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***“Impact of Compensation Awareness on Employee Productivity  
with the mediation effect of Employee Performance”***



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## **ABSTRACT**

This study is based on human resource management in which we have briefly explained the impact of compensation awareness on employee productivity while employee performance mediates the both variables positively and strengthen them. Compensation is a very important pillar for human resource management to keep employees motivated to stay in the organization and to enhance productivity of the organization. There are many researches done by researchers in this field and from their researches, I found a gap which is actually compensation awareness. It has been found out that most of the employees think that compensation is in the form of salary or cash that they are receiving from their employer organizations but, the actual compensation is not only cash rather it comes in many different forms. In this study, we have attempted to define and explain this factor broadly in order to have a better understanding amongst the employees. Along with that, other variables have also been defined that are employee performance and employee productivity. After theoretical and statistical analysis, it could be concluded that the current study is valid since all the hypothesis made are accepted so, this study can be implemented at managerial and academic level. This study can also be implemented in various industries of Pakistan (either public or private) which are declining in terms of their productivity due to lack in this particular factor.

**Keywords:** *Compensation Awareness, Employee Performance, Employee Productivity, Human Resource Management Issues*

## **Dedication**

*To my Family for their Continuous Support...*

## **Acknowledgements**

I would like to thank my supervisor, Dr. Harris Laeeque wholeheartedly for his continuous support. My thesis has been an amazing experience because of his academic support throughout. He has been a truly dedicated mentor. His timely input and sincere advice has turned this thesis into a fine piece of work. I am particularly indebted to him for his constant faith in my work.

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# CHAPTER 1

## 1.1. Introduction

The connection between organization and their employees, and the organization and their shareholder are projected to be jointly shared (Adeoye & Fields, 2014). The employer or company wants workforce to give their finest in the areas of monitoring their performance or you can say that they should be motivated towards organization, wisdom to build up themselves, stick on to system and regulations in the piece of their assigned duty to boost efficiency (Adeoye & Fields, 2014). They also expect their staff to be inventive and take inventiveness and speak to troubles on their own. Workforce on the other hand require organization or administration to make available the needed tools and utensils they are needed to work with and obtain reasonable compensation for the job they accomplish and the additional services they endow with (Bakan & Buyukbese, 2013).

As we know that the most precious asset of any organization is its employees or human resource and this is the reason why they should be controlled professionally to make sure an enlarged output (Ismail & Razak, 2016). According to Adeoye & Fields (2014) Compensation management is a part of the corporate world which has not been given quality consideration therefore the industrial procedures performed are not very effective. Compensation performs an important function in organizations that helps the organization to reach its objectives and goals (Adeoye & Fields, 2014; Moloantoa, 2015). Organization which fail at effectively incorporating this feature of human resource certainly have a harmful impact on the whole performance of their employees and negatively impact the output and ultimately the employee motivation starts declining to a huge extent (Ismail & Razak, 2016).

As this study is to create awareness amongst employees regarding their actual compensation so that their motivation and performance can increase as the title says, “Impact of Compensation Awareness on Employee productivity with the mediation effect of employee performance” Actual compensation is not only basic pay or salary rather it includes all the facilities and benefits apart from that amount of cash. But, it has been observed that most of the employees take compensation as an amount that they are getting by the end of each month of their services (Ismail & Razak, 2016). Hence, employee

performance is basically a tool or satisfaction of employee toward his/her work or activities of work and how these activities are performed by employee is actually an employee performance and from employee performance we can see, observe and measure the employee productivity, which is directly increasing production or output of organization in a positive way. In this research study, we will see the impact of employee performance which is the ultimate result of compensation awareness amongst the employees that can eventually help in increasing their productivity at organizational level (Bakan & Buyukbese, 2013; Moloantoa, 2015). Compensation is not what most of employees think for example, majority of employees think that compensation is in the form of cash that they are getting by the end of each month which motivates them to work with continuous productivity (Lindstrom & Svensson, 2016). So, this study has actually attempted to analyze what the actual compensation is and how it can lead towards increased job performance and productivity. In many organization a person is getting for example rupees one hundred thousand pay but he has no medical benefits, no health insurance, no living facility, no job security, no pension and no transport except the basic pay but if a person is getting seventy thousand pay along with all the above mentioned benefits then we can conclude that the second person has a far better lifestyle and would be more motivated. This shows the misconception that that prevails amongst the employees regarding their actual compensation. Hence, thus study will tell us how employee productivity might increase if a person know about their actual compensation (Lindstrom & Svensson, 2016). The research study on compensation awareness suggests that a gap has been left so the current study will attempt to explain that gap and try to highlight the actual effects of compensation awareness on employee's productivity and how it can affect the productivity of the organization in positive or negative way (Bakan & Buyukbese, 2013; Nguyen, 2017). Now a days many organizations conduct programs and events in order to motivate their employees for effective performance which can increase their productivity, or you can say productivity of employees because human resource is the only asset which is very difficult or near to impossible to replicate so, motivation is very important for them to keep them connected to the organization. So, this study will also depict that how compensation

awareness makes performance of employees higher and how it leads to an increased productivity of employees or in other words productivity of the organization.

Human resource is the only asset of organizations, corporations, companies and firms etc. which is not replicable unless or until employees switch the job or they sell their skills to other organizations and that's why many huge and big tycoon companies never ever lose their employees because they know that position they hold is just because of their human resource assets (Chrisman et al., 2017).

Hence, the topic “impact of compensation awareness on employee productivity with the mediation effect of employee performance” aims to unfold the basic aspects of actual compensation and eventually it will provide us an overview on how this factor can actually motivate the employees meanwhile affecting their productivity in a positive way which is ultimately a very positive sign for the growth of the organization on a whole.

## **1.2. Statement of the Problem**

Problem statement is very important part of any research which is basically designed to address 5W's.

- Who
- What
- When
- Where
- Why

To solve the problem, we should clearly know what the problem is (Williams & Bruce, 2015). Compensation is generally pointed in the direction of cash and therefore, employers just have a tunneled visualization when it comes to the issues of compensation for their employees (Yoder, 2005). Additional aspects of compensation that makes up the whole compensation package for the workers are not given much concentration. Employees themselves are unsuccessful to distinguish the fact that their compensation is a package and not just cash. The result of the above understanding of compensation is that it is poorly managed and most of the time performance is affected unfavorably (Adoye, 2013; Annor & Larbi, 2014). Therefore, the problem we intend to investigate into is to understand what total compensation is and how it can be better managed and linked to employee

performance to motivate them and how this compensation awareness can increase the overall employee productivity.

### **1.3. Significance of the Study**

Significance of the study states the basic purpose or importance of the research study. This significance can be achieved by filling the gap of the study (Drotar, 2008).

The general objective of this research study is to draw attention of workers, employees or human resource of any organization towards the actual compensation that is not just cash. Another aim is to make a better understanding/awareness of total compensation in order to link that to the employees overall performance and productivity.

### **1.4. Research Objectives**

Following are the objectives:

- To examine the impact of compensation awareness on employee performance.
- To investigate the impact of employee performance on employee productivity.
- To assess the impact of compensation awareness on employee productivity.
- To study the mediating role of employee performance on compensation awareness and employee productivity.

### **1.5. Research Questions**

- What is the impact of compensation awareness on employee performance?
- What is the impact of employee performance on employee productivity?
- What is the impact of compensation awareness on employee productivity?
- What is the mediating role of employee performance on compensation awareness and employee productivity?

### **1.6. Scope and Delimitation**

Scope and delimitation of the study is to sets boundaries and parameters (restrictions) of the problem inquiry and to narrow down the scope of inquiry. Delimitations are the characteristics of the study which limit the scope and boundaries of a research. It actually puts a limit specifically to those factors that can be controlled or managed. Delimitation here is based on the factors such as variables of the study, the quality of the research data and population etc.

Scope on the other hand is the domain of research. It basically distinguishes those factors that are in domain and that are not (Koh, 2010).

Our area for research is within the twin cities (Rawalpindi and Islamabad). The research survey is intended to be conducted in different universities and offices of both the cities.

## **1.7. Definitions**

As in my study there are three types of variables which are independent variable, dependent variable and a mediating variable.

### **1.7.1. Independent Variable**

Independent variable is basically a variable which affects other but is not affected by any other variable (Helmenstine, 2017). In my study, the independent variable is “Compensation awareness”. This variable is stable and unaffected.

#### **1.7.1.1. Compensation Awareness**

Compensation and awareness are both two different words with different meanings. Compensation is basically a salary, pay, remuneration, an income, an earning or a wage which any employee is getting after or before performing his/her job, responsibility or duty etc. Awareness is about knowing or having idea about something. Awareness might be lesser or more regarding something. So, basically it is the knowledge or understanding of something (Bakan & Buyukbese, 2013).

Hence, compensation Awareness is the knowledge of actual wage, salary or income etc.

The term “Compensation” does not illustrate only salary and wages rather it is a conglomerate of a number of different factors. According to University of Guelph (University in Canada), total compensation includes all of this;

- Cash (Salary and extra pay).
- Health, wellness plans that includes all the benefit plans.
- Retirement plans for example pension, provident fund, gratuity etc.
- Work life benefit, tuition fees, athletic fees and many more.

### **1.7.2. Mediating Variable**

A mediating variable is a variable that causes mediation or arbitration between dependent and independent variables (Frank & Johnson, 2014). You can say that it explains or

clarifies the relationship between the dependent and independent variable. Due to mediating variable the relationship between independent and dependent variable gets affected. The process of mediation is the intervention caused by mediating variable (Frank & Johnson, 2014). In my research the mediating variable is “Employee Performance”

### **1.7.2.1. Employee Performance**

Just like compensation awareness, employee performance is also compilation or combination of two different words which are employee and performance. Employee performance relates to the act of job. Employee performance means to attain an objective or set of goals within a job, responsibility, or organization (Campbell, 1990), but not the real consequences of the acts execute within a job. Campbell (1990) affirms that employee performance is not a single action rather a “complex activity”. In easy words you can say that employee performance assesses or evaluates how well a person is, or an employee performs job.

### **1.7.3. Dependent Variable**

Dependent variable is a variable which is the main focus of the research study and that of the researcher. In a research study, dependent variable is always affected by other variables which are independent variables, moderating variables or mediating variables etc. In other words, every variable has a positive or negative impact on the dependent variable. In this research, dependent variable is “employee productivity”. How other variables affect this and what is impact of other variables on this variable we will be discussed later. The definition of the DV (employee productivity) is given below.

#### **1.7.3.1. Employee Productivity**

The term employee productivity is sometimes referred as “workforce productivity”. It is assessment of the efficiency of worker or group of workers or efficiency of employee or employees. Productivity can be assessed in terms of the output of an employee within a specific period. Term “employee productivity” is also combination of two words just like the other variables in this study (Heneman et al., 2000; Purcell et al., 2003). Employee is a person or worker who performs duties or skills for the employer and productivity actually describes various measures of the efficiency that are achieved as a result of a standardized

performance. Thus, employee productivity is an amount of goods or services that are produced by employees in certain amount of time.

## **1.8. Literature Review**

Human resource is most important asset of any organization it plays an important role in productivity for any organization that's why every organization should pay focus on this factor first, As there are many examples and many stories we have seen where many factors of organization failed like technological items, records or any other tangible, intangible assets etc. but the all losses recovered by human resource capital but once a human capital fails no one can cover it up (Lindstrom & Svensson, 2016). Every organization has a main aim or purpose is to generate profits and revenue, every company wants to increase their productivity means output and to achieve this organization made strategies, plans, projections, and actions etc. One strategy can increase productivity and one action can also decrease productivity.

In organizations employees/human capital are key resource or you can say that the main resource to achieve the objectives. So, if you want to increase productivity, output, revenue and profits of your company your employees should be satisfied which is also called as job satisfaction in management, job satisfaction is basically a measure for employees that how much they satisfied in terms of how much their needs are fulfilled. Employees always demonstrate positive and optimistic role when they are satisfied from their organization and to satisfy every single employee is complete responsibility of organization (Purcell et al., 2003; Mzwenhlanhla & Dlamini, 2017). Nguyen (2017) conducted a study that what is effect of employee motivation on organization effectiveness and in this study researcher and he depicted this affect can play negative as well positive role in organization and This study is also like this that how an employee performance can increase or decrease productivity of organization and in department of business studies Uppsala university a research conducted compensation and firm performance. As we have observed in many corporations either it is big or small, government or private, local or international or domestic etc. they always make strategies to engage their employees inside the organization so to increase the output of company. In modern world where too many opportunities for employees are available if they are not happy from organization in which



they are working, If another company which will give them more package than previous company where he/she is employed they just left the job and the previous organization is then looking for another employee which they don't know how he/she will work, company has to give them training initially and so on. So, in other words if any valuable employee has left the job company suffer too much. So, to avoid or keep away from that risk top management makes strategies for employees to satisfy them and to increase the productivity. In This study the main output is employee productivity Employee productivity sometimes referred as "workforce productivity". It is assessment of the efficiency of worker or group of worker or efficiency of employee or employees. Productivity may be asses in terms of the output of an employee in a specific time. Term "Employee productivity" also combination of two words just like my other variables in study (Heneman et al., 2000; Purcell et al., 2003). According to this definition and we will see in our conceptual framework employee performance is directly proportional to employee productivity. Compensation is a factor which is always an attention for any worker or employee, normally a person assumes his compensation in terms of cash which he or she is getting from their respective organization starting or ending of the month, but This study will tell them what the actual compensation that's why I named that variable as "Compensation Awareness" (Bakan & Buyukbese, 2013).

Awareness of compensation will realize them how should they work and what should be their performance. Compensation is main component of any employee to stay and progress in the organization. Compensation Awareness is basically the knowledge of actual wage, salary or income etc. The term "Compensation" is not illustrating only salary and wages, According to University of Guelph (University in Canada) total compensation includes all benefit packages. Then from all this organization expects positive job performance from their employees. As measurement of employee performance plays an important role in human resource function including administrative decisions, workforce planning, employee's development, training design and selection system validation (Polyhart et al., 2005).

Zhang et al. (2014) had done work on high work performance, corporate social performance and employee outcomes in which they describe how human resource

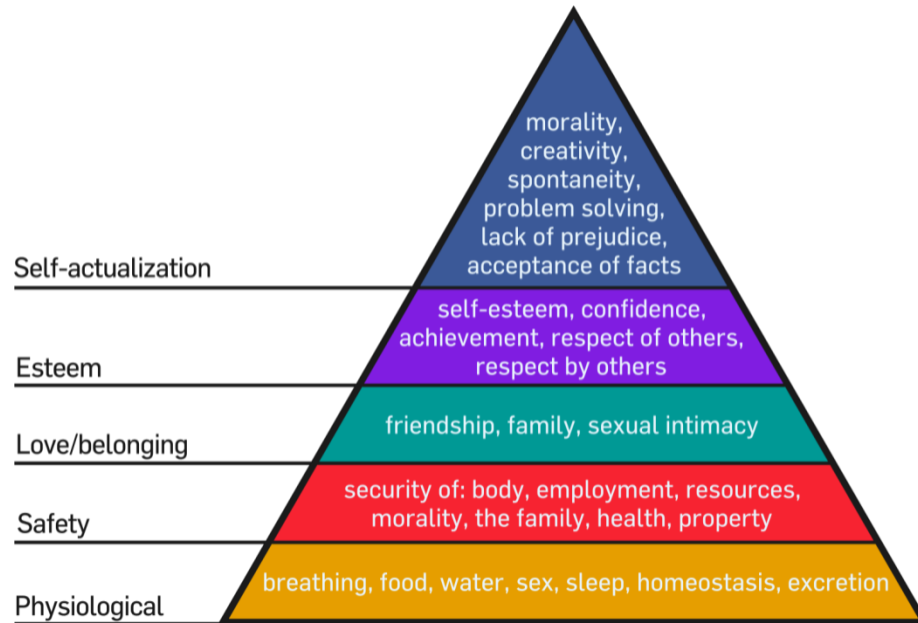
performance can enhance, they also said that this feature can easily become a competitive advantage and through competitive advantages a company differentiate with another company. From competitive advantage organization made their identity, their tag line etc. Through compensation awareness we can affect employee performance which will become high work performance and then the outcomes we will get will positive.

Andries & Czarnitzki (2014) also done work on a human resource factors and they differentiate other assets like equipment, software, technology etc. with human capital and they realize and resulted that every asset can be replace can be copy can be affected but human capital cannot be copy or replace until specific a person left or an employee become rebellion for his/her company. In modern era everything is changing or updating with the passage of time, but human resource or human capital remains same. Through different studies it is proven that how much human resource asset is important and how this asset performs.

## **1.9. Definition of Compensation Awareness**

Before defining compensation awareness in detail, I clear that this variable “compensation awareness” in this study will be act as motivation for employee and this motivation will affect their performance and so on. If we talk about motivation the first thing which clicks in our mind is Abraham Harold Maslow motivation theory which is first theory of motivation used for as theoretical base he defines hierarchy of needs for a person. This theory tells us five hierarchal levels of needs and based on this a can motivate. Five stages are as follow:

- Psychological needs
- Safety needs
- Love and belonging
- Esteem
- Self-Actualization



**Figure 1** Maslow's Hierarchy of Needs (Finkelstein, 2006)

To conclude what this theory tells we can tell that:

- Humans can be motivated or to perform well when their personal desire or basics need are fulfilled.
- Needs of any human can increase with the passage of time.
- When basics need complete or fulfill human look for another need and go up.

How compensation can raise the motivation of an employee so to increase employee performance and employee productivity. The first thing is we conclude all basics and other needs for an employee in his package and the other is that we create awareness and realize them that how much an organization is compensating them and what is their actual compensation.

As I define above according to University of Guelph (University in Canada) total compensation includes all of this;

- Cash (Salary and extra pay).
- Health, wellness plans including all benefit plans.
- Retirement plans like pension, provident fund, gratuity etc.
- Work life benefit, tuition fees, athletic fees and many more.

Although there is may be some factors or some levels from Maslow needs are missing but if we aware or give knowledge to employees that only cash is not is compensation which they are getting the above factors all are included in compensation their motivation towards job would be high. What I have read in different studies and different researches I conclude the definition of compensation is an employee should watch his/her hierarchal needs in compensation and to aware them or give knowledge about their actual compensation is “compensation awareness”

Larbi (2014) who was psychological student had done a work on effect of compensation management on employee performance he actually take it as psychological factor but we can also observe and explain this as human resource view because when we talk about human resource psychological factor always matter he also told that in mostly organizations total compensation is a concept which usually don't give so much attention and it seems or show just in terms of cash. The relationship between employee and employer is reciprocal and too much depend on this factor. As we all know many have said human resource is most essential feature of any organization and it directly affects the productivity of organizations. Milkovich & Newman (1999) states, that compensation is all financial takings, physical services and benefits human resources receive as component of an employment relationship.

The Journal of Global business and Economics also defines compensation “the combination of all cash incentives and fringe benefits mix that an employee received from a company which constitutes an individual's total compensation”

Chabra (2001) refers “Compensation as a wide range of financial and non-financial rewards given to employees in exchange for their services rendered to the organization”.

### **1.10. Definition of Employee Performance**

As in introduction we define employee performance in which we tell that “employee” and “performance” both are different words with different meanings. So before defining it in detail employee performance memorizes me the “Herzberg Two Factor Theory”. In which Fredrick Herzberg demonstrated satisfaction factor and dissatisfaction factors. He thinks that “those factors which result in human (employee) motivation and job satisfaction in the workplace & the absence of them do not cause dissatisfaction but not motivation either”.



**Figure 2** The two-factor theory of motivation (Weiner, 2012)

The only purpose to define this theory in This study is employee motivation, job satisfaction and job dissatisfaction because our variable which is “employee performance” directly affects the productivity of organization and we must define it that how this variable affects. As in Herzberg theory there are factors relating compensation or total compensation like base wage, salary and in above figure we can clearly see that if this factor goes down job dissatisfaction can happen.

In organizations there are two different performances, organizational performance and employee performance or job performance. Otley (1999) tells that they both should separate and measured same. According to Otley (1999) organization performance is the result of whole company employee performances and every employee performance is different. Hunter (1986) said that job performance or employee performance is single employee performance, so a well or positive employee performance is compulsory for organizational performance.

Therefore, employee performance can be defined as the assessment of an employee in any organization that how efficiently he or she is performing the job or doing actions to achieve goals of organization and when whole employees’ performances conclude it become organization performance which directly and in directly affects productivity. Organizational performance affects organization output and productivity and employee

performance affects employee productivity (Purcell et al., 2003; Mzwenhlanhla & Dlamini, 2017) which we will define later.

Kenny et al. (1992) had said employee performance is measured by the standards of performance which is set by organization so according to this employee performance can be change in different organizations. As there are different variables through which performance of employee is measure for example productivity, efficiency, quality and profitability measures etc. According to Ahmed & Shahzad (2011) through employee performance we can conclude the contribution of employees toward organization.

### **1.11. Definition of Employee Productivity**

Employee productivity is our dependent variable and, in This study, and research we want to increase it so to maximize the output of organization. Employee productivity is a result after assessment of employee performance which tells us also how the performance of employee is (Kenny et al., 1992). Employee is a person which is working in organization it could be a worker, labor, manger, senior managers and so on and productivity is different standards sets by different organization for different levels of human resource capital and combine it we called it as “Employee Productivity” (Mzwenhlanhla & Dlamini, 2017). Employee productivity is always big challenge for Human Resource department and in discussion once senior HR managers told about three theories about worker or employee productivity which are as follow.

- Theory X and Theory Y (Douglas McGregor)
- Elton Mayo Theory
- Dick Kleine Theory

In Theory X there is a concept that “Workers don’t like to work, they must be made to work” means you give some motivation or some extra ordinary things to employee, so they change their perspective about work.

And Theory Y assumes that a person is internally motivated and has better way of work and don’t need any reward in return.

Elton Mayo was Australian Psychologist and in (Human Relation Management, 1920) he defines that “A happy worker is productive worker”. So, it is for those types of

organizations whose strategies and actions for their employees are very good and they always feel happy to work and are progressive.

Dick Kleine stated in 2000 that “A productive worker is always happy”.

If we define employee productivity in formula we can easily made it from productivity formula which is ration of output and input like this:

$$Productivity = \frac{Output}{Input}$$

Output in employee productivity is basically a production which we are getting from employees And Input is what is required to produce it like Capital, Technology, and Machinery etc.

So, Employee Productivity is ratio of employee output and input for employee which helps them to give output or productivity.

Kahn & Lange (2014) has done work on how to increase productivity of employee and they stated that employee productivity is different of every employee because everyone has different potential. Employees have different needs and wants which are looking in their wages or compensation and through compensation we can affect their performance which helps to increase production or productivity. There are also different models and different standards which are set by top management to assess the employee performance and productivity.

Employee productivity can be increase or improve by management and there are different methods which help management to increase this factor and, in our research, we also going to increase its which is stated in theoretical frame work.

## **1.12. Literature Gap**

Since most of recent studies had been done in the subject area in different countries (Emerging and developing both). As most of studies are about employee productivity and employee performance but we observe that there is a gap of compensation awareness which employees are not getting, and we are going to fill this gap in our research. As employee productivity is a big challenge for human resource but not for just the HR department, it is also a challenge for the organization. Lindstrom & Svensson (2016) stated how human resources fails even if they have resources. So, we will find what would be the impact of

“Compensation awareness” on “Employee performance” and “Employee productivity” like that how employee performance can mediate and affects the employee productivity.

### 1.13. Critical Analysis of the Literature

Critical analysis is basically a critical study of subjective writing or writers/researcher text which has been written. Analysis is to break down each part and study it. As in our literature review, I explained and hsmad given a very broad view of my study so, from that study I will give short review of critical analysis of literature review. From the data we can conclude that “compensation awareness” has positive and significant relationship with “Employee performance”. “Compensation awareness” has positive and significant relationship with “Employee productivity”. “Employee performance” has positive impact and significant relationship with “Employee productivity”. More will be clear in theoretical or conceptual framework.

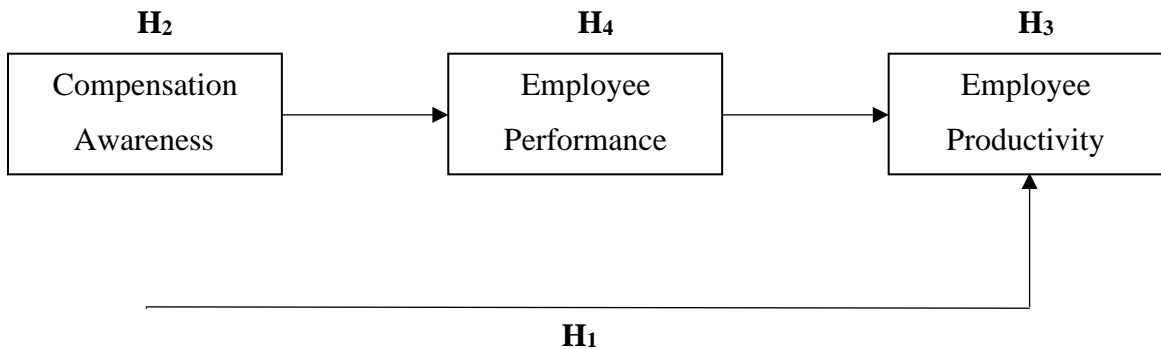


Figure 3 Model of Research

#### 1.13.1. Hypothesis of Study

Hypothesis statement is generally a provisional statement for what is our observation or phenomenon that can be investigated by further testing, if this step succeeds it becomes theory and later if theory proves it then it becomes law. Hypothesis is just our thinking which we make in theoretical or conceptual framework in the presence of different variables (Independent, Dependent, Mediating or moderating variables). Through this we make statements which are then called hypothesis statement and then number them e.g. H<sub>1</sub>, H<sub>2</sub> and so on. Hypothesis is a step before theory in research or thesis and is the main part or main body on which whole research is based (Fransessico, 1915). Based on Literature



Review and conceptual framework, we have developed following hypothesis to investigate which are as follow:

**H<sub>1</sub>:** “Compensation Awareness” has positive impact on “Employee Productivity”. **H<sub>2</sub>:**

“Compensation Awareness” has positive impact on “Employee Performance”. **H<sub>3</sub>:**

“Employee Performance” has positive impact on “Employee Productivity”.

**H<sub>4</sub>:** “Employee Performance” positively mediates the relationship between “Compensation Awareness” and “Employee Productivity”.

<b>Types of Variable</b>	<b>Name of Variable</b>
Independent Variable	Compensation Awareness
Dependent Variable	Employee Productivity
Mediating Variable	Employee Performance

**Table 1** List of Variables

## **2.1. Research Methodology**

Research Methodology is actually all about research design, research population, unit of analysis, time horizon, sample selection, about what should be the population and how you can capture and target the population, what would be the techniques and how would you analyze the data and after all this phenomenon, we conclude the findings from the result which we get from the target population. Basically, this section explains methodology or in other words this section will tell us about or help us to find our research objectives and answers our research questions which we have discussed above.

The specific methodology selected for this research study was online data collection. Since, this study was conducted during the second wave of COVID-19 when mostly work from home policies were being followed by majority of organizations and employees were not available on regular basis so due to this non-availability, strict organizational SOPs and limited-to-no physical access at the organizations, the best approach considered was to collect data through online resources. For this purpose, survey web links were created and shared via WhatsApp, SMS and email to the target employees which were filled and then sent back. Moreover, the type of study chosen is cross-sectional.

## **2.2. Respondents of the Study**

Respondents of study can also be called the population of study, that population through which we fill our questionnaire and from that questionnaire we perform our research and conclude results. In our population, all persons are employees and I will collect data from different organization employees like bank, private and government firms etc. I will select 200 random employees of different organizations and collect my data through questionnaire.

There is also concept of unit of analysis in which we discuss about 'WHAT' or 'WHO' that is being studied it is major entity which being analyzed in study. In This study which is basically based on human resource management and as I described above that our target audience is employees and as I am living in twin cities so most of data is taken from that and to whom and what are targeted also belong from this area. I mostly select banks,

multinational companies and some government and semi government firm all employees who are working there have been targeted.

### **2.3. Research Instrument**

Our research instrument is questionnaire which I use as a measurement device questionnaire also known as surveys. In our quantitative research I will use research instrument is questionnaire. And on this questionnaire, I will select Likert scale method in which I give numbers and rank them like strongly disagree to strongly agree.

### **2.4. Sources of Data**

Sources of data are of two types:

- Primary data
- Secondary data

Primary data is data which is not yet published, and this data is pure because you collect it for specific purpose or specific research you are conducting, and, in our research, I will also use this in the form of questionnaire and surveys, and Secondary data which is already available, and I also used this data in our research. I will use both but that data on which my research is totally based is primary data and I will collect this through questionnaire as I explained. In my research questionnaire, questions are close ended and design of my questionnaire is based on Likert scale questionnaire.

### **2.5. Treatment of the Data**

After collecting data from different resources, it is very important for researcher to check the accuracy and condition of data before going for suitable analysis of data, which includes means of all variables, descriptive analysis and correlation matrix then we conduct regression analysis that what is impact of dependent and independent variables. All this test will be conduct on SPSS 20 software which will tell us about how our research, should we accept or reject our hypothesis by analyze regression analysis then we will check our reliability of each variable either it is independent, dependent, mediating or moderating variable by seeing Cronbach's alpha.

### **3.1. Results and Discussion**

In this chapter we will discuss about our result which we get or obtained from samples or questionnaire we will take some test on SPSS software to see effects of variables on another and acceptance, rejection, significance of our hypothesis. As our research topic is “An awareness of employee about their actual compensation and its impact on their productivity” I have conducted my research in Pakistan mostly areas which are included are in twin cities that is Rawalpindi and Islamabad. For this purpose, I have distributed almost 200 questionnaires and collect the response from my audience which is “employee” in any firm. Based on results if questionnaires I have find these subjects in SPSS software which are as follow:

- Mean of all variables
- Descriptive analysis of demographics
- Descriptive analysis of variables
- Reliability tests
- Correlation analysis
- Regression analysis

### **3.2. Mean of all variables**

As in my study which is “Impact of Compensation Awareness on Employee productivity with the mediation effect of employee performance” have three variables.

- Compensation Awareness
- Employee Performance
- Employee Productivity

So, the first step in SPSS software is to take mean of every individual variable and then do the further testing. As mean is average in which we divide sum by number of items and we have taken out means of all variables and gave them names which CAM, EPM and EPRM.

### 3.3. Descriptive Analysis of Demographics

N		Freq	Mean Perc	Valid Perc	Comc Perc
<b>Gender</b>	Male	131	65.5	65.5	65.5
	Female	69	34.5	34.5	100
	Total	200	100	100	
<b>Age</b>	>25	38	19	19	19
	25-30	132	66	66	85
	30-35	22	11	22	96
	35-40	5	2.5	2.5	98.5
	40-45	3	1.5	1.5	100
	Total	200	100	100	

**Table 2** Demographics

In the above table there is demographic analysis of our research in which we include age and gender. First, in gender there are male and female. As in our research male respondents are more than female respondents, male employees are 131 out of 200 and their percentage is 65.5% and female employees which have been selected are 34.5% which are 69 in number out of the total 200. As all of the respondents are employees and they are all mostly literate due to which the column of education has not been added since most of our employees from bank and private firms and some are also from government firms. The next part is age. Groups have been made for the category of age which starts from less than 25 years to 45 above. In our research there was no employee whose age was above 45 so that column was excluded. The respondents of the study are mostly the employee of ages between 25-30 years which are 132 out of 200 having 66% and after this below than 25 years employees are on number 2nd and their attendance was 38 out of 200 having 19% of total population, then 30 to 35 years employees whose population was 22 out of 200 have 11% of total, then 5 employees are 35 to 40 year old and there percentage was 2.5% and at the end only 3 employees age was 40 to 45 year old and they all was appointed on high post 19 and 20 grades and there percentage was 1.5% out of 100%. So demographic analysis basic purpose is to understanding age, sex, education and racial composition etc. In this particular research, questionnaire had been made that included age and sex of the

respondents because for an effective research, it is essential to know your target audience since it can directly affect the results of the study that are the ultimate answer to the research questions to be more specific.

### 3.4. Descriptive Statistics/Analysis

Descriptive Statistics							
	N	Minim	Maxim		Std.	Skewness	Kurtosis
	Static	Static	Statistic	Static	Statistic	Static	Static
<b>CAM</b>	200	1	4.5	3.6383	0.63583	-1.69	3.805
<b>EPM</b>	200	1	4.67	3.6908	0.65086	-1.396	3.322
<b>EPRM</b>	200	1	4.67	3.7508	0.73707	-1.657	3.457
<b>Valid</b>							
<b>(listwise)</b>	200						

**Table 3** Descriptive Analysis

The above table of descriptive analysis that gives the means of different variables which are:

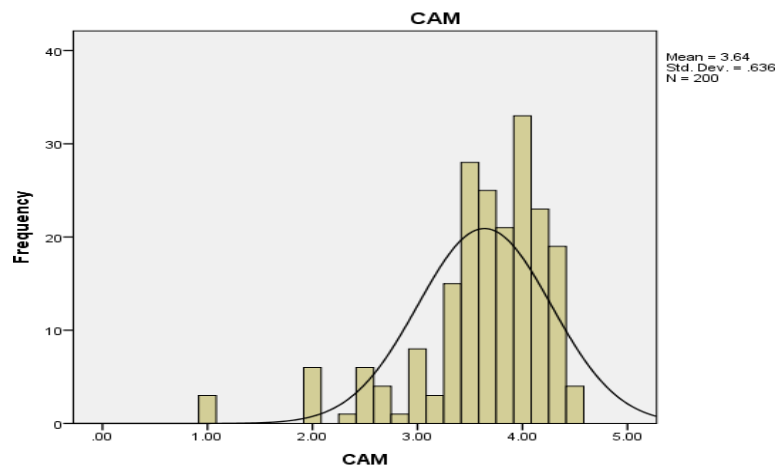
- CAM means Compensation Awareness mean
- EPM means Employee Performance mean
- EPRM means Employee productivity mean

These all are variables of our research as I explained above, in the above table N is number that is 200 which means that 200 questionnaire have been analyzed and then from the help of SPSS software we have calculated the minimum, maximum, mean, standard deviation (an amount showing through how much the participant of a group differ from the mean value for the group), skewness and ketosis static values which shows the normality test in research. The outcome or result shows general concord of respondent to the variables in this study which are compensation awareness, employee performance and employee productivity.

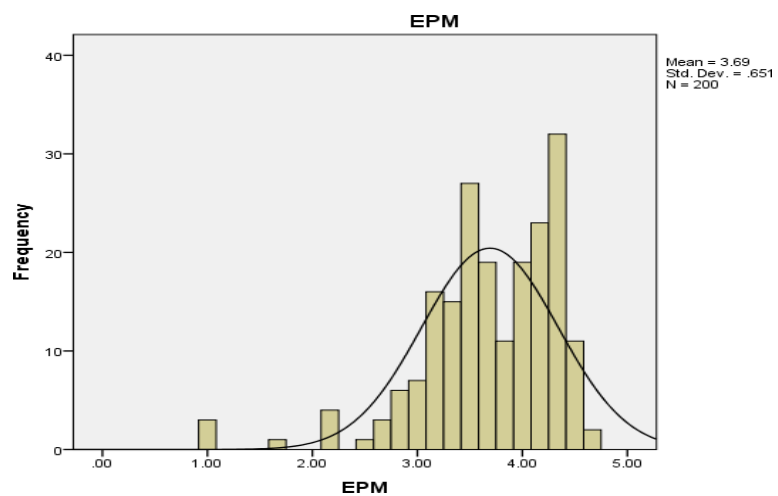
To start from Compensation Awareness ranged values from low which is 1.00 to 4.50 maximum and indicates the result or outcome of compensation awareness (Mean = 3.6383, Standard Deviation = .63583, Skewness = -1.690 and kurtosis = 3.805), then in employee

performance its lowest value which is 1.00 and maximum which 4.67 indicates its results (Mean = 3.6908, Standard Deviation = .65086, Skewness = -1.396 and Kurtosis = 3.322) then in employee productivity its lowest value which is also 1.00 and maximum 4.67 (Mean = 3.5708, Standard Deviation = .73707, Skewness = -1.657 and kurtosis =3.457).

Skewness and kurtosis show the normality of test that distribution of questionnaire and their filling by the respondents are to which extent correct and how much accurate they are in terms of quality. Skewness value if lie between -1 and +1 is acceptable and kurtosis is 0 to +3. Skewness is a measure of the symmetry in a distribution and its value is then compared to the value of kurtosis of normal distribution if then it is bigger than 3 then the data set has heavier tails than a standard distribution.



**Figure 4** Compensation Awareness



**Figure 5** Employee Performance

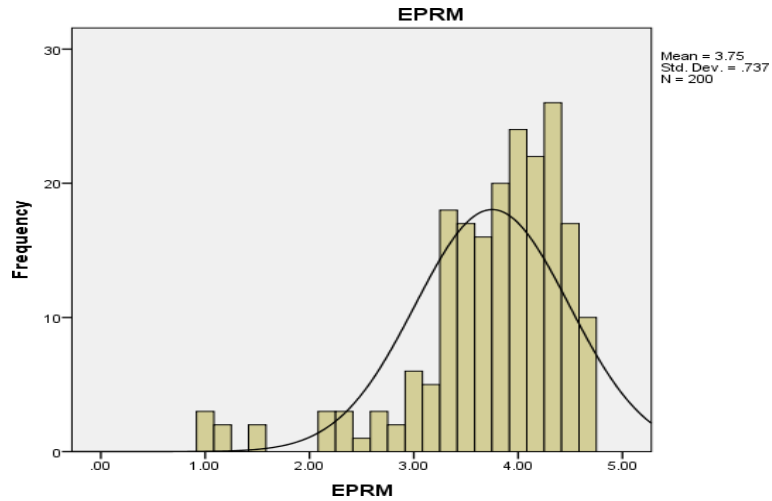


Figure 6 Employee Productivity

### 3.5. Pilot Testing

Before starting my research, the initial pilot testing was carried out for 40 respondents in which n=40 was kept to check the existence of reliability and correlation between variables and it showed the reliability of results. After this initial pilot testing, study was conducted on large scale whose results are explained in the next topic.

### 3.6. Reliability and Correlation Analysis

Variable	No of items	Cronbach's Alpha
CA	6	0.738
EP	6	0.736
EPR	6	0.792

Table 4 Reliability Analysis

The result of research study conferred appropriate adequacy (Nunnally, 1978). It is that data you are getting is reliable and for this purpose Cronbach's alpha value should be above than .7 and in my all three variables have 6 items of questionnaire each have values or Cronbach's alpha greater than .7 and values if Cronbach's alpha range from .736 to .792 which shows that it is reliable data.



	<b>CAM</b>	<b>EPM</b>	<b>EPRM</b>
<b>CAM</b>	1		
<b>EPM</b>	.301**	1	
<b>EPRM</b>	.238**	.363**	1

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

**Table 5** Correlation Analysis

Correlation analysis is used to see the possible relationship between variables under any research as correlation coefficient is shown in above table 5. It figures out and tells that the relationship between variables of this study or research which is compensation awareness, employee performance and employee productivity is significant at 0.01 levels and shows the relationship between two variables. Hence, our correlation analysis conclusion is that all the independent variables have significant correlation with dependent variables.

### **3.7. Proposed Model Testing (Regression Analysis)**

In this study there are three variables Compensation Awareness, employee performance and employee productivity and from our model we made four hypothesis and regression analysis is conducted for rejection and acceptance of hypothesis. In this topic we will make two tables one is direct effect of mediation and others is the effect of one variable on another variable which are as follow:

<b>Hyp</b>	<b>IV</b>	<b>DV</b>	<b>R Sq</b>	<b>B</b>	<b>t</b>	<b>F</b>	<b>Sig</b>
<b>H<sub>1</sub></b>	CA	EP	0.0903	0.3076	4.4335	19.6561	.0000
<b>H<sub>2</sub></b>	CA	EPR	0.1501	0.3632	4.6578	17.3978	.0007
<b>H<sub>3</sub></b>	EP	EPR	0.056	0.2756	3.444	11.8609	.0000

**Table 6** Regression Analysis

In Table 6 we conducted regression analysis and based on its result we will accept or reject our hypothesis which we made in conceptual framework. Compensation awareness has a positive impact on employee performance. As we can see that the results of regression shows (R-sq= 0.0903, F=19.6561 in employee performance is due to change in compensation awareness and F=19.5661 shows that it is fit for regression, the coefficient or Beta = 0.3076 shows that one unit change in compensation awareness causes 0.3076-

unit changes in employee performance. And all other hypothesis which are H<sub>2</sub> and H<sub>3</sub> have same meaning so they also show the positive relationship between variables.

	<b>Effect</b>	<b>SE</b>	<b>T</b>	<b>P</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Total effect of X on Y</b>	0.2756	0.08	3.444	0.0007	0.0435	0.3491
<b>Direct effect of X on Y</b>	0.1638	0.798	2.0525	0.0414	0.0064	0.3213
<b>Indirect effect of X on Y</b>	0.1117	0.0352	3.1732	0.0015		

**Table 7** Mediation Effect

Based on regression analysis, we will accept our hypothesis, which are as follow:

**H<sub>1</sub>:** “Compensation Awareness” has positive impact on “Employee Productivity”.  
(Accept)

**H<sub>2</sub>:** “Compensation Awareness” has positive impact on “Employee Performance”.  
(Accept)

**H<sub>3</sub>:** “Employee Performance” has positive impact on “Employee Productivity”.  
(Accept)

**H<sub>4</sub>:** “Employee Performance” positively mediates the relationship between “Compensation Awareness” and “Employee Productivity”.  
(Accept)

If we conclude this topic we will find that all independent variables directly affect dependent variables and there is a mediating variable which is employee performance which positively mediates the relationship between compensation awareness and employee productivity.

## **4.1. Discussion**

This research which is based on the aspect of human resource management. The topic specifies the impact of compensation awareness on the employees meanwhile enhancing their productivity that can ultimately help with an increased employee performance. Further, the study reveals the impact of employee performance on employee productivity and also the impact of compensation awareness on employee productivity. All these factors together contribute towards an overall increase in the organizational productivity.

Hence, this particular research can be implemented in any organization. This research is conducted in the twin cities of Pakistan (Rawalpindi and Islamabad) so it can be effectively applied to any of the Pakistani organizations whether they are private, public, semi-government, small or large multinational firms.

It is evident that every sort of organization has its own set of a skilled workforce so, it is very important for an organization to motivate them and keep them connected to their organization and work through providing various benefits and incentives. To cater this very aspect, a number of researches have been conducted. Mabaso & Dlamini (2017) conducted a research which was “Impact of Compensation and Benefits on Job Satisfaction” which tells us how compensation management might affect job satisfaction. In this research they also proved that both the variables have positive relationship between them. In another research which was “Impact of job satisfaction on employee performance: An empirical study of autonomous Medical Institutions of Pakistan” was conducted by (Khan et al., 2012) which shows that how job satisfaction can increase employee performance. So, basically this aspect gave us basis for conducting our study on how compensation awareness can increase employee productivity. In the current research, it has been proved theoretically and through various studies and theories etc. and also from the analysis of mathematical or statistical data that was gathered on the basis of our questionnaire. In literature review, a brief review of the variables is given and they are defined. By the end of our research, we have concluded our research discussion with a point that human resource is the most essential, expensive and unique asset of any organization and it is the only asset which is very difficult to copy or replicate as there is a bombardment of technological advancements now a days and copying is not a big deal. Another very

important factor is that every employee thinks differently and his level of satisfaction varies based on different incentives provided by the organization. There are a few employees for whom compensation other than cash means nothing while on the other hand, there are employees whose biggest satisfaction is through the provision of various compensation packages and benefits. So, after this study it is concluded that maximum number of employees are the ones who are not aware of their actual compensation and they are attracted towards money.

## **4.2. Conclusion**

From this study, we have come to the conclusion that compensation management when effectively implemented or handled well can boost up employee performance which will eventually transform itself into employee productivity and later on in the end it will directly or indirectly increase the organization's productivity at large. In this study employee performance positively mediates compensation awareness and employee productivity which in return makes employee productivity more effective. Compensation awareness acting as independent variable is not affected by other variables but is effected by the other two variables

As we have already defined compensation awareness in our research along with employee productivity which is the dependent variable so, in this particular research the dependent variable (employee productivity) is positively affected by both the independent variable (compensation awareness) and the mediating variable (employee performance). Hence, we have come to the conclusion that there are a number of ways through which employee performance can be enhanced or in other words, employees can be motivated meanwhile increasing their level of satisfaction. Compensation awareness/management is thus considered as a very crucial variable in terms of employee motivation. This concept and the causal relation of our presented variable provide strong basis for the selected topic i.e. "Impact of Compensation Awareness on Employee productivity with the mediation effect of employee performance"

## **4.3. Implication**

Implication is very important after conducting any research because if there is no possible implication, the value of your research will eventually become zero. This particular study can be applied on two different levels so, basically it has two implication that are:

- Managerial Implication
- Academic Implication

### **4.3.1. Managerial Implication**

For the managerial aspect, we can conclude that this study can be implemented in every organization in Pakistan either it is public or private because every organization's basic purpose is to increase its productivity, increase their share price or increase their profits through employees by increasing their job satisfaction and their job performance. So, in this study we have thoroughly explained that how these factors or variables can affect the employee productivity. So, this research clearly tells that it should be applied in managerial aspects or while formulating human resource strategies. It can also be applied at local, national level and international managerial levels.

### **4.3.2. Academic Implication**

Academic implication are the ones that are used for the sake of learning which means that the future human resource managers or senior/top management of the organizations as well as students of management sciences who are the future managers can learn through this study. For managerial implication, it is necessary that this study should be implemented on academic level. The academic implication will eventually help us to clearly understand the concept and will able us to implement on managerial level. This research is also helpful the universities that aims to help their students in obtaining specialization in human resource management.

## **4.4. Limitations and Future Research Recommendations**

Following limitations have been encountered during the conduction of this research study and recommendations have been given against each respective point to present a workable solution for the future researchers:

- (1) The first and the foremost limitation is that the data has been collected online throughout and the employees were not met in person due to which there was lack

of clarity and lack of motivation. This factor limited the overall scope of study in a way that the employees filled the research questionnaire haphazardly and half-heartedly. Also, the online response rate was relatively lower because of no personal interaction so, an ignoring attitude was majorly observed. So, basically due to online data collection, the overall response rate was low and data quality was not that good.

To overcome this limitation, future researchers must physically collect the data by visiting the organizations themselves. They must personally administer the paper pencil based questionnaire so that they can motivate the employees to provide their quality response.

- (2) Secondly, this study simultaneously targeted employees from various sectors (banks, public, private) all at once which is another limitation. This can affect the quality of the research data.

To overcome this particular aspect, future researchers should focus one sector of Pakistani economy at a time. They should not try to collect the data simultaneously from multiple organizations of different industries rather they should focus on one industry only. This factor will ultimately help to determine a better cause and effect relationship amongst the three research variables of the current study.

- (3) Thirdly, the data of this research was collected from the employees working in the government and private offices of the twin cities of Pakistan (Rawalpindi/Islamabad). It is important to note here that employees of the twin cities are not the true representatives of the entire labor/working/white collar class of Pakistan.

So, future researchers should collect data from employees working in the companies located in different cities of Pakistan as well.

- (4) Forth limitation is that the scope of this study was very limited. There were a total of three variables in this study and the whole study revolved around these particular variables. So, it has been observed that the DV of the research study (i.e. employee productivity) is not only effected just by the given two variables (compensation

awareness, employee performance) rather it can be effected by a number of other factors that the research has already proved.

So, to have a better understanding on this, future researchers should incorporate other variables (such as work environment, processes, goals, employee wellness and training etc.) as well so that their effect on DV (employee productivity) can also be analyzed.

- (5) Another limitation is that the current study is cross-sectional that means it is collected at one time only. The drawback of this type of study is that the cause and effect relationship of variables cannot be concluded with surety and confidence that if there is an actual cause and effect relationship amongst the given variables and if the increase in one will actually cause an increase in the other one and vice versa. So, in order to prevent this limitation, future researchers should perform longitudinal studies on this topic. This will ultimately help with better clarity, better confidence in concluding that the actual cause and effect relationship exists amongst the variables.
- (6) The final limitation of this research study is that the questionnaire is one directional (strongly disagree to strongly agree). The question were all positively worded and no reverse coding technique is used. This factor can eventually distort the quality of research in a way it is difficult to find out if the questions are being answered after careful reading or haphazardly. So, future researchers are required to incorporate the reverse coding technique while preparing their questionnaire and use negative

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## thesis

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