



REWARD SYSTEM AND JOB SATISFACTION AMONG EMPLOYEES IN THE HOTEL INDUSTRY IN THE SULTANATE OF OMAN

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ABSTRACT

Purpose- The study's aim is to determine the intrinsic rewards that Omani hotels use to inspire their employees and to analyse the extrinsic rewards that Omani hotels use to motivate their employees. The study also intends to investigate the association between incentive types and job satisfaction among hotel employees in Oman.

Methodology- The study employed a descriptive research design. The study's population was comprised of employees from five different four-star hotels in Oman. A systematic questionnaire was created and distributed to all participants. Rewards (both intrinsic and extrinsic) served as the study's independent variable, and job satisfaction served as the study's dependent variable. The data was gathered on a five-point scale and interpreted using averages, percentages, and correction analyses.

Findings- The study noticed that the intrinsic rewards employed by hotels in Oman included recognition and appreciation, an excellent working partnership with the manager, management trust and belief, training and professional development, and work freedom and autonomy. On the other hand, extrinsic rewards are used by hotels in Oman, such as praise and appreciation for a job well done, excellent working environments, attractive salaries, annual bonuses, and insurance for me and my family. Spearman's coefficient of 0.885 indicated a positive and significant relationship between intrinsic rewards and work satisfaction among Oman hotel employees. Similarly, a Spearman's coefficient of 0.899 demonstrated a very strong positive and significant association between extrinsic rewards and work satisfaction among Oman hotel employees.

Conclusion- The findings suggest that the level of employee job satisfaction in the organisation is reliant on rewards.

Keywords: Extrinsic rewards, intrinsic rewards, hotel employees, job satisfaction.

JEL Codes: M12, M52, N35

1. INTRODUCTION

Employee satisfaction is an important factor that may offer perspective into employees' overarching emotions, thoughts, and feelings about their workplace and their job. Knowing employee satisfaction and the aspects that contribute to it is critical for businesses. This is since it has the potential to affect the loyalty and appeal of high-quality employees, which leads to higher earnings, an improved company's reputation, and other intangible advantages. Staff will react better and more proficiently when they are not dominated by managers, assigned to stringently defined jobs, and regarded as unwanted prerequisites, but rather when they are offered a wider scope, additional responsibilities, encouraged to share, and assisted in achieving job satisfaction. When Elton Mayo worked on the Hawthorne studies, he began to investigate employees' positive and negative work relationships (Armstrong & Stephens, 2005). According to Dobre (2013), job satisfaction is a significant area of research that is still growing. Staff members have a positive attitude toward their work when they are completely satisfied with it and a negative attitude toward their profession when they are dissatisfied with it (Rue & Byars, 1992).

Job satisfaction, on the other hand, is an employee's reaction to various aspects of the job; job satisfaction encompasses interactions with colleagues, wage, supervisory authority, and position; extrinsic rewards also include the surroundings in which work is performed, career advancement, and the organisational hierarchy (Spector, 1997). In contrast, intrinsic rewards include feeling proud of what you do, acquiring a sense of expertise, and having completed meaningful work. Rewards are a significant aspect of job satisfaction and staff well-being. Many findings on job satisfaction have been undertaken, including

work values (Mottaz, 1985); work incentives (Mottaz, 1985); workplace conditions (Kolluru, 2021); and hours worked (Malhotra et al., 2007). Job satisfaction is influenced by factors such as earnings, promotional offers, benefits and perks, managerial actions, and the workplace culture (Gruenberg, 1979). These elements are critical for job satisfaction.

Asian countries have been using rewards to improve employee performance for many decades (Al-Hinai et al., 2020). Before multinational corporations even began to operate in their markets, some Asian nations, like Singapore, Malaysia, and Japan, adopted incentive schemes to raise employee productivity. Ali & Ahmad (2009) found a link between rewards, motivation, job satisfaction, and achievement in a study looking at how rewards affect employee performance in the Malaysian hospitality industry. The research reveals that monetary rewards are significantly linked to employee performance. Moreover, they clarified that hoteliers should create reward packages that can reveal employees' strengths and weaknesses in a particular job, as well as reward factors that encourage employees to perform better. Because of the fierce competition in the hotel industry, hotels in Oman should devise rewards that are captivating to both prospective and current employees. The following objectives are specifically addressed by this study:

- To determine the intrinsic rewards that Omani hotels use to motivate their staff.
- To investigate the extrinsic rewards that Omani hotels use to motivate their staff.
- To examine the relationship between types of rewards and job satisfaction among hotel employees in Oman.

2. LITERATURE REVIEW

2.1 Intrinsic Rewards that Omani Hotels Use to Motivate their Staff

According to Farooqui & Nagendra (2014), intrinsic rewards refer to those created by an employee or the place of work itself. Intrinsic rewards encompass employees' potential, recognition, conviction, and achievement. Furthermore, in a hotel industry study undertaken in the UK mostly on the effects of rewards on job satisfaction, Possneried & Plantenga (2011) found an important connection between employees' qualities and their performance. The study also discovered that attainment had risen dramatically in hotels where managers had implemented strategies to enhance employees' skills. When their leaders have little or no trust in their capacity to perform, most employees' performance deteriorates substantially (Tippet & Kluvers, 2010). As a consequence, managers have the authority to raise or lower employees' output. Companies that have implemented coaching as well as other performance programmes, on the other hand, exhibit a higher rate of employee performance, which has a beneficial effect on the overall performance of the organisation (Rukhmani et al., 2010).

Trust is characterized by Salamon & Robinson (2008) as a supervisor's or company's ability and willingness to place successful aspirations on a performance of the employee, something that results in positive intentions to accomplish and improve the organizational performance. According to Zhou et al. (2011), collaborative trust is more crucial to staff efficiency than personal trust. They also contend that possessing a comparable view ensures that workers collaborate for a collective purpose, which also results in higher performance. Workers who believe their company believes in their abilities are more inclined to be accountable and then go beyond what is required to achieve corporate performance targets (Tippet & Kluvers, 2010).

Recognition, according to Wang (2014), ranks among the most important rewards that encourage staff to feel valuable. Besides that, in research published in the Singapore hospitality industry, Hafiza et al. (2011) noticed a strong link between recognition and job performance. When asked how their performance had improved, most staff said it was due to recognition from their bosses. The proportion of participants (72%) who said their managers recognised them and also thought their job was significant. According to Hafiza et al. (2011), managers in the hospitality sector should value and acknowledge their employees' contributions in order to get better. Furthermore, Piya et al. (2020) initiated a study on the factors influencing motivation in the workplace: a case study in the oil and natural gas industry in the Sultanate of Oman revealed that task attainment and collaboration issues are the main intrinsic motivation factors affecting job performance. Likewise, research by Tumati (2022) on the motivational aspects and employee engagement among Omani staff in Muscat hotels discovered that the hotels' greatest pervasive intrinsic motivators were pleasant work circumstances, an excellent workplace relationship with the manager, and a sense of affiliation to the hotel.

The desire to succeed is one of the strongest incentives for employees' performance. Accomplishment, according to Zhou et al. (2011), is the capacity to accomplish outcomes in accordance with predetermined objectives or goals. Staff members who plan ahead and work hard to ensure that their needs are met have much more intrinsic desire to succeed compared to those who don't. One possible explanation for all of this, according to Rukhmani (2010), is that accomplishment is an insentient personal desire that is not compelled onto a staff; instead, it may be supplemented, particularly for people who are already self-motivated. As a consequence, supervisors who desire employee motivation and productivity should implement internal organisational paradigms that allow individuals to plan effectively and meet performance goals. Furthermore, Al Mamari et al. (2019) found that when employees accomplish their formal objectives and are appropriately rewarded, they are happier, more content and more joyful. When their company appreciates their job, recognises them, and perceives them as valued

members of the organization, they are more likely to create company dedication and stay with the company for a longer period of time.

2.2. Extrinsic Rewards that Omani Hotels Use to Motivate their Staff

Extrinsic rewards include compensation packages, rewards in the form of benefits and perks, cash, and other material benefits obtained from an organization to fulfil predetermined goals or just to be a part of the company. Most hospitality businesses offer wages and salaries, yearly leave pay-outs, vacation pay-outs, and incentive pay as extrinsic rewards (Farooqui & Nagendra, 2014). Extrinsic rewards, according to Burton (2012), are crucial since they help employees feel empowered to succeed. Burton continued by saying that management should decide on employee compensation in a fair and open manner. When workers feel that their employer treats everyone fairly when it comes to extrinsic rewards, they are more willing to support the company's success and long-term growth.

Even though wages and salaries are used by businesses in the hospitality industry to increase equity and fairness in compensation packages, Corby et al. (2015) claim that they are inadequate as performance-enhancing incentives. According to Pratheepkanth (2011), wages and compensation can only go so far in improving an employee's performance. Once an employee reaches this level, salary and compensation are no longer seen as inspiring or worthy of improving quality. Similar arguments about the inadequacy of wages and salaries are made by Dobre (2013), who points out that pay only contributes to better performance when they still need stability and economic security.

Conversely, when a staff member feels comfortable and economically stable, earnings or salary are no longer an incentive as to how committed or productive someone is. Salary, on the other hand, has a favourable effect on productivity in the hotel business (Zare & Beheshtifar, 2012; Rukhmani, 2010). They continue by arguing that weak remuneration for hotel personnel will demoralise them, which will probably lead to mediocre performance as well as significant turnover. Additionally, Piya et al. (2020) found that extrinsic factors have the greatest impact on employee motivation at work. Pay is determined to be the most effective extrinsic motivator for the majority of employees. In a similar spirit, Tumati (2022) discovered that solid promotion plans and guidelines, opportunities for training and development, and insurance coverage are the most frequently employed extrinsic motivators by hotels. Furthermore, Al Mamari et al. (2019) stated that if employees are suitably paid for their hard work with salary, bonuses, and increments, they will be highly satisfied and ready to achieve their representative objectives.

The physical elements of a workplace are just as important as its emotional qualities. Because employees spend so much time at work, they frequently develop relationships with it (Hafiza et al., 2011). Staff members who reported a positive work environment were more motivated to come to work than those who reported a negative work environment (Ozcelik & Ferman, 2016). Respondents who stated that they worked in a pleasant environment reported high levels of job satisfaction. This was attributed to a positive work environment that encouraged employees to arrive early and leave late. They therefore exert more effort than workers who despise their workplace and frequently arrive late or depart early. According to Soderquist et al. (2010), a hostile workplace and unpleasant work relationships can harm an employee's feelings and satisfaction.

2.3. Relationship between Types of Rewards and Job Satisfaction among Hotel Employees in Oman

Job satisfaction, according to Spector (1997, p. 7), is "*the extent to which individuals like their occupations.*" Job satisfaction is defined as "a function of the range of specific satisfaction and dissatisfaction that he/she perceives with the various characteristics of work" by Locke (1976), as stated in Bartol and Locke (2000). It encompasses both the benefits and expectations people have from their employment. Maurer (2001), referenced in Bartol & Locke (2000), claims that one of the most important elements influencing employees' contentment is the reward and the growth of the company should be tied to rewards, as happy employees make for successful businesses. Rewards are typically thought to affect job satisfaction. Moreover, Malhotra et al. (2007) indicated that the extrinsic reward for someone's work is the key element because rules and regulations largely call for managers to give "inspirational awards" in recognition of a task well done. On the other hand, an absence of a sufficient reward system undermines staff morale and decreases job satisfaction.

Employees' intrinsic and extrinsic benefits from their employment are regarded as "job rewards" and "job values." However, according to Janet et al. (1987), both aspects influence job satisfaction, but the financial portion of job rewards is more significantly linked to employee satisfaction than job values, which are connected to the intrinsic portion of job rewards. Further, task significance and interest in the work are the major predictors of engineers' job satisfaction. On the other hand, Spector (1997) discovered that making employees deeply engaged in their job positions is not explicitly linked to job satisfaction. However, it has the potential to boost task involvement and task significance. In addition, the nature of the work, gender, age, education level, work environment, location (urban vs. rural), colleagues, compensation, and hours worked are some of the elements connected to job satisfaction (Malhotra et al., 2007).

According to Mottaz (1985), intrinsic rewards like job independence, task importance, and job commitment can lead to higher levels of job fulfilment and employee loyalty to organizations. Similarly, extrinsic rewards like higher salaries, regular bonuses,

and performance-related cash rewards, will, according to Kumari et al. (2015), improve employees' work and job satisfaction. Extrinsic rewards, according to Zhou et al. (2011) inspire and encourage employees to remain with the company for years. Moreover, Maurer (2001) added that recognising excellence for related efforts by employees should be rewarded to support a specific performance level. Organizational performance metrics may need to be changed to take quality efforts into account in order to boost employee satisfaction.

Physical job conditions for employees include a pleasant work environment, aeration, brightness, comfortable temperatures, and larger, better, and cleaner workspaces, all of which will increase employee job satisfaction because employees prefer a more physically comfortable work environment. Employee satisfaction increases when the company provides all or most of these benefits. Low job satisfaction, on the other hand, is primarily due to physical working conditions (Janet et al., 1987). Additionally, according to a study by Kolluru (2021) on the relationship among and the performance of employees in Omani banks, intrinsic rewards like an extra day off, recognition, freedom from restrictions at work, challenging situations, career progression, and recognition have the biggest effects on workers' productivity and job satisfaction.

Furthermore, Bartol & Locke (2000) reviewed several studies on employee satisfaction and outlined the primary rewards that can improve their job satisfaction, such as wage and salary, job promotion, employee motivation, performance-related pay, personal relationships with management, opportunities for advancement and development, other welfare facilities, and employee commitment. Added to that, extrinsic benefits are motivating and will encourage workers to work harder and score higher, according to Kolluru (2021). An annual bonus is a significant extrinsic benefit that can boost job satisfaction. The findings indicate a direct link between employee performance and the annual bonus.

3. METHODOLOGY

This research employed a quantitative approach to resolve the inquiries and problems being posited. Creswell (2012) stated that the quantitative approach employed mathematical methods like statistics to measure and describe the degree or level of a certain variable used in the study. Besides, Kothari (1984) described that the quantitative research approach is a method to gather data from or about an individual or group of individuals to give a description, comparison, and explanation regarding their feelings, behaviour, knowledge, values, attitudes, and perceptions. Survey research, like that employed in this study, operates using a quantitative framework wherein certain phenomena are viewed and observed. The descriptive-correlational study design was used in this research. According to John (2014), descriptive studies have a significant impact on the information that can be used to support informed decisions. Descriptive research enables the investigation of data and helps generate a full understanding of the research topic. Additionally, it allows for the prediction of behaviour in actual life circumstances. However, correlational research design, according to Ghosh (2015), includes data collection to determine the extent of relationships between two or more quantifiable variables.

In Muscat, five hotels with four-star ratings were chosen for the study. In this investigation, stratified random sampling was employed. This approach is suitable because the study's chosen subgroups and substratum, including the front desk, food and beverage, housekeeping, reservations, and marketing, make up the niche population. According to Kothari (1984), stratified sampling is the method that enables the stratification of the sample into subgroups. In addition, Creswell (2012) outlines the technique that permits population diversification into substrates or subgroups. However, the instruments were dispersed using a method of random sampling to prevent bias in the results. The sample size was 163 staff from four-star hotels in Muscat, Oman,

The study included primary and secondary data. A survey, i.e., questionnaire, was used to gather the primary data. Ghosh (2015) mentioned that the characteristics of a huge population can be described through surveys. No other study design can offer such a wide range of capabilities, ensuring a more precise representation to collect focused results from which to derive inferences and make significant decisions. The survey questionnaire has four parts: Part 1: the profile of the respondents; Part 2: intrinsic rewards that Omani organisations use to motivate their staff; Part 3: extrinsic rewards that Omani organisations use to motivate their staff; and finally, Part 4: intrinsic and extrinsic rewards and their impact on job satisfaction. After collecting the data, it was tabulated and subjected to data analysis procedures. To analyse the data, descriptive statistical tools were used by using the Software Package for Social Sciences (SPSS) as follows: Frequency Distribution, Percentage, Mean, Standard Deviation, and Pearson's *r*. Pearson's *r* was used to determine the significant relationship between the types of rewards and job satisfaction among hotel employees in Oman.

4. FINDINGS AND DISCUSSIONS

4.1. Demographic Profile of Respondents

The respondents' demographic profile is shown in Table 1. Gender: 74.8 per cent of respondents are male, while 25.2 per cent are female. It reveals that 17.2% are under the age of 22, 27% are between the ages of 23 and 30, 29.4% are between the ages of 31 and 45, and the remaining 26.4% are 46 or older. Marital status: 62.6 per cent are single, while 37.4 per cent are married. Nationality: The majority, 56%, are non-Omanis, meaning they are from outside of Oman, while the remaining 44% are Omanis. According to the survey, 52.8% have a high school diploma, 35% have diplomas, 8% have bachelor's degrees,

and the remaining 4.2% are post-graduates. The department: The majority of respondents (44.2%) work in the food and beverage department, followed by 29.4% in the front office, 18.4% in housekeeping, and 8% in reservations. The vast majority of those polled—39.3%—worked from 0 to 3 years and had extensive experience. The next-highest percentage, 36.8%, worked for 7 to 10 years, while the remaining 22.1% worked for 4 to 6 years. However, only 1.8% have worked for 11 years or more.

Table 1: Demographic Profile of Respondents

Description	Frequency	Percentage
Entire Group	163	100
Gender		
Male	122	74.8
Female	41	25.2
Age		
Below 22	28	17.2
23-30	44	27.0
31- 45	48	29.4
46- Above	43	26.4
Marital Status		
Single	102	62.6
Married	61	37.4
Nationality		
Omani	72	44%
Non-Omani	91	56%
Education		
High School	86	52.8
Diploma	57	35.0
Graduate	13	8.0
Postgraduate	7	4.2
Department		
Front Office	48	29.4
Food and Beverage	72	44.2
Housekeeping	30	18.4
Reservation and Marketing	13	8.0
Duration of Service		
0-3 years	64	39.3
4-6 years	36	22.1
7-10 years	60	36.8
11 and above	3	1.8

Table 2 summarises the intrinsic rewards that Omani hotels use to motivate their staff. The highest mean score for intrinsic rewards that Omani hotels use to motivate their staff is recorded as "Your performance at work is improved by the manager's confidence in your skills" (4.48). It implies that if the manager believes in an employee's abilities, their work performance can be significantly improved. The second and third highest mean scores recorded were: "Your manager is aware of your needs and satisfies them to your satisfaction" (4.38); "You believe that your hotel cares about your career development" (4.31). Similarly, the lowest mean scores recorded are "Your managers provide constructive feedback to help you grow and perform better" (3.38). At work, you are always clear about your goals and objectives (3.29), and you are rewarded for your hard work and efforts (3.12). It implies that those employees are not always clear about their work goals and objectives and do not believe they are rewarded for their hard work and efforts.

Table 2: Intrinsic Rewards that Omani Hotels Use to Motivate their Staff

Intrinsic factors	Mean	SD	Rank
Your performance at work is improved by the manager's confidence in your skills.	4.48	0.882	1
Your manager is aware of your needs & satisfies them to your satisfaction.	4.38	1.026	2
You believe that your hotel cares about your career development.	4.31	0.837	3
At your hotel, there are numerous options for training and growth.	4.25	1.203	4
You will feel a great sense of satisfaction when you accomplish your goals and objectives.	4.17	0.833	5

You have the knowledge and skills required to carry out your job.	3.72	1.209	6
Your manager has faith in your abilities.	3.51	0.882	7
Your managers provide you with constructive feedback that helps you grow and perform better.	3.38	1.243	8
You are always clear about your goals and targets at work.	3.29	1.067	9
You get rewarded for your hard work and efforts.	3.12	0.960	10

Table 3 describes the extrinsic rewards that Omani hotels use to motivate their staff. The highest mean score recorded for extrinsic rewards used by hotels to motivate their employees is "Your performance is enhanced when managers praise you" (4.61). It signifies that if hotel managers regularly praise their employees' work and accomplishments, their performance can be elevated to new heights. The other highest mean scores recorded are as follows: The prospect of a bonus improves your performance (4.53); your company provides an excellent health insurance plan (4.42); your performance would improve if your salary were raised (4.25). Because they are all directly related to monetary benefits, hotels should provide them as often as possible and as affordably as possible. On the other hand, the mean score for "The salary you received is reasonable for the work you performed" was the lowest (3.27). This means that employees believe the pay they received is not fair for the work they did. Other lowest mean scores recorded were: "You are responsible for achieving quantifiable results" (3.55); "When you perform well, there are benefits," and "When you perform poorly, there are penalties" (3.42). It suggests employees are not accountable for achieving measurable outcomes and do not see the link between their work and outcomes.

Table 3: Extrinsic Rewards that Hotels Use to Motivate their Staff

Extrinsic factors	Mean	SD	Rank
Your performance is enhanced when managers praise you.	4.61	0.839	1
Your performance is improved by the prospect of the bonus.	4.53	1.025	2
Your organisation has an excellent health insurance plan.	4.42	0.988	3
If your salary were raised, your performance would improve.	4.25	1.116	4
Your office environment and facilities make it comfortable for your work.	4.19	0.798	5
Your hotel offers its employees a substantial retirement package.	3.72	0.919	6
Incentives, bonuses, and other benefits are frequently offered by your hotel.	3.68	0.816	7
You are responsible for achieving, quantifiable results.	3.55	1.091	8
When you perform well, there are benefits, and when you perform poorly, there are penalties.	3.42	1.136	9
The salary you received is reasonable for the work you performed.	3.27	1.165	10

The intrinsic rewards and their impact on job satisfaction are highlighted in Table 4. Recognition for hard work has the highest mean score for intrinsic rewards and their impact on job satisfaction (4.53). Employees are most satisfied with their jobs when managers recognise and appreciate them. As a result, if managers properly recognise and appreciate their employees' efforts, they will be able to go above and beyond in serving customers. Excellent working relationships with your manager or supervisor (4.41), management trust and belief (4.33), policies and guidelines for effective promotion (4.20), and work freedom and autonomy (4.11) are other intrinsic rewards that lead to employee satisfaction. On the contrary, the lowest mean scores recorded were for training and professional development (3.29), a sense of belonging to the hotel (3.23), and a sense of pleasure from completing tasks (3.07). It denotes that the employees do not feel a sense of belonging to a hotel and do not enjoy completing tasks or challenging work.

Table 4: Intrinsic Rewards and their Impact on Job Satisfaction

Intrinsic Rewards	Mean	SD	Rank
Recognition for hard work	4.53	1.131	1
An excellent working partnership with your manager or supervisor	4.41	1.040	2
Trust and belief by the management	4.33	1.148	3
Policies and guidelines for effective promotion	4.20	0.924	4
Work freedom and autonomy	4.11	1.310	5
Constructive feedback offered by managers	3.84	0.891	6
Opportunities for growth and advancement possibilities	3.51	1.248	7
Training and professional development	3.29	0.857	8
The sense of belonging to the hotel	3.23	1.113	9
Feeling pleasure from completing tasks	3.07	1.322	10

The extrinsic rewards and their impact on job satisfaction are highlighted in Table 5. Praise and appreciation for a job well done have the highest mean score for extrinsic rewards and their impact on job satisfaction (4.57). It implies that the best extrinsic rewards for employees are when their managers applaud and recognise a job well done. Other extrinsic rewards

that contribute to employee satisfaction include a competitive salary (4.44); annual bonuses and other benefits (4.38); insurance for me and my family (4.26); and **promotion and salary increase benefits** (4.19). Because they are all monetary benefits, hotels must provide them wherever they are required, as these benefits directly lead to employee satisfaction and, thus, employee retention. Conversely, a substantial retirement package has the lowest mean score (3.10). This is to say that employees are less concerned about retirement benefits because the majority of them are young and have had a long working career. Other low mean scores were paid leave for professional development and a yearly vacation (3.28), and performance-based pay (3.16).

Table 5: Extrinsic Rewards and their Impact on Job Satisfaction

Extrinsic Rewards	Mean	SD	Rank
Praise and appreciation for a job well done	4.57	1.065	1
Attractive Salary	4.44	1.136	2
Annual bonuses and other benefits	4.38	1.008	3
Insurance for me and family	4.26	0.903	4
Promotion and Salary Increase benefits	4.19	1.298	5
Desirable incentives and commission	3.75	0.887	6
Excellent working environments	3.51	1.126	7
Paid leave for career development and a yearly vacation	3.28	0.849	8
Performance related pay	3.16	1.101	9
A Substantial Retirement Package	3.10	1.241	10

Table 6 shows Spearman’s correlation between intrinsic rewards and job satisfaction among hotel employees. According to the findings in Table 6, there is a very positive and significant relationship between intrinsic rewards and job satisfaction among hotel employees in Oman. The obtained Spearman's coefficient of 0.885 and p-value of 0.000 < 0.05 support this. The results implied that the intrinsic rewards used by hotels strongly affect job satisfaction among hotel employees in Oman. For instance, employee satisfaction is influenced by manager recognition and appreciation, a collaborative working relationship between employees and managers, and management trust and belief in employees.

Table 6: Spearman’s Correlation between Intrinsic Rewards & Job Satisfaction among Hotel Employees

Variables		Intrinsic Rewards	Job Satisfaction of employees
Intrinsic Rewards	Spearman’s Correlation	1	.885*
	Sig. (2-tailed)		0.000
	N	163	163
Job Satisfaction of employees	Spearman’s Correlation	.885 *	1
	Sig. (2-tailed)	0.000	
		163	163

*Correlation is significant at the 0.05 level (2-tailed).

Table 7 shows Spearman’s correlation between extrinsic rewards and job satisfaction among hotel employees. A very high, positive, and significant relationship between extrinsic rewards and job satisfaction among hotel employees in Oman was revealed in Table 5.2. This was indicated in the obtained Spearman's coefficient of 0.899 and p-value of 0.000 < 0.05. This also implies that the extrinsic rewards used by hotels greatly influence job satisfaction among hotel employees in Oman. For instance, employee satisfaction is boosted by praise and appreciation for a job well done, an attractive salary, annual bonuses, and insurance for me and my family.

Table 7: Spearman’s Correlation between Extrinsic Rewards and Job Satisfaction among Hotel Employees

Variables		Extrinsic Rewards	Job Satisfaction of employees
Extrinsic Rewards	Spearman’s Correlation	1	.899*
	Sig. (2-tailed)		0.000
	N	163	163
Job Satisfaction of employees	Spearman’s Correlation	.899*	1
	Sig. (2-tailed)	0.000	
		163	163

*Correlation is significant at the 0.05 level (2-tailed).

4.2. DISCUSSION

Objective 1: To determine the intrinsic rewards that Omani hotels use to motivate their staff.

Table 2 shows that the manager's confidence in employees' abilities, which improves their work performance (4.48), and managers' awareness of employee needs and satisfaction with them (4.38), have the highest and second-highest mean scores, respectively. It indicates that employees perform better at work when their manager has faith in their talents. In addition, they think that their managers are attentive to their requirements and meet them satisfactorily. The results aligned with Farooqui & Nagendra's (2014) findings that employees' ability, appreciation, belief, and accomplishments are the most influential intrinsic rewards. Wang (2014) adds that acknowledgment is among the most significant intrinsic benefits that encourage workers to feel valuable. Other intrinsic rewards are that the hotel in Oman cares about employee career development (4.31) and offers training and growth opportunities at the hotel (4.25). It intends that Oman's hotels are concerned about the professional advancement of their staff members and offer a wide range of opportunities for learning and advancement. The results are consistent with those of Rukhmani et al. (2010), who observed that organisations that implement training and other capability-developing programmes demonstrate a greater level of employee performance, which has a positive effect on overall organisational performance.

Objective 2: To investigate the extrinsic rewards that Omani hotels use to motivate their staff.

According to Table 3, "congratulating employees for their performance" (4.61) and the promise of a bonus if employees go "above and beyond expectations" (4.53) receive the highest mean ratings for extrinsic rewards that hotels use to motivate their workforce. It signifies that the two most successful extrinsic rewards utilised by hotels are praising employees for their accomplishments and awarding bonuses for employees' performance. The results support those of Al Mamari et al. (2019), who asserted that paying employees a salary, bonus, and increments will result in tremendously satisfied workers who complete their tasks. Additionally, Pratheepkanth (2011) said that once an employee reaches the threshold, salary is no longer considered to be a motivator or a way to improve achievement.

Other extrinsic rewards that hotels use to motivate their staff are excellent health insurance plans (4.42), and the promise of higher salaries for higher performance (4.25). The provision of a health insurance programme and salary increases are two additional extrinsic rewards used by hotels in Oman to encourage and enhance the performance of their workforce. The results are in conjunction with those of Tumati (2022), who discovered that insurance benefits, training, and growth, as well as sound promotion plans, are the most frequently used extrinsic motivators by hotels. However, Dobre (2013) points out that wages only increase worker performance when they continue to seek protection and monetary stability. However, once a staff considers itself secure and financially assured, higher earnings are no longer an incentive or factor in how committed or productive they are.

Objective 3: To analyse the relationship between types of rewards and job satisfaction among hotel employees in Oman.

According to the findings, some of the intrinsic factors that affect employees' job satisfaction include recognition (ranked no. 1), a great working relationship with their manager (ranked no. 2), management's trust and belief in them (ranked no. 3), policies and guidelines for successful promotion (ranked no. 4), and work freedom and autonomy (ranked no. 5). The findings are supported by subsequent research (Recognition: Wang, 2014; Kolluru, 2021). Trust: Zhou, et al., 2011; Tippet & Kluvers, 2010; Farooqui and Nagendra, 2014; Al Mamari et al., 2019. Work freedom: Kolluru, 2021; a great working relationship with their manager: Tumati, 2022).

Among hotel employees in Oman, there is a pretty big and robust correlation between intrinsic rewards and job satisfaction. This is supported by the obtained p-value of $0.000 > 0.05$ and Spearman's coefficient of 0.885. The results revealed that the intrinsic rewards utilised by hotels had a substantial impact on the job satisfaction of hotel employees in Oman. For jobs involving higher cognitive capabilities and complexity, intrinsic incentives perform substantially better. For easy, straightforward tasks that do not call for a high level of cognitive talent, like those in the hotel service business, extrinsic motivation works best (Al-Hinai, 2020; Al Mamari et al., 2019; Kumari et al., 2015; Janet et al., 1987).

Results showed that praise and appreciation for a job well done (ranked #1), an attractive salary (ranked #2), annual bonuses and other benefits (ranked #3), insurance for themselves and their families (ranked #4), and benefits of advancement and salary increases (ranked #5) are some of the extrinsic factors that influence their job satisfaction. The findings are supported by subsequent research (Salary: Pratheepkanth, 2011; Rukhmani, 2010; Zare & Beheshtifar, 2012; Al Mamari et al., 2019; Kazemzadeh and Bashiri, 2005; Piya et al., 2020). Appreciation: Farooqui and Nagendra, 2014; Hafiza et al., 2011; Kolluru, 2021. Bonus: Farooqui and Nagendra, 2014; Al Mamari et al., 2019; Mottaz, 1985; Kolluru, 2021. Insurance: Tumati, 2022; Salary Increase: Al Mamari et al., 2019; Rukhmani, 2010; Zare & Beheshtifar, 2012).

Extrinsic rewards and job satisfaction were highly significant and favourably correlated, according to Table 4.7, among hotel staff in Oman. This was demonstrated by the observed Spearman's coefficient of 0.899 and p-value of $0.000 > 0.05$. This implies that receiving extrinsic rewards from business owners increases job satisfaction for hotel staff members in Oman. According to Al Mamari et al. (2019), combined intrinsic and extrinsic rewards significantly improve employees' perception,

which in turn significantly boosts motivation and satisfaction among employees. According to the findings, employee satisfaction depends on both intrinsic and extrinsic rewards.

5. CONCLUSION AND IMPLICATIONS

5.1. Conclusion

Extrinsic rewards are typically financial, including a pay increase, a bonus payment for going above and beyond the call of duty, or a gift card for exceptional performance. Since the majority of individuals value money or comparable benefits, these rewards inspire and drive workers. Even if someone lacked intrinsic motivation, they would still work to find external incentives. Most intrinsic rewards are qualitative and cannot be measured, such as increased self-esteem and recognition. Extrinsic rewards, however, can be measured and are more quantitative, such as wage increases, bonuses, paid time off, annual vacation plans, and other benefits. According to the findings of this study, both intrinsic and extrinsic motivation have a major impact on employee satisfaction. The findings further indicated that both extrinsic and intrinsic rewards spur employees' vigour, commitment, and assimilation, inferring that those employees with increased motivation engaged in their jobs more. The results indicated that when extrinsic (such as financial reward) and intrinsic (useful work) rewards are employed synchronously at work, intrinsic rewards have a stronger impact on workers' job involvement, while extrinsic rewards help workers feel more satisfied with their jobs. The main findings of this research are that "recognition for hard effort (intrinsic reward)" leads to the highest levels of job satisfaction among employees. However, gaining praise and appreciation for a job well done leads to the greatest level of job satisfaction (extrinsic rewards). Both are non-financial incentives, so managers at every hotel should use them to always keep their staff happy. Additionally, since there is no cash involved, they are simple to implement.

The study recommends that in order to retain top performers at their establishments, hotels in Oman should put in place an effective extrinsic compensation scheme that links rewards to productivity. Extrinsic rewards satisfy an employee's needs and desires, which lowers the likelihood that they will leave the organisation. The authors advise hotel management to give its employees full support, which is an intrinsic reward that is beneficial in motivating them to work more, given that the hospitality sector has one of the highest rates of employee turnover. Additionally, managers need to recognise and thank the efforts made by their staff members to raise engagement and satisfaction levels. Hotels must make their employees' jobs more exciting and meaningful in order to increase their intrinsic motivation and job fulfilment. Finally, one method to provide each employee with a more interesting and happier career is to make them feel valued and empowered to lead their teams.

5.2. Implications

It is critical to recognise the study's limitations, which may lead to future research. Future researchers should examine the relationship between employee satisfaction and rewards in other industries such as education, health, banking, and tourism. In future studies, the comprehensiveness of employee job satisfaction may be judged by taking a larger sample of employees, as this research collected information from a relatively homogeneous sample of hotels in Muscat, Oman's capital city. As a result, the sample may not be fully representative of hotel employees. Furthermore, in the future, it would be interesting to examine the relationship between job performance and rewards. Finally, future researchers should take a mixed approach rather than a quantitative approach, as this study did.

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