# RELATIONSHIP BETWEEN ORGANIZATIONAL REWARDS SATISFACTIONS AND WORK PERFORMANCE

# RELATIONSHIP BETWEEN ORGANIZATIONAL REWARDS SATISFACTIONS AND WORK PERFORMANCE

by

# KHAIRUNNISA BINTI AHMAD MOKHTAR

A thesis submitted to College of Business in partial fulfillment of the requirements for the degree Master of Human Resource Management,

Universiti Utara Malaysia

© Khairunnisa Binti Ahmad Mokhtar, 2011. All rights reserved

### **Permission to Use**

In presenting this project paper in partial fulfillment of the requirements for a postgraduate degree from Universities Utara Malaysia, I agree that the University Library make it freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this project paper or parts thereof for financial gain shall not be given to me and to University Utara Malaysia for any scholarly use which may be made of any material from my project paper. Request for permission to copy or make other use of materials in this project paper, in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

College of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

### Disclaimer

The author is responsible for the accuracy of all opinion, technical comment, factual report, data figures, illustrations and photographs in this dissertation. The author bears full responsibility for the checking whether material submitted is subject to copyright or ownership right. University Utara Malaysia (UUM) does not accept any liability for the accuracy of such comment, report and other technical and factual information and the copyright or ownership rights claims.

The author declares that this dissertation is original and his own except those literatures, quotations, explanations and summarization which are duly identified and recognized. The author hereby granted the copyright of this dissertation to College of Business, Universiti Utara Malaysia (UUM) for publishing if necessary.

### **Abstract**

While performing their duties in an organization, an employee performance can be viewed through the provision of rewards, benefits, pay levels and pay for their administration. It was called work performance. The inquiry based on part-time students to master, in relation to the satisfaction of reward, it has 4 items, which pay level, benefit satisfaction has roughly three main items, namely training, health and rights, then there also raise satisfaction and salary administration. It is because; this research title is aimed to determine the Relationship between reward satisfaction and work performance.

The objective of this study are; to examine relationship between pay level and work performance, to examine relationship between benefits and work performance, to examine relationship between raise satisfaction and work performance and to examine relationship between salary administrative and work performance.

A total of 138 questionnaires were distributed to 138 part time postgraduate students at UUM Campus KL and UUM Campus Sintok, Kedah by e-mail and only 116 questionnaires were returned for analysis. Data were analyzed using both descriptive and inferential statistical analysis to interpret data.

Research findings revealed there was work performance existing among the respondents. Significant values for each element in independent variable which the

item of reward such as pay level, benefit, raise and structure. The higher significant value of independent variables are work performance and item benefits, 0.152 > 0.05. It does can refer from the Heneman and Schwab (1985) which are studied about the pay level, benefit, raise satisfaction and salary administrative. For the individual's pay level also play an important role in individual work performance and more substantial evidence which are reference for various pay and benefit combinations that are as a function of personal characteristic of employees. There are including with the four dimensions of reward satisfaction; level, benefit, raise and structure (Heneman & Schwab, 1985).

### **Abstrak**

Semasa melakukan mereka dalam sebuah organisasi, prestasi pekerja dapat dilihat melalui pemberian penghargaan, keuntungan, membayar kadar dan membayar untuk pentadbiran mereka. Itu disebut prestasi. Penyelidikan ini berdasarkan kepada mahasiswa separuh waktu pascasiswazah, sehubungan dengan kepuasan ganjaran, ianya mempunyai 4 item, yang membayar peringkat, kepuasan manfaat memiliki sekitar tiga item utama, iaitu latihan, kesihatan dan hak pekerja, kemudian ada juga meningkatkan kepuasan dan gaji pentadbiran. Hal ini kerana; tajuk kajian ini bertujuan untuk mengetahui Hubungan antara kepuasan ganjaran dan prestasi kerja.

Tujuan kajian ini adalah; untuk menguji hubungan antara tahap gaji dan prestasi kerja, untuk menguji hubungan antara keuntungan dan prestasi kerja, untuk meneliti hubungan antara kepuasan meningkatkan dan prestasi kerja dan untuk menguji hubungan antara prestasi gaji pentadbiran dan bekerja

Sebanyak 138 borang soal selidik diedarkan kepada 138 pelajar separuh masa pascasiswazah di Kampus UUM KL dan sintok Kampus UUM, Kedah melalui email dan hanya 116 borang soal selidik sahaja kembali untuk analisis. Data dianalisis menggunakan kedua-dua analisis statistik deskriptif dan inferensial untuk menginterpretasikan data.

Penemuan kajian mendedahkan ada prestasi yang ada di antara responden. nilai yang signifikan untuk setiap elemen dalam pembolehubah bebas yang terdiri daripada membayar peringkat, kepuasan manfaat memiliki sekitar tiga item utama, iaitu latihan, kesihatan dan hak pekerja, kemudian ada juga meningkatkan kepuasan dan gaji pentadbiran. Nilai signifikan yang tertinggi adalah bagi prestasi kerja dengan faedah yang diterima iaitu sebanyak 0.152 > 0.05.item memberikan kesan pada prestasi bekerja sebagai keutuhan. Ini boleh melihat dari Heneman & Schwab (1985) yang mempelajari tentang tahap upah, faedah, meningkatkan kepuasan dan gaji pentadbiran. Untuk tahap membayar pekerja juga memainkan peranan yang penting secara individu lebih bukti substansial, sebagai rujukan untuk membayar pelbagai dan kombinasi manfaat yang diperolehi sebagai fungsi dari ciri-ciri peribadi para pekerja. Ada termasuk dengan empat dimensi kepuasan ganjaran, iaitu kadar, faedah, meningkatkan dan struktur.

# **ACKNOWLEDGEMENT**

"Syukur Alhamdulillah" for the blessing and the strength that Allah has given me while working on this research.

My deepest gratitude and sincere thanks to Dr. Faizuniah binti Pangil, who had agreed to be my supervisor and adviser. Her knowledge and guidance have greatly helped me at all steps in the process of preparing and submitting this research paper.

I'm obliged to record my sincere appreciation and thankfulness to my parents Mr. Ahmad Mokhtar bin Jamaludin and Mrs. Rotipah binti Omar and family whom had granted me with support and encouragement throughout the process of completing this research paper.

Last but not least, my sincere thank to the many friends who provide support and advice me, and who are participating in the process of preparing this paper and give me a support from start until finish.

Finally, I'm grateful to all who had either directly or indirectly been very supportive and helpful in making this research a success.

# **Table of Contents**

	Permission to Use	i
	Disclaimer	ii
	Abstract	iii
	Abstrak	V
	Table of Contents	viii
	List of Tables	.xii
	List of Figures	xiii
СНА	PTER 1 INTRODUCTION	1
	1.2Introduction	1
	1.2Background of the Study	2
	1.3Problem Statement	3
	1.4Research Questions	5
	1.5Research Objectives	5
	1.6Significance of the Study	6
	1.7Definition of Key Terms	6
	1.8Organization of the Thesis	7
СНА	PTER 2 LITERATURE REVIEW	9

	2.1Intr	roduction	on	9
	2.2Wo	ork Perfo	ormance	10
	2.2.1	Organ	nization Citizenship Behavior for Individual	11
	2.2.2	Organ	nization Citizenship Behavior for Organization	11
	2.3The	eory of V	Work Performance	12
	2.3.1	Pay L	evel and Work Performance	13
	2.3.2	Benef	fit Satisfaction and Work Performance	14
	2	.3.2.1	Training	14
	2	.3.2.2	Health Benefits	15
	2	.3.2.3	Employee Rights	16
	2.3.3	Raise	Satisfaction and Work Performance	16
	2.3.4	Salary	y Administration	17
	2.4Res	search F	Framework	18
	2.5Hy	pothesis	S	19
	2.6Con	nclusion	1	20
СНА	APTER 3	RESEA	RCH METHODS	22
	3.1Intr	roductio	on	22
	3.2Res	search A	Approach	22
	3.3Res	search D	Design	23

3.4Population and Sampling	. 23
3.5Research instrument	. 24
3.5.1 Reward Satisfaction	. 24
3.5.2 Work Performance	. 25
3.6Data Collection	.26
3.7Data Analysis Techniques	.26
3.8Limitations	.27
3.9Conclusion	.28
CHAPTER 4 RESULTS AND FINDINGS	. 29
4.1Introduction	. 29
4.2Rate of response	. 29
4.3Reliability Analysis	.30
4.4Demographic profile of the respondents	.31
4.5Descriptive Analysis of the Variables	.32
CHAPTER 5 DISCUSSION, RECOMMENDATION AND CONCLUSION	.35
5.0Introduction	.35
5.1Discussion	.35
5.1.1 Relationship between pay level satisfaction and work performance.	.35
5.1.2 Relationship between benefits satisfaction and work performance	.36

5.1.3	Relationship between raise satisfaction and work	performance37
5.1.4	Relationship between salary administration and w	ork performance37
5.2Re	commendations	38
5.2.1	Recommendations for Organizations	38
5.2.2	Recommendations for Future Research	39
5.3Co	onclusion	39
Reference	S	22
APPENDIX 1	SURVEY INSTRUMENT	30
APPENDIX 2	35	

# **List of Tables**

Table 1-1:	List Of Key Terminology
Table 1-2:	Reliability Analysis
Table 1-3:	Demographic Profile of the Respondents (a)
Table 1-4:	Demographic Profile of the Respondents (b)
Table 1-5:	Results of Descriptive Analysis
Table 4-5	Correlations between the variables
Table 4-6	Regression Result of Reward satisfaction and Work performance
Table 1-7:	Summary of Hypothesis Testing

# **List of Figures**

Figure 1-1: Research Framework

# **CHAPTER 1**

### **INTRODUCTION**

### 1.2 Introduction

Organizations today are very concerned about the performance of their employees. This is because the performance of the employees will directly affect the performance of the organizations. In essence, if the performance of a majority of the employees is low, this would inevitably lead to low organizational performance, and vice versa.

However, from the perspective of the employees, work performance is also important to them because there is a constant need among them to upgrade their standard of living or more specifically increase their income. As human, improving the quality of life is a must for most people, and therefore they will actively seek employment at organizations that provides higher salary, incentives and benefits, or in other words organizational rewards. This situation poses complication to the top managers and also the working environment because rewards are like a two-edge sword. Although reward generally has a good impact on the individual performance (Billikop, 2006), it also is known to negatively affect performance (Amiable, 1982). In short, though rewards are important for employee work performance, not much is known on the relationship between these two variables.

# The contents of the thesis is for internal user only

### References

- Ajila, C. & Abiola, A. (2004). Influence of Rewards on Workers Performance in an Organization. *Soc. Sci.*, 8(1), 7-12.
- Amstrong, M. et al. (2011). Increasing the effectiveness of reward management: An evidence-based approach. *Employee Relations*, *Vol.* 33 (2), 106-120.
- Anonymous. Facilitating structures-Reward Systems and Performance indicators, retrieve on March 21, 2011 from <a href="http://implementer.com/implementer/web/step4">http://implementer.com/implementer/web/step4</a> b/reward/performance.htm
- Bal, P. M. et al. (2010). Psychological contract breach and work performance: Is social exchange a buffer or an intensifier?. *Journal of Managerial Psychology, Vol. 25* (3), 252-273.
- Baptiste, N. R. (2008). Tightening the link between employee wellbeing at work and performance: A new dimension for HRM. *Management Decision*, *Vol.* 46 (2), 284-309.
- Benefits for Worker & Employer, Retrieve on March 2, 2011 from <a href="http://www.lni.wa.gov/TradesLicensing/Apprenticeship/About/Benefits/defaulsp">http://www.lni.wa.gov/TradesLicensing/Apprenticeship/About/Benefits/defaulsp</a>
- Berger, C.J (1984). The effects of pay level, pay values and employee benefits on pay satisfaction. Unpublished manuscript, Krannert School, Purdue University.
- Bergmann, T. J., & Scarpello, V. G. (2001). Compensation Decision Making (4th ed.). Cincinnati, Ohio: South-Western College Publishing.
- Billakop, G. (2010), retrieved on May 3, 2011 from http://www.cnr.berkeley.edu/ucce50/ag-labor/7labor/08.htm
- Bockerman, P. & Ilmakunnas, P. (2006). Do job disamenities raise wages or ruin job satisfaction?. *International Journal of Manpower, Vol.* 27 (3), 290-302.
- Boost Employee Satisfaction with Affordable Incentive Programs, Retrieve on March 10, 2011 from <a href="http://www.incentivesolutions.com/incentivenews/2010/12/09/boost employee-satisfaction-with-affordable-incentive-programs">http://www.incentivesolutions.com/incentivenews/2010/12/09/boost employee-satisfaction-with-affordable-incentive-programs</a>
- Brown, F. W. & Dodd, N. G. (1999). Rally the troops or make the trains run on time: the relative importance and interaction of contingent reward and transformational leadership. *Leadership & Organization Development Journal, Vol. 20* (6), 291-299.

- Cacioppe, R. (1999). Using team, individual reward and recognition strategies to drive organizational success. *Leadership & Organization Development Journal*, 20 (6), 322-331.
- Chandra, C. et al. (2011). Hospital cost structure in the US: what's behind the costs? A business case, retrieve on March 13, from ghil0002@umn.edu
- Chiaburu, D. S. & Baker, V. L. (2006). Extra-role behaviors challenging the status quo: Validity and antecedents of taking charge behaviors. *Journal of Managerial Psychology*, Vol. 21 (7), 620-637.
- Clements, C. J. & Josiam, B. M. (2010). Training: quantifying the financial benefits. *International Journal of Contemporary Hospitality Management, Vol.* 7 (1), 10-15.
- Coan, G. (2011). *Effective Ways to Give Performance Feedback*, retrieve on March 24, 2011 from http://performance-appraisals.org/experts/perffeedback.htm
- Cook, S. & Macau, S. (2011). *Rewarding Service Success*, retreive on March 28, 2011 from www.emeraldinsight.com
- Cooper, D. A. (2000). A tale of two pension systems. *Employee Relations*, Vol. 22 (3), 286-292.
- Corbett, B & Kenny, B. (2001). Appraisal and learning in a government agency. *The Learning Organization*, 8 (1), 21-35.
- Corus forges new approach to safety and Health. *Human Resource Management International Digest*, 19 (1), 7-9, Retrieve on March 10, 2011 from <a href="https://www.emeraldinsight.com">www.emeraldinsight.com</a>
- Currall, S.C. et al. (2005). Pay satisfction and organizational outcomes. *Personnel psychology*, Vol 58, 613-640.
- Daily Express (2009). *No need for alternative*, retrieve on April 20, 2011 from http://www.dailyexpress.com.my/news.cfm?NewsID=68714
- De Lara, P. Z. M. & Rodriguez, T. F. E. (2007). Organizational anomie as moderator of the relationship between an unfavorable attitudinal environment and citizen behavior (OCB): An empirical study among university administration and services personnel. *Personnel Review*, 36 (6), 843-866.
- Directors remuneration will continue to rise, retrieve on April 18, 2011 from <a href="http://www.dailyexpress.com.my/news.cfm?NewsID=70133">http://www.dailyexpress.com.my/news.cfm?NewsID=70133</a>

- Dur, R. & Sol, J. (2008). Social Interaction, Co-Worker Altruism, and Incentives. *Tinbergen Institute Discussion Paper*, 94 (1).
- Edwards, M. R. (1999). Improving performance with 360-degree feedback. *Career Development International*, Vol. 1 (3), 5-8.
- Erturk, A. (2007). Increasing organizational citizenship behaviors of Turkish academicians: Mediating role of trust in supervisor on the relationship between organizational justice and citizenship behaviors. *Journal of Managerial Psychology, Vol.* 22 (3), 257-270.
- Faizuniah P., & Salniza M. S. (2008). A conceptual framework for examining the relationship between high performance systems and organizational citizenship behavior. *Issues on Quality of Work Life*, 259-260.
- Forza, C. & Salvadpr, F. (2000). Assessing some distinctive dimensions of performance feedback information in high performance plants. *International Journal of Operations & Production Management, vol* 20 (3), 359-385.
- Galt, J. (2011). How to Correct an Employee With a Weak Performance, retrieve on March 29, 2011 from <a href="http://www.ehow.com/how\_5551851\_correct-employee-weak-performance.html#ixzz1ICE1wm7W">http://www.ehow.com/how\_5551851\_correct-employee-weak-performance.html#ixzz1ICE1wm7W</a>
- Gelade, G. A. et al (2003). The Impact of Human Resource Management andWork Climate on Organizational Performance. *Personal Psychology*, *56*, 383-404.
- Gerhart, B., & Rynes, S. L. (2003). Compensation: theory, evidence, and strategic implications. Thousand Oaks: Sage Publications.
- Giving Performance-Related Feedback Using The PAF Technique, retreive on April 2, 2011 from http://www.performancefeedback.com/
- Goleman, D. (2011). *An EI-Based Theory of Performance*, Retrieve on March 22, 2011 from <a href="https://www.eiconsortium.org">www.eiconsortium.org</a>
- Gresham, Lynn (2006). Employees' satisfaction with benefits is rising. *Employee-Consumer. April* 15, 17-18.
- Greatworkplace, (2010). 4 Strategies for Boosting Pay Satisfaction, retrieve on April 5,2011 from <a href="http://greatworkplace.wordpress.com/2010/05/05/5-strategies-for-boosting-pay-satisfaction/">http://greatworkplace.wordpress.com/2010/05/05/5-strategies-for-boosting-pay-satisfaction/</a>
- Harris & Zhao (2004). Industry internships: feedback from participating faculty and industry executives. *International Journal of Contemporary Hospitality Management*, Vol. 16 (7), 429-435.

- Heathfield, S. M. (2011). *How to Ask for a Pay Raise: Steps in Asking for a Pay Raise*, retrieve on April 3, 2011 from <a href="http://humanresources.about.com/od/salaryandbenefits/a/ask\_raise.htm">http://humanresources.about.com/od/salaryandbenefits/a/ask\_raise.htm</a>
- Heil, K (2011). Performance Appraisal and Standards, Retrieved on May 3, 2011 From <a href="http://www.referenceforbusiness.com/encyclopedia/Per-Pro/Performance-Appraisal-and-Standards.html">http://www.referenceforbusiness.com/encyclopedia/Per-Pro/Performance-Appraisal-and-Standards.html</a>
- Heneman III, H. G. & Schwab, D. P. (1985). Pay Satisfaction: Its Multidimensional Nature and Measurement. *International Journal of Psychology, Vol.* 20, 129-141.
- Heneman, H. G., III, & Judge, T. A. (2000). Incentives and motivation. In S. Rynes, & B. Gerhart (Eds.), *Compensation in organizations: Progress and prospects* (pp. 61–103). San Francisco, CA: New Lexington Press.
- Impact of reward practices on perception of fairness and job satisfaction, retrieve on March 30, 2011 from <a href="http://www.eurofound.europa.eu/ewco/2010/01/PT1001029I.htm">http://www.eurofound.europa.eu/ewco/2010/01/PT1001029I.htm</a>
- Jaafar, M. (2006). Work satisfaction and work performance: how project managers in Malaysia perceive it? Academy of worls business, marketing & management development conference proceedings, Vol. 2 (113).
- Jansen, P. & Vloeberghs, D. (1999). Multi-rater feedback methods: personal and organizational implications. *Journal of Managerial Psychology*, Vol. 14 (6), 455-476.
- Jester, R. & Schultz, B. (2010). *Designing A Reward System That Works*, Retrieve on March 22, 2011 from <a href="http://www.oppapers.com">http://www.oppapers.com</a>.
- Job performance, Retrieve on March 20, 2011 from http://en.wikipedia.org/wiki/Job\_performance
- Kerrin, M. & Oliver, N. (2002). Collective and individual improvement activities: the role of reward systems. Personnel Review, Vol. 31 (3), 320-337.
- Khulida Kirana Y., Faizuniah P., Johanim J., Mohd Faizal M. I., & Zulkiflee D. (2008). Examining the relationship between employee benefits and job satisfaction. *The* 4<sup>th</sup> National Human Resource Management Conference Proceedings, 415-420.
- Lewis, P. (2000). Exploring Lawler's new pay theory through the case of finbank's reward strategy for managers. *Personnel review*, *Vol* 29 (1), 10-32.

- Lin, J. S. C. & Lin, C. Y. (2011). What makes service employees and customers smile Antecedents and consequences of the employees' affective delivery in the service encounter. *Journal of Service Management, Vol.* 22 (2), 183-201.
- Lindenberger, J. Truth or Consequences: How to Give Performance Feedback, retrieve on April 3, 2011 from <a href="http://www.businessknowhow.com/manage/truth.htm">http://www.businessknowhow.com/manage/truth.htm</a>
- London, C. & Higgot, K. (1997). An employee reward and recognition process. *The TQM Magazine*, *Vol.* 9(5), 328–335.
- Lust, J.A. (1986). The impact of benefit availability on employee benefit satisfaction. Presented at the meeting of the Southern Management Association, Atlanta, USA.
- Marsono, H. & Jusoff, K. (2008). Retrenchment in Malaysia: Employer's Right?. *Journal of politics and law, Vol. 1*(4).
- Maxwell, G & lyle, G. (2002). Strategic HRM and business performance in the Hilton group. *International journal of contemporary hospitality management, Vol.* 14(1), 251-252.
- Media Statement: Statement From Dato' Sri Mustapa Mohamed, Malaysia Enters List of Top 10 Most Competitive Countries in the World, retrieved on March 20, 2011 from http://www.miti.gov.my
- Meulenbroek, R. A. (2001). Managing "keep" factors of office tenants to raise satisfaction and loyalty. *Property Management, Vol. 26* (1), 43-55.
- Morgeson, F. P., Campion, M. A. & Maertz, C.P. (2001). Understanding Pay Satisfaction: The limits of A Compensation System implementation. *Journal of Business and Psychology, Vol. 16* (1).
- Mulder, M. (2001). Customer satisfaction with training programs. *Journal of European Industrial Training*, Vol. 25 (6), 321-331.
- Myrna, J. W. (2009). Turning the tables on performance reviews: how to create a better process that empowers, energizes and rewards your employees. *Business Strategy Series*, Vol. 10 (6), 366-373.
- Nithy, T. (2010). *Rewards don't work: Courting Changes*, retrieve on March 24, 2011 from <a href="http://thestar.com.my/education/story.asp">http://thestar.com.my/education/story.asp</a>? file=/2010/7/11/education/6597335&sec=education
- Non-Monetary Rewards and Employee Motivation: Rewarding Team Members withoutBreaking the Bank, retrieve on March 24, 2011 from http://www.101rewards.com/non monetary-rewards.html

- Job Satisfaction, retrieve on April 3, 2011 from <a href="http://www.managementhelp.org/prsn\_wll/job\_stfy.htm">http://www.managementhelp.org/prsn\_wll/job\_stfy.htm</a>
- Pavlov, A. & Bourne, M. (2011). Explaining the effects of performance measurement on performance: An organizational routines perspective. *International Journal of Operations & Production Management, Vol. 31* (1), 101-122.
- Performance-related pay and bonus schemes can significantly improve worker satisfaction levels as well as productivity, a U.S study has concluded, retreive on March 25, 2011 from http://www.management-issues.com/2006/8/24/research/incentive-schemes-boost-worker-productivity-and-satisfaction.asp
- Rezaiean, A. et al (2010). The relationship between organizational justice and organizational citizenship behaviors: The mediating role of organizational commitment, satisfaction and trust. *Research journal of business management Vol* 4(2), 112-120.
- Salary Basics, retrieve on April 5, 2011 from <a href="http://www.salary.com/advice/layouthtmls/advl\_display\_Cat14\_Ser65\_Par142.ht">http://www.salary.com/advice/layouthtmls/advl\_display\_Cat14\_Ser65\_Par142.ht</a> ml
- Schultz, W. (2011). Rewards. Retrieve on April 2, 2011 from http://www.scholarpedia.org/article/Reward
- Sekaran, U. (2005). *Research method for business: A skill building approach.* (2nd ed.). New York: John Wiley & Sons
- Shea, M. (2010). *Effort-based Experience Rewards*, retrieve on March 20, 2011 from http://slyflourish.com/effort-based-experience-rewards/
- Smith, A.D. & Rupp. W.T. (2004). Knowledge workers' perceptions of performance ratings. *The Journal of Workplace Learning, Vol. 16* (3), 146-166.
- Snyder, M. M. et al (1996). Public and private organizations in Latin America:a comparison of reward preferences. *International Journal of Public Sector Management*, Vol. 9 (2), 15-27.
- Stredwick, J. (2000). Aligning rewards to organisational goals and a multinational's experience. *European Business Review, Vol 12* (1) ,9-18.

- Suliman, A. M., AbdelRahman, A. A. & Abdalla, A. (2010). Personality traits and work performance in a duty-free industry. *International Journal of Commerce and Management*, Vol. 20 (1), 64-82.
- Suliman, A. M.T. (2002). The mediating role of organizational commitment in work climate-performance relationship. *Journal of management development*, 21 (3), 170-183.
- Tekleab, A. G., Bartol, K. M., & Liu, W. (2005). Is it pay levels or pay raises that matter to fairness and turnover? *Journal of Organizational Behavior*, 26, 899–921.
- Thacker, R. A. & Holl, K.B. (2008). Behaviorally-based management training: linking behaviors to employee satisfaction. *Industrial and Commercial training*, Vol. 40 (2), 102-108.
- Till, R. E. & Karren, R. (2011). Organizational justice perceptions and pay level satisfaction. *Journal of Managerial Psychology*, Vol. 26 (1), 4257.
- Tomer, J. (2010). Understanding High Performance Work Systems: The Joint Contribution of Economics and Human Resource Management, retrieve on March 15, 2011 from www.emeraldinsight.com
- Training Benefits Program, retrieve on April 11, from <a href="http://www.esd.wa.gov/uibenefits/specialservices/training/training-benefits.php">http://www.esd.wa.gov/uibenefits/specialservices/training/training-benefits.php</a>
- Uchitelle, L. (1995). For Employee Benefits, It Pays to Wear the Union Label, retrieve on May, 2011 from <a href="http://www.nytimes.com/1995/07/16/business/for-employee-benefits-it-pays-to-wear-the-union-label.html?src=pm">http://www.nytimes.com/1995/07/16/business/for-employee-benefits-it-pays-to-wear-the-union-label.html?src=pm</a>
- Walsh, K. & Fisher, D. (2005). Action inquiry and performance appraisals: Tools for organizational learning and development. *The Learning Organization*, *Vol.* 12 (1), 26-41.
- Wang, X. et al (2010). The impact of organizational justice on work performance: Mediating effects of organizational commitment and leader-member exchange. *International Journal of Manpower, Vol. 31* (6), 660-677.
- Westover, J.H. et al. (2010). Enhancing long-term worker productivity and performance: The connection of key work domains to job satisfaction and organizational commitment. *International Journal of Productivity and Performance Management*. Vol. 59 (4), 372-387.
- What Is Level Pay?, retreive on April 13,from http://www.wisegeek.com/what-is-level-pay.htm

- What is total rewards?, retrieve on April 11, 2011 fromhttp://www.worldatwork.org/waw/aboutus/html/aboutus-whatis.html
- White, S. (2008). Siemens A&D customer support increases customer satisfaction Through effective training and coaching. *Industrial and Commercial Training*, *Vol. 40* (1), 29-33.
- Williams, R. F. G & Doessel, D. P. (2011). An economic classification of "health need". *International Journal of Social Economics*, Vol. 38 (3), 291-309.
- Williams, L. J. Et al (1991). Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizanship and In-Role Behaviors. *Journal of Management, Vol. 17* (3), 601-617.
- Williams, M.L., McDaniel, J.A. and Nguyen, N.T. (2006). "A meta-analysis of antecedents and consequences of pay level satisfaction", *Journal of Applied Psychology*, Vol. 91, 392-413.
- Yoon, M. H., & Suh, J. (2003). Organizational citizenship behaviors and service as external effectiveness of contact employees. *Journal of Business Research*, *56*, 597-611.
- Young, I. P. (2010). Effects of Principal's Pay and Pay Satisfaction for StudentAchievement at the Elementary School Level, retrieve on March 25, 2011 from <a href="https://www.emeraldinsight.com">www.emeraldinsight.com</a>