

**THE EFFECTS OF MONETARY REWARD, NON MONETARY REWARD AND
DISTRIBUTIVE FAIRNESS ON EMPLOYEE PERFORMANCE: A STUDY OF
THE PHOSPHATE MINES CO. JORDAN**

By

**MOHAMMAD FUDEIL IBRAHIM AL-AMERYEEN
815447**

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Management (MHRM)**

DECLARATION

I declare that the substance of this project paper has never been submitted for any degree or post graduate program and qualifications.

I certify that all the support and assistance received in preparing this project paper and the entire source abstracted have been acknowledged in this stated project paper.

MOHAMMAD FUDEIL IBRAHIM AL-AMERYEEN

815447

Othman Yeop Abdullah
Graduate School of Business
University Utara Malaysian
06010 Sintok
Kedah Darul Aman
Malaysia.

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ABSTRACT

Employee performance had directly influenced the productivity and outcomes of the organization. With the current business environment, many organizations are worry on whether their employees are in the right directions in doing their works or tasks. Therefore, this study aims to examine the relationship between monetary reward, non-monetary reward, distributive fairness and employee performance among 3,800 workers in Phosphate Mines Co, Jordan. The cross sectional surveys through questionnaire were used to fulfill the objectives of this research. Data were generated from 246 employees who were selected by simple random sampling. Descriptive, correlation and regression analysis were used to analyze data and to test the hypotheses. The overall finding indicated that monetary, non-monetary and distributive fairness had a significant correlation with employee performance. However, only distributive fairness had influence the employee performance in Phosphate Mines Co, Jordan. The findings suggest that to increase the employees performance in this organization, the management should re-evaluate the justices of the employment policies related to the employees' rights. This will enhance the employee performance and can be one of the competitive advantages for Phosphate Mines Co, Jordan.

Keywords: monetary reward, non-monetary reward, distributive fairness, employee performance.

ABSTRAK

Prestasi pekerja mempunyai pengaruh langsung terhadap produktiviti dan hasil sesebuah organisasi. Dengan keadaan persekitaran perniagaan sekarang, kebanyakan organisasi bimbang sama ada pekerja-pekerja mereka berada dalam landasan yang betul dalam melaksanakan kerja atau tugas mereka. Oleh itu, matlamat kajian ini ialah mengkaji hubungan antara ganjaran kewangan, bukan kewangan dan keadilan dalam agihan ke atas prestasi pekerja dalam kalangan 3,800 pekerja di Phosphate Mines Co, Jordan. Survei secara *cross sectional* menerusi pengedaran soal selidik diguna bagi mencapai objektive kajian. Data diperolehi daripada 246 pekerja yang dipilih secara rawak mudah. Analisis deskriptif, korelasi dan regresi digunakan untuk menganalisis data dan menguji hipotesis. Dapatan secara keseluruhan menunjukkan bahawa ganjaran kewangan, bukan kewangan dan keadilan dalam agihan mempunyai hubungan yang signifikan ke atas prestasi pekerja. Walau bagaimanapun, hanya keadilan dalam agihan sahaja mempengaruhi prestasi pekerja di Phosphate Mines Co, Jordan. This will enhance the employee performance and can be one of the competitive advantages for Phosphate Mines Co, Jordan. Hasil kajian mencadangkan bahawa untuk meningkatkan prestasi pekerja, pihak pengurusan perlu menilai semula keadilan dalam plosi-polisi pekerjaajaan yang berkaitan dengan hak-hak pekerja. Ini akan dapat memperkasakan prestasi pekerja dan menjadi salah satu kelebihan bersaing bagi Phosphate Mines Co, Jordan.

Kata kunci: ganjaran kewangan, ganjaran bukan kewangan, keadilan dalam agihan, prestasi pekerja.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter being the introductory part of this study discussed the study's background, the problem statement, objectives of the study, the scope of which this study covers and it's significant.

1.2 Background of the Study

Undoubtedly, employee has been the important element of any of organization whereby success or otherwise of a given organization depends largely on the performance of its employee. Therefore, organizations committed large part of its resources on developing its employee (Hameed & Waheed, 2011).

Employee performance has become a source of worry for most organizations and so with the construction industry. Evidently, employee performance's challenge without mincing words has caused a serious setback to many such as construction sector. This has consequently affected the quality of work, organizational performance, time taken to complete project and profits earned by the organisation is equally affected (Abdullahi, Bilau, Enegbuma, Ajagbe & Ali, 2011). A lot of collapsed buildings and system failure have been recorded in this sector whereby poor employee performance has been noticed to be factor responsible for this (Ayedun, Durodola & Akinjare, 2012).

In addition; in simpler term, employee performance means the output or level of productivity of employee which is a determined by employee development in place by their organisation. Most importantly, employee performance will directly affect

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