying contexts and among diverse employee populations.

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