

Impact of Decision Making, Reward Management on Job Performance: Mediation of Job Satisfaction: A Case of a Private Banks in Sri Lanka

Yasodara Jayarathna, S. M. D.* Weerakkody, W. A. S.

Department of Human Resource Management, Faculty of Commerce and Management Studies, University of Kelaniya, Sri Lanka

Abstract

With the huge competition prevailing in the business world, organizations focusing more on job performance than ever before as less performed employees will lead the organizations for destruction. With this interest, organizations looking forward to recognize how job performance can be enhanced within the organization, which leads to a competitive edge. By identifying this importance, this study is focused on to investigate the impact of decision making and reward management on job performance, and to identify the mediation effect of job satisfaction on the above relationships. self administered questionnaires were used to collect the date and data were collected from 311 employees in private banks in Sri Lanka. The impact of decision making and reward management on job performance were significant and partial mediation of job satisfaction on the above relationships were found out. Thereby, this study sign the managers of the organizations to focus more on practices of the organizations to enhance the performance of the employees.

Keywords: Decision Making, Job Performance, Job Satisfaction, Private Banks, Reward Management, Sri Lanka

1. Introduction

To be effective, organizations must be able to adapt to a rapidly changing environment. Among the influences perpetuating this environment of widespread and rapid change are significant developments in technology and research, demographic and socio-political shifts and the trend towards globalization. Moreover, these developments shave brought the global economy to a cross road between the industrial age and the post-industrial age.

Amos, Ristow and Ristow (2004) studied that effective management of performance was critical if the goals and objectives of the organization were to be achieved. Organizations were in existence to succeed and the achievement of the strategy through individual output places the attention directly on performance. An integrated human resource (HR) strategy supports the fulfillment of business strategy and the attainment of organizational goals. This integrated HR strategy represents a network of human resource processes, geared towards the achievement of business goals and introduces links of performance to sourcing, staffing, development, rewards, and recognition and employee relations. So, the Practices which organization implement plays a major in succeeding the strategies of the organization through employee performance. Mainly the administrative practices, which administer the employees, affect a lot, as these practices affect the employees directly.

Administration of an organization means facilitates planning, organizing, directing and controlling the activities across the organization to achieve the organizational success. Administration activities coordinate and integrate all the parts of the organization and ensure the whole organization functions smoothly, efficiently and effectively.

Top management teams make strategic decisions, the quality of these decisions influences employee individual performance and organizational performance. Because consensus among team members facilitates the implementation of those decisions, consensus also influences employee performance and organizational performance. Further, to sustain their ability to produce and implement strategic decisions, top management teams must maintain positive affective relationships among their organizational members/employees. Thus, decision quality, consensus, and affective acceptance are, together, all necessary for sustainable high performance of the employees as well as the organization. (Schweiger, Sandberg & Ragan, 1986)

Pay has been often mentioned as a motivator for performance and a determinant of job satisfaction. Internal variables (such as aptitude and motivation) influence performance, which influence intrinsic and extrinsic rewards, and subsequently satisfaction (Money & Graham, 1999). Gerhart and Milkovich (1992), in a major review of the compensation literature, stated that 'Our sense is that there is relatively strong evidence that individual incentives, merit pay and bonuses, and gain sharing (all reinforces for past performance) can contribute to higher performance under the right circumstances.

Job satisfaction may be affected by emotion related personality traits because job satisfaction has been equated with a pleasurable emotional state (Locke, 1976). Personality traits are relevant for job choice and for being selected and promoted by the organization (Hogan, 1971). Spector (1997) further states that variables

related to job satisfaction include achievement, advancement, job enhancement, job enrichment and teamwork. One of the most challenging tasks in management today is keeping the most qualified employees satisfied and being able to retain them on the job. High job satisfaction indicates a strong correlation between an employee's expectations of the rewards accruing from a job and what the job actually provides. Workers who are satisfied in their jobs will be cooperative and well motivated while those who are dissatisfied will be more inclined than others to produce low quality output, go on strike, and be absent from work, raise grievance procedures or even leave the organization.

Lawler and Porter (1967) suggested that satisfaction will affect a worker's effort, arguing that increased satisfaction from performance possibility helps to increase expectations of performance leading to rewards. Carroll, Keflas and Watson (1964) found that satisfaction and productivity are crucial relationship in which each affects the other. They suggest that performance leads to more effort because of high perceived expectancy. The effort leads to effective performance, which again leads to satisfaction in crucial relationship.

2. Research Problem

Considering the Sri Lankan context it can be clearly identified that the research have been done on how job performance affect job satisfaction, how pay affect job performance and satisfaction, but little researches done on how administrative practice affect on job performance and job satisfaction, and not much researches done to identify the mediating effect of job satisfaction. Also currently organizations are giving more attention to employees' job performance and job satisfaction than the previous years.

Having identified the importance and the value creation of these concepts, it is planned to do a study selecting five leading private banks in Sri Lanka, on "Impact of Administrative Practices Decision Making and Reward Management on Job Performance through Job Satisfaction"

3. Objectives of the Study

This study attempts to achieve following objectives. To identify the;

1. impact of Reward Management and Decision Making on Job Performance
2. mediating effect of Job Satisfaction on the relationship between Reward Management and Decision Making on Job Performance

4. Literature Review

4.1. Decision Making

Decision making can be defined as choosing between alternatives (Moorhead & Griffin, 1999). It can be regarded as an outcome of mental processes (cognitive processes: memory, thinking, evaluation) leading to the selection of a course of action among several alternatives. Decision making involves mapping the likely consequences of decisions, working out the importance of individual factors, and choosing the best course of action to take. (Muindi, 2011)

The Decision making is dynamic process, and there are many feedback loops in each of the phases. Feedback loops can be caused by problems of timing, politics, disagreements among managers, inability to identify an appropriate alternatives or to implement the solution, turnover of managers, or the sudden appearance of a new alternative. The essential point is that decision making is a dynamic process. This dynamic process has both strategic and behavioral implications for the organizations. Recent empirical research indicates that the decision making process that involves making the right strategic choices does lead to success decisions for the organization.

Leonard, Scholl, and Kowalski (1999) argue that the decision-making is a fundamental function in organizations and the quality of the decisions that managers make influences their effectiveness as managers, and the effectiveness of managers, in turn, affects the success or failure of the organization and also these decisions very much affect employee and the organizational performance.

The effective implementation of a strategic decision requires the active cooperation of the team members. To effectively usher a decision through this complex web of operational details, team members must do much more than simply agree to or comply with the decision. They must both understand and commit to the decision if it is to be implemented effectively and that will enhance organizational performance through the individual/employee performance.

In order to increase the workers commitment and humanize the workplace with the intention of improving work performance and good citizenship behavior, managers need to permit a high degree of employee involvement. Thus, the involvement of workers in decision making is considered as a tool for inducing motivation and satisfaction in the workers leading to positive work attitude and high productivity (Kuyea & Sulaimonb, 2011)

4.2. Reward Management

“Reward Management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization” (Armstrong & Murlis 1998). A much more comprehensive understanding is given by Armstrong as he suggests “Reward Management deals with the strategies, policies and processes required to ensure that the contribution of people to the organization is recognized by both financial and non financial means. Reward, Pay and Compensation gives similar meaning, thus used interchangeably.

The extant compensation research literature provides evidence that pay, in its various forms, affects employee organization relationships. (Gardner, Dyne & Pierce, 2004). That means, when the employees are satisfied with the pay, they tend to enhance their job performance subsequently. Employee performance is the intermediate outcome or the path through which compensation strategies affect organizational performance. (Shaw, Gupta & Delery, 2002)

Adams, Laker and Hulin (1977) suggested that high pay levels represent high outcomes that should motivate and satisfied employees to adjust their inputs (performance) upward. More inducements (in the form of pay) that an organization provides to an employee, the more that employee will respond by performing at higher levels. Furthermore, because the organization is the primary determinant of pay levels (e.g. through job evaluation and resulting pay structures), we would expect employee reciprocity efforts such as job performance to benefit the organization. Pay level signals employee worth to the organization and influences beliefs about personal adequacies and worthiness as an organizational member which, in turn, influence employee performance. Employees who receive higher amounts of pay (pay level) feel more highly valued by the organization, and those who feel valued highly (OBSE) are rated as higher performers. (Gardner, Dyne & Pierce, 2004)

4.3. Job Satisfaction

Lofquist and Davis (1991) cited in (Worrell, 2004) defined job satisfaction as “an individual’s positive affective reaction of the target environment as a result of the individual’s appraisal of the extent to which his or her needs are fulfilled by the environment”. Weiss *et al.* cited in (Lee, An & Noh 2012) classified job satisfaction factors as intrinsic, extrinsic and overall factors by using such concepts as achievement, job activity, authority, creativity, independence, moral value, obligation, stability, social responsibility, social status, diversity, control, peer workers, firms’ policy, wage, promotion, work condition, work environment, and so on. Locke (1976) suggested that the job satisfaction factor consists of job factors and human factors. Job factors include job itself, wage, promotion, recognition, and work condition, while human factors include such personal factors as a set of value and ability, an external human factor related to senior workers and peer workers inside the organization, and an external human factor related to customers and stakeholders outside the organization.

Job satisfaction may be affected by emotion related personality traits because job satisfaction has been equated with a pleasurable emotional state (Locke, 1976). Personality traits are relevant for job choice and for being selected and promoted by the organization (Hogan, 1971). Job satisfaction and employee performance are important for both the employee and the employer. For the employee, job satisfaction gives them a sense of security and fulfillment. In return, it leads to employee commitment, decreased absenteeism and reduced employee turnover. For the employer, employee job satisfaction ensures committed staff and stable workforce which reduce cost of recruitment and training.

High job satisfaction indicates a strong correlation between an employee’s expectations of the rewards accruing from a job and what the job actually provides. Workers who are satisfied in their jobs will be cooperative and well motivated while those who are dissatisfied will be more inclined than others to produce low quality output, go on strike, and be absent from work, raise grievance procedures or even leave the organization.

4.4. Job Performance

Job performance is the way employees perform their work. An employee's performance is determined during job performance reviews, with an employer taking into account factors such as leadership skills, time management, organizational skills and productivity to analyze each employee on an individual basis. Performance is defined as a function of individual ability and skill and effort in a given situation (Porter & Lawler, 1964).

Performance definitions should focus on behaviors rather than outcomes (Murphy & Deshon, 2000), because a focus on outcomes could lead employees to find the easiest way to achieve the desired results, which is likely to be detrimental to the organization because other important behaviors will not be performed. Campbell, McCloy, Oppler and Sager (1993) explain that performance is not the consequence of behaviors, but rather the behaviors themselves. In other words, performance consists of the behaviors that employees actually engage in which can be observed. Employee performance very much depends on perception, values and attitudes. There appear to be so many variables influencing the job performance that is almost impossible to make sense of them. In the short run, employee’s skills and abilities are relatively stable. (Samad, 2011)

Previous study suggested that job satisfaction might have an impact on several work related outcomes like job performance (Robbins, 2003), absenteeism (Lawson & Fukami, 1984) and voluntary turnover. Therefore there is a greater need for more study to examine the relationship of the job satisfaction on employee work outcomes of job performance.

Lawler and Porter (1967) suggested that satisfaction will affect a worker's effort, arguing that increased satisfaction from performance possibility helps to increase expectations of performance leading to rewards. Carroll, Keflas and Watson (1964) found that satisfaction and productivity are crucial relationship in which each affects the other. They suggest that performance leads to more effort because of high perceived expectancy. The effort leads to effective performance, which again leads to satisfaction in crucial relationship.

5. Conceptual Framework

Considering the literature reviewed previously, researcher proposed a framework that illustrates the Impact of Reward Management and Decision Making on Job performance through Job Satisfaction.

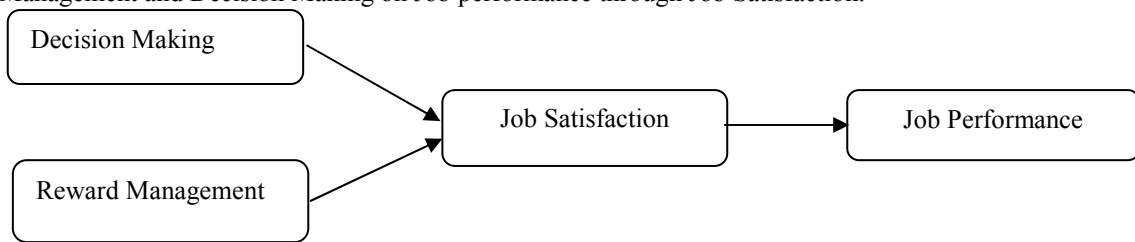


Figure 01: Conceptual Framework of the Study

With support of the above literature, the following hypotheses are tested in the study.

- H1- There is an impact of decision making on job performance.
- H2- There is an impact of reward management on job performance.
- H3- There is an impact of decision making on job satisfaction.
- H4- There is an impact of reward management on job satisfaction.
- H5- There is an impact of job satisfaction on job performance.
- H6- There is a mediation effect of job satisfaction on the relationship between decision-making and job performance.
- H7- There is a mediation effect of job satisfaction on the relationship between reward management and job performance.

6. Methodology

This study is a quantitative study where test the hypotheses developed which explain the variance in the dependent variable or to predict the employee job performance. This study is purely based on primary data, which collected in non-contrived/natural work setting. Unit of analysis for this study was individual; hence the data was gathered from each individual: employees of five leading private banks in Sri Lanka. The time horizon can be one-shot or cross-sectional, where data collection is done over a period of days. The survey strategy was used and data was collected through a personally administered questionnaire. Data were collected from 311 employees from five private banks situated in western province Sri Lanka.

7. Data Analysis

7. 1. Reliability

The internal consistency of the data were assured by testing the reliability using Cronbach's alpha test.

Hypotheses were tested using SPSS version 23.0. the mean, standard deviation, correlation, are stated as below in the table 01. The internal consistency of the data were assured by testing the reliability using Cronbach's alpha test.

Table 01 : Descriptive statistics

Variable	Mean	Reliability
Job Performance	2.289	0.750
Job Satisfaction	3.199	0.917
Reward Management	3.608	0.885
Decision Making	2.180	0.834

Source: Survey Data

Table 02: Correlations

		RM	DM	JP	JS
RM	Pearson Correlation	1	.299**	.382**	.208**
	Sig. (2-tailed)		.000	.000	.000
DM	Pearson Correlation	.299**	1	.428**	.640**
	Sig. (2-tailed)	.000		.000	.000
JP	Pearson Correlation	.382**	.428**	1	.698**
	Sig. (2-tailed)	.000	.000		.000
JS	Pearson Correlation	.208**	.640**	.698**	1
	Sig. (2-tailed)	.000	.000	.000	

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

RM – Reward Management, DM- Decision Making, JP- Job Performance, JS- Job Satisfaction

Source: Survey Data

Correlation among the variables were positive. Each correlation value posit a moderate value where does not suggest a multicollinearity among the variables.

7.2. Hypotheses Testing

There are two independent variables where individually test the direct impact on the dependent variable, and the direct relationship between reward management, decision making and job performance were tested through simple linear regression and mediator effect of job satisfaction was tested using multiple linear regression. Summated mean of each variable was used to run the regression analyses.

Table 03: Measuring the direct impact of independent variables with job performance

Hypothesis	Variable	Model Summary Statistics						
		B	T	R	R ²	Adjusted R ²	F	Sig.
01	<i>Independent Variable</i>							
	Decision Making	0.265	8.295	0.428	0.184	0.181	68.805	0.000
02	Reward Management	0.227	7.233	0.382	0.146	0.143	52.322	0.000

Source: Survey Data

Simple linear regression was performed to test the impact of rewards management, decision making on job performance. There is a significant positive impact of decision making and reward management on job performance. Standardized beta for decision making is 0.265 and reward management is 0.227, which indicate that there is a positive impact of these variables on job performance of the employees. In addition, the probability of the t-statistics (DM = 8.295, RM=7.233) for the standardized beta coefficient of the job performance is significant as p value was 0.000. Thus, decision making and reward management have a significant contribution towards job performance of the employees, hypothesis 01 and 02 are supported. 18.1 % variance in job performance is accounted by decision making and 14.6% variance is accounted by reward management.

Table 04: Measuring the direct impact of independent variables with job satisfaction

Hypothesis	Variable	Model Summary Statistics						
		B	T	R	R ²	Adjusted R ²	F	Sig.
03	<i>Independent Variable</i>							
	Decision Making	0.465	14.654	0.640	0.410	0.408	214.730	0.000
04	Reward Management	0.148	6.782	0.208	0.043	0.040	13.232	0.000

Source: Survey Data

Simple linear regression was performed to test the impact of rewards management, decision making on job satisfaction and it was found that there is a significant positive impact of decision making and reward management on job satisfaction. Standardized beta for decision making is 0.465 and reward management is 0.148, which indicate that there is a positive impact of these variables on job satisfaction of the employees. Furthermore, the probability of the t-statistics for DM = 14.654 and RM=6.782 for the standardized beta coefficient of the job satisfaction is significant as p-value was 0.000. Thus it depicts that, decision making and reward management have a significant contribution towards job satisfaction, where hypothesis 03 and 04 are supported. 41 % variance in job performance is accounted by decision making and 43% variance is accounted by reward management.

Measuring the direct impact of job satisfaction on job performance

Table 05: Hypothesis 05

Variable	B	t	Sig.
<i>Independent Variable</i>			
Job Satisfaction	0.580	17.029	0.000
<i>Model Summary Statistics</i>			
R	0.698		
R ²	0.487		
Adjusted R ²	0.485		
F	289.981		
Sig.	0.000		

Source: Survey Data

As per to the table 05, it shows that there is a significant positive impact of satisfaction on job performance. Standardized beta for job satisfaction is 0.580, which indicates that there is a positive impact. Also, the probability of the t-statistics (17.029) for the standardized beta coefficient of the job satisfaction is significant as p value was 0.000. Hence, job satisfaction has a significant contribution on job performance of the employees, where hypothesis 05 is supported. Moreover, 48.7% variance in job performance is accounted job satisfaction. Measuring the mediation effect of job satisfaction on the relationship between decision-making and job performance.

Table 06: Hypothesis 06

	Model 01			Model 02		
	B	β	t	B	β	t
Reg. 1						
<i>Independent Variable - DM</i>	0.145	0.265	8.295			
R ²	0.428					
Adjusted R ²	0.181					
R	0.184					
F	68.805					
Reg. 2						
<i>Independent Variable - DM</i>	0.324	0.465	14.654			
R	0.640					
Adjusted R ²	0.408					
R ²	0.410					
F	214.730					
Reg. 3						
<i>Independent Variable - DM</i>	0.145	0.265	8.295	0.132	0.168	4.25
<i>Mediating Variable – Job Satisfaction</i>				0.602	0.724	13.45
R	0.428			0.698		
Adjusted R ²	0.181			0.484		
R ²	0.184			0.488		
F ²	68.805			145.087		

Source: Survey Data

To test the mediation four step three regressions approach proposed by Judd and Kenny (1981) was used.

Regression 01 – *testing the direct effect of decision making on job performance*

a simple linear regression was run to test the direct impact of decision making on job performance and it indicated that there is a direct positive impact between the variables as shows in table 03.

Regression 02 – *job satisfaction predicted by decision making*

a simple linear regression was performed to identify the impact of decision making on job satisfaction, where indicated a significant positive impact between variables as depicted in table 04.

Regression 03 – *job performance is predicted by the job satisfaction controlling for decision making.*

As the first two regression shows significant relationships, the third regression is run to test for the indirect effect. A two step regression was performed here, where in step one the dependent variable was regressed for the independent variable and in step two for the mediating variable.

Since there is a decrease in the impact of decision making on job performance, after job satisfaction as an additional predictor of job performance, where it emphasizes that partial mediation is supported. Therefore, hypothesis 06 was supported by data and highlights that job satisfaction act as mediator on the relationship between decision making and job performance.

Measuring the mediation effect of job satisfaction on the relationship between reward management and

job performance.
 Table 07: Hypothesis 07

	Model 01			Model 02		
	B	β	t	B	β	t
Reg. 1						
Independent Variable - RM	0.132	0.227	7.233			
R ²	0.146					
Adjusted R ²	0.143					
R	0.382					
F	52.322					
Reg. 2						
Independent Variable - RM	0.053	0.148	6.782			
R	0.208					
Adjusted R ²	0.043					
R ²	0.040					
F	13.232					
Reg. 3						
Independent Variable - RM	0.132	0.227	7.23	0.057	0.148	6.311
Mediating Variable – Job Satisfaction				0.537	0.646	
R	0.146			0.739		
Adjusted R ²	0.143			0.546		
R ²	0.382			0.543		
F	52.322			183.325		

Source: Survey Data

Same method used to test mediation, which used to test hypothesis 06 (four step three regressions approach)

Regression 01 – *testing the direct effect of reward management on job performance*

a simple linear regression was run to test the direct impact of reward management on job performance and it indicated that there is a direct positive impact between the variables as shows in table 03.

Regression 02 – *job satisfaction predicted by reward management*

a simple linear regression was performed to identify the impact of reward management on job satisfaction, where indicated a significant positive impact between variables as depicted in table 04.

Regression 03 – *job performance is predicted by the job satisfaction controlling for reward management*

As the first two regression shows significant relationships, the third regression is run to test for the indirect effect. A two step regression was performed here, where in step one the dependent variable was regressed for the independent variable and in step two for the mediating variable.

Since there is a decrease in the impact of reward management on job performance, after job satisfaction as an additional predictor of job performance, where it emphasizes that partial mediation is supported. Therefore, hypothesis 07 was supported by data and highlights that job satisfaction act as mediator on the relationship between reward management and job performance.

8. Discussion of Findings

This study was carried out to investigate the impact of decision making, reward management on job satisfaction and to identify the mediation effect of job satisfaction on above relationships. It investigates why people demonstrate job performance less, in their organizations and as the mean value of the job performance (2.289) shows that employees demonstrate a low level of job performance, of five private banks in Sri Lanka.

After identifying this issue, researcher was interested in identifying how decision making and reward management of the organization influence on job performance of the employees. In the study, it was found out that decision making has a significant positive impact ($R^2 = 18.1\%$, $P = 0.000$) on job performance and reward management also has a positive significant impact ($R^2 = 41\%$, $P = 0.000$). In addition it was found decision making has a significant positive impact ($R^2 = 43\%$, $P = 0.000$) on job satisfaction while reward management has positive significant impact job satisfaction as well.

Wagner (1994) states that, effect of employee participative decision making on job satisfaction was positive. Money and Graham (1999), found that, Pay has been often mentioned as a motivator for performance and a determinant of job satisfaction. To sustain their ability to produce and implement strategic decisions, top management teams must maintain positive affective relationships among their organizational members/employees. Thus, decision quality, consensus, and affective acceptance are, together, all necessary for

sustainable high performance of the employees as well as the organization. (Schweiger *et al.*, 1986).

Next the study investigate the impact of job satisfaction on job performance, and it was found out that there is a significant positive impact ($R^2 = 48.7\%$, $P = 0.000$) of job satisfaction on job performance. This confirms that job satisfaction influence and enhances the employees job performance where, when the employees satisfied with the job consequently enhances the job performance. Findings of correlation and regression analysis empirically confirm the arguments given by, Vroom (1964; Lawler & Porter 1967 stated that the job satisfaction was positively associated with job performance. According to Spreitzer *et al.* (1997) cited in (Kuyea and Sulaimonb, 2011) Workers who have greater choice concerning how to do their own work have been found to have high job satisfaction and consequently high performance.

Furthermore, the study found that job satisfaction has a partial mediation on the relationship between decision making, reward management and job performance. Adams *et al.*, (1977) suggested that high pay levels represent high outcomes that should motivate and satisfied employees to adjust their inputs (performance) upward. When people feel their strategic decision-making processes are fair, they display a high level of voluntary cooperation based on their attitudes of trust and commitment, so they are satisfied and that will enhance their individual/employee performance. Conversely, when people feel that the processes are unfair, they refuse to cooperate by hoarding ideas and dragging their feet in conceiving and executing strategic decisions and that will lead to a job dissatisfaction and reduce the individual/employee performance (Kim & Mauborgne, 1998). This suggest that reward management and decision making just does not promote job performance, but enhance job satisfaction which ultimately leads higher performance of the employees.

9. Limitations of the Study

This study was to identify the impact of decision making and reward management on job performance through job satisfaction. Only two practices of an organization have considered here, where there are numerous practices of an organization to be considered such training and development, promotion procedures, staffing practices and many more. All the findings of the study is based on the self reported data of the respondents and those data may be biased in favor of over estimating their organization with the idea of giving a positive picture to the society.

This study was conducted focusing on the banking industry specially focusing on private sector, as currently private banks in Sri Lanka are focusing on developing competitive practices to compete with highly globalized banking industry. However the data were collected from only 05 leading banks in western province. Hence, if the data can be collected through out the country will make the finding generalizable.

Questionnaires were used to collect the data for the study. But, if several methods such interviews and observation could be used and the findings will give a clear picture, but those were not used with the time and access restrictions. Another limitation of this study is that this is a cross sectional study. The relationships would be more clearer and understandable if the study used the longitudinal method. The relationships between decision making, reward management, job satisfaction and job performance would be more better if they tested after a period of time.

10. Directions for Future Research

For future researchers, this study suggests that researchers interested in studying decision making, reward management, job performance and job satisfaction, in other service sectors such as hotel industry, academic sectors, hospitals etc. to do ne research studies. Since the study is limited in its use of cross sectional design future researchers could adopt a longitudinal design to be able to establish a cause and effect relationship. In addition, could investigate by using other methods of measurement such as interview, focus group discussion, observation methods etc. without relying solely on the questionnaire method. Apart from that, the future researchers can used structural equation modeling (SEM) in analyzing these kinds of relationships at once.

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