

**“IMPACT OF MERIT BASED REWARDS ON VOLUNTARY TURNOVER
WITH MEDIATING EFFECTS OF JOB SATISFACTION IN BANKING
INDUSTRY OF PAKISTAN”**



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Spring / 2020

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FINAL PROJECT/THESIS APPROVAL SHEET

Viva-Voce Examination

Viva Date 16 / 07 / 20

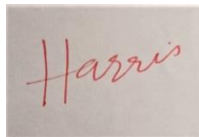
Topic of Research: Impact of Merit Based Rewards on Voluntary Turnover with mediating effects of Job Satisfaction in Banking Industry of Pakistan

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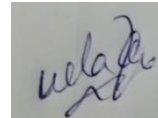
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DECLARATION OF AUTHENTICATION

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Signature -----

ACKNOWLEDGEMENTS

In the name of Allah, the Most Gracious and the Most Merciful

Alhamdulillah, all praises to Allah for the strengths and His blessing in completing this thesis. I would like to express my sincere gratitude to my supervisor Dr. Harris Laeeque for his supervision, constant support, patience, motivation, enthusiasm and knowledge regarding this topic. His guidance helped me throughout the process of research and writing of this thesis. I could not have imagined having a better supervisor and mentor for my MBA study.

Sincere thanks to all my friends for their kindness and moral support during my study. Thanks for the friendship and memories.

Last but not least, my deepest gratitude goes to my beloved parents, Mr. Khalid Dar and Mrs. Aasia Khalid for their endless love, prayers and encouragement. I would also like to express gratitude all those who indirectly contributed in this research; your kindness means a lot to me. Thank you very much.

DEDICATION

I would like to dedicate my thesis to my beloved Father and Mother who have always supported me and been there by my side. All I am I owe to my parents. I attribute all my success in life to the moral, intellectual and physical education I received from them.

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CHAPTER 1

1 INTRODUCTION

1.1 Background of Study:

In our research, we will discuss the impact of benefits that are mainly based on the reward system, job satisfaction, which results in voluntary employee turnover. The reward system is one of the most commonly used methods to pay a worker based on their individual performance. The main objective of a compensation program is to make the payment in a manner that corresponds to the mission of the organization. In general, two conditions are required for the system to work. First is changes in employee performance must be measurable, second is managers need to have the necessary tools to make suitable rewards visible.

The merit-based rewards are to provide workers with a permanent salary increase supported by past benefits. Typically, the company's performance rating system is used to determine performance levels. Thus, the employees benefit from an increase, for example, a double salary increase. A potential disadvantage of pay is that workers come back to expect pay to rise. In companies that offer annual increases in benefits without any special increases, wages ultimately help to adjust the cost of living and create ownership even for the poorest workers. Waiting for them the creation of a more practical remuneration, therefore, depends on creating a truly performance-based system and planning a relatively objective evaluation system.

Job satisfaction refers to the satisfaction of a person with the task, which is a

motivation to develop in their work/job. It is not contentment, happiness or self-happiness, regardless of the task. The term refers to the whole relationship between staff and the leader and whom he has rewarded. Satisfaction will be the same as a light feeling - an accompanying state to the achievement of a goal, a final state that goes hand in hand with the recognition of its goals. Dissatisfaction in the workplace means a lack of motivation at work.

Job satisfaction reduces the ratio of absenteeism, job rotation, and accidents. Job satisfaction rises morale, productivity, etc. Individual job satisfaction creates innovative ideas among employees. People can be very loyal to the organization, and employees are very happy when they get what they hoped for. The satisfaction of the employees depends on the inner feelings of the employees. Of course, it is a happy employee who shows the greatest efficiency and power in his work. The majority of respondents believe that employees involved in many apprehensions that are regarding rewards instead of other factors affecting their satisfaction, such as canteen facilities, bonuses, operating conditions, and so on. These conditions are more modest when they are paid. (D.R, 2011)

Voluntary turnover may be a kind of turnover that happens once workers volitionally favor leaving their positions. Workers would possibly favor vacating their jobs for a various of reasons. They'll feel discontent with their position or their compensation, they'll be seeking a career modification, or they'll have accepted another provided job. Voluntary turnover usually involves competent workers going away from their positions. As a result, voluntary turnover is terribly expensive for a company owing to the prices related to recruiting and hiring a replacement worker.

Employee satisfaction plays an important role in retaining workers, especially those who are considered core workers or high-ranking workers (B.J, 2006), (Coetzee M, 2007). Organizations try to find why people are leaving and what means can be used to keep them (Coetzee M, 2007). The maximum growth of a company depends on in some cases on the job satisfaction of individuals whose capacity is required on the most modest levels of organization (Coetzer, 2002). Workers who maintain harmony and commitment to the organization who meet the needs of the organization and thus the needs of workforce at the organization, defined as workers (Coetzer, 2002). Employees can be satisfied with their work by knowing that their skills, expertise, and values are used at work, which offers them work opportunities and rewards (Coetzer, 2002). Job satisfaction data is effective for business because happy and satisfied workers attain knowledge about physical and psychological wellbeing, while dissatisfied and upset workers appear to be concerned with absence, mental retreat, and turnover (Coetzer, 2002).

Employees who earn a high salary compared to their training and alternative qualifications should be less noticeable when looking for or hunting higher paid jobs outside of the company. From another point of view, among federal employees with the same income level, those with a lot of education (and a lot of human capital) should have more opportunities to find better-paying jobs in the non-public sector to go better ways. Federal service, however, those with a lot of expertise (and a lot of company-specific human capital) should not try it (Cho Y J, 2012)

Employee turnover has prominent costs and negative outcomes for every organization (Bothma A, 2011). The loss of skilled workers could be of problematic impact, including changes in structure, provision of services and administration (Bothma F.C, 2012). In addition, the loss of

extreme skilled and hardworking employees could have increased prices for hiring and caring for workers (Bothma F.C, 2012). This gives a valid principle for the exploration of the job rotation. Intent to the research suggests that positive or negative notions of structural culture (predictors) are related to turnover decisions (criterion). Job satisfaction, organizational civic focus, organizational engagement, and information sharing are the mediators of this relationship (Bothma F.C, 2012).

According to (Cohen G, 2016), sales analysis has historically examined revenue determined to gain rather than actual revenue. Such studies assume that leave intent is both an indirect indicator and a direct indicator of the actual turnover behavior of employees. They explain that at any level of the organization, the intention of rotation and real rotation are different concepts that are expected from very different variables. They base their conclusions and conclude that the public managers responsible for confinement may need more foresight and focus on the different demographics and specific management practices of their systems rather than the rapidity of their ongoing aims and goals, calculated by their employees. In addition, changing circumstances generally, prevent shirks from realizing their most important goals. These conditions include political conditions, health conditions, family problems or the lack of opportunities. Not surprisingly, whenever companies conveyed aims and smoking cessation cease between the employees, they were determined to leave over time. Although these reasons are by no means an exhaustive list, the theoretical connection between the intents of the sales and the actual turnover is an outstanding subsidy that needs to be examined.

1.2 Significance of Study

In this research, we tend to contribute to the analysis of human resources management (HRM) in many ways. Primary, we tend to seek instant and lasting outcomes of merit-based

awards, an important but under-researched area of Human Resource Management analysis. The answers imply a theory and an analysis of the remuneration that influences the attitudes and behavior of the employees. We tend to rely on the theory of reflection between performance-based reward and voluntary turnover resulting from job satisfaction. In doing so, we tend to broaden previous analyzes that show correlations between rewards and revenue. We tend to collectively create an empirical contribution based on information gathered from large number of organizations at many stratified levels in order to review and appraise the links between the merit awards job satisfaction and turnover.

1.3 Principle of Study

The findings of our study, which tell that merit-based awards, have an important impact on attitudes and behaviors related to workers' work and performance. So far, some studies have provided theoretical arguments and conclusions that merit-based awards are at the cause of adverse work outcomes, such as reduced central motivation. In comparison, our study shows that workers are pleased as soon as they know that their performance is important for their economic rewards and occupation advancement, which secondarily improves employee holding in terms of reducing intentional turnover. Our study confirms and agrees with prior exploration that found a positive correlation between worker satisfaction and voluntary turnover.

Our study also supports the theory of thinking. This means that employees are rewarded with merit-based rewards (i.e. efforts to achieve psychological goals, status, management, and financial security) are very important to determine their identity and sense of their own position in a very complex context in that these systems increase worker fulfillment and

lead to higher employee retaining. This reflects the human position in refining, strengthening and maintaining identities while minimizing the mistrust, ambiguity, and strengthening safety that people feel about their workplace (Collison, 2003). Such a personal, identity-based approach adds another dimension to previous studies in the relationship between equality, impartiality, fairness, and business (Park Sturman, 2015).

Additionally, our study enriches the understanding of the controversial relationship among merit-based rewards and professional results, making it a meek and simple mechanism, but an erudite mechanism in which significant relationships are differentiated by certain factors. Including socioeconomic factors. Finally, our study has proven the generalizability of the theory of reflection and many rewards generally based on merit in an extremely non-Western context. Our study, which promotes performance-based awards, improves job satisfaction and reduces voluntary employee turnover in non-Western countries.

1.4 Objective of the Study

This learning has three main points: first, the connection between performance, which is mainly based on reward, job satisfaction, and voluntary turnover. Secondly, the link between the benefits of rewards and voluntary turnover with mediating effects on job satisfaction. Finally, the link between voluntary employee turnover and job satisfaction.

CHAPTER 2

2 LITERATURE REVIEW

2.1 Literature Review

A survey method is used for collection of self-administered questionnaires from banking sector workers at all levels. The results of the multivariate step-by-step analysis revealed the

following finding: The distribution of wages is strongly related to job satisfaction. This finding shows that the ability of administrators to properly organize and implement the performance management system has significantly impacted job satisfaction across the organizations studied.

According to (Muguongo M, 2015), pay plays a crucial role in the job satisfaction of key employees. The perception of being paid is a price that predicts job satisfaction. However, it is not obvious that the impact of pay on the job satisfaction of the university is the cause of many conflicts. Therefore, they wanted to determine the impact of pay for job satisfaction among high school graduates in Maara Subcounty, Tharaka Nithi County, Africa. The main objectives of their study were the impact of every cash and corporate cash settlement on job satisfaction. They study a style of descriptive survey analysis. To select a sample of 214 scientists from the 474-target population, a stratified sample was used, the answers of which were collected by the Forms Administration. The validity and accountability of the form have been strengthened by a pilot study conducted at three colleges in the South Meru district. For confirming the validity of the tools, every factor and rationality of the factors was used. The study found that basic pay, allowances and the work environment greatly affect teacher pleasure. The analysis showed that the scientists were extremely dissatisfied with all aspects of the compensation received. The study recommends that the government review teachers' pay in order to make up for the services provided. It is expected that the results of this learning will aid educational planners to formulate compensation guidelines that encourage scientists to achieve a sense of job satisfaction.

(Chepumba T, 2017) links employee compensation to small business turnover, a case of Safaricom dealers in Eldoret, Kenya. A descriptive analysis style was examined and due to the small population, a census of the workers was carried out in outlets. A semi-structured closed form was used to gather information. The completed form has been verified, coded and summarized,

summarizing discrimination frequencies, tables, and graphs. Chi-Square was used to determine the relationship between employee compensation and sales. Vital variables were included in the bid regression model to determine the strength of the relationship. The results were; This majority of small business workers were between 20 and 40 years old and had a higher level of education. They should stay in their current job. The study suggested providing a comprehensive compensation program to reduce sales.

(Razzaq, 2017) explore the notion of performance primarily based on the Reward Management and Reward System. Recent studies show that the flexibility of supervisors to effectively implement communication, involvement, and performance assessment in the design and implementation of a performance-based compensation system is a big impact on job satisfaction. Though the structure of this relationship is intriguing, the role of performance-based rewards management as a crucial pioneer in structured reward models has not been adequately explained. Primary information was collected from 168 self-assessment questionnaires filled out by workers at dry-house development agencies in Malaysia. The results of Smart PLS path model analysis showed that performance-based repayment management was completely and suggestively connected with job satisfaction. Overall, the undeniable result is the potential of supervisors.

(Oosthuizen R, 2016), recognizes the balance between work and private life, job satisfaction, and the intention to change the workforce of IT staff. They look at the concept of talent engagement, which is an explicit concern in data technology (IT) due to the economic process, talent shortage and advanced technology. The turnover rate has significant prices and negative consequences for organizations. The objective of this study was to find the relationship among employees' work-life balance experience (as measured by the work-home interaction survey), their job satisfaction, and their intention to change employees. The study, which was

presented by Caucasian and married people aged 26 to 45 years and over 10 years, included a random sample of seventy-nine individuals from an extremely South African computer company. Multivariate analysis showed that negative interactions between work, home and homework were positive - Interaction at home significantly predicted job satisfaction and the less intention to change. Job satisfaction also predicted a significant change in intent to change. However, no interaction results were found between the overall work-life balance and job satisfaction in forecasting the changed intent. White workers had significantly higher job satisfaction, while black workers had a significantly better positive user experience at home and worked less satisfactorily. White and black workers, legal status and employment teams differed significantly in terms of job satisfaction. The methods for retaining talent must consider the relationships between work-life balance, job satisfaction, and intentional rotation from one job to another.

(Choi S, 2017) Investigated and examined the relationship between merit and organization performance. Assessment of the psychological well-being of temporary workers with such incentive schemes. The results show that temporary workers offered wages are less satisfied with their organization than those working in agencies that do not use incentive schemes. The analysis also states that the negative outcome is greater in satisfaction with the organization than in the satisfaction of the employee's salary or satisfaction with the task itself.

2.1.1 Job Satisfaction:

(Locke) quoted the most widely used definition of job satisfaction, stating that "job satisfaction is a pleasing or positive state of mind that results from analyzing a person's work, the meaning of which is important. The study on job satisfaction is based on two main findings. First, job satisfaction is positively related to productivity and organizational commitment. Job

satisfaction is negatively correlated with the intent of rotation and ultimately with the efficiency of the company (Ellickson, 2001). The second most important conclusion is that low job satisfaction has negative consequences, such as accumulated outages and prices, lower profits and, ultimately, customer dissatisfaction (Zeffane R, 2008). Researchers use this term to refer to a combination of employee attitudes to completely different aspects of job satisfaction. Type of work, career development, remuneration and relationships with colleagues (Schermerhorn Jr, 2005)

Herzberg and many factors came together in 1959 to achieve satisfaction and dissatisfaction in the workplace alongside the workers. Motivation or hygiene factors are recognized by Herzberg. Job satisfaction is directly related to motivation. Motivational factors improve employee satisfaction. These include: (a) the nature of the work, (b) the action, (c) recognition and reward (d) responsibility and (e) career development. Job satisfaction is not directly related to the health factors of the employees. On the other hand, lack of hygiene factors can lead to employee dissatisfaction. These include: (a) organizational policy and strategy, (b) income and compensation, (c) supervisor support, (d) relationships with colleagues, and (e) operating conditions. Every motivating and hygienic factor is needed to improve employee satisfaction.

The salary includes an important tool to improve employee job satisfaction. Several researchers are investigating and trying to examine their impact (wages) on job satisfaction. Employee satisfaction is that the previous researches through this attention "should pay more". According to (Rollinson, 2008), there seems to be an association between salary and satisfaction when workers understand that their salary is appropriate given the relevance of the alternative. Earlier surveys have shown that income and job satisfaction are correlated when the employee has

captivated in fairness and income capital (Ellickson L. K., 2001). Equity/Fairness is a key factor in satisfaction with payment (Cohen G., 2016). The employer offers additional benefits in addition to income. The marginal benefits include monetary and/or non-monetary recognition, such as housing, programs, insurance and tariffs (K., 2005). The impact of marginalized job satisfaction on workers has been less explored, but previous studies have favored a positive link between marginalization and job satisfaction (Ellickson L. K., 2001).

(Anitha, 2011) examines the satisfaction of factory workers in fulfilling the task and emphasizes that the satisfaction of a worker is expressed by the distinction between the reward he receives and, consequently, the reward he receives. He appreciates the satisfaction of the task is expressed in the feelings of the employees. They are happy when they get what they really expect. The analysis found that 44% of employees are satisfied with working conditions, while 52 people who support them are satisfied with the reward they receive. The scientist suggested that the organization considers various factors to increase employee satisfaction. These include a canteen policy, restrooms, premiums, and promotions.

A company remuneration system is positively related to workers' satisfaction at work because of the financial resources estimated by the assisted compensation method (Lai, 2011). According to (Lai, 2011), the economic compensation system that leads to growth and development of structure and correlation statistics between job satisfaction and talent, pay and employment, shows performance. The results so far show that motivation is an intrinsic factor. Recognition, nature of work, evolution.

2.1.2 Voluntary Turnover

(G, 2012) Analysis of turnover and its behavior: effects on the commitment of federal employees. The number of retired baby boomers hiring new employees is almost as important as hiring new high-level staff. Focusing on Detailed information on government officials, a key element of HR management practices. However, the findings come first from the Central Personnel File (CPDF), and thus from the 2005 Basic Benefits Survey, which extrapolates the obvious implications of HRM practices.

The turnover rate is the number of employees who have lost their share of the diversity of employees. We have just said that it is an action that happens in the employee. The turnover rate can be as high as possible (Glebbeck, 2004) .Definition of Turnover: The total number of persons in this organization is always estimated so according to (Woods, 1995), the vacant positions in the organization caused due to people leaving the organization due to any reason and then that position has to be filled out is called turnover.

According to research it is estimated that almost all workers plan to disappear within the organization.(R., 1989) mention that income levels decrease significantly with workers' participation. (Robert G. King, 1993) confirmed negative earnings and sales. Entrepreneurship and thus the position of a contract within the organization. Several students show that there is a good connection between people to understand the importance of the worker's return to the monetary system (Pfeffer, 1998) (Woodruffe, 1999). A reward system for an organization that wishes to influence the performance and desire of the employee to continue working (Meshoulam, 2000), (MacDuffie, 1995). The students recognized perceived support for the structure, job features, supervisors, equity, reward, and recognition as evidence of employee retention (Saks, 2006).

Many of the above regulatory support studies are directly related to job satisfaction. The supervisor must show support or concern to the employee. If the supervisor does not attempt this, a negative interaction between the supervisor and the employee will cause to reduce job satisfaction, productivity, and absences (Ribelin, 2003). According to (Mobley, 1979) elaborated on the complex task of assisting supervisors. Increased support translates into increased revenues and positive job satisfaction. Previous studies show that unfair processes lead to "low job satisfaction and high turnover" (Robert G. Folger, 1997) (Russell Cropanzano, 1997). According to (N., 2012) conclude in their study that there is a significant negative correlation between distributed equity and rolling intentions of turnover. And show together in this study that there is no statistically significant correlation between the approximation of justice and the smooth intention of turnover. During this study, it was shown that there was a negative association.

According to (Villanueva D, 2009), employee engagement and satisfaction with work is a link between work-related stress and the intention to leave the company. Many studies that share the intention to exit are fueled by worker dissatisfaction, work stress. Another study shows that work stress is associated with an immediate and diminishing employee satisfaction score, which results in a half-retention of the structure, encouraging exit intent the important result of the organization (Wunder et al. (2001). Many studies have successfully explained the working climate with completely different aspects, such as employee satisfaction (Laffaldano, 1985) and sales, commitment and obligation. (Sjöberg, 2000) The working environment is one of the most important factors in employee retention (Zaitinoglu, 2005). Employers provide employees with growth opportunities that reduce employees' turnover intentions due to lack of opportunities to display their skills. This is the main reason why successful artists and archivists leave their business (David Allen, 2003). (Murphy, 1991) who analyze their study to obtain information about the use

of performance assessment, can be used by the organization as a method to track each worker's contribution. Through an effective performance assessment, the organization can review the worker's work. Whether their performance is good or not, and whether they seem ready to make an expression for employee performance. Therefore, this effective method of performance evaluation will likely change the rate of unplanned turnover.

2.1.3 Merit Based Rewards

Today, the manager's job is to create an atmosphere in which people are motivated to provide satisfactory and profitable services for the growth of the organization. In an extremely broad context, individuals are increasingly being sought as a key source of competitive advantage, which is widely regarded as the key person between organizations. Many managers try to understand how the motivation of people is to increase job satisfaction. For this reason, the financial and non-financial benefits of workers are more important (Bourikos, 2014). Organizations are increasingly recognizing that in order to ensure an employee's job satisfaction, they must strike the right balance between the employee's contribution to the organization and thus the organization's contribution to the employee. Creating this balance is one of the main reasons to reward workers. This suggests that workers can only be satisfied with their work if they are equipped with effective reward systems (P., 2011). In many cases, reward systems are closely linked to theories of motivation and job satisfaction. The concept of job satisfaction has become binding. Currently, managers are trying to find practices that seem to create happy and therefore very productive people. Although many articles appear in recent literature, it is easy to understand that job satisfaction is somewhat difficult to achieve, while it is considered an essential factor in the performance of the company (Ricketta, 2002) and effectiveness (Laschinger, 2001) Eight studies by (Zia-ur-rehman, 2010) have shown that there is a healthy relationship between reward

systems and job satisfaction. However, the analysis shows that reward systems are a crucial factor in job satisfaction. No definition summarizes job satisfaction. Unclearly, job satisfaction refers to "the extent to which individuals like their job" (Spector, 1997) Students use this way of thinking to express workers' feelings about various aspects of job satisfaction, such as the type of work itself, the level of pay, the opportunities for advancement, and the satisfaction of colleagues (John R., 2002). However, the analysis shows that reward systems are a crucial factor in job satisfaction. (M. Gerald, 2004) found that benefits are combined with expertise and job satisfaction. They argued that the job satisfaction of skilled workers is partly due to what professionals perceive from their work. Job satisfaction is influenced by reward systems. According to research one of the most fundamental debates in the management of the reward system is that workers expect the reward to be in cash. At this point, there is much discussion about whether money can be a reasonable motive and cannot influence job satisfaction. In terms of reward systems and job satisfaction, the study (Bourikos, 2014) looked at reward systems as psychological factors characteristic of workers' satisfaction. In addition, motivation theories aim to meet autonomy, capacity, and connectivity requirements (Gagné, 2005) Reward is another Work-Related Problem That Affects Job Satisfaction. Workers are happy when they feel that the rewards, they receive from their work match their skills and their energy. This is not the only problem with people: the amount they will receive will make them happy if they feel they need to be treated fairly and the rewards they receive will be shared with their peers with the same skills and benefit from the same experience and the same energy. The theory of justice states that "perceived justice leads to greater job satisfaction and greater structural engagement" (Huczynski, 2001), so satisfaction with the reward system is one of the driving forces of the company's engagement. For a worker to be satisfied with his salary.

2.2 Conceptual Framework

The paradigm of compensation, in which pay is associated with employee attitudes and behavior, is mainly based on theories of psychological traits, equity, and social discussion and exchange (Deci, 1985) (Cameron, 1996), (Thierry, 2001) explained that some of these theories, in order to clarify the role of the exchange and discussion, to meet the expectations and to maintain or strengthen the employer-employee pair, do not specify the type of exchange. which means that the workers compensate. To solve this problem, (Thierry, 2001) developed the charging theory, which describes the reward of emissions with a symbolic and emotional value by indicating the pay of an employee and assessing their identity, his position and his relationships. This theory aims to clarify the meaning of paid or rewarded meanings for people and how these meanings affect individual work behavior.

The theory of reflection is based on "the idea that the event and the maintenance of self-identity are important characteristics of man" (Thierry, 2001) Employees use their personal identity to organize their experiences, knowledge, emotions, interests, values, and preferences (Thierry, 2001). Reflection theory states that remuneration reflects not only the economic exchange between the employer and thus the workers, but also photographs of position, relative power, value, and succession within the organization. Therefore, people are constantly searching for data that confirms their identity, vanity, price, and reputation. When reward confirms, reinforces, and/or strengthens identity, the theory of reflection suggests that this implies greater attitudes and many behaviors at work (Thierry, 2001).

Based on the theory of reflection, compensation comprises four classes of meaning relating to the areas of self-conceptualization: psychological properties; relative status; Control; and funding. The characteristics of psychological characteristics are the compensation instrument, whereby people

receive more security, position, and recognition through compensation. The reward system is then perceived as fleshy because it allows the realization of things of non-public importance. The relative position refers to compensation but recognizes the capacity and importance of a person in the given context in comparison to other key persons (e.g. colleagues). Compensation also includes the scope of management and the influence of a person on their external environment. Compensation is generous if it has (more) the financial ability to procure products and/or services. According to the theory of thought, these four senses affect workers' attitudes and behaviors, such as job satisfaction, and stress that these meanings are relevant to maintaining, maintaining, and improving work. (Thierry, 2001) said: "The employees have different ideas about these funds.

Similarly, the theory of reflection suggests that socioeconomic variables "have an analgesic effect on the importance of wages" and influence the extent of strikes in the four classes (Thierry, 2001), 160). (Thierry, 2001), 303) explains in part: "The notion of end of expenses is influenced, for example, by the employment, education, and income of a person, and it has also been shown that non-public attachment: it influenced the psychological trait and the Value of Compensation to Receive More Comprehensive and Stronger Financial and Social Status (Collinson, 2003), (Mickel, 1999) These socioeconomic variables are identified for attitudes and behaviors Work Supports (Rodger W. Griffeth, 2000) and form An assessment (Kuvaas, 2006) supports the evidence presented above, suggesting the following analytic model and the following assumptions.

2.2.1 Merit-Based Rewards, Job Satisfaction and Voluntary Turnover

The theory of reflection argues that performance rewards are important data for workers to (re) define their own identity and maintain and improve self-confidence within the geographical point. Specifically, performance-based earnings show how much employees rate them, as well as their relative performance and position relative to other employees (Thierry H. , 1998). This

compensation gives employees the opportunity to thrive and be satisfied once they have achieved their psychological characteristics, higher status than other key individuals and wider management within the geographical area. Accumulation of financial resources through own efforts and external analysis (Thierry H. , 2001).

A study of sixty-two administrators showed that job satisfaction depends primarily on performance (Lepper, 1973). (Roussel, 1999) reiterated that the perception of a salary increases through individual effort had a positive psychological effect. They also found that the employees were very satisfied, that their salary was honest when they reported their own performance compared to their peers and alternative family members. Given the place of identity in the theory of reflection ((Thierry H. , 1998), (Thierry H. , 2001)), we tend to expect that the benefits will mainly lead to a reduction in voluntary turnover by not only encouraging employees to stay but also their identity and status. , During this merger, (Collison, 2003) work conveys a tangible sense of identity and insecurity, while recognizing individuals and identity and standing in fashionable societies and social organizations are strongly influenced by their success and professional achievements. (Collison, 2003) found that the clarity, maintenance, and reduction of identity within a geographic location reduces the sense of insecurity, self-doubt, and ambiguity in interacting with other people.

Independent Variable

Mediating Variable

Dependent Variable

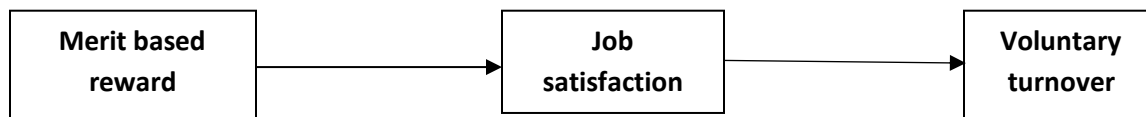


Figure 0.2 Conceptual Framework

Removing yourself from your leader can also disrupt the continuity of identity, forcing you to restore your position and periodically define the cluster context. (Herman Aguinis, 2013) proposed many specific connections, explaining that the benefits, which were mainly based on rewards, made employee engagement easier. The search provides support for this connection type. A longitudinal study shows that performance rewards reduce the turnover of volunteers, especially among the most successful (Park Sturman, 2015). In addition, a perceived honest reassessment of rewards has a negative impact on the rotation intent which comes closest to real income (Rodger W. Griffeth, 2000).

We also expect job satisfaction to be an intermediate result between income and voluntary turnover. The theory of reflection ((Thierry H. , 1998), (Thierry H. , 2001)) suggests that workers, once they understand that their efforts to improve meaningful meanings in the area of self-understanding are significant, seem very content and content themselves geographically take care of yourself and get up. in the geographical point. Such a mediation result is part of the relationship between job satisfaction and voluntary turnover (Rodger W. Griffeth, 2000). In addition, a survey of 2,000 executives and managers suggests that employees run as employees realize that compensation depends on their efforts to benefit greatly from a positive evaluation of the reward system, more satisfaction, and more work intent. remain (Miceli, 1991) higher than the discussion.

2.3 HYPOTHESIS

We formulate the subsequent hypothesis:

H1: Job satisfaction mediates the negative result of merit-based rewards and voluntary turnover.

H2: There's a positive relationship between merit-based reward and job satisfaction.

H2: There's an inverse relationship between job satisfaction and voluntary turnover.

CHAPTER 03

3 RESEARCH METHODOLOGY

3.1 Research Style and Methodology

The main purpose of this chapter is to provide knowledge of the analysis but of the nature of the sample, the measurement scale, and the analytical techniques. The analysis is based on a quantitative survey methodology aimed at exploring and collecting information. Then, different tests are applied to examine the link between the reward principle, job satisfaction and voluntary turnover based on merit. In accordance with the target of the analysis, responsibility is taken into account, a correlation and multivariate analysis were used in this analysis. It also focuses on methods that are used in this research which include the sample size, the population, etc.

3.2 Sample and Procedure

The current analysis serves to test the hypothesis using a quantitative methodology based on empirical observations. A practical non-probability sampling method was used to gather primary information from very different Asian banks in my Area, this type of sampling method allows the researcher to collect data from that part of the population that is easily accessible; by a questionnaire form consisting of multiple-element scales and empirical observations tested in previous studies. The questionnaire form was adopted from different research papers, the form was a structured questionnaire. It took a few days between getting the answers from colleagues and those who should be concerned with the bias of the strategy to improve the actual outcome of the matter. The confidentiality of responses was assured to respondents in order to get real answers.

3.3 Population- Sample

The data for all three variables found was collected from a population of 300 people in the branches of the banks I had my colleagues working in. Around 250 questionnaires were distributed among the people out of which Only 220 responses were used to test the hypothetical model once the collected information was resolved. These responses were the only accurate and complete responses. Without a proper sample size, the data may not be considered to be as reliable and the results cannot be generalized if the questionnaires are not authentic for the data analysis.

3.4 Data Analysis

SPSS was used to assess the validity and accountability of the instrument and to test analytical hypotheses. The main advantage is that this method can generate latent variable values, avoid problems with sample size, estimate complicated models using multiple open and latent variables, and make strict assumptions about the distribution of variables and their values, error expressions, and manage any reflective and formative Measure Model. The software was used for the data analysis and used to identify the relationship between Merit Based rewards (Independent Variable), Job Satisfaction (Mediator) and voluntary turnover (dependent variable). This study used a descriptive survey style in which information was collected, analyzed and interpreted for a particular purpose.

CHAPTER 04

4 RESULTS & ANALYSIS

4.1 Demographics Analysis

The demographics consist of information about the respondents and describe their basic characteristics regarding gender, family system and education etc. Total 250 questionnaires were

distributed out of that 220 questionnaires were retrieved which shows good response rate from participants. The tables below consist of different characteristics of the population.

4.1.1 Gender

The gender sample shows that total 64.1 % population were male, and 35.9 % population represent females in data from table 4.1

Gender					
		Frequency	Percent	Valid Percent	Accumulative Percent
Valid	MALE	141	64.1	64.1	64.1
	FEMALE	79	35.9	35.9	100.0
	Total	220	100.0	100.0	

Table 4.1 Gender wise segmentation based on the population in terms of frequency and percentage.

4.1.2 Religion

The following table shows the religion of the participants from which most of the participants are Muslim.

Religion					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Muslim	200	90.9	90.9	90.9
	Non-Muslim	20	9.1	9.1	100.0
	Total	220	100.0	100.0	

Table 4.2 Religion-wise segmentation based on the population in terms of frequency and percentage.

4.1.3 Marital status

This section of the population shows different frequencies of participants regarding their marital status which shows 58% participants are married, 28% participants are unmarried and the remaining 14% are divorced.

		Marital Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	127	57.7	57.7	57.7
	Unmarried	61	27.7	27.7	85.4
	Divorced	32	14.6	14.6	100.0
	Total	220	100.0	100.0	

Table 4.3 Segmentation based on marital status in terms of frequency and percentage.

4.1.4 Age

This section of the population consists of different age groups of target participants who are working in selected organizations. As we can see the results in table 4.4

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	48	21.8	21.8	21.8
	31-40	105	47.7	47.7	69.5
	41-50	60	27.3	27.3	96.8
	51 and above	7	3.2	3.2	100.0
	Total	220	100.0	100.0	

Table 4.4 Segmentation based on age group of the population in terms of frequency and percentage.

4.1.5 Education

The following table 4.5 shows the education level of the participants who are part of selected organizations

		Education			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	PHD	1	.5	.5	.5
	Masters	96	43.6	43.6	44.1
	Bachelors	121	55.0	55.0	99.1
	Matric	2	.9	.9	100.0
	Total	220	100.0	100.0	

Table 4.5 Segmentation based on an educational group of the population in terms of frequency and percentage.

4.1.6 Number of dependents

The following table 4.6 shows the number of dependents of participants and it shows 50% of the participants have less than 3 dependents.

		Dependents			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	less than 3	110	50.0	50.0	50.0
	3 to 5	77	35.0	35.0	85.0
	more than 5	33	15.0	15.0	100.0
	Total	220	100.0	100.0	

Table 4.6 Segmentation based on the family size of the population in terms of frequency and percentage.

4.1.7 Salary

The following table shows the salary of the participants to whom the questionnaires were distributed, and it shows the response rate of the participants within each organization.

		Salary			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 15000	33	15.0	15.0	15.0
	15000 to 25000	110	50.0	50.0	65.0
	25000 to 50000	44	20.0	20.0	85.0
	more than 50000	33	15.0	15.0	100.0
	Total	220	100.0	100.0	

Table 4.7 Segmentation based on the income of individuals of the population in terms of frequency and percentage.

4.1.8 Family system

Table 4.8 shows the family system of the participants.

		Family System			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Separate	155	70.5	70.5	70.5
	Joint	65	29.5	29.5	100.0
	Total	220	100.0	100.0	

Table 4.8 Segmentation based on the family system of the population in terms of frequency and percentage.

4.2 Reliability Analysis

4.2.1 Merit-based reward

Reliability Statistics

Cronbach's Alpha	N of Items
.790	25

Table 4.9 Statistical evaluation of Merit based reward

4.2.2 Job satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.574	11

Table 4.10 Statistical evaluation based on job satisfaction

4.2.3 Voluntary turnover

Reliability Statistics

Cronbach's Alpha	N of Items
.716	22

Table 4.11 Statistical evaluation based on voluntary turnover

VARIABLES	ALPHA	NO OF ITEMS
Merit based reward	.790	25
Job satisfaction	.574	11
Voluntary turnover	.716	22

Table 4.12 Reliability Analysis based on different factors

The overall questionnaire consists of total of 58 questions which taken as a whole to cover three variables which are Merit based reward, Job satisfaction, and Voluntary turnover. After applying the test of reliability and consistency the results indicate that overall values of Cronbach's alpha are higher than five which shows the strong value of Cronbach's alpha. To see the consistency and reliability of data the Cronbach's Alpha test was applied to the data which shows that the overall value of questionnaire is .693 which is considered to be the strongest reliability value.

4.3 Correlational Analysis

Correlations

		MERITBASE DREWARD	JOBSATISF ACTION	VOLUNTAR YTURNOVE R
MERITBASEDREWA RD	Pearson Correlation	1	.782**	-.567**
	Sig. (2-tailed)		.000	.000
	N	220	220	220
JOBSATISFACTION	Pearson Correlation	.782**	1	-.382**
	Sig. (2-tailed)	.000		.000
	N	220	220	220
VOLUNTARYTURN OVER	Pearson Correlation	-.567**	-.382**	1
	Sig. (2-tailed)	.000	.000	
	N	220	220	220

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

Table 4.13 Correlation analysis among the reliability factors.

From above table 4.13, the result of correlation suggests a significant relationship among the dependent and independent variables. There is a strong positive correlation between merit-based reward and job satisfaction with a coefficient of 0.782. It means both the variables have a positive association of 78.2%. The correlation examines between merit-based reward and voluntary turnover is (.567). It means meritbased reward and voluntary turnover have a negative association of 56.7%. The job satisfaction and voluntary turnover show the amount of (.382) with a sig value of .000 which is less than .01 and both the variables have a negative association of 38.2%.

4.4 Regression Analysis

4.4.1 Influence of Merit Based Reward on Job Satisfaction

From the regression results Table 4.14, the R value was 0.879 indicating that there is a strong relationship between rewards and job satisfaction. The R squared (R²) value of 0.773 shows that 77.3 percent of job satisfaction is explained by the reward system. The remaining 22.7 percent is explained by other factors. The differential payments and contractual engagement among different staff explained the higher influence of rewards on the job satisfaction of employees.

Model Summary				
	Model R	R Square	Adjusted Square	Std. The error R of the Estimate
1	.879 ^a	.773	.766	.13634

a. Predictors: (Constant), MERIT BASED REWARD

Table 4.14 Regression analysis between Merit Based Reward and Job Satisfaction

From table 4.15 it is indicated that the model was significant with the F ratio = 5.087 at p-value $0.000 < 0.01$. This is an indication that reward, when considered, has a significant effect on job satisfaction.

ANOVA^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.386	1	22.386	5.087E3	.000 ^a
	Residual	.959	218	.004		
	Total	23.345	219			

a. Predictors: (Constant), MERIT BASED REWARD

b. Dependent Variable: JOB SATISFACTION

Table 4.15 ANOVA test showing the variation between Merit Based and Job Satisfaction

Merit based reward had a positive and significant effect on job satisfaction with $\beta = 1.062$ at p-value 0.000 which is less than 0.01. The reward is something that an organization gives to the employees in the response to their contribution and performance. The finding of this study that reward had a significant effect on job satisfaction asserts earlier finding by Lubanga (2014), who found a strong and positive correlation between the overall job satisfaction and the variables of contingent rewards, promotion, supervision, and communication.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.086	.028		-3.102	.002
	MERITBASEDREWARD	1.062	.015	.979	69.322	.000

a. Dependent Variable: JOB SATISFACTION

Table 4.16 Correlation coefficient of Merit based and Job Satisfaction

4.4.2 Multiple Regressions

The multivariate regression analysis is used to identify the mediating effects of job satisfaction on merit based reward and job satisfaction.

4.4.3 Influence of Merit Based Reward and Job Satisfaction on voluntary turnover

Model Summary				
Model	R	R Square	Adjusted Square	Std. The error of the Estimate
1	.889 ^a	.790	.781	.09962

a. Predictors: (Constant), JOB SATISFACTION, MERIT BASED REWARD

Table 4.17 Regression model based in influence of job satisfaction and merit based reward over voluntary turnover.

The above table 4.17 shows the value of adjusted R square as 0.781 which indicates that the model is 78.1% accurate or best fitted. The R square value is .790 which shows that change (variation) independent variables incorporate 79.0% percent change independent variable.

ANOVA^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.807	2	8.404	3.413E3	.000 ^a
	Residual	.534	217	.002		
	Total	17.342	219			

a. Predictors: (Constant), JOB SATISFACTION, MERIT BASED REWARD

b. Dependent Variable: VOLUNTARY TURNOVER

Table 4.18 ANOVA test showing the variation between job satisfaction and merit based as constant variable and voluntary turnover as the dependent variable.

The overall significance of the regression model has identified by F – value and its probability. It is, in fact, they explained variance divided by unexplained variance. The above table 4.18 shows the F-statistic value of 3.413 and its probability is 0.000 which demonstrate a significant relationship between study variables.

		Coefficients				
		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.268	.021		12.605	.000
	MERITBASEDREWARD	-.133	.055	.142	-2.818	.012
	JOBSATISFACTION	-.728	.051	.845	-14.373	.000

a. Dependent Variable: VOLUNTARY TURNOVER

Table 4.19 Correlation coefficient of job satisfaction and merit based as constant variable and voluntary turnover as the dependent variable.

The above table shows the coefficient values of independent variables. The direction in which the dependent variable is led towards by the independent one is ascertained from the Beta value. Merit based reward and job satisfaction (independent variables) are seen to be influencing the voluntary turnover which is the dependent variable at a B value of (.133) and (.728) respectively and sig values .012 and .000. The hypothesis supported the findings to make judgments for voluntary turnover and other variables.

4.4.4 Influence of Merit Based Reward on Voluntary Turnover

Model Summary				
Model	R	R Square	Adjusted Square	Std. The error of the Estimate
1	.869 ^a	.755	.740	.12917

a. Predictors: (Constant), MERIT BASED REWARD

Table 4.20 Regression model based on the influence of merit based reward over voluntary turnover.

Table 4.20 gives the value of adjusted R square which is 0.740 and it indicates that the model is 74% accurate. The value of R square is .755 and it interpreted that 75.5 % change in independent variables is occurred due to the change independent variable.

ANOVA^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.299	1	16.299	3.407E3	.000 ^a
	Residual	1.043	218	.005		
	Total	17.342	219			

a. Predictors: (Constant), MERIT BASED REWARD
b. Dependent Variable: VOLUNTARY TURNOVER

Table 4.21 ANOVA test showing the variation between merit based as constant variable and voluntary turnover as the dependent variable.

The Anova table shows the relationship between merit based reward and voluntary turnover. The sig value is .000 which is less than 0.01 and the f value is 3.407 so there is a significant relationship between both variables.

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.205	.029		7.073	.000
	MERITBASEDREWARD	-.906	.016	.969	-18.366	.000
a. Dependent Variable: VOLUNTARY TURNOVER						

Table 4.22 Correlation coefficient of merit based as constant variable and voluntary turnover as the dependent variable.

Table 4.22 shows the effect of independent variable on the dependent variable and it shows the regression coefficient and t- values. From table, the t value of the constant is 7.073 which is significant at 1% level of significance. It shows that if there is no effect of voluntary turnover on merit based reward then there is still some value of independent variables will be equal to 7.073. The relationship between voluntary turnover and merit based reward is significant at p- the value of .000 with the t value of (18.366). The beta value of merit based reward is (0.906).

CHAPTER 05

5 CONCLUSION AND RECOMMENDATION

5.1 Conclusion

With occasional geographic satisfaction factors, the responses showed only nominal areas where improvement was desired. Most of the staff were satisfied with their work. Organizational/relational satisfaction factors were also positive for the majority of statements. It seems that most employees were "satisfied" with their organization's reward system. However, it is still a neighborhood where management's attention is clearly desired as it can reduce the number

of employees who voluntarily leaving the organization. The findings suggest that companies will use the merit-based reward to satisfy and retain highly qualified employees.

In addition, changing circumstances generally, hinder employees from putting their sincere intentions into action. These conditions include the conditions of the political economy, family problems or the lack of different outlets. Therefore, it is not surprising that whenever relationships between obvious intentions and employee behavior are abandoned, their need diminishes over time. Although these reasons are by no means an exhaustive list, they do serve to establish that the theoretical relationship between turnover intentions and actual turnover is an unstable field of investigation that needs to be investigated. (Cohen G, 2016)

The results showed that performance-based awards increase job satisfaction and reduce employee turnover in turn. Companies could, therefore, use performance-based compensation as an HRM strategy for linking and retaining their workforce. Earlier researchers have therefore recommended reorganizing the distribution of wages rather than increasing wages, which contributes to better outcomes. (Razzaq I. a., 2017)

Organizations must be committed to changing the reward system for employees, and promotions must include benefits, qualifications, and academic skills. If these factors are taken into account, the company will employ competent people with a high degree of satisfaction. and commitment. This can gradually lead to efficiency and efficiency in their work, which translates into increased productivity.

5.2 Recommendation

Overall, this study will be an instrument for managers to combat voluntary turnover. It is an academic resource that has always condensed relevant revenue data based on pay and its impact to provide up-to-date revenue management guidance. By providing the simplest method of

identifying managers in their own offices or organizations, this is combined with insightful expertise to improve the relationship between employees and management, as well as corporate culture. In this way, companies can save valuable money that could be used elsewhere.

It is recommended that this base salary gain in importance if we have considered ways to increase employee engagement and optimal functioning. Since basic wage levels have been totally associated with self-motivation and job satisfaction, a base salary equal to or higher than the market price seems to reinforce the sense of ability or even the sense of autonomy and link. While a lower level of work-related stress and the concentration of intent-to-change concentration are clearly crucial, motivating motivation may be an important prerequisite for job satisfaction.

5.3 Limitation of the Analysis

Further analysis should take into account the potential limitations of this study. First, we tend to analyze cross-sectional information. As a result, our results do not clearly identify causal relationships. However, as mentioned above, the undeniable consequences here are linked to experimental studies of incentives in organizations. The information may facilitate the estimation of causative effects but is not a cure. One of the limitations of this study is that the generalizability of our results can also be imposed by the nature of the context of our analysis. Significantly, our actions are based on survey data collected for functions other than evaluating inquiries that we normally focus on. However, we tend to say that our main interest lies in the results of performance-based pay on voluntary turnover, with a mediating effect of job satisfaction, which is exogenous to the survey. Their impact is therefore not biased by the general methodology for one of our attributes of employee satisfaction.

5.4 Future Analysis

Future researchers can examine the impact of these factors (merit rewards, job satisfaction, and voluntary turnover) on completely different types of organizations and different sectors. Another factor is added (worker's psychological contract, leadership style, organizational culture, employee voice, employee behavior, etc.), and these variables can remain predictors that can act as an intermediary or facilitator of the research.

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Appendix 1

Questionnaire

Part-A: Employee Profile

1. Name of the Employee: _____

2. Industrial Sector: _____

3. Departmental Function: _____

4. Age

20-30 31-40 41-50 above 51

5. Gender

Male Female

6. Marital Status

Married Unmarried Divorced

7. Religion

Muslim Non-Muslim

8. Dependents

<3 3-5 >5

9. Salary

>15000 15000-25000 25000-50000 >50000

10. Family system

Seperate Joint

11. Education

PHD Masters Bachelors Inter Matric

Merit based reward

12. How important are the following to you?

STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
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1	I am well aware of what is expected from my work					
2	I have the materials and equipment to do my work right					
3	At work, I'm given the opportunity to do my best					
4	in the past seven days I've received recognition and praise for my work.					
5	My supervisor cares about me as a person					
6	At work, am encouraged for my development					
7	The objectives of my organisation makes me feel my job is important					
8	My opinions are taken into account At work					
9	My associates (fellow workers) are committed to doing a quality work.					
10	In the last 6 months, I've been appreciated for my progress.					
11	Recognition and rewards are compulsory for job satisfaction.					
12	In the last year, I was given ample Opportunities to grow					
13	Annual bonus based on the company's achievement in financial targets					

14	An extra day off as a reward of a well-done project					
15	Employee of the Attendance award					
16	Award ceremonies of 10, 20 and 30 years of service					
17	Lunch with boss & team members in the company's cafeteria as a reward					
18	A personal "thank you" or Note of appreciation from supervisor, manager, or co-worker					
19	Verbal praise of appreciation from the manager in front of the colleagues					
20	Car benefit					
21	Housing benefit (only taxable value each month to be paid)					
22	Free medical service					
23	Opportunities for promotion					
24	Relaxation room for Lunch breaks At the company's facilities					
25	Possibility for training, seminar and further education, supported by the company					

Job satisfaction

13. Please rate the following incentives on a scale 1-5 and cross the corresponding box, considering how motivating these are for you.

STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
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26	Receiving formal recognition for your efforts in making a difference					
27	Being recognized by management for your efforts					
28	Being recognized by peers and co-workers for your efforts					
29	Receiving recognition for team accomplishments					
30	Feeling a spirit of teamwork and cooperation among co-workers					
31	Feeling that your work is valued and appreciated					
32	Independence and freedom to influence work content and methods					
33	Bonuses and other financial incentives					
34	Possibility to achieve promotion					
35	Opportunities for career growth and other professional development					
36	Participation in decision-making					

Voluntary turnover

14. Do you agree or disagree with the following statements:

STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
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37	Do you think Spouse relocation affects the Turnover?					
38	Is Advancement Opportunity have a direct affect on employee decision on leaving the Job?					
39	Are Fringe Benefits offered by the organisation is necessary to retain the employees?					
40	Do you think Career Change is an important reason for Job Hopping?					
41	Do you agree that Commuting time or Distance is an important factor for turnover?					
42	Is stand still career or no career path affects the turnover decision?					
43	Do you agree that Insufficient Challenges in a Job makes you think for changing the company?					
44	Does Dishonest and unethical leaders affect your Job?					
45	Do you think Work stress is the main reason for changing the company?					
46	Does the Geographic Location affect your decision for staying in the company?					
47	Does Conflict with immediate supervisor or coworkers have a direct effect on the turnover decision?					
48	Does Poor Team Works affect the work life which leads to turnover?					
49	Is Inflexible working hours and work-life imbalance having direct effect on Turnover Decision?					
50	If you are not allowed to do the job by your own, you feel bore and intend to leave the job?					
51	Does Unfair pay increase affects turnover decision?					

52	Does hostile environment for both the genders have great effect on Turnover?					
53	Does Job Elimination have affect on Turnover?					
54	If Job responsibility is not given do you feel like leaving the Job?					
55	Does unfair performance appraisal process have great affect on Employee turnover?					
56	Do you agree that uncaring Leadership for employees affects the retention rate?					
57	Do you agree that Organizational Politics affects the employee retention?					
58	Do you agree that if there is no social connectedness and harmony among employees, they tend to turnover?					

Appendix 2

