



**EMPLOYEES' PERCEPTION OF REWARD,  
PUNISHMENT, AND ORGANIZATIONAL  
COMMITMENT AT DUHOK POLYTECHNIC  
UNIVERSITY**

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## THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by Jiman Mohammed TAWFEEQ titled “EMPLOYEES' PERCEPTION OF REWARD, PUNISHMENT, AND ORGANIZATIONAL COMMITMENT AT DUHOK POLYTECHNIC UNIVERSITY” is fully adequate in scope and in quality as a thesis for the degree of Master of Arts.

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This thesis is accepted by the examining committee with a unanimous vote in the Department of Business Administration as a Master of Arts thesis. 19/01/2022

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The degree of Master of Arts by the thesis submitted is approved by the Administrative Board of the Institute of Graduate Programs, Karabuk University.

Prof. Dr. Hasan SOLMAZ .....  
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## **DECLARATION**

I hereby declare that this thesis is the result of my own work and all information included has been obtained and expounded in accordance with the academic rules and ethical policy specified by the institute. Besides, I declare that all the statements, results, materials, not original to this thesis have been cited and referenced literally.

Without being bound by a particular time, I accept all moral and legal consequences of any detection contrary to the aforementioned statement.

**Name Surname:** Jiman Mohammed TAWFEEQ

**Signature** :

## **FOREWORD**

I would like to express my deep gratitude to my supervisor Assist. Prof. Dr. Mehmet Murat TUNÇBILEK for his useful comments, remarks and assistance in every step throughout the process. My gratitude also goes to my university (Karabuk University) and its entire academic faculty. Last but not least important, none of this would have been possible without the love, and patience of my husband (Mr. Zirak), To my family and to my daughters for their support and patience.



## **ABSTRACT**

The success of any organization depends on its employees. According to many studies, a committed employee can help the company respond to changes in the environment, competition and changing workforce. The aim of this thesis is to determine the effect of age, gender and seniority of Duhok Polytechnic University (DPU) employees on reward, punishment and organizational commitment. The research was originally designed to investigate the effect of reward and punishment on organizational commitment. However, since the data did not show normal distribution and had extreme values, the precondition for regression and correlation could not be met. Therefore, the research topic has been changed. Therefore, the data were analyzed using non-parametric analysis techniques. However, since the data did not show normal distribution and extreme values, confirmatory factor analysis could not be performed. The following hypotheses were developed to address the research problem: The first main hypothesis assumes that there is no gender difference between participants' perceptions of research variables. The second main hypothesis assumes that there is no age difference between participants' perceptions of research variables. The third main hypothesis assumes that there is no difference in terms of seniority between participants' perceptions of research variables. In conclusion, this study shows that gender does not have any effect on reward, punishment and organizational commitment. On the other hand, while age has an effect on both reward and punishment perception, it has no effect on total organizational commitment. Finally, the study found no difference seniority and research variables. This shows us that the point of view of the reward system in terms of seniority groups of the employees of the institution has the same perception.

**Keywords:** Rewards;Punishment;Organisational;Commitment;Duhok Polytechnic University

## ÖZ

Herhangi bir organizasyonun başarısı çalışanlarına bağlıdır. Birçok araştırmaya göre, kendini adanmış bir çalışan, şirketin çevredeki, rekabetteki ve değişen iş gücündeki değişikliklere yanıt vermesine yardımcı olabilir. Bu tezin amacı, Duhok Politeknik Üniversitesi (DPU) çalışanlarının yaş, cinsiyet ve kıdemlerinin ödül, ceza ve örgütsel bağlılık üzerindeki etkisini belirlemektir. Araştırma, başlangıçta ödül ve cezanın örgütsel bağlılık üzerindeki etkisini araştırmak için tasarlanmıştır. Ancak verilerin normal dağılım göstermemesi ve uç değerlere sahip olması nedeniyle regresyon ve korelasyon ön koşulu sağlanamamıştır. Bu nedenle araştırma konusu değiştirilmiştir. Bu nedenle veriler parametrik olmayan analiz teknikleri kullanılarak analiz edilmiştir. Verilerin güvenilirliği Cronbach's alpha katsayılarına göre ölçülmüş ve güvenilirliği kabul edilebilir sınırların altında olan etkin bağlılık değişkeni çalışma dışı bırakılmıştır. Ancak veriler normal dağılım ve uç değerleri göstermediği için doğrulayıcı faktör analizi yapılamamıştır. Araştırma problemini ele almak için aşağıdaki hipotezler geliştirilmiştir: İlk ana hipotez, katılımcıların araştırma değişkenlerine ilişkin algıları arasında cinsiyet farkı olmadığını varsayar. İkinci ana hipotez, katılımcıların araştırma değişkenlerine ilişkin algıları arasında yaş farkı olmadığını varsayar. Üçüncü ana hipotez, katılımcıların araştırma değişkenlerine ilişkin algıları arasında kıdem açısından bir fark olmadığını varsaymaktadır. Sonuç olarak, bu çalışma cinsiyetin ödül, ceza ve örgütsel bağlılık üzerinde herhangi bir etkisinin olmadığını göstermektedir. Öte yandan yaşın hem ödül hem de ceza algısı üzerinde etkisi varken toplam örgütsel bağlılık üzerinde etkisi yoktur. ve son olarak, çalışma kıdem ve araştırma değişkeni arasında hiçbir fark bulamadı. Bu da bize kurum çalışanlarının kıdem grupları açısından ödül sistemine bakış açısının aynı algıya sahip olduğunu göstermektedir.

**Anahtar kelimeler:** Ödüller; Yaptırımlar; Çalışanların Performansı; Duhok Politeknik Üniversitesi.

## ARCHIVE RECORD INFORMATION

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## **ABBREVIATIONS**

- OC** : Organizational Commitment
- AC** : Affective Commitment
- CC** : Continuance Commitment
- NC** : Normative Commitment
- CP** : Contingent Punishment
- NCP** : Con-Contingent Punishment
- NCR** : Non- Contingent Reward
- PCA** : Principal component Analysis
- KMO** : Kaiser Mayer Olkintest
- DPU** : Duhok Polytechnic University

## **SUBJECT OF THE RESEARCH**

One of the problems that has been addressed as one of the most significant elements for most recent organizations is the demographic information on rewards and punishments on organizational commitment, which has been identified as one of the most important factors for most recent organizations, this research tries to clarify the effect of different Demographic variables such as (gender, age, and seniority) on the main research variables such as (reward, punishment, and organisational commitment), to do this, 230 employees from Duhok Polytechnic University were chosen at random within their ranks. Respondents' answers were analysed by SPSS program to clarify the effect degree among all research variables in the research. Also, it has been worked on how to achieve the research objective which is mainly determine the effect of respondent demographic profile (Gender, Age, and seniority), and determine its impact on Research variables (Rewards, Punishment, organisational commitment).

## **PURPOSE AND IMPORTANCE OF THE RESEARCH**

The purpose of this study is to evaluate Employees' Perception of Reward, Punishment, and Organizational Commitment at Duhok Polytechnic University. more specifically, it tries to clarify the effect of demographic profile (age, gender, and seniority) on research main variables such as Reward, punishment, and organisational commitment.

## **METHOD OF THE RESEARCH**

This study tries to identify the effect of Demographic information such as gender, age, and seniority on research main variable. Two scales from Schriesheim et al. (1991) and Meyer et al. (1993) were used as an original scale for measuring research variables. the scales were containing four main sections. The first section was about demographic profile such as (gender, age, and seniority). The second Section was about the concept of reward and contains (10) questions. Section three was about punishment and contains (13) questions. Section four was about organisational commitment and contains (18) questions. It must be mentioned that section two and three (reward and punishment) are based on Schriesheim et al. (1991) and section four (organizational commitment) is based Meyer et al. (1993). for data collection method was sent by

google forms online to respondents in University. the study sample consisted of professors, assistant professors, lecturers and normal employees as well as managers from different lines. . For this, scale it has got approval from Ethical Committee from Karabuk University. The data collecting procedure is carried out via the use of questionnaires, Five Likert Scale were used (Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree). To determine the length of the Likert five-point scale, This scale are organized and sent to respondents, who are required to reply in written form using google form. After submission automatically, it has received all responses via link, and all data has been uploaded to the SPSS statistical software for further analysis and interpretation. In order to analyse the data; many kinds of tools used in this study such as ( Mean, Standard Deviation, Frequency, Percentage, Non-Pragmatic Testing independent Sample-Man Whitney U test, and Kruskal Wallis).

The use of confirmatory factor analysis (CFA) in the process of gathering evidence of construct validity is an accepted approach in the literature, and thus frequently used (Kilic & Doğan, 2021). However, the current study did not use this factor in addition to not using regression model because some of the data has outliers and thus these two analyses were not implemented throughout this study.

The non-parametric analysis was used to evaluate this study's findings since the data did not follow a normal distribution. Ordinal data types are widely employed in non-parametric tests, indicating they do not rely on mathematical features. As a result, none of the tests that include data ranking are parametric, and no conclusions about the distribution of the data are drawn. (Cleophas & Zwinderman, 2011). Chan YH (2003) stated that non-parametric test can be used when data do not have a normal range of normal distribution, in this case , most of researchers suggest to use independent sample via non-parametric test.

There has been much discussion on whether continuous non-normally distributed data may be subjected to parametric testing (Fagerland. M.W,2012). Traditionally, it is advised that data be regularly distributed in order to utilise parametric statistical methods. Alternative non-parametric statistical techniques should be used if not (Vickers A. J,2005). Also, the research variables were tested in term of reliability to make sure the level of Cronbach alpha for each individual variable as shown in table (3.9). Cronbach alpha for each variable were in satisfactory level. As

research variables reward .78, contingent punishment .88, non-contingent punishment .921, non-contingent reward .67, continuance commitment .84, normative commitment .60 respectively. Also, descriptive statistic of demographic variables were calculated , furthermore the descriptive statistic were made for all research main variables, frequency, percentage, mean and standard deviation were calculated.

## **HYPOTHESIS OF THE RESEARCH**

In order to address the study problem, below hypotheses have been developed that will be examined through research:

The first main hypothesis assumes that There is no difference between the research variables perceptions of the participants in terms of gender and this hypothesis divided into:

H1- There is no difference between the reward perceptions of the participants in terms of gender

H2- There is no difference between the punishment perceptions of the participants in terms of gender

And this hypothesis contain below sub-hypothesis:-

There is no difference between the Contingent punishment behaviour perceptions of the participants in terms of gender

There is no difference between Non-Contingent punishment behaviour perceptions of the participants in terms of gender

There is no difference between Non-Contingent reward behaviour perceptions of the participants in terms of gender

H3- There is no difference between the organisational commitment perceptions of the participants in terms of gender

And this hypothesis contain below sub-hypothesis:-

There is no difference between affective commitment perceptions of the participants in terms of gender

There is no difference between continuance commitment perceptions of the participants in terms of gender



There is no difference between normative commitment perceptions of the participants in terms of gender

The second main hypothesis assumes that There is no difference between the research variables perceptions of the participants in terms of age. And this hypothesis divided into:

H4- There is no difference between the reward perceptions of the participants in terms of age

H5- There is no difference between the punishment perceptions of the participants in terms of age

And this hypothesis contain below sub-hypothesis:-

There is no difference between the Contingent punishment behaviour perceptions of the participants in terms of age

There is no difference between Non-Contingent punishment behaviour perceptions of the participants in terms of age

There is no difference between Non-Contingent reward behaviour perceptions of the participants in terms of age

H6- There is no difference between the organisational commitment perceptions of the participants in terms of age

And this hypothesis contain below sub-hypothesis:-

There is no difference between affective commitment perceptions of the participants in terms of age

There is no difference between continuance commitment perceptions of the participants in terms of age

There is no difference between normative commitment perceptions of the participants in terms of age

The third main hypothesis assumes that There is no difference between the research variables perceptions of the participants in terms of seniority. And this hypothesis divided into:

H7- There is no difference between the reward perceptions of the participants in terms of seniority

H8- There is no difference between the punishment perceptions of the participants in terms of seniority

And this hypothesis contain below sub-hypothesis:-

There is no difference between the Contingent punishment behaviour perceptions of the participants in terms of seniority

There is no difference between Non-Contingent punishment behaviour perceptions of the participants in terms of seniority

There is no difference between Non-Contingent reward behaviour perceptions of the participants in terms of seniority

H9- There is no difference between the organisational commitment perceptions of the participants in terms of seniority

And this hypothesis contain below sub-hypothesis:-

There is no difference between affective commitment perceptions of the participants in terms of seniority

There is no difference between continuance commitment perceptions of the participants in terms of seniority

There is no difference between normative commitment perceptions of the participants in terms of seniority

## **RESEARCH PROBLEM**

The main problem of this research can be addressed in the following questions:

To what extent does the staff of polytechnic university - Duhok know about the Reward, punishment, and Organisational commitment?

To what extend does demographic information have correlations with variables under study?

How does the gender effect on the variable under study (Reward, punishment, and Organisational commitment)?

How does the age effect on the research variables (Reward, punishment, and Organisational commitment)?

How does the seniority effect on the research variables (Reward, punishment, and Organisational commitment)?

## **POPULATION AND SAMPLE**

According to Huysamen (1994, p. 38), a population is defined as "the entire collection of all individuals, instances, or components about whom the researcher wants to make conclusions". The research population community for the current study contain (530) employees from Duhok Polytechnic University DPU, and this number has been confirmed by Human resource Department in DPU. The selected population contain different categories of males and females, post-graduates, and undergraduate, and also from those who have served DPU between five and more that 15 years approximately.

The sample of the current research comprised of 230 employees of different categories of gender, age, and also from those who have served DPU between five and more that 15 years approximately. also, it must be mentioned that the selected sample has been selected from University Administration department for the year 2021. according to Sekaran (2003), sampling is "the process of selecting a sufficient number of elements from a population such that a study of the sample and an understanding of its properties or characteristics would allow us to generalise such properties or characteristics to the elements of the population." To this end, the sample comprises of all instructors from all of the schools that are easily accessible to participate. The participants in this research were drawn from the Duhok Polytechnic University as the study's target group. Both unionized and non-unionized employees were included in the study's participant pool. Because they were all members of staff in a variety of various job categories, their perspectives on rewards and punishments represented a variety of diverse perspectives. For Collecting data from the selected sample, this study used Questionnaire technique through google form, as the researcher send link via HR department to all population sample.

## RESEARCH MODEL

This model is used to clarify the effect of different variables on each other's such as demographic variables ( Gender, age, and seniority) on other research variables such as (rewards, punishment , and organisational commitment).

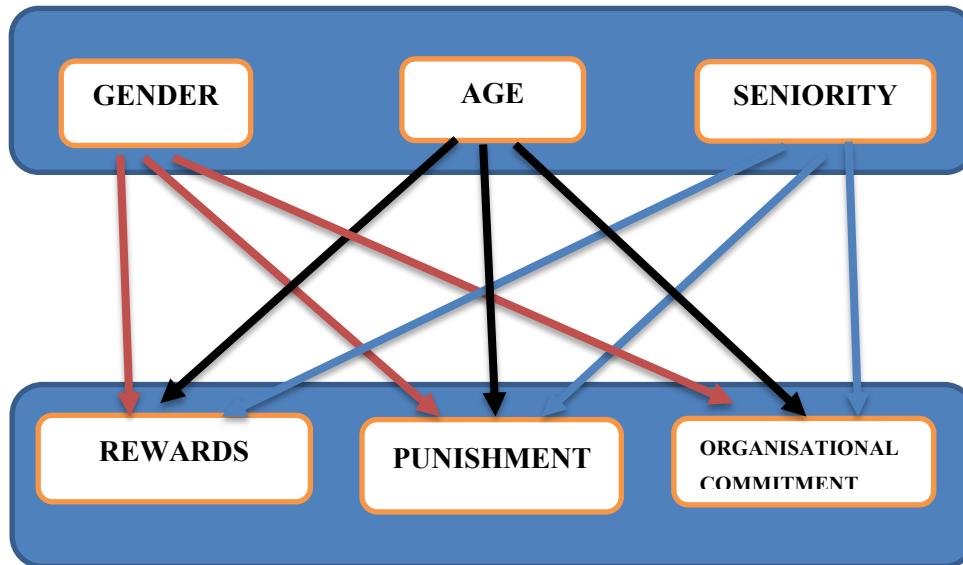


Figure 1: Research model

## SCOPE AND LIMITATIONS / DIFFICULTIES

Due to the current situation that the study has prepared in, below are some limitations:

Working under the circumstance like having covid 19 pandemic was a big challenge that face this study which avoid traveling and making more interviews for data collection proses.

Time was one of the main constrains that researcher face during conducting this research

Lack of previous research studies which covered the same variables.

Cultural bias and other employees' personal issues were disserving the progress of data collection method.

# 1. CHAPTER ONE: LITERATURE REVIEW

## 1.1. Reward

### 1.1.1. The Concept of Reward

In today's culture, the vast majority of people devote a considerable portion of their lives to serving in various capacities in formal organisations of which they are members or have become members. When it comes to organisational structure, management quality, and punishment and reward systems, all of these elements have a significant impact on the emotions, attitudes, actions, and effectiveness of their members. Furthermore, the nature of the organisations with which we interact has a considerable influence on our judgments. The quality of our education, healthcare system, legal system, government seniority, cultural life, and so on is determined by the calibre and efficacy of those organizations. Formal organisations are a common feature of modern life, and they have a significant impact on the nature and quality of our lives. That effect is essentially determined by the quality of management in such businesses, and as we will see in the following sections, management quality is largely determined by how managers use penalties and incentives their gaols (Hellriegel et al., 2004). The ability to affect the behaviour of individuals who work for them is an important part of management's job. As is often understood, the term "manipulation" is not meant to be used in a pejorative manner or to imply that managers must force employees to participate in activities they do not want to perform or reject on a moral level (Mujtaba & Senathip, 2020). The role of organisational management is to ensure that members of the organisation engage in the behaviours that management has determined are necessary or desirable for the organisation to achieve its goals, fulfil its mission, and, at the most basic level, continue to exist (Beardwell & Claydon, 2010).

Managers are becoming increasingly interested in knowing how to encourage positive behaviour in the workplace while discouraging undesirable behaviour (Mujtaba, Senathip, 2020). The importance of this issue has been heightened by previous accounting scandals that have afflicted firms in the last decade. Understanding where and why people reprimand dishonest behaviour and reward truthful behaviour is critical for developing strategies that support desirable and ethical practises within

institutions. Researchers in the fields of organisational behaviour (Cropanzano & Mitchell, 2005), economics (Fehr & Gächter, 2000) have been studying responses to negative and positive behaviours such as deception and integrity due to the growing functional relevance of this subject. Economists have recently become increasingly active in comparing and contrasting the frequency and intensity of penalties versus compensation, with the prevalent belief that deception is punished more harshly than integrity (Abbink et al., 2000). Since they offer their experience, expertise, and capabilities, human resources are the most important factor in a company's competitive advantages (Torrington & Hall, 2008). This resource can be kept within the organisation and utilised to its maximum capacity by encouraging it with various approaches (Ajila & Abiola, 2008). Incentives are one of the most significant parts of these strategies. With the implementation of a reward programme, employees are encouraged to put in their best effort in support of the organization's goals. Compensation systems help to increase workplace efficiency while also meeting other goals such as regulatory compliance, labour cost management, perceived fairness toward employers, and workforce performance improvement in order to attain high levels of competitiveness and customer loyalty (Ajila & Abiola, 2004).

Armstrong (2018) pointed out that "the strategies, procedures, and processes needed to ensure that the importance of people and the dedication they provide to accomplishing organizational, departmental, and team objectives are acknowledged and compensated." Reward management is "the practise of creating and implementing objectives and policies with the goal of paying individuals evenly, equitably, and consistently in line with their contribution to the organization," Armstrong and Murlis (2004, p3). It also includes the creation, implementation, and management of reward systems, as well as processes and practises that attempt to improve organizational, team, and individual performance. "all aspects of financial return, tangible resources, and incentives an employee enjoys as part of an employment contract" (Malhotra et al., 2007). Any employee, without a doubt, expects to be compensated after fulfilling a role or duty. Employees expect their managers to complete or complete duties to their satisfaction, as well as to provide them with adequate benefits and wages (rewards) once they have completed what is expected of them. In Oxford Dictionary, (Dictionary, 2000), mentioned that the definition of "success" originates from the word "perform," which means "to carry out, achieve, or fulfil an operation, duty, or work." Carraher et

al. (2006) claim that in order to maintain high performers in the organization, an adequate incentive structure should be in place, with the reward being connected to their achievement. Armstrong (1999), mentioned that reward management approaches are concerned with the development, implementation, and maintenance of award programmes targeted at boosting organizational, team, and individual efficiency. Performance management, on the other hand, is a systemic approach to improving corporate performance via the development of individual and team efficiency.

The overall financial and non-financial remuneration or utilities expense paid to an employee in exchange for employment or seniority performed at work is referred to as a reward. In any paid employment arrangement, the most important contract word is "reward," which is also known as compensation or remuneration. Its impact on staff (or employees') success is sometimes misinterpreted. This term must be understood to mean that an individual's compensation package might influence their behaviour and amount of contact with the company (Carraher et al. 2006).

### **1.1.2. Different Types of Rewards**

The two sorts of advantages offered are extrinsic and innate rewards. Extrinsic benefits include "a number of external things that businesses might offer as encouragement for employees to maximise productivity" (Malhotra et al.2007). Only a few options include cash, insurance, incentives, discounts, and flexible scheduling.

Intrinsic incentives are internal to the individual and, in some respects, less tangible. They are, in reality, highly subjective in that they reflect a person's attitude toward and value of labour. Malhotra et al.(2007) mentioned that intrinsic incentives are "inherent in the structure of the job itself" and include "motivational features including skill spectrum, power, and feedback," as well as employee engagement in decision-making and mission transparency (Gilsson & Durick, 1988). Extrinsic benefits, also, Manion, (2005) says that include a healthy relationship, productive jobs, reputation, progress, and freedom of choice. As one school of thought, extrinsic incentives are more effective and valuable in attaining employee engagement, achievement, and loyalty (Angle & Perry, 1993), whereas intrinsic rewards are more suited for inspiring employees (Angle & Perry, 1983; Brief & Aldag, 1983).

Intrinsic benefits are intangible advantages that contribute to increased job satisfaction. Some examples include a great job description, development in your

profession, personal achievements, compliments, and so on. Employees receive monetary incentives in the form of extrinsic rewards for doing a good job. It includes things like bonuses, salaries, and gifts (Yousaf S, et al. 2014). Employees at a company are respected because they are given intrinsic incentives. Extrinsic incentives, on the other hand, try to improve workers' performance by rewarding them for their efforts. It's critical to find a balance between extrinsic (output) and intrinsic (inner) motivation (Yousaf et al., 2014).

When they improve an employee's overall financial situation, financial incentives are beneficial. Bonuses, wage increases, and other benefits are included. Non-monetary incentives should not provide any financial gain to employees. Instead, it focuses on demonstrating how much employees are appreciated at work through monetary reward (Ajila & Abiola, 2004). Gym memberships, parking spaces, and gift coupons are only a few examples. As time went on, employees grew more willing to share their incentives with their co-workers. For the same level of performance, financial rewards need a bigger investment. This is a more cost-effective option for small businesses and entrepreneurs (Ajila & Abiola, 2008).

Incentives are commonly used by organisations to motivate employees to complete such duties. Incentives are used to incentivize employees to work successfully and efficiently in order to meet business goals. Malhotra et al. (2007), regardless of the type of organization, rewards play a significant part in building and maintaining worker loyalty that ensures a high degree of performance and workforce cohesion. The goal of applying incentives is to encourage or induce certain behaviours among employees that are perceived as advantageous to increased performance while discouraging others that are considered detrimental to the organization's growth and success (Malhotra et al.2007). The use of expectation templates, as Vroom (2004) refers to them, is a great way to accomplish this. Martin (2020) states that "the core of expectation models is that motivation is a result of the desirability of the consequence of behaviour" that is, if a person is confident that their projected behaviour will result in specific rewards, he or she will be motivated to participate.

### **1.1.3. System of Rewards**

Reward is "The interrelated methods and procedures that act together to ensure that award administration is carried out successfully to the benefit of the organisation



and its personnel," writes Armstrong (2010). The rules and procedures designed for a competitive compensation plan that have the greatest impact on individual employee motivation and efficiency are known as reward policies. Byar and Rue (2005) advocate that minimum and maximum wage rates be explicitly stated in laws, taking into account the value of the work to the organization, willingness to pay, federal labour market restrictions, and other market factors. The partition of total compensation into several components, such as base salary, as well as the general organisation of pay levels between senior operational management and operational staff and supervisors, incentive programmes.

#### **1.1.4. Rewards and Employees' Productivity**

When people are employed, given merit raises or incentives, receive positive or negative feedback, or are required to achieve particular goals, and they have strong feelings about the legitimacy or otherwise of those decisions, this is known as consequence fairness or distributive justice. Extrinsic incentives, aside from increasing an employee's sense of accomplishment and gratitude, do not replace an employee's more fundamental desires. According to Hodgetts and Hegar (2008), three essential aspects must be examined when selecting the sort and degree of reward to offer: extrinsic and intrinsic motivations; success and rewards; and discipline. Employee incentives that are meaningful must have a beneficial impact on employee behaviour (Zigon, 1998). According to Allen and Helms (2002), reward programmes should be closely linked to business goals in order to achieve the best results. Employees should think that the organization's compensation structure encourages the notion that the majority of employees are high-performing, and there should be a link between employee incentives and performance. When developing staff incentives, there are a few things to keep in mind. It must: provide genuine and appropriate incentives to motivate employees to succeed; provide them with a clear line of sight; empower them to determine their own success; and keep its promises (Lawler, 2003).

#### **1.1.5. The Impact of Reward System**

Organizations use reward systems for a variety of reasons. Here are a few illustrations. It is commonly acknowledged that incentive systems have an effect on (Drake, Wong & Salter, 2007):

1. The level of effort and output necessary for the work. According to expectancy theory, workers are more likely to put in more effort and give better results if they believe their incentives are conditional on their efforts and performance. As a result, reward systems play a crucial role in motivating people.
2. Retention and attendance are important factors. In addition to other considerations, incentives have been demonstrated to affect an employee's choice to join a firm or remain with it. This was covered in more detail in the prior chapter..
3. Employee dedication to the company as a whole. Employee loyalty to the company has been found to be significantly impacted by incentive compensation programmes, most commonly through the exchange process. (Brief & Aldag, 1980).
4. That is, workers are more inclined to build relationships with their employers if they believe they care about their well-being and are willing to protect their interests. This technique for exchanging information is depicted in the figure. We expect increased commitment from employees to the extent that the company is able to meet their needs and meet its objectives (Brief & Aldag, 1980).
5. People have different reward preferences, and some are more satisfying than others. Furthermore, certain incentives are more fulfilling than others because they lead to further advantages.
6. There are a variety of occupational and organisational choices. Perceived benefits offered in the occupation or organisation in which a person is interested influence their choice of a profession as well as their decision to join a specific organisation within that field.

## **1.2. Punishment**

### **1.2.1. The Concept of Punishment**

Hodgetts and Hegar (2008) says that professional measures are "poor incentives." As penalties are to be imposed, management must integrate the information into an understanding of both the kinds of corrective measures and the method in which the punishment can be applied. Because an employer and employee work together, the employer can use discipline to monitor and control the employee's behaviour to ensure that the institution's expectations and goals are satisfied. Economic

and trade punishments are the preferred strategic strategies of governments. The laws are complex and constantly changing, and the consequences of breaching them may be severe. An international organisation must examine the impact of punishments on its operations, how to manage expenses, and how to position itself to operate securely while making solid financial judgments (Lexology, 2015).

As a result of the penalties, businesses are facing their own human capital issues. As a global contractor, you must be aware of whether any of your employees may be subject to extra penalty laws due to their race or country of residence (e.g., US nationals are bound by US punishments wherever they are operating). Additionally, any of your employees or officials might be banned as persons (also known as Designed Individuals, or dis), making it impossible for you to conduct business with them. You'll need to implement suitable training and enforcement programmes for relevant employees to become familiar with the punishments that apply to your organisation and their present obligations, as well as make any required adjustments to your supervision and reporting systems.

Dismissal is a last-resort administrative measure that is frequently used in legally defined conditions. A successful manager, according to Hodgetts and Hegar (2008), attempts to avoid terminating an employee. Kanungo (1983) recommends that penalties be enforced automatically – as soon as the law is broken – and concludes that punishments should be used in tandem with incentives. When compared to ourselves, we have shortcomings, and as a result, we have a responsibility to lead and protect it. Mangkunegara (2013) claims that Punishment is the threat of punishment intended to improve the performance of violators' personnel, enforce applicable regulations, and teach violators a lesson. Because the use of punishment is designed to have a deterrent impact on violators, it can be more effective in moderating the behaviour of deviant personnel in specific circumstances. Punishment, according to Sardiman (2014) is a type of negative reinforcement that can be used as a motivational tool if applied correctly and sensibly in accordance with the principles of punishment.

Punishment, according to Fahmi (2017), is a discipline given to an employee for failing to accomplish or carry out a job as directed. Every job that is assigned to an employee is in accordance with the provisions that were confirmed from the beginning when the employee first started working at the company, particularly when the

employee signed an agreement indicating his or her willingness to work in accordance with the decree's orders. Punishment is a popular action in a company setting because it seeks to discipline every employee to follow the organization's rules and procedures for behaviour.

### **1.2.2. Contingent Punishment Behavior**

There are many ways to be used by leaders to direct and encourage employees and achieve the goal and desired task. One of the punishment behaviors that may have an impact on a leader's effectiveness in upholding corporate commitment is contingent punishment. Researchers claim that as compared to non-contingent punishment, contingent punishment has a beneficial impact on a leader's efficacy (Atwater, Dionne, Camobreco, Avolio, & Lau, 1998). Individuals' behavior can be changed due to unique power, strength, and impact. In order to prevent the repeat of this action, contingent punishment might be seen as an unpleasant or punitive response towards the employee. Contingency punishment is specifically described as a bad reaction or penalty for individuals who play excellent roles. As stated by as stated by Tremblay. (2012), the behavior of contingent punishment can be defined as negative reactions consist of reprimands, disapproval and criticism of leader when the employee performs low or undesired performance. Basically, the contingent punishment can be used based on specific standards to the unwanted behavior of employee or bad performance such as when employee fails to fulfill the expectations of leader or his goal.

### **1.2.3. Non-Contingent Punishment Behavior**

For the first time, Zhu and Wei (2020) separated punishing behaviours into non-contingent punishment and contingent punishment when they discussed the relationship between the reward and punishment behaviour at leaders and the performance of subordinates and satisfaction, particularly the transactions leaders. According to Zhu & Wei (2020), non-contingent punishment describes activities for which a penalty is not met out dependent on the negligence of subordinates. Practically speaking, non-contingent punishment is always perceived as behaviour that is inconsistent with negligence behaviour, which primarily pertains to cases of severe and needless punishment. In a nutshell, we believe that non-contingent punishment involves either punishing subordinates for negligence or punishing them for negligence-free behaviour.

Ashforth (1994) discussed that punishment is a type of “petty tyranny” because it represents a domineering, unpredictable, and malicious exercise of the power by a person in the power. As a reverse to contingent punishment where it is seen by the target as it is directly associated with performance, it is probable that receivers see the non-contingent punishment as it is unfair (Ashforth, 1994).

Non-contingent punishment is associated with conceptual overlap with what Tepper (2000) describes of bad supervising. Specifically, one of the bad supervising types is represented by expressing anger towards subordinates when the supervisor is crazy for another reason, it represents a type of non-contingent punishment. The literature showed that the negative results for non-contingent punishment on the behaviour of subordinates. For example, in recent research where 20 different samples have been collected, it is shown that non-contingent punishment was negatively associated with different measure of organizational commitment behaviour (Podsakoff et al., 2006). We expect the repetition of this relationship between non-contingent punishment and organizational commitment behaviour but we expand this theoretical association by examining whether the strength of this relationship is subject to the race of employee.

#### **1.2.4. Non-Contingent Reward Behavior**

In addition to considering the impacts of contingent reward and punishment, Podsakoff et al. (1984) underlined the need of considering the influence of non-contingent reward and punishment behavior on employee reactions. Social loafing must not be impacted by non-contingent reward behaviour since incentives are controlled regardless of performance level. Contrarily, it can be argued that non-contingent compensation practices may actually promote social loafing since employees may come to understand that they would receive rewards regardless of their efforts, allowing them to avoid social loafing. Additionally, when employees get non-contingent rewards, they may believe that their efforts are not important, which promotes social loafing. (Shepperd, 1993). However, it is likely that the compensational power will make up for the benefits in order to encourage social laziness in the spotlight of non-contingent reward. This demonstrates how social exchange theories suggest that individuals attempt to behave similarly to those who are rewarded (Blau, 1964). Then, in the instance of social loafing, non-contingent reward behaviour may promote social

loafing to the degree that a person may avoid penalty, but it may discourage loafing to the extent that people feel like they must respond similarly. Therefore, while the non-contingent reward is one of the adoption models, it must not effect on social loafing because of its definition where it is non-contingent with singular participations. Any motivation for social loafing resulting from this reward it is probable to be offset with similar treatment in social exchange (Blau, 1964).

### **1.3. Organizational Commitment**

#### **1.3.1. The Concept of Organisational Commitment**

Given its important consequences for the organization's survival and performance in a cutthroat commercial climate, organisational commitment is one of the behavioural phenomena that has caught the attention of authors and academics in recent years (Stallworth, 2003: 405). According to Rowden (2000: 31), in the highly competitive world of today, no organisation can succeed at the highest levels because not everyone engaged is committed to the company's goals and values and functions as a productive team member. Additionally, as the majority of studies on the issue back up this assertion (Porter et al., 1974; Angle & Perry, 1981: 9). While Dunham et al. (1994) discovered that people with extraordinary organisational obligations are distinguished by exceptional job performance, which results in increased productivity and a desire for their work and organisations, those studies discovered that emotional and normative involvements are more related to performance than the negative relationship between continuous commitment and performance. Rowden (2000: 33) observed that continuous commitment was associated with a positive connection with job turnover and absenteeism, but emotional and normative commitment was associated with a negative relationship with these outcomes. Rowden's results supported the findings of this study. Most experiments and studies, according to Roweden (2000: 31), focused on understanding the nature of the individual-organization connection owing to the alignment of principles and objectives between the two parties at the start of the year (1950). It has been unable to provide a straightforward and accurate answer. It is anything that a person commits to performing for others because they feel compelled to do so.

The phrase "organisational commitment" has acquired popularity in the literature on industrial and organisational psychology (Cohen, 2003). Early study on

organisational commitment was focused on an attitudinal viewpoint and viewed it as a single dimension including identification, engagement, and loyalty (Porter, et al., 1974). An employee's identification and participation with the relevant organisation leads to the development of a psychological bond or affective commitment. Porter et al. (1974, p 604), "an attachment to the organization is typified by an intention to remain in it; an identification with the organization's ideals and aims; and a willingness to devote extra effort on its behalf," according to Porter et al. (1974, p 604). As part of organisational commitment, individuals analyse how their personal beliefs and ambitions correspond to those of the organization, and this is referred to as the link between the individual employee and the organization. Meyer and Allen (1984) saw organisational commitment as being two-dimensional, namely, affective and continuous. Meyer and Allen (1984, p. 375) defined affective commitment as "positive feelings of identification with, attachment to, and involvement in the work organization" and continuance commitment as "the extent to which employees feel committed to their organisation by virtue of the costs that they perceive are associated with leaving." After more research, Allen and Meyer (1990) added a third factor, normative commitment, to the list. Normative commitment is defined by Allen and Meyer (1990, p. 6) as "the employee's sentiments of obligation to stay with the organization." As a result, the concept of organisational commitment is defined as a three-dimensional concept with affective, continuance, and normative components (Meyer & Allen, 1991). The belief that organizational commitment is a psychological state that characterizes organizational members' relationships with the organization and has implications for the decision to continue or discontinue membership in the organization is shared by the three dimensions of organizational commitment (Meyer & Allen, 1997).

### **1.3.2. Organizational Commitment Approaches**

Different Sources that Define the Kind and Character of an Individual's Commitment, as well as the differing perspectives of scholars who have examined the notion of commitment, may be used to classify an individual's commitment inside the organization:

1. Approaches to Attitudinal Commitment: The most influential uni-dimensional approach to organisational engagement is the attitude approach of porter et al.

(1979), which views engagement largely as a perspective of a member of a firm's employees or a collection of how they act. It might be argued that employee attitudes are strongly influenced by organisational engagement. According to the findings, the attitude approach to corporate engagement conceptualization has the strongest links to commitment elements (Meyer and Allen, 1997; Suliman and Iles, 2000). This approach shows how a consumer engages with the business and its objectives before deciding to stick with it in order to achieve those objectives (Mowday et al., 1979). According to Mowday et al. (1979), organisational involvement is the degree to which a staff member identifies and is connected to the company. This identification and connection is determined by two factors, first, a strong belief in and appreciation for the organization's objectives and values; and second a desire to make a significant effort on its behalf. This tactic frequently demands an exchange connection in which individuals commit to the company in return for whatever benefits or money the company may offer (Mowday, et. Al., 1979). Attitudinal involvement is a process and attitude in which people assess their own values and goals in relation to the organization's. Employees' beliefs are reflected in the affective and normative components, while their behavioural orientation is demonstrated by the continuity component. According to Meyer and Allen (1997), this technique integrates elements associated with a positive work environment, individual attributes, and job features, with the effects being more activity, lower absenteeism, and lower employee turnover.

2. Approaches based on Behavioural Commitment: The behavioural approach, in which people contribute to a specific strategy of action rather than an institution, is another feature that is applied to organisational commitment as an action. This means that a person who is eager to contribute to the organisation might promote a more optimistic perspective on the firm in order to avoid cognitive conflict or maintain positive self-perceptions in line with their activities (Allen & Meyer, 1990: 4). Commitment in an organisation has traditionally been viewed as a stand-alone factor that influences particular types of behaviour displayed by individuals or organisations (Becker, 1960). Becker used the term "side bets" to describe a type of job-related commitment behaviour. The side bet concept states that an employee's loyalty is defined as an ongoing commitment to an institution



that occurs without taking into account the employee's decision to stay after calculating the cost of quitting the company. Employees who voluntarily want to act in a certain way but find it difficult to do so stick with their preferred actions and develop behaviours that are congruent with their preferences (Muthuveloo & Rose, 2005).

3. Approaches with Multiple Commitments Organizational commitment has been analysed in light of both unidimensional and multidimensional situations (Suliman & Iles, 2000). The lack of agreement on the definition of loyalty has aided in the understanding of organisational participation as a multifaceted construct (Meyer & Herscovitch, 2001). The multifaceted approach to the conception of organisational commitment is said to be the most recent method. According to this strategy, corporate participation is established through a combination of personal attachment, perceived cost, and moral obligation (Suliman & Iles, 2000). One of the early studies that led to this new method was provided by Kelman (1958), who said that commitment focuses on the core principles of conformance, identification, and internalization, which promote attitudinal progress. Organizational involvement was considered by O'Reilly and Chatman (1986) as a multidimensional notion based on these three components, with the basic premise that loyalty is a person's psychological attachment to an entity. Meyer and Allen (1997) combined the idea of ongoing involvement with the theory of emotional commitment by introducing Becker's (1960) side-bet principle, which suggests that being involved in a sequence of actions is derived from an individual's growth of side bets. Later on, their multidimensional method was given normative devotion. In addition, imaginary requirements were introduced to the structure to further distinguish the enterprises.

### **1.3.3. Organizational Commitment Model**

4. Meyer and Allen (1997) employ the three concept to conceptualise organisational commitment in terms of its affective, continuous, and normative dimensions. These groups emphasise the many ways in which an organization's commitment changes over time and the implications for employee behaviour.

### **1.3.3.1. Affective Commitment**

The first component of organisational commitment in the concept is affective commitment, which describes a person's emotional connection to the company. According to Meyer and Allen (1997, p. 11), "the employee's emotional attachment to, identification with, and engagement in the company" is what is meant by affective commitment. Members of an organisation who are emotionally committed to it continue to work there because they want to (Meyer & Allen, 1991). Emotionally committed members stay with the organisation because they consider their personal employment connection as compatible with the objectives and values of the latter (Beck & Wilson, 2000). A favourable attitude toward the organisation, which is connected to labour and This type of attitude is "an orientation toward the organisation, which connects or attaches the person's identity to the organisation," according to Sheldon (1971, p. 148). "Effective commitment" refers to the degree to which a person identifies with and participates in a certain organisation (Mowday et al., 1982). The strength of affective organisational commitment is influenced by how well an individual's desires and expectations about the organisation are matched by their actual experience (Storey, 1995). The term "value-based organisational commitment," which refers to the degree of value congruence between an organization's members, also applies to affective commitment. According to Tetrick (1995), Meyer and Allen (1997) contend that factors including managerial receptivity, peer cohesion, equality, personal relevance, feedback, engagement, and reliability, as well as job challenge, role clarity, goal clarity, and goal complexity, increase emotional commitment. The growth of affective commitment requires identification and internalisation (Beck & Wilson, 2000). Individuals' identification with the aim to have a mutually beneficial connection with their organisations serves as the foundation for their affective attachment to them. On the other side, internalisation refers to people and organisations having same objectives and values. The degree to which a person identifies with the organisation is generally what affective organisational commitment is concerned with (Allen & Meyer, 1990).

### **1.3.3.2. Continuance Commitment**

The second of the three organisational commitment dimensions is the continuance commitment element. Meyer and Allen (1997, p. 11) describe continuity

commitment as "awareness of the penalties connected with abandoning the organisation." It is calculative in nature due to the individual's perception of the costs and dangers associated with leaving the current company (Meyer & Allen, 1997). Employees whose primary attachment to the organisation is based on continuing commitment remain because they have to, according to Meyer and Allen (1991, p. 67). It is emphasised that continuation differs from affective commitment. People continue to work for a firm because they want to. A continuance commitment is an instrumental attachment to an organisation, wherein a person's participation in the group is determined by a calculation of the financial rewards received (Beck & Wilson, 2000). In spite of not sharing its objectives and principles, members of an organisation develop devotion to it as a consequence of the favourable extrinsic rewards acquired through the effort-bargain. The level of continued commitment, which indicates a need to stay, is influenced by the perceived cost of leaving the organisation (Meyer & Allen, 1984). This argument is in favour of the idea that workers will quit if offered better opportunities. Acquired investments and undesirable employment options frequently pressure people to follow their course of action, and they are to blame for these people's commitment because they must (Meyer et al. 1990, p. 715). This implies that employees stick with the firm due to other accumulated assets that they would lose, such as pension plans, seniority, or certain organisational skills. With commitment, staying is a "benefit," whereas leaving is a "cost." Organizational commitment is defined by Tetric (1995, p. 590) as "an exchange system in which productivity and loyalty are supplied in exchange for financial advantages and incentives." This definition supports the profit argument. As a result, the organisation must pay closer attention to and recognise the factors that boost employee morale and encourage them to be affectively engaged if it wants to retain personnel who are consistently loyal.

### **1.3.3.3. Normative Commitment**

The organisational commitment model's last dimension is normative commitment. Normative commitment is defined by Meyer and Allen (1997, p. 11) as "a sense of duty to retain employment." Due to internalised normative beliefs of responsibility and obligation, people are required to continue being members of the organisation (Allen & Meyer, 1990). Employees with normative commitment believe they should stick with the organisation, according to Meyer and Allen (1991, p. 67). Employees continue working because it is required of them or because it is morally

proper to do so, according to the normative component. In their definition of "Normative Commitment," Wiener and Vardi (1980, p. 86) as "individual work behaviour influenced by a sense of responsibility, obligation, and devotion toward the organization." Members of an organisation are dedicated to it on moral grounds (Iverson & Buttigieg, 1999). The normatively committed employee feels that remaining in the company is ethically right, regardless of how much status advancement or happiness the organisation offers over time. The level of normative organisational commitment is determined by widely accepted ideas on the reciprocal obligations between the organisation and its members (Suliman & Iles, 2000). The social exchange theory, which forms the foundation of the reciprocal responsibility, contends that receiving a benefit triggers a strong normative duty or requirement to at least partially offset the advantage received (McDonald & Makin, 2000). People typically feel under pressure to make up for the organization's investment in them through growth and training. This moral duty, according to Meyer and Allen (1991, p. 88), results from the socialisation process that takes place inside the community or organisation. It is founded on the idea of reciprocity, which asserts that when an employee receives a benefit, he or she, or the business, has a moral duty to repay the favour. This principle may be applied to any situation.

#### **1.3.4. Stages of Organizational Commitment**

1. Compliance, identification, and internalisation are the phases of organisational commitment, according to O'Reilly (1989, p. 12). The steps that follow are thoroughly covered:
2. According to O'Reilly (1989), the first level of compliance focuses on the employee accepting the influence of others in order to gain from it through compensation or development. At this stage, attitudes and behaviours are chosen not out of a sense of shared ideals but purely in order to reap particular advantages. The organisational commitment's nature at the compliance stage, where the employee weighs the benefits of remaining with the company, is connected to the continuity component of commitment (Beck & Wilson, 2000). This demonstrates that current workers are sticking in the organisation due to the perks they enjoy. (Meyer & Allen, 1997).

3. Employees must accept the influence of others in the second stage, referred to as identification, in order to maintain a good self-defining connection with the business (O'Reilly, 1989). Organizational commitment is now based on the normative component (Meyer & Allen, 1997). The employee remains out of a sense of duty to the company and is driven by loyalty and responsibility.

The third phase, known as internalisation, takes place when a worker feels that the organization's principles organically fulfil him or her and are consistent with his or her own values (O'Reilly, 1989). At this level, the emotive dimension serves as the foundation for organisational commitment (Meyer & Allen, 1997). The commitment is based on the employee's desire to stay since at this time they feel like they belong and want to stay with the company. As a result, the person's values align with those of the company and group (Suliman & Iles, 2000).

## **1.4. The Relationship Between Variables Under Study**

### **1.4.1. Rewards and Organizational Commitment**

As study's findings made by Mahendra and Subudi (2019) the incentive had a considerable beneficial impact on organisational dedication. This means that the better the compensation system is implemented, the more committed employees are to the firm. The findings of this study are consistent with those of Mahendra and Subudi (2019); and Yudhaningsih et al. (2016), who found that incentives had a positive and significant impact on organisational commitment. Employees place a high value on rewards. The size of the reward reflects the value of an employee's contribution to the organisation where he works. The reward system is particularly significant since it demonstrates the organization's attempts to preserve HR, or, in other words, to ensure that employees are loyal and committed to the company where they work.

Employee rewards are said to be one of the decisive factors in motivating them to boost productivity and create positive results. Salary, earnings, bonuses, commissions, employee insurance, employee social assistance, perks, vacations, paid leave, and so on are all examples of financial rewards. Non-monetary incentives include things like promotion possibilities, recognition, and so on. Employee rewards will, of course, be evaluated in the future. Employees who perform well will be rewarded, while those who perform poorly will be penalized. Employees receive

rewards as part of their remuneration for the work they accomplish, and these rewards have specific goals and purposes.

#### **1.4.2. Punishment and Organizational Commitment**

The leadership can issue rewards and penalties to the employee based on the results of the employee's work to determine whether the employee excels or not. The leadership or staffing department must make a detailed assessment rather than relying on a quick scan. As a result, adequate remuneration can be provided, as determined by the leadership or staffing division. When it comes to work devotion, incentive and punishment play a big role. As a result, the organization need knowledge of employees' shortcomings and talents in order to keep job commitments. Organizational commitment refers to a strong belief in and acceptance of the organization's principles and aims, as well as a readiness to devote one's abilities to achieving organizational goals and a strong desire to remain a member of the organization. Employees who are disciplined will find it difficult to devote their talents to achieving company goals and will have a strong desire to stay in the organization (Bakan. et al. 2011).

#### **1.5. The Effect of Demographic Information on Research Variables**

The literature analysis on the drivers of employee engagement indicates that the three aspects of rewards, punishment, and organisational commitment are becoming increasingly important. (Schaufeli and Bakker, 2004), this study, the influence of demographic characteristics on the chosen drivers of workers at Duhok Polytechnic University is investigated. Because demographics impact employee work behaviour and productivity, they are essential elements considered in most human resource and management choices. As Kahn (1990) and Schaufeli and ( 2004), the level of work engagement is influenced by the demographic features of the respondents in general. Employees' personal attributes, such as age, gender, and seniority, might have a considerable impact on organisational commitment, according to Bakan et al. (2011), employee satisfaction is determined by demographic characteristics such as gender, age, designation, education, marital status, and years in the company, according to studies by Asadi et al. (2008) and Eker et al. (2004). Age and gender were chosen as demographic factors based on the following research review:

### **1.5.1. Gender and Reward**

Gender Differences: It has been shown that gender distinctions affect worker engagement. Women are more devoted than men, according to (John, Mathieu, and Dennis, 1990). This is typically explained by the fact that women experience more barriers to success in the workplace than men do. They made note of the perception that women have less prospects for promotion than men. Garg (2014) found that there are significant gender differences in three constructs: work-life balance, wellbeing, and job stability and professional growth. Gender differences in preferences for immediate and delayed rewards have been explored in the context of delay discounting. The findings are contradictory; some research (Kirby and Marakovic 1996) show greater rates of male delay rewards while others demonstrate that females prefer immediate rewards more (Logue and Anderson 2001; Reynolds et al. 2006). Employers are more inclined to reward men with families with greater income than women with families, according to studies (Sapiro, 1994; Entifi, 2009). This is likely because women's wages are seen as an addition to those of their husbands, who are viewed as the archetypal major breadwinners. Women are paid less than males in all occupations, even when both genders hold jobs that require an equivalent level of education and expertise. The few men who work in industries with a majority of women also have advantages over the women who do the same job, a phenomenon known as "the glass escalator effect" (Lindsey et al., 2000).

### **1.5.2. Gender and Punishment**

To ensure punishment equality, equivalent penalties must be given for comparable offences (Butterfield et al., 2005; Trevino, 1992). The negative repercussions of harsh punishment include anxiety, hostility, disengagement, and sabotage (Arvey & Ivancevich, 1980). So, if penalised unfairly, women could experience these negative side effects more than males. Women's presence in positions of authority may lessen stereotyping by making gender a less salient category, according to Ely (1995), who found evidence of increased stereotyping in businesses where women were underrepresented. Based on this study, we draw the following prediction: When women are more strongly represented among those making the punishment decisions, there is a lower gender discrepancy in the harshness of the penalty. After taking into consideration a number of variables, female receive harsher

penalties than male. The gender discrepancy in punishment is lessened with more women. Most of studies identifies a fresh prescriptive stereotype that women encounter and explains why gender differences in the workplace still exist. Kennedy et al. (2016) emphasises the harshness of punishment as a fresh method by which institutions may hinder the careers of women more than men.

### **1.5.3. Gender and organizational commitment**

Numerous research studies have focused in particular on the connection between organisational commitment and gender (Balay, 2000). Different outcomes were obtained by the researchers that investigated the subject . Some claim that males feel more committed to their organisations than women do because they earn more money and hold better jobs (Arbak & Kesken, 2005, p. 82). Others claim that women are more committed to their organisations (Kamer, 2001). Gender has no bearing on the organisational commitment for a different group (Balay, 2000). According to Mowday, Steers, and Porter (1979), organisational commitment and gender have a consistent association. They continued by saying that because women worked so hard to advance their professional standing, women exhibit higher levels of dedication than men.

### **1.5.4. Age and Reward**

Employees much valued and clearly identified both monetary and non-monetary rewarding factors. The respondents' choices for cash rewards varied according to their ages. Knowledge based on research about employees' age-related reward preferences aids managers and policy makers in creating more acceptable rewarding systems for the healthcare industry, which in turn may encourage staff to work longer hours (Von Bonsdorff, 2011). The findings indicated that older and more seasoned employees tended to favour monetary rewards more frequently than younger employees Temporarily employed nurse's employees who were also frequently younger than 40 years old, exhibited a considerably lower desire for financial incentives than those who were hired continuously (Von Bonsdorff, 2011).

### **1.5.5. Age and Organizational Commitment**

Employee Age: An important indication of individual variations is employee age. According to Mathieu et al. (1990), employees will have fewer professional



options as they age, which can make them value their current position more. the relationship between organisational dedication and age. They found that the ratings for employee engagement vary greatly based on the age group. They found that as employees age, their levels of participation gradually decline, with those 60 and older showing the highest levels of engagement. In the Indian IT industry, age has a minor but significant impact on turnover intention (Ahuja, et al. 2007).

#### **1.5.6. Seniority and Rewards**

Rewarding seniority is compatible with organisational systems' goal to keep competent and knowledgeable individuals. Seniority based reward appear to have a modest but favourable relationship (Fischer, 2004). Seniority norms are also frequently used by organisations for allocating rewards (Rusbult, Insko, & Lin, 1995). For instance, according to research by Leonard (1990), senior employees often get greater vacation time, and there is a correlation between seniority and reward (Ingram & Bellenger, 1983). Because they are more bureaucratic, government agencies and organisations are more likely to take seniority into account when deciding how to distribute rewards. Rewarding seniority consequently improves the stability of the company since it is likely to retain organisational culture and structure. Rewarding seniority is one method a business may use to keep a reliable and dependable workforce, reducing the uncertainties and difficulties brought on by staff turnover and employing new personnel. In western And developed cultures, demographic trends show that the labour force is ageing. Age discrimination against older workers is a common occurrence, according to prior studies (Davies et al. (1991). In the current survey, older employees felt that seniority was not as important as it was for younger workers. According to Davies et al. (1991), older workers are more prevalent in "marginal" pay and frequently earn less money.

#### **1.5.7. Seniority and Organizational Commitment**

Seniority refers to how long a person has held a position or worked for a company. An employee with more seniority may have a greater position, rank, or precedence due to their length of service. In certain private sector organisations, among professions, skilled crafts, and unionised workplaces, seniority is significant. Progressive companies are less likely to give senior employees preference unless that

preference is taken into account when making choices about pay, promotions, layoffs, and other workplace employment issues .

In human resource management strategies like pay grades and promotion, seniority still matter a lot (Bae, 1997). Additionally, the labour market is characterised by long-term employment and extremely low turnover commitment, thus workers typically advance their careers in a single company. As a result, personnel may have more authority and larger duties the higher their position and seniority inside the firm. As a result, seniority level has a significant impact on organisational commitment (Hildisch et al., 2015). Seniority-based compensation is permissible in any organisation, but trade unionism is built on the idea. Many choices concerning employees are based on seniority in a workplace where unions are represented. For instance, the union will negotiate choices on work hours, vacation time, salaries, how overtime is distributed, preferred shifts, and other perks, and the unions favour older employees with a longer tenure over younger, more junior employees (Chron, 2021). Age and duration are both factors in seniority. The duration of an employee's employment with a corporation has been operationalized as tenure (Chen, 1995). According to the study's model tenure items, the longer you work for a firm, the more money you make, or the less probable it is that you would be asked to leave.

Their lack of job experience is the biggest barrier for people with lesser seniority. Employee adaptation would be promoted by supervisors who show starting organizational commitment. also, when lower-level staff members believe that their superiors exhibit a high level of starting structure organisational commitment, they may believe that Provide work-related information, As a result, it would strengthen employees' commitment to their organizations, in general, they give less weight to organisational commitment disparities and less importance to the prestige of seniority inside a single organisation (Farh et al., 2007). Therefore, seniority may not have as a strong impact on organisational commitment. It must be mentioned that this study tries to discuss through several studies the relation between age and seniority with punishment but Unfortunately, no appropriate studies were found about these variables

## 2. CHAPTER TWO: FINDINGS

### 2.1. Research Scale Reliability

It has been tried to test the reliability of the questionnaire whether is sufficient for the research or not. The result shows as it's shown in the below tables for each variables dimensions separately according to their Cronbach's alpha, and this value indicates that the questionnaires is suitable and the questions are good and can be used since the Cronbach's alpha is above" 0.60" (Kiliç, S. 2016).

Table 1: Reliability test for research questionnaire

Scale and Sub- Scales	Confidence coefficient Cronbach's Alpha	Comment	Cronbach's Alpha	No. Of Items
Rewards	$0.7 \leq \alpha < 0.9$	Good	0.782	10
Contingent Punishment Behaviour	$0.7 \leq \alpha < 0.9$	Good	0.888	5
Non-Contingent Punishment Behaviour	$\geq 0.9$	Perfect	0.921	4
Non-Contingent Reward Behaviour	$0.6 \leq \alpha < 0.7$	Acceptable	0.675	4
Affective commitment	$A < 0.5$	Unacceptable	0.459	6
Continuance Commitment	$0.7 \leq \alpha < 0.9$	Good	0.848	6
Normative Commitment	$0.6 \leq \alpha < 0.7$	Acceptable	0.602	6

The results in Table 1 shows that Cronbach alpha values to the variables of our study vary between 0.459-0.921. So, according to Kiliç (2016) the Cronbach alpha value for affective commitment is 0.459 and thus it is considered unacceptable value

and this variable will not be used for further analysis. Taber (2018) mentioned that A wide range of different descriptors was used by authors to interpret alpha values calculated. These descriptors are reported here with the range representing the highest and lowest values labelled that way in articles surveyed. Kiliç, S. (2016) mentioned that if Cronbach alpha range for variable is 0.9 or above, it consider as a perfect, if Cronbach alpha is between 0.7 and 0.9, it consider good. While the range between 0.6 and 0.7 is consider acceptable. And if Cronbach alpha is below 0.5, it will be unacceptable. (Taber.2018). so, we can see that the results of Cronbach Alpha values of our study are good enough to continue with another analyses which is (0.78 total). The Cronbach alpha value for normative commitment is 0.602 and it is considered acceptable value while the values for the rest of variables are surrounding between good to perfect and they can be analyzed and tested throughout this study (Kiliç, 2016).

It must be mentioned that there is another scale which is “Affective Commitment” and it is not used in further analysis because its Cronbach Alpha value is .45 and that’s why it is not analysed as it has unaccepted Cronbach alpha value.

## 2.2. Descriptive Statistics

### 2.2.1. Descriptive Statistic for Demographic Information of Sample Respondents

#### 2.2.1.1. Gender

Table 2: Descriptive statistics of gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	112	48.7	48.7	48.7
	Female	118	51.3	51.3	100.0
	Total	230	100.0	100.0	

The above table shows descriptive statistic of gender which covered by 230 respondents, 112 male which were 48.7% and 118 respondents by 51.3 were female. The below chart shows the percentages and the numbers.

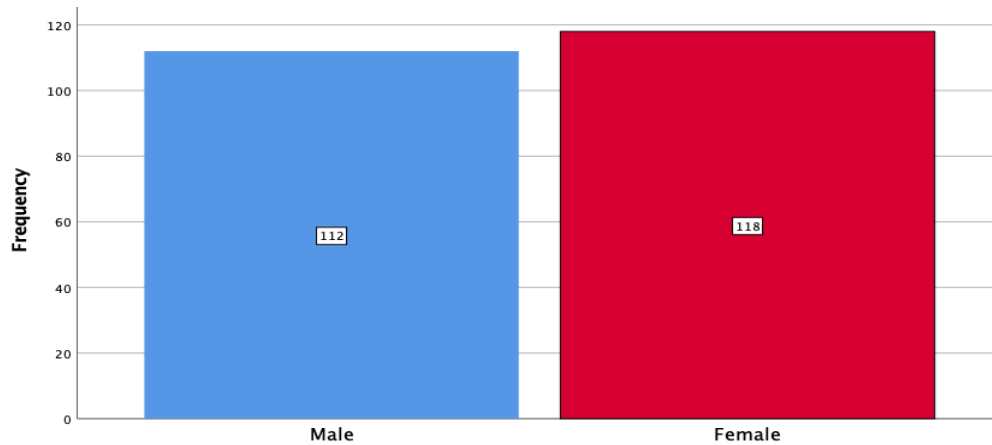


Figure 2: Descriptive statistics of gender.

### 2.2.1.2. Age

Table 3: Descriptive statistics of age.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30	11	4.78	4.8	4.8
	31 to 40	89	38.7	38.7	43.5
	41 to 50	75	32.61	32.6	76.1
	More than 50	55	23.91	23.9	100.0
	Total	230	100.0	100.0	

Regarding age Descriptive statistics, the above table shows that there are 89 respondents (38.7%) their ages were between 31 to 40 years old, 75 respondents (33.1%) were their ages between 41 to 50 years old, 55 respondents (23.9%) were more than 50 years old, and only 11 respondents (4.8%) were below 30 years. Below figure shows the percentages of frequencies.

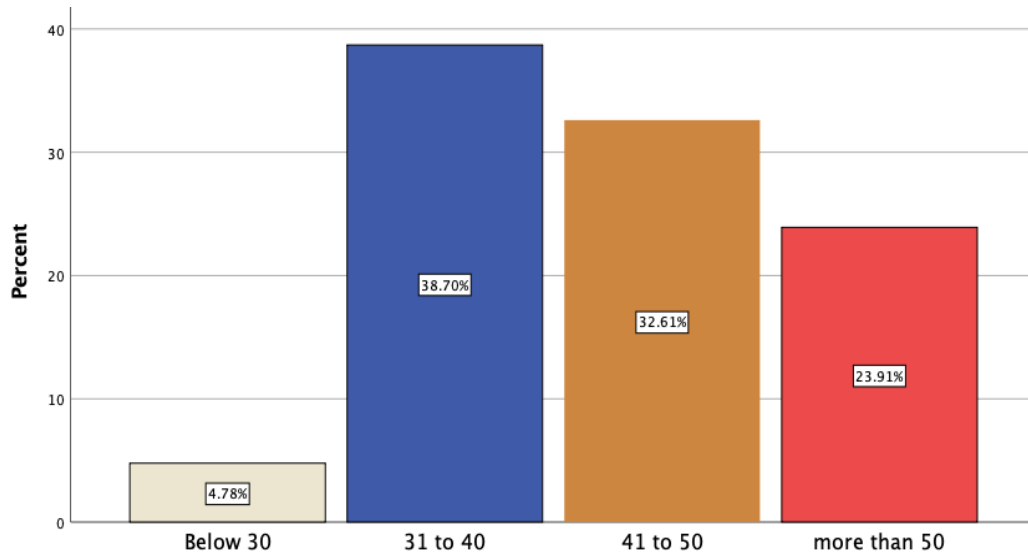


Figure 3: Descriptive statistics of age..

### 2.2.1.3 Seniority

Table 4: Descriptive statistics of seniority.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5	22	9.6	9.6	9.6
	From 5 to 10	95	41.3	41.3	50.9
	More than 10	113	49.13	49.1	100.0
	Total	230	100.0	100.0	

Table (4) shows seniority descriptive statistic for sample respondents. 113 respondents (49.13%) have more than 10 years of seniority in university, followed by 95 respondent (41.3%) were served from 5 to 10 years, and only 22 respondents (9.6 %) served less than 5 years. The below bar chart shows frequency and percentage.

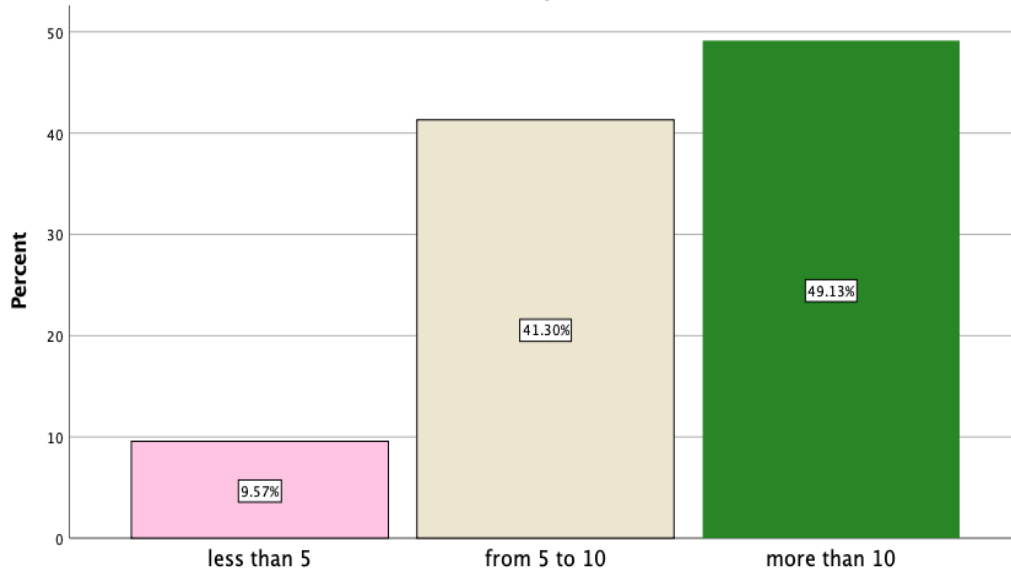


Figure 4: Descriptive statistics of seniority.

### 2.2.2. Descriptive Statistic of Reward

Table 5: Descriptive statistic(frequencies and percentage) of rewards scale.

Questions Of contingent reward	Measurements of Responses										Mean	SDV
	SD	%	D	%	N	%	A	%	SA	%		
Q 1	0	0	5	2.2	14	6.1	96	41.7	115	50	4.39	0.7
Q 2	3	1.3	11	4.8	18	7.8	76	33	122	53	4.31	0.9
Q 3	2	0.9	6	2.6	32	13.9	83	36.1	107	46.5	4.24	0.8
Q 4	2	0.9	6	2.6	27	11.7	83	36.1	112	48.7	4.29	0.8
Q 5	7	3	9	3.9	29	12.6	81	35.2	104	45.2	4.15	0.99
Q 6	7	3	9	3.9	28	12.2	75	32.6	111	48.3	4.19	1.0
Q 7	10	4.3	14	6.1	27	11.7	78	33.9	101	43.9	4.06	1.0
Q 8	8	3.5	10	4.3	29	12.6	87	37.8	96	41.7	4.1	1.0
Q 9	47	20.4	88	38.3	37	16.1	37	16.1	21	9.1	2.55	1.2
Q 10	61	26.5	78	33.9	29	12.6	44	19.1	18	7.8	2.47	1.2
Average	6.38		10.26		11.73		32.16		39.42		3.87	0.95
Total	16.64						71.58					



According to the table (5) which shows that the acceptance from respondents with regard to reward around (72%) and with average (3.87) and standard deviation (0.95), and this refers to rewards have been used by sample. And the highest range were recorded for Q1, which state that “My supervisor always gives me positive feedback when I perform well “with average (4.39) and standard deviation (0.7) while the lowest range were recorded for Q10 which states that “I often perform well in my job and still receive no praise from my supervisor (reverse-scored)“ With average (2.47) and standard deviation (1.2)

### 2.2.3. Descriptive Statistic of Punishment

Table 6: Descriptive statistic(frequencies and percentage) of punishment scale.

Dimension	Questions	Measurements of Responses										Mean	SDV
		SD	%	D	%	N	%	A	%	SA	%		
Contingent punishment	Q 1	3	1.3	10	4.3	34	14.8	10	43.5	83	36.1	4.08	0.8
	Q 2	1	0.4	10	4.3	21	9.1	10	43.5	98	42.6	4.23	0.8
	Q 3	4	1.7	10	4.3	37	16.1	89	38.7	90	39.1	4.09	0.9
	Q 4	8	3.5	20	8.7	33	14.3	77	33.5	92	40	3.97	1.0
	Q 5	4	1.7	10	4.3	35	15.2	99	43	82	35.7	4.06	0.9
Average		1.72		5.18		13.9		40.44		38.7		4.08	0.88
Total		6.9						79.14					
Non-contingent punishment	Q 6	40	17.	97	42.2	35	15.2	40	17.4	18	7.8	2.56	1.1
	Q 7	64	27.	79	34.3	36	15.7	37	16.1	14	6.1	2.38	1.2
	Q 8	61	26.	81	35.2	36	15.7	37	16.1	15	6.5	2.4	1.2
	Q 9	75	32.	78	33.9	27	11.7	39	17	11	4.8	2.27	1.2
Average		26.07		36.4		14.57		16.65		6.3		2.4	1.1
Total		62.47						22.95					
Non-contingent reward	Q10	56	24.	85	37	42	18.3	35	15.2	12	5.2	2.4	1.1
	Q11	16	7	16	7	50	21.7	97	42.2	51	22.2	3.65	1.1
	Q12	20	8.7	71	30.9	40	17.4	53	23	46	20	3.14	1.2
	Q13	45	19.	57	24.8	34	14.8	55	23.9	39	17	2.93	1.3
Average		14.9		24.9		18.05		26.07		16.1		3.03	1.1
Total		39.82						42.17					
Total Indicator												3.17	

According to the table (6) which shows that the acceptance from respondents with regard to punishment around 42% and with average (3.17) and standard deviation (1.1), and this refers to punishment have been used by sample. And the highest range were recorded for Q2, which state that “My supervisor shows his/her displeasure when my work is below acceptable levels “with average (4.23) and standard deviation .(0.8) while the lowest range were recorded for Q9 which states that “ I frequently am reprimanded by my supervisor without knowing why” with average (2.27) and standard deviation (1.2).

### 2.2.4. Descriptive Statistic of Organizational Commitment

Table 7: Descriptive statistic (frequencies and percentage) of organisational commitment scale.

Dimension	Questions	Measurements of Responses										Mean	SDV
		S D	%	D	%	N	%	A	%	SA	%		
Affective commitment	Q 1	8	3.5	7	3	20	8.7	60	26.1	135	58.7	4.33	1.0
	Q 2	4	1.7	9	3.9	22	9.6	67	29.1	128	55.7	4.33	0.9
	Q 3	60	26.1	80	34.8	38	16.5	33	14.3	19	8.3	2.43	1.2
	Q 4	68	29.6	72	31.3	34	14.8	34	14.8	22	9.6	2.43	1.3
	Q 5	68	29.6	76	33	31	13.5	38	16.5	17	7.4	2.39	1.2
	Q 6	5	2.2	4	1.7	27	11.7	102	44.3	92	40	4.18	0.8
Average		15.45		17.95		12.46		24.18		29.95		3.34	1.06
Total		33.4				54.13							
Continuance commitment	Q 7	4	1.7	9	3.9	34	14.8	97	42.2	86	37.4	4.09	0.9
	Q 8	2	0.9	5	2.2	27	11.7	104	45.2	92	40	4.21	0.8
	Q 9	1	0.4	7	3	36	15.7	109	47.4	77	33.5	4.10	0.8
	Q10	9	3.9	7	3	29	12.6	93	40.4	92	40	4.09	0.9
	Q11	4	1.7	10	4.3	38	16.5	90	39.1	88	38.3	4.07	0.9

	Q12	10	4.3	8	3.5	30	13	93	40	89	38.7	4.05	1.0
Average		2.15		3.31		14.05		42.38		37.98		4.10	0.8
Total		5.46						80.36					
Normative commitment	Q13	41	17.8	82	35.7	47	20.4	45	19.6	15	6.5	2.61	1.1
	Q14	4	1.7	9	3.9	43	18.7	102	44.3	72	31.3	3.99	0.9
	Q15	6	2.6	6	2.6	35	15.2	85	37.	98	42.6	4.14	0.9
	Q16	3	1.3	5	2.2	31	13.5	91	39.6	100	43.5	4.21	0.8
	Q17	2	0.9	13	5.7	27	11.7	83	36.1	105	45.7	4.20	0.9
	Q18	3	1.3	5	2.2	32	13.9	78	33.9	112	48.7	4.21	0.8
Average		4.26		8.71		15.56		35.08		36.38			
Total		12.97						71.46				3.89	0.9
Total Indicator													

According to the table (7) which shows that the acceptance from respondents with regard to organizational commitment around (71%) and with average (3.89) and standard deviation (0.9), and this refers to organisational commitment have been used by sample. The highest range were recorded for Q1”I would be very happy to spend the rest of my career in this organisation” and Q2 I rarely feel as if organisation’s problems are my own.” with average (4.33) and standard deviation (0.9) while the lowest range were recorded for Q5 With average (2.39) and standard deviation (1.2).

## 2.3. Non-Parametric Testing For Research Hypothesis

### 2.3.1. Gender with Research Variables

As shown in the below tables, we can conclude that there are three main Hypothesis for research variables and all three null Hypothesis are accepted based on Mann-Whitney U test as below:

The first hypothesis which says that the distribution of rewards variable is the same across categories of gender were accepted at P value 0.138 which is bigger than the significance level 0.05. ( $P 0.138 > sig 0.05$ ). And this leads to accept the null

hypothesis which states that There is no difference between the reward perceptions of the participants in terms of gender groups.

Table 8: Hypothesis test result for the relation between gender & reward.

<b>Hypothesis Test Summary</b>			
<b>Null Hypothesis</b>	<b>Test</b>	<b>Sig.</b>	<b>Decision</b>
1 The distribution of Reward is the same across categories of gender.	Independent-Samples Mann-Whitney U Test	0.138	Accept the null hypothesis.
Asymptotic significances are displayed. The significance level is 0.05.			

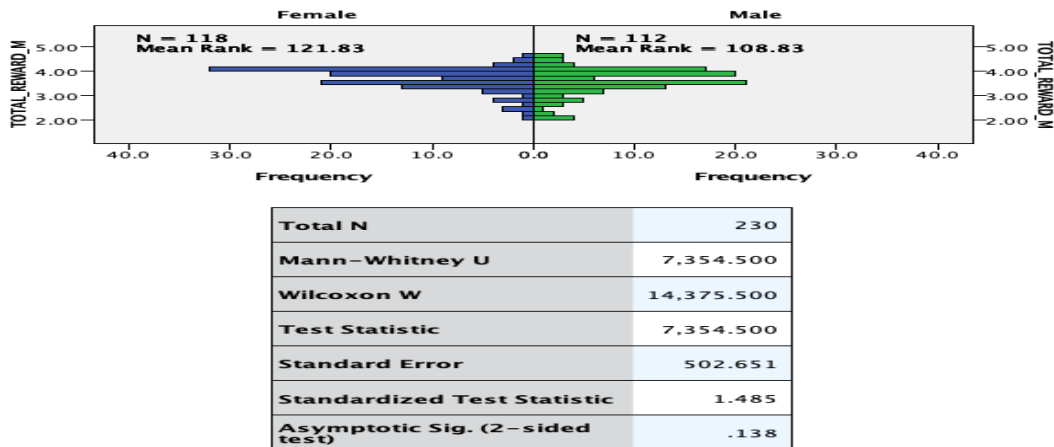
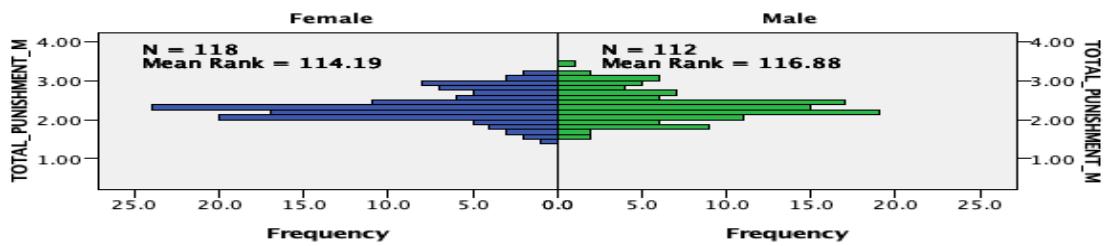


Figure 5: Hypothesis test result for the relation between gender & reward.

The second hypothesis which says that the distribution of punishment variable is the same across categories of gender were accepted at P value 0.759 which is bigger than the significance level 0.05. ( $P 0.759 > sig 0.05$ ) which means accepting the null hypothesis which states that There is no difference between the punishment perceptions of the participants in terms of gender.

Table 9: Hypothesis test result for the relation between gender & punishment.

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
2	The distribution of Punishment is the same across categories of gender.	Independent-Samples Mann-Whitney U Test	.759	Accept the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				



Total N	230
Mann-Whitney U	6,453.500
Wilcoxon W	13,474.500
Test Statistic	6,453.500
Standard Error	504.320
Standardized Test Statistic	-.306
Asymptotic Sig. (2-sided test)	.759

Figure 6: Hypothesis test result for the relation between gender & punishment.

The below tables shows the relation between gender and punishment sub-variables (contingent punishment, non-contingent punishment, and non-contingent reward), and also based on Mann-Whitney U test, the tables below clarify sub-variables hypothesis tests as below:

Table 10: The relation between gender & punishment sub-variables.

<b>Hypothesis Test Summary</b>				
	<b>Null Hypothesis</b>	<b>Test</b>	<b>Sig.</b>	<b>Decision</b>
2.1	The distribution of Contingent Punishment behaviour is the same across categories of gender.	Independent-Samples Mann-Whitney U Test	0.725	Accept the null hypothesis.
2.2	The distribution of Non-Contingent Punishment is the same across categories of gender.	Independent-Samples Mann-Whitney U Test	0.407	Accept the null hypothesis.
2.3	The distribution of Non-Contingent Reward is the same across categories of gender.	Independent-Samples Mann-Whitney U Test	0.017	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is 0.05.				

Three hypotheses of relation between gender and punishment sub-variables were tested as below:

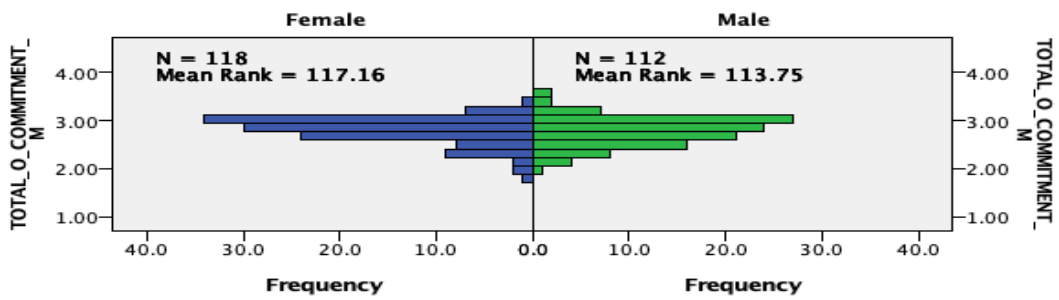
- There is no difference between the contingent punishment behaviour perceptions of the participants in terms of gender group at p value 0.725 and significant level 0.05.
- There is no difference between the Non-contingent punishment behaviour perceptions of the participants in terms of gender group at p value .407 and significant level 0.05.
- There are significant difference between the Non-contingent reward perceptions of the participants in terms of gender group at p value 0.017 and significant level 0.05.

The third hypothesis which says that the distribution of organizational commitment variable is the same across categories of gender were accepted at *P value 0.697* which is bigger than the significance level 0.05. ( $P 0.697 > sig 0.05$ ) which means accepting the null hypothesis which states that There is no difference between

the organisational commitment perceptions of the participants in terms of gender groups.

Table 11: Hypothesis test result for the relation between gender & organisational commitment

Hypothesis Test Summary			
Null Hypothesis	Test	Sig.	Decision
3 The distribution of Organisational Commitment is the same across categories of gender	Independent-Samples Mann-Whitney U Test	0.697	Accept the null hypothesis.
Asymptotic significances are displayed. The significance level is 0.05.			



<b>Total N</b>	230
<b>Mann-Whitney U</b>	6,804.000
<b>Wilcoxon W</b>	13,825.000
<b>Test Statistic</b>	6,804.000
<b>Standard Error</b>	503.828
<b>Standardized Test Statistic</b>	.389
<b>Asymptotic Sig. (2-sided test)</b>	.697

Figure 7: Hypothesis test result for the relation between gender & organisational commitment

The below tables shows the relation between gender and Organisational commitment sub-variables (continuance commitment , and normative commitment),



and also based on Mann-Whitney U test, the tables below clarify sub-variables hypothesis tests as below:

Table 12: The relation between gender & organizational commitment sub-variables.

<b>Hypothesis Test Summary</b>				
<b>Null Hypothesis</b>		<b>Test</b>	<b>Sig.</b>	<b>Decision</b>
3.1	The distribution of Continuance Commitment is the same across categories of gender.	Independent-Samples Mann-Whitney U Test	.616	Accept the null hypothesis.
3.2	The distribution of Normative Commitment is the same across categories of gender.	Independent-Samples Mann-Whitney U Test	.171	Accept the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Two hypotheses of relation between gender and Organisational commitment sub-variables were tested as below:

- There are significant difference between the continuance commitment perceptions of the participants in terms of gender group at p value 0.616 and significant level 0.05.
- There is no significant difference between the normative commitment perceptions of the participants in terms of gender group at p value 0.171 and significant level 0.05.

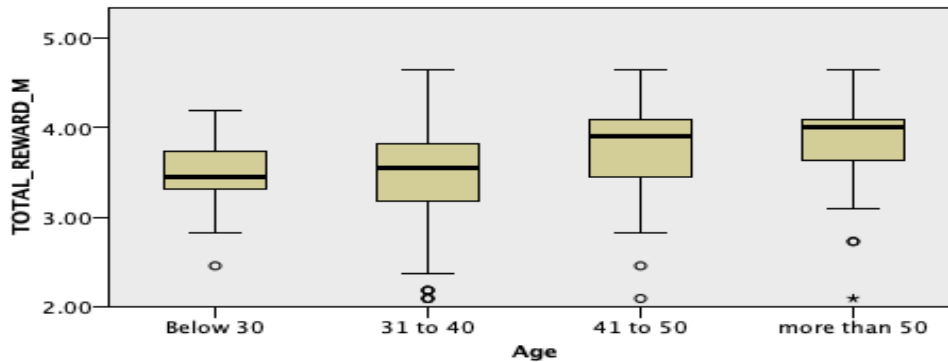
### **2.3.2. Age With Research Variables**

As shown in the below tables, we can conclude that there are three Hypothesis for age with research variables and two of them were rejected the null hypothesis and accepted only one based on Kruskal-Wallis Test as below:

The fourth hypothesis which says that the distribution of rewards variable is the same across categories of age were rejected at *P value 0.000* which is smaller than the significance level 0.05. ( $P 0.000 < sig 0.05$ ). And this means the alternative hypothesis were accepted which states that There are significant differences between age groups regarding reward perception.

Table 13: Hypothesis test result for the relation between age & reward.

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
4	The distribution of Reward is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	0.000	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				



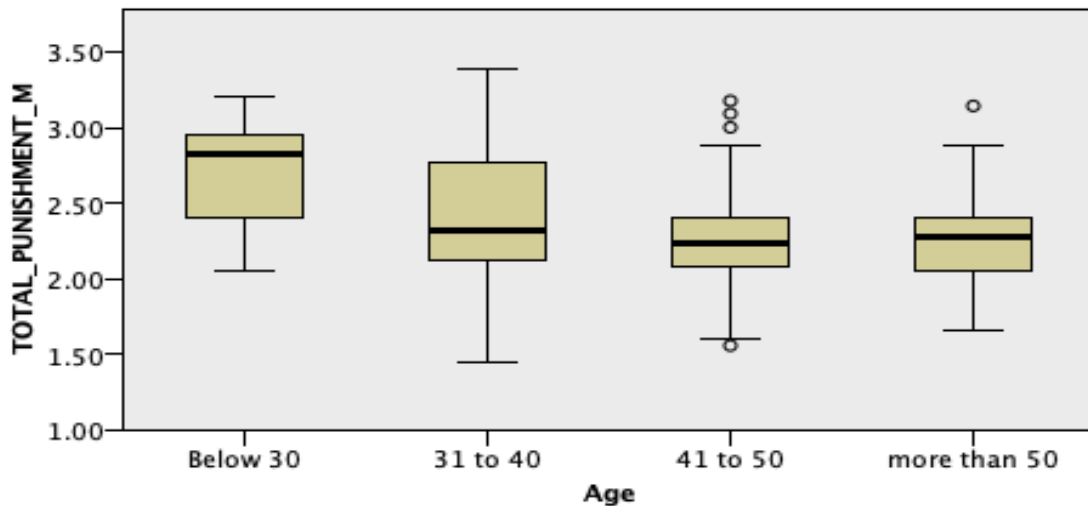
<b>Total N</b>	229
<b>Test Statistic</b>	28.968
<b>Degrees of Freedom</b>	3
<b>Asymptotic Sig. (2-sided test)</b>	.000

Figure 8: Hypothesis test result for the relation between age & reward.

The fifth hypothesis which says that the distribution of punishment variable is the same across categories of age were rejected at *P value 0.001* which is smaller than the significance level *0.05*. ( $P\ 0.001 < sig\ 0.05$ ). And this means the alternative hypothesis were accepted which states There are significant differences between age groups regarding punishment perception.

Table 14: Hypothesis test result for the relation between age & punishment.

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
5	The distribution of Punishment is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	0.001	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is 0.05.				



<b>Total N</b>	229
<b>Test Statistic</b>	16.701
<b>Degrees of Freedom</b>	3
<b>Asymptotic Sig. (2-sided test)</b>	.001

Figure 9: Hypothesis test result for the relation between age & punishment.

The below tables shows the relation between Age and punishment sub-variables (contingent punishment, non-contingent punishment, and non-contingent reward), and also based on Kruskal-Wallis test, the tables below clarify sub-variables hypothesis tests as below:

Table 15: The relation between age & punishment sub-variables.

<b>Hypothesis Test Summary</b>				
<b>Null Hypothesis</b>		<b>Test</b>	<b>Sig.</b>	<b>Decision</b>
5.1	The distribution of Contingent Punishment behaviour is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	0.001	Reject the null hypothesis.
5.2	The distribution of Non-Contingent Punishment is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	0.000	Reject the null hypothesis.
5.3	The distribution of Non-Contingent Reward is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	0.000	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is 0.05.				

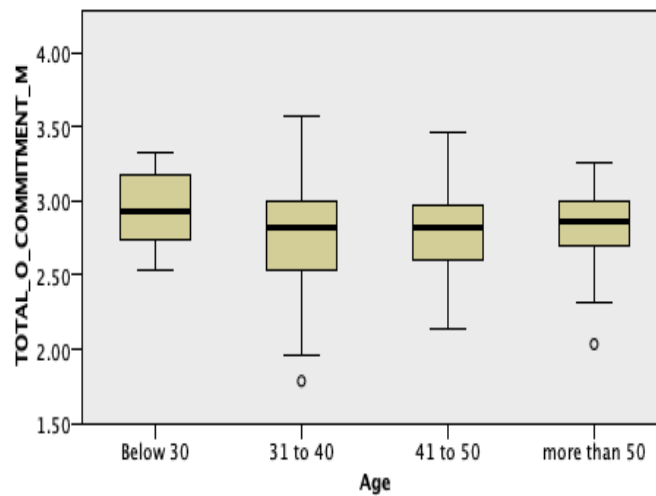
Three hypotheses of relation between Age and punishment sub-variables were tested as below:

- There are significant difference between the contingent punishment behaviour perceptions of the participants in terms of Age group at p value 0.001 and significant level 0.05.
- There are significant difference between the Non-contingent punishment behaviour perceptions of the participants in terms of Age group at p value 0.000 and significant level 0.05.
- There are significant difference between the Non-contingent reward perceptions of the participants in terms of Age group at p value 0.000 and significant level 0.05.

The six hypothesis which says that the distribution of organizational commitment variable is the same across categories of age were accepted at *P value 0.141* which is bigger than the significance level 0.05. ( $P .141 > sig 0.05$ ). This means we accept the null hypothesis which states that There is no difference between the organizational commitment perceptions of the participants in terms of age groups

Table 16: Hypothesis test result for the relation between age & organisational commitment.

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
6	The distribution of Organisational Commitment is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	.141	Accept the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				



Total N	229
Test Statistic	5.453
Degrees of Freedom	3
Asymptotic Sig. (2-sided test)	.141

Figure 10: Hypothesis test result for the relation between age & organisational commitment.

The below tables shows the relation between gender and organisational commitment sub-variables (continuance commitment, and normative commitment), and also based on Kruskal Wallis and sample Mann Whitney u test, the tables below clarify sub-variables hypothesis tests as below:

Table 17: The relation between age & organizational commitment sub-variables.

<b>Hypothesis Test Summary</b>				
<b>Null Hypothesis</b>		<b>Test</b>	<b>Sig.</b>	<b>Decision</b>
6.1	The distribution of Continuance Commitment is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	0.052	Accept the null hypothesis.
6.2	The distribution of Normative Commitment is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	0.013	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is 0.05.				

Three hypotheses of relation between Age and Organisational commitment sub-variables were tested as below:

- There are significant difference between the continuance commitment perceptions of the participants in terms of Age group at p value 0.052 and significant level 0.05.
- There is no significant difference between the normative commitment perceptions of the participants in terms of Age group at p value 0.013 and significant level 0.05.

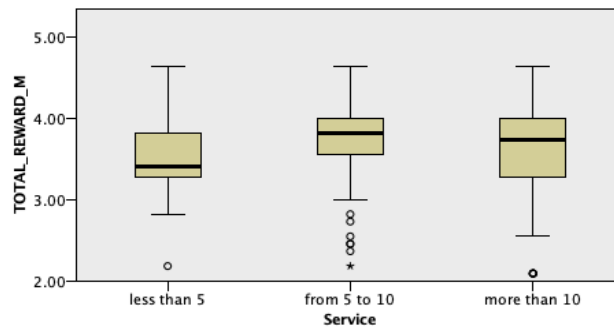
### **2.3.3. Seniority With Research Variables**

As shown in the below tables, we can conclude that there are three Hypothesis for seniority with research variables and two of them were rejected the null hypothesis and accepted only one based on Kruskal-Wallis Test as below:

The seventh hypothesis which says that the distribution of Rewards variable is the same across categories of seniority were accepted at P value 0.060 which is bigger than the significance level 0.05. ( $P\ 0.060 > sig\ 0.05$ ). This means we accept the null hypothesis which states that There is no difference between the rewards perceptions of the participants in terms of seniority.

Table 18: Hypothesis test result for the relation between seniority & reward.

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
7	The distribution of Reward is the same across categories of seniority.	Independent-Samples Kruskal-Wallis Test	0.060	Accept the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				



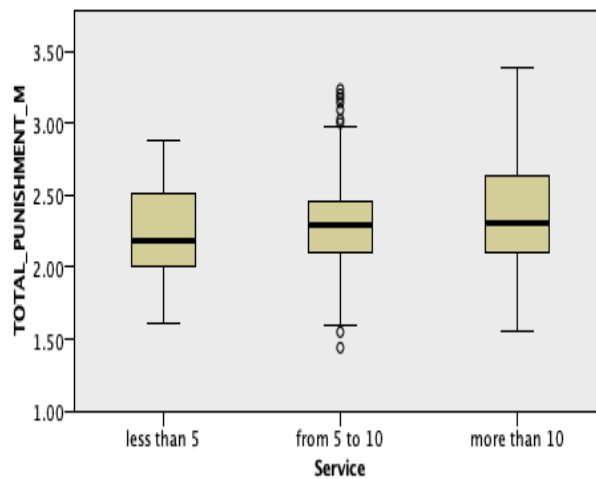
<b>Total N</b>	230
<b>Test Statistic</b>	5.642
<b>Degrees of Freedom</b>	2
<b>Asymptotic Sig. (2-sided test)</b>	.060

Figure 11: Hypothesis test result for the relation between seniority & reward.

The Eight hypothesis which says that the distribution of punishment variable is the same across categories of seniority were accepted at *P value 0.316* which is bigger than the significance level *0.05*. ( $P\ 0.316 > \text{sig}\ 0.05$ ). This means we accept the null hypothesis which states that There is no difference between the punishment perceptions of the participants in terms of seniority groups.

Table 19: Hypothesis test result for the relation between seniority & punishment.

Hypothesis Test Summary				
Null Hypothesis		Test	Sig.	Decision
8	The distribution of Punishment is the same across categories of Seniority.	Independent-Samples Kruskal-Wallis Test	0.316	Accept the null hypothesis.
Asymptotic significances are displayed. The significance level is 0.05.				



Total N	230
Test Statistic	2.302
Degrees of Freedom	2
Asymptotic Sig. (2-sided test)	.316

Figure 12: Hypothesis test result for the relation between seniority & punishment.

The below tables shows the relation between seniority and punishment sub-variables (contingent punishment, non-contingent punishment, and non-contingent reward), and also based on Kruskal-Wallis test, the tables below clarify sub-variables hypothesis tests as below:



Table 20: The relation between seniority & punishment sub-variables.

<b>Hypothesis Test Summary</b>				
<b>Null Hypothesis</b>		<b>Test</b>	<b>Sig.</b>	<b>Decision</b>
8.1.	The distribution of Contingent Punishment behaviour is the same across categories of seniority.	Independent-Samples Kruskal-Wallis Test	0.171	Accept the null hypothesis.
8.2	The distribution of Non-Contingent Punishment is the same across categories of seniority.	Independent-Samples Kruskal-Wallis Test	0.043	Reject the null hypothesis.
8.3	The distribution of Non-Contingent Reward is the same across categories of seniority.	Independent-Samples Kruskal-Wallis Test	0.937	Accept the null hypothesis.
Asymptotic significances are displayed. The significance level is 0.05.				

Three hypotheses of relation between seniority and punishment sub-variables were tested as below:

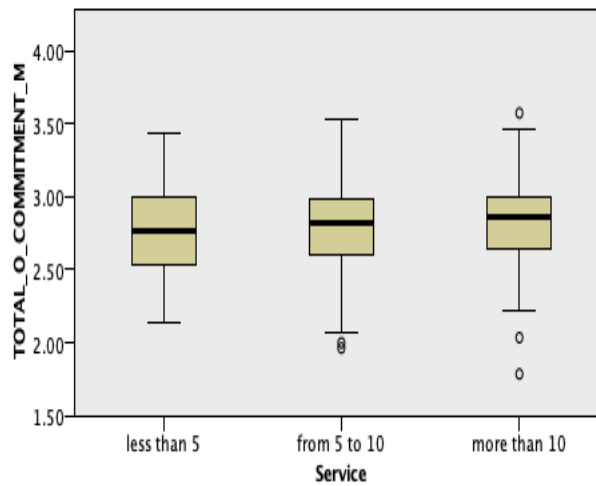
- There is no significant difference between the contingent punishment behaviour perceptions of the participants in terms of seniority group at p value 0.171 and significant level 0.05.
- There are significant difference between the Non-contingent punishment behaviour perceptions of the participants in terms of seniority group at p value 0.043 and significant level 0.05.
- There is no significant difference between the Non-contingent reward perceptions of the participants in terms of seniority group at p value 0.937 and significant level 0.05.

The ninth hypothesis which says that the distribution of organizational commitment variable is the same across categories of seniority were accepted at *P value 0.705* which is bigger than the significance level 0.05. ( $P 0.705 > sig 0.05$ ). This means we accept the null hypothesis which states that There is no difference between

the organizational commitment perceptions of the participants in terms of seniority groups

Table 21: Hypothesis test result for the relation between seniority & organisational commitment.

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
9	The distribution of Organisational Commitment is the same across categories of Seniority.	Independent-Samples Kruskal-Wallis Test	0.705	Accept the null hypothesis.
Asymptotic significances are displayed. The significance level is 0.05.				



Total N	230
Test Statistic	.698
Degrees of Freedom	2
Asymptotic Sig. (2-sided test)	.705

Figure 13: Hypothesis test result for the relation between seniority & organisational commitment.

The below tables shows the relation between gender and organisational commitment sub-variables (continuance commitment and normative commitment), and also based on Kruskal Wallis and sample Mann Whitney u test, the tables below clarify sub-variables hypothesis tests as below:

Table 22: The relation between seniority & organizational commitment sub-variables.

<b>Hypothesis Test Summary</b>				
<b>Null Hypothesis</b>		<b>Test</b>	<b>Sig.</b>	<b>Decision</b>
9.1	The distribution of Continuance Commitment is the same across categories of seniority.	Independent-Samples Kruskal-Wallis Test	0.720	Accept the null hypothesis.
9.2	The distribution of Normative Commitment is the same across categories of seniority.	Independent-Samples Kruskal-Wallis Test	0.696	Accept the null hypothesis.
Asymptotic significances are displayed. The significance level is 0.05.				

Three hypotheses of relation between seniority and Organisational commitment sub-variables were tested as below:

- There are significant difference between the continuance commitment perceptions of the participants in terms of seniority at p value 0.720 and significant level 0.05.
- There is no significant difference between the normative commitment perceptions of the participants in terms of seniority at p value 0.696 and significant level 0.05.

## 2.4. Hypothesis Result Summary

Table 23: Research hypothesis result summaries

	Hypothesis	Result
1	There is no difference between the Reward perceptions of the participants in terms of Gender	Accepted
2	There is no difference between the Punishment perceptions of the participants in terms of Gender	Accepted
	<ul style="list-style-type: none"> <li>▪ There is no difference between the Contingent Punishment behaviour perceptions of the participants in terms of Gender</li> </ul>	Accepted
	<ul style="list-style-type: none"> <li>▪ There is no difference between Non-Contingent Punishment behaviour perceptions of the participants in terms of Gender</li> </ul>	Accepted
	<ul style="list-style-type: none"> <li>▪ There is no difference between Non-Contingent reward behaviour perceptions of the participants in terms of Gender</li> </ul>	Rejected
3	There is no difference between the Organizational Commitment perceptions of the participants in terms of Gender	Accepted
	<ul style="list-style-type: none"> <li>▪ There is no difference between Continuance Commitment perceptions of the participants in terms of Gender</li> </ul>	Accepted
	<ul style="list-style-type: none"> <li>▪ There is no difference between Normative Commitment perceptions of the participants in terms of Gender</li> </ul>	Accepted
4	There is no difference between the Reward perceptions of the participants in terms of Age	Rejected
5	There is no difference between the Punishment perceptions of the participants in terms of Age	Rejected
	<ul style="list-style-type: none"> <li>▪ There is no difference between the Contingent Punishment</li> </ul>	Rejected

	behaviour perceptions of the participants in terms of Age	
	<ul style="list-style-type: none"> <li>▪ There is no difference between Non-Contingent Punishment behaviour perceptions of the participants in terms of Age</li> </ul>	Rejected
	<ul style="list-style-type: none"> <li>▪ There is no difference between Non-Contingent Reward behaviour perceptions of the participants in terms of Age</li> </ul>	Rejected
6	There is no difference between the Organizational Commitment perceptions of the participants in terms of Age	Accepted
	<ul style="list-style-type: none"> <li>▪ There is no difference between Continuance Commitment perceptions of the participants in terms of Age</li> </ul>	Accepted
	<ul style="list-style-type: none"> <li>▪ There is no difference between Normative Commitment perceptions of the participants in terms of Age</li> </ul>	Rejected
7	There is no difference between the Reward perceptions of the participants in terms of Seniority	Accepted
8	There is no difference between the Punishment perceptions of the participants in terms of Seniority	Accepted
	<ul style="list-style-type: none"> <li>▪ There is no difference between the Contingent Punishment behaviour perceptions of the participants in terms of Seniority</li> </ul>	Accepted
	<ul style="list-style-type: none"> <li>▪ There is no difference between Non-Contingent Punishment behaviour perceptions of the participants in terms of Seniority</li> </ul>	Rejected
	<ul style="list-style-type: none"> <li>▪ There is no difference between Non-Contingent Reward behaviour perceptions of the participants in terms of Seniority</li> </ul>	Accepted
9	There is no difference between the Organisational Commitment perceptions of the participants in terms of Seniority	Accepted
	<ul style="list-style-type: none"> <li>▪ There is no difference between Continuance Commitment perceptions of the participants in terms of Seniority</li> </ul>	Accepted

	▪ There is no difference between Normative Commitment perceptions of the participants in terms of Seniority	Accepted
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## CONCLUSION

The current study aimed to analyse the impact of demographic information such as age, gender, and seniority on reward and punishment on the organizational commitment by a quantitative study applied on a sample of employees in Duhok Polytechnic University by using the questionnaire. The study depended on the demographic information as a tool to measure their impact on the reward and punishment on the organizational commitment.

It is shown that gender has no effect on reward perceptions of participants. Also, it is shown that gender has no effect on punishment perceptions of participants. In addition, the study results clarified that there is no effect for gender on contingent punishment behaviour perceptions of participants. There is effect for gender on non-contingent punishment behaviour perceptions of participants. Moreover, the study results showed that there is no effect for gender on organizational commitment perception of participants. There is no effect for gender on both continuance commitment and normative commitment perceptions of participants. Furthermore, the study results showed that there is effect for age on reward perceptions of participants. Also, there is effect for age on punishment perceptions of participants. There is effect for age on contingent punishment behaviour and non-contingent punishment behaviour perceptions of participants. The study showed that there is effect for age on non-contingent reward behaviour perceptions of participants. As well as, the study result showed that there is no effect for age on organizational commitment perceptions of participants. It is shown that no effect for age on continuance commitment perceptions of participants. There is effect for age on normative commitment perceptions of participants. Also, the study results showed that there is no effect for seniority on reward perceptions of participants. There is no effect for seniority on punishment perceptions of participants. It is shown that there is no effect for seniority on contingent punishment behaviour perceptions of participants. There is effect for seniority on non-contingent punishment behaviour perceptions of participants. There is no effect of seniority on non-contingent reward behaviour perceptions of participants. Finally, the study results showed that there is no effect for seniority on organizational commitment perceptions of participants. There is no effect for seniority on continuance

commitment perceptions of participants. It is shown that there is no effect of seniority on normative commitment perceptions of participants



## DISCUSSION

Throughout this study, we tried to study the perception of rewards, punishments and organizational commitment for participants based on the variables of gender, age, and seniority by a sample of participants who work in Duhok Polytechnic University. The study is quantitative study and implemented by using a questionnaire to achieve its goals and analyse its hypotheses. The core of the study was on the effect of rewards, punishments and organizational commitment and the relationship of these three variables on the variables of gender, age, and seniority

The first hypothesis is on the perception of participants in terms of reward and gender. The study results Show that the first hypothesis is accepted which states that there is no difference between the reward perceptions of the participants in terms of gender. We can see that this result is in line with the results of Govindasamy (2009) who showed that there is no relationship between reward based on gender and the results is not in line with the results of Kokubun (2017) who showed that males are highly responded to the reward than females. Also, the result is not in line with the results of Roberts (2005) where the study indicated that females reported lower levels of work satisfaction and motivation than males on the basis of rewards and recognition than their male counterparts. So, the findings of this hypothesis can be used and invested in Duhok Polytechnic University to clarify that the reward system must not be directed based on gender and gender must not be taken into consideration when designing the reward systems

It has been realised that that these similarities or the acceptance of the hypothesis which says that there is no different between male and female in terms of rewards because our leaders who are responsible for reward system are fair and follow a systematic strategy in distributing rewards among employees. On the other hand, our reward system based on qualification and efficiency in the work which avoid gender preferences.

The study results of the second hypothesis showed that there is no difference between the punishment perceptions of the participants in terms of gender. We can see that the result of the second hypothesis is not in line with the results of Burnham (2018) who showed that men punish more than women and men are punished more than women. As well as, the result is not in line with the results of Kennedy et al.

(2016) who showed that women are punished more severely than men for ethical violations at work and also the result is not compatible with the result of Chen (2018) who stated that women employees suffer from the unfair treatment constantly. We think that this result is normal where the university system in Duhok Polytechnic University and based on our knowledge does not differ in terms of punishment between men and women and all of them are treated fairly. The second hypothesis is separated into three sub-hypotheses.

The first sub-hypothesis states that There is no difference between the contingent punishment behaviour perceptions of the participants in terms of gender. We can see that this hypothesis is accepted. We tried to find studies associate with contingent punishment and gender, but unfortunately, we could not find similar studies.

The second sub-hypothesis argues that there is no difference in participants' perceptions of non-Contingent punishment behaviour in terms of gender, and this sub-hypothesis is accepted. The outcome of this sub-hypothesis is consistent with Zhang and Ding's (2018) findings, who looked at whether non-contingent punishment would encourage employees to participate in quiet confrontation. The study demonstrated that reward neglect in the male sample had a moderating effect on the non-contingent punishment, but reward neglect in the female group had no moderating effect. This indicates that there was a gender difference in the detrimental effects of non-contingent punishment by leaders on their workforce.

The third sub-hypothesis states that there is no difference between non-Contingent reward behaviour perceptions of the participants in terms of gender and the hypothesis is rejected. Also, there were not similar studies in the literature to be compared with the result obtained by the current study.

Also, just like rewards, its realised that these similarities or the acceptance of the hypothesis which says that there is no different between male and female in terms of punishment is because our leaders have a systematic procedure when apply punishment in unacceptable situations or when an employee go out of the plan. On the other hand, the gender does not affect either positively or negatively on leader's decisions when need to make such decisions.

The third hypothesis which states that there is no difference between the organizational commitment perceptions of the participants in terms of gender. The study results showed that there is no relationship between organizational commitment and gender. We can see that this result is compatible with the results obtained by Govindasamy (2009) who found that there is no relationship between gender and organizational commitment. The result is in line with the result of Govindasamy (2009) who referred that there is no relationship between gender and organizational commitment. However, the study result is not in line with the results of Grusky (2017) who showed that women displayed higher levels of commitment than men and also Alutto (1972) who showed that women are less likely to leave their employers than men. This proves that both men and women are committed with organization at Duhok polytechnic university and these results can be applied in many issues especially in employment process and the university must give equal chances for both genders in employment and related issues especially that associate with commitment. The third hypothesis is separated into two sub-hypotheses.

According to the first sub-hypothesis, there is no difference in participants' perceptions of the continued commitment in terms of gender and it is accepted. According to Khalili & Asmawi (2012), who found that men and women had the same degree of continuous commitment, the conclusion of this theory is consistent with their findings.

The second sub-hypothesis claims that there is no variation in the participants' views of normative commitment based on their gender and that the hypothesis is true. The findings of this hypothesis are consistent with those of Khalili & Asmawi (2012), who demonstrated that men and women share an equivalent degree of normative commitment.

It's realised that there is no difference between male and female in terms of organisational commitment is due to gender equity and employee's psychology which go towards their attachment to their university and their loyalty to the work. On the other hand, university top managers support both genders to concerns more about organisational commitment and loyalty.

The fourth hypothesis is on the perception of participants in terms of reward and age. It is shown that the fourth hypothesis which states that there is no difference

between the reward perceptions of the participants in terms of age is rejected. We can see that this result is in line with the result of Von Bonsdorff (2011) who showed that older and more experienced nurses tended to prefer financial rewards more often than younger nurses. In addition, the study result is in line with the result obtained by Quinn et al. (1972) who mentioned that older workers are more satisfied than their younger counterparts because they actually have better or more highly rewarded jobs. Also, the result is in line with the result obtained by Nienaber et al. (2011) who stated that for both reward categories, the respondents in the age group 18 years – 38 years pointed the highest mean preference score and the mean preference score increasingly lowered as the respondents got older. Research shows that the differences in reward preferences are not necessarily correlated with the different generations but instead to life stage and age instead of specific period or time of birth. So, it will be good that Duhok Polytechnic University should design rewards system despite of the age and the reward must be directed based on other factors and excluding the age from this system where people prefer the reward despite of their age.

It's found that the reward system in DPU depends on a strategy which focuses on the years of experience in the work, which means that the older ages are more motivated to be rewarded and are more candidate to take rewards as they have more skills, and experiences than younger employees who have less skills and experiences. On the other hand, motivating older employees helps to keep and get benefits from their experiences in the firm comparing with new graduated employees in the work as they are new and need work anyway.

The fifth hypothesis is the punishment perception in terms of age. The study result showed that there are significant differences between age group and punishment. This is in line with the result obtained by Pletzer et al. (2017) who found that individuals who share some temporal experience such as a similar year of birth, could behave differently at work because of the different experiences they may gain in life compared to those born in a later period of time. Therefore, it found that Duhok Polytechnic University should design a punishment system which fit with the age group of the employees and the punishment must compatible with the age of particular employee. The fifth hypothesis is separated into three sub-hypotheses.

The first sub-hypotheses states that there is no difference between the contingent punishment behaviour perceptions of the participants in terms of age and the hypothesis is rejected. The second sub-hypothesis states that There is no difference between non-Contingent punishment behaviour perceptions of the participants in terms of age and the study result rejected this hypothesis. The third hypothesis is states that there is no difference between non-Contingent reward behaviour perceptions of the participants in terms of age and this hypothesis is rejected. Unfortunately, we tried to find similar results to be compared with results of the above three sub-hypotheses but we could not find similar studies.

It's realised that according to result which says that there are significant differences between age and punishment is because of the wide range of ages between employees in university which force employers to take age in consideration. For instance, new graduated employees are less experience comparing with old employees which means they are more prone to make mistakes and this will lead to be punished. On the other hand, respecting older employees is one of the essential roles in our cultural in the work.

The sixth hypothesis states that there is no difference between organizational commitment perceptions of the participants in terms of age. The study results showed that there is no difference between the organizational commitment perceptions of the participants in terms of age groups. This result is not compatible with the result obtained by Elkhdr & Kanbur (2018) where the findings demonstrated that the organizational commitment scores showed a significant difference due to the age variable. In addition, the study result is in line with the result of Ertürk (2014), Ertürk and Aydın (2016) who found that teachers' perceptions of organizational commitment in terms of age were moderate. Also, the study result is in line with the results of Ertürk (2019) who found that age variable did not reveal a significant difference in teachers' perceptions of organizational commitment. Duhok Polytechnic University can deal with the organizational commitment of employee despite of the age group and all employees must be dealt equally in terms of age.

This hypothesis is divided into two sub-hypotheses. The first sub-hypothesis states that There is no difference between continuance commitment perceptions of the participants in terms of age and the hypothesis is accepted. The result of this

hypothesis is in line with the result of (Meyer et al., 2002) who found that continuance commitment is related to age. The second sub-hypothesis states that there is no difference between normative commitment perceptions of the participants in terms of age and this hypothesis is rejected. This result is not in line with the results of (Cohen & Lowenberg, 1990; Meyer & Allen, 1984) who found that the correlations between normative commitment and age is positive.

It's demonstrated that age does not affect on organisational commitment because in our university department we have diversity in terms of age in each department in terms of task and division of work, and this helps employees to learn from each other despite the difference in their ages. On the other hand, it pointed out that the reason behind this is that our managers don't take age in consideration as a filter when they ask for commitment and performance in the work.

The seventh hypothesis states that there is no difference between the reward perceptions of the participants in terms of seniority. The study result showed that there is no difference between the rewards perceptions of the participants in terms of seniority groups and thus the hypothesis is accepted. If we compare the result of this study with the results of previous studies, we can see that this result is not in line with the result of Fischer (2004) who showed that rewarding seniority is consistent with the desire of organizational systems to retain qualified and experienced members. This proves that the seniority must not be taken into account when granting reward and Duhok Polytechnic University must not depend on seniority factor in terms of rewards.

Also, it has been justified the result that seniority does not affect on reward system in two reasons. The first reason is that our managers or responsible takes general qualifications, hard work and overtime as reward filters, but not seniority. The second reason, it has mentioned that if we use seniority as reward filter, this means those who are new in work especially new graduates who join the work recently will never get chance to be rewarded, and this will affect negatively on employee's future performance.

The eighth hypothesis which states that there is no difference between the punishment perceptions of the participants in terms of seniority. The study results showed that there is no difference between the punishment perceptions of the participants in terms of seniority groups and thus the hypothesis is accepted. We tried

to find the relationship between punishment and seniority factor, unfortunately, we could not find similar studies which make this study the first of its type to find the relationship between these two important factors. So, Duhok Polytechnic University punishment system must work despite of the seniority based on the results of this study which applied on the employees who work in the mentioned university. This hypothesis is divided into two sub-hypotheses.

The first sub-hypotheses states that There is no difference between the Contingent punishment behaviour perceptions of the participants in terms of seniority and the hypothesis is accepted. The second sub-hypothesis states that There is no difference between non-Contingent punishment behaviour perceptions of the participants in terms of seniority and the hypothesis is rejected. The third sub-hypothesis states that There is no difference between non-Contingent reward behaviour perceptions of the participants in terms of seniority and the hypothesis is accepted. Unfortunately, we could not find any related studies to be compared with the above mentioned three sub-hypotheses.

It's concluded this result into two main reasons is that usually those employees who makes mistakes or get punished are who are less qualified and rarely we can see someone who have lots of experience and served his organisation for several years get punished. This from one side. From other side, our cultural does not allowed to punish some of employees who have worked for a period of time in the firm as they become like symbols for future generations as symbol of loyalty.

The ninth hypothesis contends that participants' perceptions of organisational commitment are unaffected by their level of seniority. According to the study's findings, there is no difference in participants' perceptions of organisational commitment in terms of seniority groups. The findings of this study contrast significantly from those of Elkhedr & Kanbur (2018), who found that the seniority of lecturers had a substantial impact on organisational commitment ratings. In addition, the study results of Ertürk (2019) did not reveal a significant difference in teachers' perceptions of organizational commitment with seniority. This shows that the seniority must not be taken into account when measuring the organizational commitment and Duhok Polytechnic University must not depend on seniority factor in terms of organizational commitment. This hypothesis is divided into two sub-hypotheses.

The first sub-hypothesis states that there is no difference in how participants perceive their continued commitment based on their level of seniority and that the hypothesis is true. This outcome differs from that of Durna & Eren (2005), who were unable to show a connection between seniority and continuing commitment. According to the second hypothesis, which is true if participants' judgments of their normative commitment are considered regardless of their seniority. This finding is consistent with that of Ball, Yan, and colleagues (2014), who found that employees with a hospital seniority of 11 to 15 years had stronger normative commitment than employees with a hospital seniority of 1 to 5 and 6 to 10 years. Normative commitment of personnel with a hospital seniority of 1-5 years was found to be higher than those who worked at the hospital for 6-10 years.

It's pointed out that seniority did not affect on organisational commitment due to the diversity of different ages, and qualifications in different department and this helps new ideas to be shared with all employees which helps to get new ideas about job loyalty and organisational commitment. On the other hand, it has mentioned that most of DPU employees are university graduated which means they have a sufficient education level and this helps to have a relevant idea about organisational commitment and loyalty.



## RESEARCH RECOMMENDATIONS

It has concluded the following recommendations from research final results:

1. The human element is considered one of the most important assets of organization, therefore, it must be taken into consideration by all human resource department in terms of rewards and punishment.
2. Concerning more about reward system without neglecting punishment system in order to avoid mistakes.
3. Impartiality in conducting reward and punishment system in order to implement the principle of justice among all employees of organization.
4. Applying the reward and punishment system fairly without concerning one of them on other because both reward and punishment lead to achieve the organisational commitment.
5. Taking into consideration seniority variable (experience) when applying rewards and punishment system.
6. The necessity to find a justice in the distribution of rewards in different governmental institutions.
7. Granting rewards must be based on merit and perseverance at work.
8. Taking in consideration employees' loyalty to their organization which is strongly related with organizational commitment though systematic motivation process.
9. As organizational effectiveness is more related about Employees psychological related to their organization, therefor, employers must make a better environment for individual to feel they should stay for some reason.

## **SUGGESTIONS FOR FUTURE RESEARCH**

In the highlight of the current study, we have many suggestions in terms of future studies as follows:

1. It is important to conduct similar studies in other sectors and check the effect of reward and punishment on organizational commitment.
2. It is important to conduct study to evaluate the salary system in the civil service law and the extent of its acceptance by the employees.
3. It is important to conduct a study on the functional inflation in governmental institutions and its effect on organizational commitment.
4. The current study is quantitative study and there is a necessity to conduct qualitative studies and determine appropriate reward and punishment systems.
5. It is important for companies to select reward system which is important to be remembered by employees and which employees are likely to remember.
6. It is necessary to conduct more field studies about the reward and punishment and the effect of the demographic factors on them.

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### QUESTIONNAIRE

The influence of rewards and punishment on organizational commitment, case of number of selected samples from Duhok polytechnic university

This questionnaire is made up of three sections A, B and C. Please answer each question by placing a tick () against the appropriate box. The information will be used for the purpose of this research only; therefore, do not write your name on the answer sheet. Responses will be handled with strict confidence.

**SECTION A: Background Information on Respondent's background** (Answer as appropriate by placing a tick () against the appropriate box)

1. Gender: Male  Female

2. Age bracket: Below 30  31 – 40  41 – 50  51 – 60

3. Level of Education: primary  secondary  diploma

College  high degree

4. Length of Seniority with the Organization:

Less than 5 years  5 – 10 years  Over 10 years

Note: For each statement below, you have a choice from five answers. Place a tick ( ) in the appropriate box that reflects your choice.

KEY: 1. Strongly Disagree. (SD). 2. Disagree (D). 3. Neither Agree nor Disagree (N). 4. Agree(A) 5. Strongly Agree (SA)

**SECTION B: Rewards**

		<b>Contingent Reward behaviour</b>	<b>Rating</b>				
			<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
<b>Contingent Reward behaviour (CR)</b>	1.	My supervisor always gives me positive feedback when I perform well					
	2.	My supervisor gives me special recognition when my performance is especially good					
	3.	My supervisor would quickly acknowledge an improvement in the quality of my work					
	4.	My supervisor commends me when I do a better than average job					
	5.	My supervisor personally pays me a compliment when I do outstanding work					
	6.	My supervisor informs his/her boss and others when I do outstanding work					
	7.	If I do well, I know my supervisor will reward me					
	8.	My supervisor would do all that he/she could to help me go as far as I would like to go in this organization if my work is consistently above average					
	9.	My good performance often goes unacknowledged by my supervisor (reverse-scored)					
	10	I often perform well in my job and still receive no praise from my supervisor (reverse-scored)					

**SECTION C: Punishment**

		<b>Contingent Punishment behaviour</b>	<b>Rating</b>				
			<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>S A</b>
<b>Contingent Punishment behaviour (CP)</b>	1.	If I performed at a level below that which I was capable of, my supervisor would indicate his/her disapproval					
	2.	My supervisor shows his/her displeasure when my work is below acceptable levels					
	3.	My supervisor lets me know about it when I perform poorly					
	4.	My supervisor would reprimand me if my work was below standard					
	5.	When my work is not up to par, my supervisor points it out to me					
<b>Non-Contingent Punishment behaviour (NCP)</b>	6.	My supervisor frequently holds me accountable for things I have no control over					
	7.	My supervisor is often displeased with my work for no apparent reason					
	8.	My supervisor is often critical of my work, even when I perform well					
	9.	I frequently am reprimanded by my supervisor without knowing why					
<b>Non-Contingent Reward behaviour (NCR)</b>	10.	Even when I perform poorly, my supervisor often commends me					
	11.	My supervisor is just as likely to praise me when I do poorly as when I do well					
	12.	Even when I perform poorly on my job, my supervisor rarely gets upset with me					
	13.	My supervisor frequently praises me even when I don't deserve it					

**SECTION D: Organizational Commitment**

		<b>Organizational Commitment</b>	<b>Rating</b>				
			<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
<b>Affective Commitment</b>	1.	I would be very happy to spend the rest of my career in this organization.					
	2.	I really feel as if this organization's problems are my own.					
	3.	I do not feel a strong sense of 'belonging' to my organization.					
	4.	I do not feel emotionally attached' to this organization.					
	5.	I do not feel like 'part of the family' at my organization.					
	6.	This organization has a great deal of personal meaning for me.					
<b>Continuance Commitment</b>	7	Right now, staying with my organization is a matter of necessity as much as desire.					
	8	It would be very hard for me to leave my organization right now, even if I wanted to .					
	9	Too much in my life would be disrupted if I decided I wanted to leave my organization now.					
	10	I feel that I have too few options to consider leaving this organization.					
	11	If I had not already put so much of myself into this organization, I might consider working elsewhere.					
	12	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.					
<b>Normative Commitment</b>	13	I do not feel any obligation to remain with my current employer.					
	14	Even if it were to my advantage, I do not feel it would be right to leave my organization now.					
	15	I would feel guilty if I left my organization now.					
	16	This organization deserves my loyalty.					
	17	I would not leave my organization right now because I have a sense of obligation to the people in it.					
	18	I owe a great deal to my organization.					

ÖDÜL VE CEZANIN ÖRGÜT BAĞLIĞA ETKİSİ, DUHOK POLİTEKNİK  
ÜNİVERSİTESİ'NDEN SEÇİLEN ÖRNEK SAYISI ÖRNEĞİ

Bu anket A, B ve C bölümlerinden oluşmaktadır. Lütfen her soruyu uygun kutucuğun karşısına bir işaret (□) koyarak cevaplayınız. Bilgiler sadece bu araştırma için kullanılacaktır; bu nedenle cevap kağıdına isminizi yazmayınız. Yanıtlar kesinlikle güvenle ele alınacaktır.

**BÖLÜM A:** Davalının geçmişine ilişkin Arka Plan Bilgileri (Uygun kutuya () işareti koyarak uygun şekilde yanıtlayın)

1. Cinsiyet:  Erkek  Kadın
2. Yaş aralığı: Aşağıda 30  31 – 40  41 – 50  51 – 60
3. Eğitim seviyesi: birincil.  kodlayıcı  diploma   
Kolej  yüksek derece
4. Length of Seniority with the Organization:  
5 yıldan az  5 – 10 yıl  10 yıldan fazla

Not: Aşağıdaki her bir ifade için beş cevap arasından seçim yapabilirsiniz. Seçiminizi yansıtan uygun kutuya bir işaret () koyun.

ANAHTAR:

- 1.Kesinlikle Katılmıyorum 2. Katılmıyorum 3.İkisi de katılmıyorumne de  
Katılmıyorum 4 .Katılıyorum. 5.Kesinlikle Katılıyorum

## BÖLÜM B: Ödüller

	Koşullu Ödül davranış	Değerlendirme				
		SD	D	N	A	SA
Koşullu Ödül davranışı	1. Amirim iyi performans gösterdiğimde bana her zaman olumlu geribildirim verir.					
	2. Yöneticim, performansım özellikle iyi olduğunda beni özel olarak tanır					
	3. Amirim, çalışmamın kalitesinde bir gelişme olduğunu çabucak kabul ederdi.					
	4. Amirim ortalamanın üzerinde bir iş yaptığımda beni övüyor					
	5. Olağanüstü işler yaptığımda amirim şahsen bana iltifat eder					
	6. Üstün bir iş yaptığımda amirim patronunu ve diğerlerini bilgilendirir					
	7. Başarılı olursam, yöneticimin beni ödüllendireceğini biliyorum.					
	8. İşim sürekli olarak ortalamanın üzerindeyse, amirim bu organizasyonda gitmek istediğim yere kadar gitmeme yardımcı olmak için elinden gelen her şeyi yapardı.					
	9. İyi performansım genellikle amirim tarafından onaylanmaz (ters puanlanır)					
	10. İşimde genellikle iyi performans gösteriyorum ve yine de amirimden övgü almıyorum (ters puan)					

## BÖLÜM C: Ceza

		Koşullu Ceza davranışı	Değerlendirme				
			SD	D	N	A	SA
Koşullu Ceza davranışı	1.	Yapabileceğimin altında bir seviyede performans gösterseydim, amirim onaylamama					
	2.	Amirim, işim kabul edilebilir seviyelerin altına düştüğünde memnuniyetsizliğini gösterir.					
	3.	Kötü performans gösterdiğimde amirim bunu bana bildirir					
	4.	Çalışmam standartların altındaysa amirim beni azarlar					
	5.	İşim başarılı olmadığında, amirim bunu bana işaret eder.					
Ceza Koşulsuz davranışı	6.	Amirim, üzerinde kontrol sahibi olmadığım şeylerden sık sık beni sorumlu tutar					
	7.	Amirim sebepsiz yere işimden sık sık memnun olmaz.					
	8.	Amirim, iyi performans göstersem bile işimi sıklıkla eleştirir.					
	9.	Nedenini bilmeden yöneticim tarafından sık sık azarlanırım.					
Koşulsuz Ödül davranışı	10.	Kötü performans göstersem bile amirim sık sık beni övüyor					
	11.	Yöneticim, iyi yaptığımda olduğu kadar kötü yaptığımda da beni cezalandırabilir.					
	12.	İşimde kötü performans göstersem bile amirim nadiren bana kızar					
	13.	Amirim, hak etmediğim halde bile beni sık sık övüyor.					

## SECTION D: Organizational Commitment

		Örgütsel bağlılık	Değerlendirme				
			SD	D	N	A	SA
Duygusal	1.	Kariyerimin geri kalanını bu kurumda geçirmekten çok mutluyum.					
	2.	Gerçekten bu organizasyonun sorunları benim sorunummuş gibi hissediyorum.					

Devam bağıllığı	3.	Kurumuma güçlü bir “aidiyet” duygusu hissetmiyorum.					
	4.	Bu organizasyona duygusal olarak bağlı hissetmiyorum.					
	5.	Kurumumda kendimi “ailenin bir parçası” gibi hissetmiyorum.					
	6.	Bu organizasyonun benim için çok fazla kişisel anlamı var.					
	7.	Şu anda kurumumda kalmak arzu kadar bir zorunluluk da.					
	8.	İstesem bile şu anda çalıştığım kurumdan ayrılmak benim için çok zor olurdu.					
Normatif Bağlılık	9.	İstesem bile şu anda çalıştığım kurumdan ayrılmak benim için çok zor olurdu.					
	10.	Bu kurumdan ayrılmayı düşünmek için çok az seçeneğim olduğunu hissediyorum.					
	11.	Eğer bu organizasyona kendimden bu kadar çok şey katmasaydım, başka bir yerde çalışmayı düşünebilirdim.					
	12.	Bu kuruluştan ayrılmanın birkaç olumsuz sonucundan biri, mevcut alternatiflerin azlığı olacaktır.					
	13.	Mevcut işverenimde kalma zorunluluğu hissetmiyorum.					
	14.	Benim yararına olsa bile, şimdi çalıştığım kurumdan ayrılmayı doğru bulmuyorum.					
Normatif Bağlılık	15.	Kurumumdan şimdi ayrılırsam kendimi suçlu hissederim.					
	16.	Bu kuruluş sadakatimi hak ediyor.					
	17.	Kuruluşumdaki insanlara karşı bir yükümlülük duygusuna sahip olduğum için şu anda kuruluşumdan ayrılmam.					
	18.	Kurumuma çok şey borçluyum.					

تأثير المكافآت والعقوبات على الالتزام التنظيمي، حالة عدد العينات المختارة من جامعة دھوك البوليتكنيك يتكون هذا الاستبيان من ثلاثة أقسام "أ" و "ب" و "ج". يرجى الإجابة على كل سؤال بوضع علامة ( ) مقابل المربع المناسب. سيتم استخدام المعلومات لغرض هذا البحث فقط ؛ لذلك ، لا تكتب اسمك في ورقة الإجابة. سيتم التعامل مع الردود بثقة تامة.



القسم أ: معلومات أساسية عن خلفية المستفتي (أجب بالشكل المناسب) بوضع علامة ( ) مقابل المربع المناسب

الجنس: ذكر  انثى   
 الفئة العمرية: أقل من 30  40-31  50- 41  60-51

الفئة العمرية: 31 – 40  41 – 50  51 – 60

مستوى التعليم : ابتدائي.  اعدادي.  دبلوم.  بكالوريوس.  دراسات عليا

مدة الخدمة في المنظمة: أقل من 5 سنوات.  من 5-10 سنوات.  أكثر من 10 سنوات

ملاحظة: لكل عبارة أدناه، لديك خيار من خمس إجابات. ضع علامة ( ) في المربع المناسب الذي يعكس اختيارك.

المفتاح: 1. أرفض بشدة 2. لا أوافق. 3. لا أوافق ولا أرفض 4. أوافق 5. أوافق بشدة

#### القسم ب: المكافآت

تقييم					سلوك المكافأة العرضية	
SA	A	N	D	SD		
					1. يقدم لي مشرفي دائمًا ملاحظات إيجابية عندما أؤدي أداءً جيدًا	سلوك المكافأة العرضية
					2. يمنحني مشرفي تقديرًا خاصًا عندما يكون أدائي جيدًا بشكل خاص	
					3. سيقر مشرفي بسرعة بالتحسن في جودة عملي	
					4. يثني لي مشرفي عندما أقوم بعمل أفضل من المتوسط	
					5. مديري شخصيًا يدفع لي مجاملة عندما أقوم بعمل ممتاز	
					6. يقوم مشرفي بإبلاغ رئيسه / رئيسها والآخرين عندما أقوم بعمل متميز	
					7. إذا قمت بعمل جيد ، فأنا أعلم أن مشرفي سوف يكافئني	
					8. سيفعل مشرفي كل ما في وسعه لمساعدتي في الذهاب إلى أبعد ما أريد أن أذهب إليه في هذه المنظمة إذا كان عملي دائمًا أعلى من المتوسط	
					9. غالبًا ما لا يتم الاعتراف بأدائي الجيد من قبل مشرفي (عكس النقاط)	
					10. غالبًا ما أؤدي أداءً جيدًا في وظيفتي وما زلت لا أتلقى أي ثناء من مشرفي (سجل عكسي)	

القسم ج: العقوبة

تقييم					سلوك العقوبة العرضية	
SA	A	N	D	SD		
					إذا كان أديت بمستوى أقل من المستوى الذي كنت قادرًا عليه ، فإن مشرفي سيشير إليه / عليها الرفض	سلوك العقوبة العرضية
					يظهر مشرفي عدم رضاه عندما يكون عملي أقل من المستويات المقبولة	
					يسمح لي مشرفي بمعرفة ذلك عندما يكون أداعي ضعيفًا	
					يؤبخني مشرفي إذا كان عملي دون المستوى المطلوب	
					عندما لا يصل عملي إلى المستوى المطلوب ، يشير مشرفي إلى ذلك	
					يحملني مشرفي بشكل متكرر المسؤولية عن أشياء ليس لدي سيطرة عليها	سلوك العقوبة العرضية
					غالبًا ما يكون مشرفي مستاءً من عملي دون سبب واضح	
					غالبًا ما ينتقد مشرفي عملي ، حتى عندما أؤدي أداءً جيدًا	
					كثيرًا ما يتم توبيخي من قبل مشرفي دون معرفة السبب	
					حتى عندما يكون أداعي سيئًا ، غالبًا ما يثني علي مشرفي	سلوك المكافأة العرضية
					من المرجح أن يحددني مشرفي عندما يكون أداعي سيئًا كما هو الحال عندما أكون جيدًا	
					حتى عندما يكون أداعي سيئًا في وظيفتي ، نادرًا ما ينزعج مشرفي مني	
					مشرفي كثيرًا ما يمتدحني حتى عندما لا أستحق ذلك	

القسم د: الالتزام التنظيمي

تقييم					الالتزام التنظيمي	
SA	A	N	D	SD		
					سأكون سعيدًا جدًا لقضاء بقية حياتي المهنية في هذه المنظمة.	التزام مؤثر
					أشعر حقًا كما لو أن مشاكل هذه المنظمة هي مشكاتي.	
					لا أشعر بإحساس قوي "بالانتماء" إلى منظمتي.	
					لا أشعر بالارتباط العاطفي "بهذه المنظمة".	
					لا أشعر بأنني "جزء من العائلة" في مؤسستي.	
					هذه المنظمة لها معنى شخصي كبير بالنسبة لي.	
					في الوقت الحالي ، يعد البقاء مع منظمتي أمرًا ضروريًا بقدر الرغبة.	التزام مستمر
					سيكون من الصعب جدًا بالنسبة لي مغادرة مؤسستي الآن ، حتى لو أردت ذلك.	
					سيتعطل الكثير في حياتي إذا قررت أن أغادر منظمتي الآن.	
					أشعر أن لدي خيارات قليلة جدًا لأفكر في ترك هذه المنظمة.	
					إذا لم أقم بالفعل بوضع الكثير من نفسي في هذه المنظمة ، فقد أفكر في العمل في مكان آخر.	

					12	من النتائج السلبية القليلة لترك هذه المنظمة ندرة البدائل المتاحة.
					13	لا أشعر بأي التزام بالبقاء مع صاحب العمل الحالي.
					14	حتى لو كان ذلك لصالحني ، لا أشعر أنه سيكون من الصواب ترك مؤسستي الآن.
					15	سأشعر بالذنب إذا تركت منظمتي الآن.
					16	هذا التنظيم يستحق ولائي.
					17	لن أترك منظمتي الآن لأن لدي شعور بالالتزام تجاه الأشخاص فيها.
					18	أنا مدين بالكثير لمنظمتي.

الالتزام المعنوي

## **CURRICULUM VITAE**

Jiman Mohammed TAWFEEQ was graduated from primary and basic education in Dohuk - Iraq. She completed her secondary education at Kawa School. After that, she completed her bachelor's program in the Department of Business Administration at the College of Administration and Economic, University of Duhok 2008. After that, she worked as an accountant in Gara Public Bank, 2009-2015. Then from 2015 until 2019 worked as researcher in Duhok Polytechnic University. After that she was accepted as a master student at Karabuk University in Turkey.