

The Effect of Reward Systems, Organizational Commitment and Experience on Job Satisfaction with respect to Employee's Perceived Performance

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Abstract

Human resources are considered to be the core of any organization. It is highly important to acknowledge that only those organizations can boost employee performance which responds to changing human resource management trends. The present study focuses on understanding the effect of reward systems, organizational commitment and experience in terms of service length on employee performance and job satisfaction, impact of job satisfaction on employee performance and the mediating role of job satisfaction with respect to reward system, organizational commitment and experience in terms of service length on employee performance of the cellular sector of Pakistan. Data has been collected through an adapted questionnaire by a sample of 325 managerial level employees of five major cellular operators of Pakistan. SPSS has been used for data analysis and the analysis of the data has confirmed a positive relationship among independent, mediating and dependent variables. Organizational reward system, organizational commitment and experience, in terms of service length, have positive impact on job satisfaction and then job satisfaction also has a positive and significant relationship with the perception of employee performance.

Keywords: reward systems, organizational commitment, experience, job satisfaction, perception of employee performance

Introduction

It has been believed commonly that the reward system helps the organization in keeping and retaining the efficient and competent employees. From among many other factors, reward systems have been identified as a most important factor to attain high level of Job satisfaction and best employee performance (Armstrong, 2013). Now a day's organizations require best reward system which appreciates the high performers by providing incentives and to motivate the low performers. Shields *et al.* (2015) stated that reward system should be based upon the differing needs of employees and should be the combination of monetary

and non-monetary aspects. An ideal combination of monetary and non-monetary reward system helps the organization maximize employee commitment, motivation and job satisfaction which results in enhancement of employee performance and organizational productivity (Khan *et al.*, 2013).

Reward system could have an impact on organizational commitment and job satisfaction (Maslow, 1943). When an employee exert high efforts and get the desired results and in return organization gave him/her best rewards then his/her motivation and satisfaction level increases (Huczynski & Buchanan, 2001). Job satisfaction is “a set of favorable and unfavorable emotions, feelings and perceptions of the employees at workplace” (Acker, 1999). Satisfied employees exert more efforts as compare to less satisfied employees (Acker, 1999). The level of job satisfaction could also affect by other organizational and personal factors which ignites positive feelings towards employee loyalty and commitment. Many researchers have investigated the relationship between job satisfaction and organizational commitment and found a positive relationship (Nguni, Slegers & Denessen, 2006). Organizational commitment directly related to job satisfaction, organizational citizenship behavior and job performance (Jaros, 1997).

Dirani & Kuchinke (2011) stated that employees who feel delighted in high amount of organizational commitment result to carry high level of job satisfaction which eventually strengthens their passionate work behavior. Steers (1997) claimed that organizational commitment has a direct and positive relationship with job satisfaction. Organizational commitment has been considered a long term oriented phenomena and less affected by daily activities while job satisfaction do, organizational commitment grows slowly but strongly over time in complex constructs (Mowday, 1979).

Robbins (1998) stated that extended work experience in terms of service length had a positive relationship with job satisfaction, motivation level and employee commitment to the organization. Salami (2008) has also confirmed a positive association among experience in terms of service length and job satisfaction. Many researchers have investigated and reported a positive relationship between experience and employee performance (Chughtai & Zafar, 2006; Iqbal, 2010). Theory of intrinsic motivation stated that the motivation to work is innate while work itself is fulfilling (Deci & Ryan, 1985). So the current study focuses on investigating the impact of rewards system, organizational commitment and experience in terms of service length on employees' performance and job

satisfaction, impact of job satisfaction on employee performance and the mediating role of job satisfaction with respect to independent variables of this study on employee performance in Cellular sector of Pakistan. The main research questions of the study at hand are given below:

1. Does reward system, organizational commitment and experience in terms of service length effects employee performance?
2. Does reward system, organizational commitment and experience in terms of service length effects job satisfaction?
3. Does job satisfaction impacts employee performance?
4. Does job satisfaction mediate the relationship between reward system, organizational commitment and experience in terms of service length with respect to employee performance?

Literature Review

Reward System

The existing research on human resource management proposed that organization's compensation mechanism plays a vital role in motivating workers. Compensations have been proven to be a viable method to motivate employees to perform their assignments at their highest potential (Camerer & Hogarth, 1999). In literature, it has been recommended that individuals minutely measure the hard work invested by them versus the estimation of expected compensation (Brehm & Self, 1989; Eccles & Wigfield, 2002; Wright, 2008). The desired outcome of compensation is to build a relationship between desired work behavior that makes the worker feel respected and elevated (Whetten & Cameron, 2007). Different types of rewards are imperative variables that clarify certain employment angles that contribute to the organization in the form of best employee performance. Rewards assume a noteworthy part in how employees perceive the compensation system at place of work (Khan *et al.*, 2013).

Employee performance could be defined as the "practices or activities which are pertinent to the objectives of the organization" (McClay, Campbell & Cudeck, 1994). Aktar *et al.* (2012) stated that different reward offerings enhance employee performance. Similarly, Erbas & Arat (2012) stated that non financial and financial rewards are important for high job performance. Agwu (2013) stated that rewards could significantly influence employee performance. On the bases of the above discussion, the following two hypotheses are proposed;

H₁: Reward systems have a positive impact on employee performance.

H₂: Reward Systems have a positive impact on Job Satisfaction.

Organizational Commitment

Organizational commitment is an ongoing attitude of loyalty of employees to an organization. Organizational commitment means positive or negative attitudes of workers toward the whole organization and it is not limited to the task or job one has to perform. In organizational commitment a person has strong sense of loyalty toward an organization through which the organization identifies itself (Spangoli, 2012). In order to evaluate the association between organizational commitment and job performance, Riketta (2002) executed meta-analysis and concluded a positive association among organizational commitment and employee performance. Job satisfaction and organizational commitment have a positive correlation with respect to employee performance (Benkhoff, 1997; Klien & Ritti, 1984) and a very strong positive correlation exists among organizational commitment and job satisfaction (Aryana, Kushnir & Valency, 1986; Knopp, 1995; Morrison, 1997).

Lewis (2013) stated that applause and acknowledgment are viable methods for inspiring representative conduct in the organization as they are viewed to be the most valued prizes. Many research Studies have been conducted in the past to investigate the relationship of organizational commitment and job satisfaction. Results from Meyer & Allen (1997) showed a positive correlation between job satisfaction and employee commitment to the organization. Busch, Fallan, & Pettersen, (2012) have also identified a positive relationship among job satisfaction and organizational commitment among employees of Norwegian colleges. Keeping in view the above discussion, the following two hypotheses are proposed;

H₃: Organizational Commitment has a positive relationship with employee performance.

H₄: Organizational Commitment has a positive relationship with level of job satisfaction.

Work Experience (Service Length)

Experienced workers possess persistent values, strong confidence, and clear job expectations (Carr *et al.*, 2006; Fernandez *et al.*, 2000), which leads to best employee performance. Workers with greater experiences in terms of service length evaluate and upgrade their shortcomings reasonably well and encompass individuals to adjust for those shortcomings for better performance (Hausman *et al.*, 2000). Knowledge and skills gained from extended past work experience improves employee performance and organizational productivity (Rynes, Orlitzky, & Bretz, 1997). Fullan (2009)

has conducted a research study on the relationship of job satisfaction and organizational commitment in three organizations based in Guatemala and found out that employees with more work experience and tenure proved to be more committed with their organizations and senior workers enjoys high amount of job satisfaction as compared to those with lesser length of service. Dokko (2009) examined to recognize that when the past work experience is connected to the behavioral work then it creates negative affiliation and when the particular assignment related work experience is connected then it contained the positive relationship with the increase in certainty and fulfillment of the workers with respect to their work behavior.

H₅: Experience in terms of service length has a positive effect on employee performance.

H₆: Experience in terms of service length has a positive impact on job satisfaction.

Job Satisfaction

Locke (1976) describes job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Job satisfaction justified that how employee feel and engage with job in different aspects. Satisfaction and dissatisfaction are not constrained to the type of the job that one does, but additionally relies upon the employee’s insight, approach and job potential (Lu *et al.*, 2005). Besides, organizations rely upon workers and the way in which its representatives carry on the way executives coordinate the organizational issues. Thus, attaining high levels of employee job satisfaction considered major priority by intelligent managers.

Many researchers studied the relationship between intrinsic rewards and job satisfaction and found positive relation between the two (Hayati & Caniogo, 2012; Tymon *et al.*, 2010). Thus workers felt intrinsically motivated and more satisfied. Rast and Tourani (2012) evaluated job features and found that both intrinsic and extrinsic rewards have a major effect on job satisfaction. Rafiq (2012) conducted a study on workers of call centers in Pakistan; examined the effect of intrinsic and extrinsic rewards on the job satisfaction and explored that extrinsic rewards played a major role in enhancing job satisfaction. A similar study was conducted on public school teachers in Pakistan by Tausif (2012) and found out a strong and positive relationship among reward system and job satisfaction.

Result of job satisfaction includes better employee performance, removal reduction and curtailment in behavior that opposes organizational productivity (Morrison, 2008). Carette, Anseal & Lievens (2013) investigated the relationship between job satisfaction and employee

performance and the outcomes revealed a positive relationship. In a similar study, Hayati & Caniogo (2012) investigated the relationship between job satisfaction and employee performance and found that workers who enjoy high amount of job satisfaction proved to be better workers for their organization. Job satisfaction is assumed to be the outcome of organizational commitment. According to Saks, (2006) the worldwide emotions about workers attitudes have been in accordance with job satisfaction with its positive and critical effect on the view of employee performance. On the bases of above discussion, the following hypotheses are proposed;

H₇: Job satisfaction has a positive relationship with employee performance.

H₈: Job Satisfaction mediates the relationship among reward systems and employee performance.

H₉: Job satisfaction mediates the relationship among organizational commitment and employee performance.

H₁₀: Job satisfaction mediates the relationship between experience and employee performance.

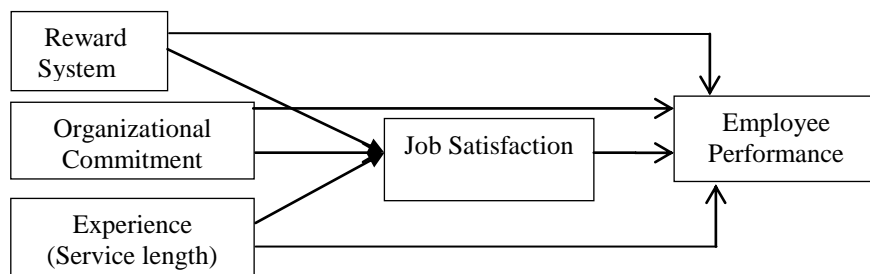


Fig 1: Research Model

Methodology

Philosophy of positivism has been used for present quantitative research. Data has been collected through adapted survey questionnaire. The questionnaires were distributed among the employees of the cellular industry of Pakistan which has been divided into further sub groups of Ufone Pakistan, Telenor Pakistan, Warid Telecom, Zong Pakistan and Mobilink GSM.

For the identification of reasonable sample size of present study the formula developed by (Godden, 2004) have been used and the sample size for the present study is 325. Random sampling technique has been used for data collection; the data was collected in the months of March and April, 2016.

Different measurement tools were used for the measurement of each variable of the present study. Reward system was measured by 3 item scale developed by (Balkin & GomezMejia, 1990) with the reliability of

(.90). The sample question is “Pay decisions in this organization are made on a democrat basis”? Organizational commitment was measured by 7 item scale developed by (Rhoades, Eisenberger & Armelli, 2001) with the reliability of (.83). Work experience in terms of service length has 7 items with the reliability of (.81). The sample question is “Working at my organization has a great deal of personal meaning to me”. Job satisfaction was measured by 6 item scale developed by (Camman, Fichman, Jenkins & Klesh’s, 1983) with the reliability of (.74). Employee performance was measured by 9 item scale developed by (BeckerConnolly, & Slaughter, 2010) with the reliability of (.88).

Data Analysis

In this section correlation among the variables of the study have been checked and after that regression analysis have been performed to investigate the effect of independent and mediating variables on employee performance.

Correlation

Table 1: *Correlation matrix*

Variables	1	2	3	4	5
RS	(.81)				
OC	.441**	(.79)			
WE	.238**	0.148**	(.80)		
JS	.467**	.657**	0.124**	(.78)	
EPP	.413**	.677**	.497**	.564**	(.85)

**Correlation is significant at the 0.01 level (2-tailed). N=325

RS= Reward system, OC= Organizational commitment, JS= Job satisfaction, EPP= Employee performance

As per the results of analysis reward system proved to have a positive relationship with all other variables. Reward system positively correlated with organizational commitment and its value is (.441**). Reward system positively correlated with work experience and its value is (.238**). Reward system showed a positive correlation with job satisfaction and its value is (.467**). Reward system positively correlated with employee performance and its value is (.413**). Organizational commitment positively correlated with work experience and its value is (.148**). Organizational commitment positively correlated with job satisfaction with the value of (.657**). Organizational commitment positively correlated with employee performance and its value is (.677**). Work experience proved to have a positive correlation with job satisfaction and its value is (.124**). Work experience positively correlated with employee performance with the value of (.497**). And finally it has been

confirmed that Job satisfaction is positively correlated to employee performance and its value is (.564**).

The reliability of data was evaluated through Cronbach Alpha and any values more than 0.7 are considered to be sufficient (Pallant, 2001). The values of reliability of reward system (.81), organizational commitment (.79), work experience (.80), Job satisfaction (.78) and employee performance (.85) and the above reliability values for all variables are considered sufficient.

Regression Analysis

Hierarchical regression analysis has been performed for investigating the effect of independent variables and mediator on dependent variable. For that we perform mediational regression.

Main Effect

Table 2: Main effect of independent and mediator on dependent variable

Predictor	Mediator: JS			Dependent: Epp		
	Beta	R ²	Δ R ²	Beta	R ²	Δ R ²
Main effect: RS						
Step 1						
RS	.58***	.21		.38***	.17	
Main effect: OC						
Step 1						
OC	.40***	.19		.45***	.58	
Main effect: WE						
Step 1						
WE	.79***	.43		.40***	.19	
Mediator: JS						
Step 1						
JS				.40***	.31	

Note: n=325, ***p <.001, dependent= employee performance

Results have confirmed the relationship proposed in hypothesis 01 of the present study that reward systems have a positive impact on employee performance with p value (0.000) and the value of beta is .38 which shows that 1 percent change in reward system will leads to .38 changes in employee performance in same direction. The value of R Square is 17% which shows that 17 % model has been explained. So the results of present study have substantiated and are according to previous research studies (Agwu, 2013; Aktar *et al.*, 2012; Erbas & Arat, 2012).

Furthermore analysis also confirmed the relationship proposed in the second hypothesis of the present study that reward systems have a positive impact on job satisfaction, with p value (0.000) and the value of

beta is .58 which shows that 1 percent change in reward system will leads to .58 changes in job satisfaction in same direction. The value of R Square is 21%, it shows that 21 % model is explained. So the results of present study substantiated too.

The relationship proposed in the third hypothesis of the present study also confirmed that organizational commitment have a positive impact on employee performance with p value (0.000) and the value of beta is .45 which shows that 1 percent change in organizational commitment will leads to .45 change in employee performance in same direction. The value of R Square is 58%, which shows that 58 % model is explained. So our results are substantiated and very much in line to the findings of previous research studies (Peterson, 2013; Riketta, 2002; Spangoli, 2012).

Relationship of organizational commitment also have a positive and significant effect on job satisfaction, with p value of (0.000) and the value of beta is .40 which shows that 1 percent change in organizational commitment will leads to .40 change in job satisfaction in same direction. The value of R Square is 19%, it shows that 19 % model is explained. So here too results of the current study substantiated and fourth hypothesis of the present research study stands confirmed.

Furthermore, results of the analysis of the present study confirms the relationship proposed in the fifth hypothesis of the present research study that work experience have a positive and significant relationship with employee performance, with p value of (0.000) and the value of beta is .40 which shows that 1 percent change in work experience will leads to .40 changes in employee performance in same direction. The value of R Square is 19%, it shows that 19 % model is explained. So our results substantiated and are according to the findings of the previous studies (Carr *et al.*, 2006; Fernandez *et al.*, 2000; Hausman *et al.*, 2000; Rynes, Orlitzky, & Bretz, 1997).

The sixth hypothesis of the present study also stands confirmed as the results of the analysis shows that work experience in terms of service length have a positive and significant effect on job satisfaction, p value is (0.000) and the value of beta is .79 which shows that 1 percent change in work experience will leads to .79 change in job satisfaction in same direction. The value of R Square is 43%, it shows that 43 % model is explained. So our hypothesis is substantiated and results are according to previous studies.

On the same lines seventh hypothesis of the present research study also stands confirmed that job satisfaction also have a positive and significant relationship with employee performance, with p value of (0.000)

and the value of beta is .40 which shows that 1 percent change in job satisfaction will leads to .40 changes in employee performance in same direction. The value of R Square is 31%, it shows that 31 % model is explained. So our results are substantiated and very much according to the results of previous studies (Morrison, 2008; Carette, Anseal & Lievens, 2013; Hayati & Caniagi, 2012).

Mediation Analysis

In present study we have job satisfaction as a mediator in the relationship between independent variables (reward system, organizational commitment, and work experience in terms of service length) with the dependent variable of employee performance. For mediational regression analysis we have performed the Baron & Kenny (1986) step by step process.

Table 3: *Mediated regression analysis of job satisfaction*

Predictor	Mediator: JS		Dependent: EPP	
	ΔR^2	Beta	R^2	ΔR^2
Main effect: JS				
Step 1				
JS		.40***	.31	
Mediation: JS				
Step 1				
RS		.38***	.17	
Step 2				
JS		.40	.34	.17
Mediation: JS				
Step 1				
OC		.58***	.45	
Step:2				
JS		.46***	.48	.03
Mediation: JS				
Step 1				
WE		.40***	.19	
Step:2				
JS			.31***	.33
				.14

Note: n=325, JS *** p<.001, JS and EPP

For mediational regression we computed the means of all variables and then run the analysis. Result shows that job satisfaction mediates the relationship between reward system and employee performance in telecom sector as reward system (p= 0.000, beta .38) positively impacts employee performance. Job satisfaction mediates the relationship between organizational commitment and employee performance in telecom sector as organizational commitment (p= 0.000, beta .58) positively impacts

employee performance. Job satisfaction mediates the relationship between work experience and employee performance in telecom sector as work experience ($p= 0.000$, $\beta .40$) positively impacts employee performance. Hence, all independent variables (reward system, organizational commitment, and work experience in terms of service length) with the mediating role of job satisfaction have significant impact on employee performance which makes our hypotheses eight, nine and ten stands confirmed.

Discussion & Conclusion

This present study has four main research objectives. The first one was to analyze the impact of reward system, organizational commitment and experience, in terms of service length, on employee performance. The hypotheses were developed and tested to achieve this objective. The results show that the set independent variables have significant impact on the dependent variable. The second objective was to analyze the impact of same set independent variables on job satisfaction. Using multiple regression analysis the hypotheses for this model were also tested and found statistically significant. The third objective was to study the extent to which job satisfaction impacts employee performance. This impact of employee satisfaction is statistically tested and positive significant impact is found with performance. Lastly, the mediation impact of job satisfaction between the set of independent variables and employee performance is tested. The results for this model are also statistically significant and are in accordance with previous research studies as noted in literature review.

As a whole the results of the present study showed that employees of telecom sector of Pakistan are satisfied from their jobs. If employee receives attractive intrinsic and extrinsic rewards from their organizations and so they behave satisfactorily and perform better. Many previous research studies have investigated the effect of reward system on job satisfaction and employee performance and they found a positive and significant relationship among these variables (Armstrong, 2010; Bratton & Gold, 2003; Rynes *et al.*, 2004).

Committed employees perform their duties with greater efficiency in their organizations. Results of the present study also state that if employees are committed with their organization then they become more satisfied and productive. Therefore, managers of telecom sector of Pakistan are suggested to take necessary actions to increase organizational commitment among their employees to ensure better employee performance. At the same time employees with extended service length

(experience) show high amount of organizational commitment and job satisfaction and performed at their best level. Job satisfaction among employees of telecom sector of Pakistan proved to be directly linked with their best performance so it is suggested to the policy makers of the telecom sector of Pakistan to devise attractive reward systems for the employees to multiply the positive impact of organizational commitment and experience on the job satisfaction of the employees and achieve better employee performance.

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