

Impact of Reward Management and Decision Making on Job Satisfaction: Case of Sri Lanka

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Abstract: *Job Satisfaction is one of the most significant attitudes of the employees of an organization. Job satisfaction used to describe whether the employees are happy, asserted and fulfilling their desires and needs at work. The organizations are challenged, as they have to make the employee's satisfied in their Job. So they will perform better and consequently organization will achieve their competitive edge. Thus achieving Job Performance of the employees has been significant for both Private and Public Organizations. Basically organizational practices affect the job satisfaction in a considerable extent. Hence there is a need to investigate the how the organizational practices affect the Job Satisfaction of the employees. Therefore the objective of this research was to identify the impact of Reward Management and Decision Making on Job Performance. The Independent Variables were Reward Management, Decision making, and the Dependent Variable was Job Satisfaction. The reliability of the instruments was tested against the data. This study was engaged in hypothesis testing and it was correlational. This research was conducted in the natural environment where work proceeds normally, with less interference of the researchers (noncontrived). Data was collected from each individual: an employee of the public banks, and the study was cross sectional. The analysis was based on the information collected using a self administered questionnaire. Data used for analysis were totally based on primary data which was collected using a questionnaire developed by the researcher. According to the results, there is an impact on reward management, decision making on job satisfaction, and there is a relationship between reward management, decision making and job satisfaction which is significant. Based on that it can be concluded employee's job satisfaction have been impacted by reward management and decision making.*

Keywords: Reward Management, Decision Making, Job Satisfaction

1. Introduction

As the universe became a one global village by breaking boundaries of thousands different cultures around the globe, business organizations also began to the much awaited transformation towards a new era. In today's turbulent market service oriented organizations play a more vital role than manufacturing organizations and it is an unveiled fact that their main core strengths are customers and their employees. So the Banking Sector organizations always try to operate in a friendlier manner with the employees as well with the customers to compete in this competitive market and achieve a competitive advantage.

It should be note that Job Satisfaction also a crucial concept, when an organization attempts to achieve a competitive advantage. As cited in Lawler and Porter (1967) and Vroom (1964) job satisfaction is associated with job performance of the employees. Vroom (1964) argued that when an employee is not working willingly or unsatisfied with the job, the performance of that employee will definitely affected and finally the whole organization affects. Hence, it implies that Job Satisfaction of the employees has been a significant attitude in the public banks in Sri Lanka, since finally it affects the overall productivity of the organization. Effective organizations should have a culture where promotes Job Satisfaction.

Pay has been often mentioned as a motivator for performance and a determinant of job satisfaction. Internal variables (such as aptitude and motivation) influence performance, which influence intrinsic and extrinsic

rewards, and subsequently satisfaction (Money and Graham, 1999). David, Joseph and William (1970) suggest that the type of reward system under which workers perform strongly influence the satisfaction performance relationship.

It is noted that there are several practices which affects the job satisfaction of the employees. There are several practices of an organization which uses to administer the organization. Thus the reward management and decision making play a vital role in the organization. This practice focuses on planning, organizing, directing and controlling the activities and drives the organization for its success. Herzberg (1987) notes that aspects of a job such as responsibility, the degree of freedom to act, scope to use and develop skills and abilities, interesting and challenging work opportunities for advancement, rewards and punishment coupled with the quality of supervision will affect the employee's level of job satisfaction. Participation in decision making has a positive influence on high performance and employee job satisfaction (Kuyea and Sulaimonb, 2011). Lawler and Porter (1967) suggested that satisfaction will affect a worker's effort, arguing that increased satisfaction from performance possibility helps to increase expectations of performance leading to rewards. Carroll, Keflas and Watson (1964) found that satisfaction and productivity are crucial relationship in which each affects the other. They suggest that performance leads to more effort because of high perceived expectancy. The effort leads to effective performance, which again leads to satisfaction in crucial relationship.

2. Problem Statement

According to the theoretical explanations in respect relationships or impact of Reward Management and Decision Making on Job Satisfaction in the global context. Furthermore the literature emphasize that quite a lot of research studies have investigate the relationship between the Reward Management, Decision Making and Job Satisfaction. Mostly these studies have been done in the western context. Less research studies have done to investigate in Sri Lankan context. To fill this research gap, it is very essential to conduct a research study to identify the relationship between Reward Management, Decision Making and Job Satisfaction. Hence this research study was conducted to identify the impact of Reward Management, Decision Making on Job Satisfaction and to identify the relationship between Reward Management, Decision Making and Job Satisfaction, and the research questions were, is there an impact of Reward Management on Job Satisfaction?, Is there an impact of Decision Making on Job Satisfaction?, Is there a significant relationship between Rewards Management and Job Satisfaction? and is there a significant relationship between Decision Making and Job Satisfaction?

3. Research Objectives

The general objective of this study was to investigate the impact of Reward Management, Decision Making on Job Satisfaction of public banks in Sri Lanka. This research study was attempted to achieve the following objectives,

1. To identify the relationship between of Reward Management and Job Satisfaction.
2. To identify the relationship between Decision Making and Job Satisfaction.
3. To identify the impact of Reward Management on Job Satisfaction.
4. To identify the impact of Decision Making on Job Satisfaction.

4. Literature Review

4.1 Decision Making

Decision making can be defined as choosing between alternatives (Moorhead & Griffin, 1999). It can be regarded as an outcome of mental processes (cognitive processes: memory, thinking, evaluation) leading to the selection of a course of action among several alternatives. Pioneering Management theorists such as Fayol and Urwick cited in (Luthans, 2004) were concerned with the decision making process only to the extent that it affects delegation authority, where as the father of scientific management, Fredrick W. Taylor cited in (Luthans, 2004) alluded to the scientific method only as an ideal approach to making decisions.

Implementing a strategic decision takes time and may involve overcoming some resistance or opposition. Thus, it is important that the members of the management team and the employees of the organization be committed to the

decision and to its successful implementation. Each decision process must build consensus among team members, because without understanding and commitment successful implementation of the decision will not take place. When there is consensus, the employees are satisfied with the organization and that finally improves their performance. To improve the organizational performance, teams must cultivate both quality and consensus on every decision. (Amason, 1996)

According to Luthans (2004), with the most discussions of the decision making with the modern organization theory, the decision making process break it down into a series of steps. For the most part, the logic can be traced to the idea developed by Herbert A. Simon the well known Nobel Prize winning organization and decision theorist, who conceptualized there major phases in the decision making process:

1. Intellectual activity: Borrowing from the military meaning of "Intelligence", Simone described this initial phase as consisting of searching the environment for conditions calling for decision making.
2. Design activity: During the second phase, inventing, developing and analyzing possible courses of action take place.
3. Choice activity: The final phase is the actual choice – selecting a particular course of action from among those available alternatives.

When people feel their strategic decision-making processes are fair, they display a high level of voluntary cooperation based on their attitudes of trust and commitment, so they are satisfied and that will enhance their individual/employee performance. Conversely, when people feel that the processes are unfair, they refuse to cooperate by hoarding ideas and dragging their feet in conceiving and executing strategic decisions and that will lead to a job dissatisfaction and reduce the individual/employee performance (Kim and Mauborgne, 1998).

A high degree of involvement (deep employee involvement in decision making) means that all categories of employees are involved in the planning process. (Kuyea and Sulaimonb, 2011). Participative decision making, defined as joint decision making or influence sharing between hierarchical superiors and their subordinates has been a focus of organizational research for nearly 50 years. Whereas many researchers have examined that the relationships between participative decision making and employee outcomes such as task performance, job satisfaction, and turnover.

4.2 Reward Management

"Reward Management deals with the strategies, policies and processes required to ensure that the contribution of people to the organization is recognized by both financial and non financial means. (Armstrong and Murlis 1998). The overall objective is to reward people fairly, equitably and consistently in accordance with their value to the organization in order to further the achievement of the

organizations strategic goals. Reward Management is not just about pay and employee benefits, it is equally concerned with nonfinancial rewards such as recognition, learning and development opportunities and increased job responsibility". (Armstrong and Murlis, 1998). Pay is defined as the basic reward an employee receives in return for his/her contribution/service rendered for the organization where he/she works. (Opatha, 2009). Incentive is a type of reward that is paid to encourage the employee to increase his productivity (normally beyond the normal level of productivity) (Opatha, 2009). Benefit/ Welfare is an indirect reward paid by the organization to the employee because he/she is a member of the organization. (Opatha, 2009)

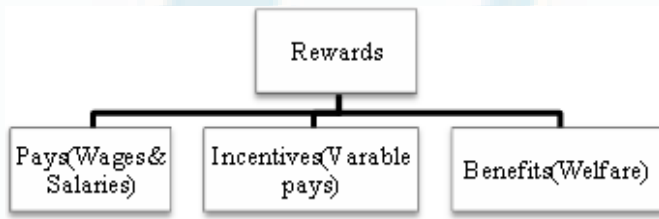


Figure 1: Categories of Rewards

Source: Opatha, (2009)

4.2.1 Consequences of Pay Dissatisfaction

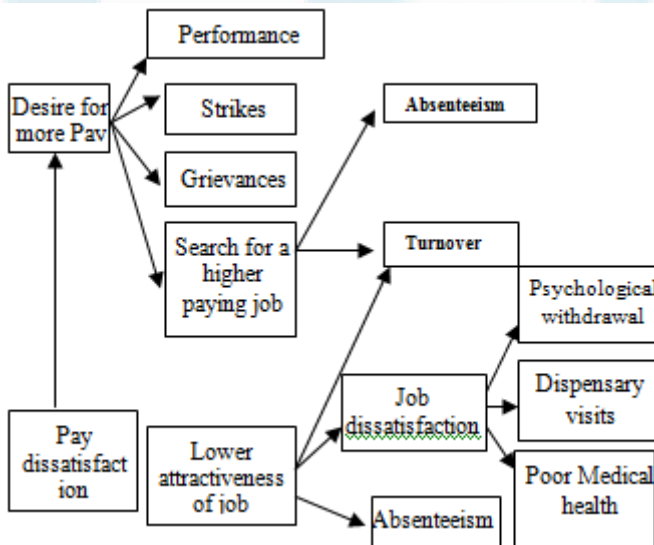


Figure 2: Lawler's Model of Consequences of Pay Dissatisfaction

Source: Werther and Davis (1989) cited in (Opatha, 2009)

4.3 Job Satisfaction

Spector (1997) suggests that job satisfaction data is helpful in evaluating the emotional wellness and mental fitness of employees and those organizations can use the information to improve departmental policies and practices where dissatisfaction is expressed.

Lofquist and Davis (1991) cited in (Worrell, 2004) defined job satisfaction as "an individual's positive affective reaction of the target environment as a result of the individual's appraisal of the extent to which his or her needs are fulfilled by the environment"

Job satisfaction may be affected by emotion related personality traits because job satisfaction has been equated with a pleasurable emotional state (Locke, 1976). Personality traits are relevant for job choice and for being selected and promoted by the organization (Hogan, 1971). Spector (1997) further states that variables related to job satisfaction include achievement, advancement, job enhancement, job enrichment and teamwork. One of the most challenging tasks in management today is keeping the most qualified employees satisfied and being able to retain them on the job.

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

4.3.1 Dimensions of Job Satisfaction

Job satisfaction is one of the three major job attitudes. The two other attitudes are job involvement and organizational commitment. Luthans (2004) mentioned three important dimensions of job satisfaction which include:

1. Job satisfaction is an emotional response towards work situation.
2. Job satisfaction is generally determined by the extent that work results fulfill expectations.
3. Job satisfaction represents or reflects several related attitudes.

Weiss et al. cited in (Lee et al., 2012) classified job satisfaction factors as intrinsic, extrinsic and overall factors by using such concepts as achievement, job activity, authority, creativity, independence, moral value, obligation, stability, social responsibility, social status, diversity, control, peer workers, firms' policy, wage, promotion, work condition, work environment, and so on. Locke (1976) suggested that the job satisfaction factor consists of job factors and human factors. Job factors include job itself, wage, promotion, recognition, and work condition, while human factors include such personal factors as a set of value and ability, an external human factor related to senior workers and peer workers inside the organization, and an external human factor related to customers and stakeholders outside the organization.

Gordon and colleagues referred to needs for pay and security as lower order needs and to needs for accomplishment and decision making authority as higher order needs. Perceptions that management has greater control over the design of jobs and organizational reward systems may account for the strength of the relationship between satisfaction with management and job satisfaction. (Fryxell and Gordon, 1989).

Job satisfaction is one of the best-researched concepts in work and organizational psychology for at least two reasons.

Job satisfaction is relevant for all those who are interested in the subjective evaluation of working conditions such as responsibility, task variety, or communication requirements. Job satisfaction is also of major concern whenever outcome variables such as absenteeism, fluctuation or organizational inefficiency such as counterproductive behavior or sabotage are dealt with because job satisfaction is supposed to be a major cause of such problems. By integrating these two perspectives job satisfaction is placed as a central concept in work and organizational psychology, which mediates the relation between working conditions on the one hand and organizational and individual outcomes on the other hand. (Dormann and Zapf, 2001)

Hertzberg (1987) notes that aspects of a job such as responsibility, the degree of freedom to act, scope to use and develop skills and abilities, interesting and challenging work opportunities for advancement, rewards and punishment coupled with the quality of supervision will affect the employee’s level of job satisfaction.

5. Conceptual Framework

The conceptual framework of the study specifies the nature of the hypotheses of the study, which were depicted in the diagrammatic form of Figure 2. According to the model, dependent variable is job satisfaction and the independent variables are reward management and decision making.

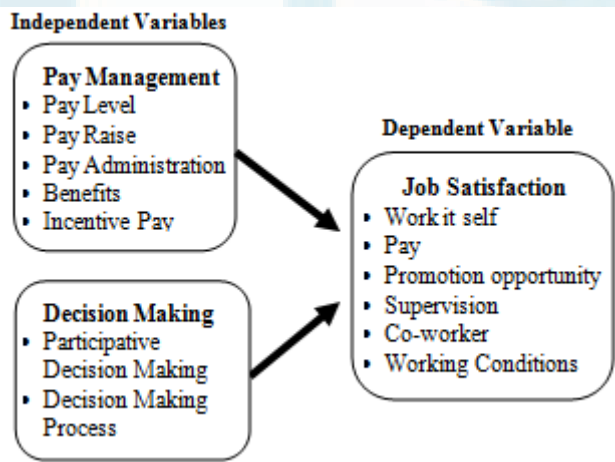


Figure 3: Conceptual Framework

6. Hypotheses

Based on the conceptual framework, the following hypotheses were developed for testing.

- H1– There is an impact of Reward Management on Job Satisfaction.
- H2– There is an impact of Decision Making on Job Satisfaction.
- H3– There is a significant relationship between Reward Management and Job Satisfaction.
- H4- There is a significant relationship between Decision Making and Job Satisfaction.

7. Methodology of the Study

Purpose of this study was hypothesis testing since study was done to establish and explain the relationship between reward management, decision making and job satisfaction. Hypothesis testing is undertaken to explain the variance in the dependent variable or to predict the employee job satisfaction. The type of the investigation was correlational. This research has done in the natural environment where work proceeds normally (that is, in noncontrived settings). Correlational studies are invariably conducted in noncontrived settings, whereas most rigorous casual studies are done in contrived lab settings (Sekaran and Bougie, 2010). No any artificial or contrived setting was created. That means, none of the variables were controlled or manipulated by the researcher in this study. Unit of analysis for this study was individual; hence the data was gathered from each individual: employees of the public banks. The data was collected within one month, and just once, which is a cross sectional/ one shot study where the time horizon of this study is one-shot or cross-sectional.

The objective of this study is to identify the impact of reward management, decision making on Job satisfaction of the public banks. For that, the day was collected from 214 Managerial, Executive and Non Executive employees in the public banks in western province in Sri Lanka. The time horizon of the study was one-shot or cross-sectional hence the study was conducted during the period on a one month, the month of October 2013. The sampling method used is stratified sampling, as the population divided in to grades and identified the sample from those grades.

The study is done with the help of self administered questionnaires which prepared according to the measures of dimensions. Five point scale was used to weight from strongly disagree to strongly agree. The questionnaires were distributed personally, mailed to the respondents, or electronically distributed to every Managerial, Executive and Non Executive employees in the sample. The questionnaire was originally developed in English, then it was translated it in to Sinhala for a better response from the sample. The questionnaire has given to 214 employees and the entire questionnaires were returned. So the response rate was 100%. The collected data was analyzed by statistical data analysis package, SPSS version 20.0. The data analysis includes the univariate and bivariate analysis.

7.1 Reliability

The inter item consistency reliability was examined with Cronbach’s Alpha test. The results of the Cronbach’s Alpha test are given in the table 1, where it suggests that the internal reliability of each instrument is satisfactory.

Table 1: Cronbach’s Alpha Coefficients

Variable	Cronbatch’s Alpha
Reward Management	0.878
Decision Making	0.841
Job Satisfaction	0.914

8. Analysis

8.1 Univariate Analysis

The frequency distribution analysis was made for the variables individually.

Table 2: Statistical Distribution of Reward Management

N	Valid	214
	Missing	0
Mean		3.6262
Median		4.0000
Mode		4.00
Std. Deviation		0.75711
Variance		0.573
Skewness		-0.108
Kurtosis		-0.299

Table 2 indicates the frequency distribution for the variable reward management. According to the table the mean value of the distribution is 3.6262 and the standard deviation is 0.75711. Then the reward management of the public banks is "High/Good". The skewness is -0.108 of the distribution and kurtosis is -0.299 of the distribution indicated that the data recorded for the reward management are approximately normally distributed.

Table 3: Statistical Distribution of Decision Making

N	Valid	214
	Missing	0
Mean		4.1121
Median		4
Mode		4
Std.		0.74842
Variance		0.56
Skewness		-0.457
Kurtosis		-0.286

Model Summary						
Model	R	R Square	Adjusted R Square	Change Statistics		
				R Square Change	F Change	Sig. F Change
1	.184a	0.034	0.029	0.034	7.423	0.007

a. Predictors: (Constant), Reward Management Scale

As indicated in the Table 3 the frequency distribution for the variable decision making, the mean value of the distribution is 4.1121 and the standard deviation is 0.74842. Then the decision making of the public banks is in a Good manner. The skewness is -0.457 of the distribution and kurtosis is -0.286 of the distribution indicated that the data recorded for the decision making is approximately normally distributed.

Table 4: Statistical Distribution of Job Satisfaction

N	Valid	214
	Missing	0
Mean		4.1589
Median		4.0000
Mode		4.00
Std. Deviation		0.51548
Variance		0.266
Skewness		0.213
Kurtosis		0.334

Table 4 depicts the frequency distribution for the variable job satisfaction. The mean value of the distribution is 4.1589 and the standard deviation is 0.51548. The employees (respondents) of the public banks are satisfied with their job. The skewness is 0.213 of the distribution and kurtosis is 0.334 of the distribution indicated that the data recorded for the job satisfaction is approximately normally distributed.

8.2 Bivariate Analysis

The bivariate analysis include the correlation and regression analysis which was used to investigate the impact of reward management, decision making on job satisfaction, and the relationship between reward management and job satisfaction, and between decision making and job satisfaction. Using Pearson and Spearman product movement correlation with two tailed test of significance, the correlation analysis was made to investigate the relationships. Using the regression analysis, the impact of the variables was investigated.

Table 5: Results of Simple Linear Regression Analysis (Impact of Reward Management on Job Satisfaction)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.613	0.17		27.095	0
	Reward Management Scale	-0.125	0.046	-0.184	-2.725	0.007

a. Dependent Variable: Job Satisfaction Scale

According to the Table 5, The R is 0.184 and R² of the regression model is 0.034, indicating that 3.4% of variance in Job Satisfaction is accounted by Reward Management with the standardized beta of -0.184. The F value is 7.423 which is significant at 1% (P=0.007), which suggests that Reward Management has significantly explained 3.4% of the variance of Job Satisfaction. Thus the H1 is accepted, as there is a 3.4% impact of reward management on job satisfaction which significant at 0.007 (0.007<0.01).

Table 6: Results of Simple Linear Regression Analysis (Impact of Decision Making on Job Satisfaction)

Model Summary						
Model	R	R Square	Adjusted R Square	Change Statistics		
				R Square Change	F Change	Sig. F Change
1	.635 ^a	.403	.401	.403	143.300	.000

a. Predictors: (Constant), Decision Making Scale

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.360	.153		15.455	.000
	Decision Making Scale	.437	.037	.635	11.971	.000

According to the Table 6, The R is 0.635 and R² of the regression model is 0.403, indicating that 40.3% of variance in Job Satisfaction is accounted by Decision Making with the standardized beta of 0.635. The F value is 143.300 which is significant at 1% (P=0.000), which suggests that Decision

Making has significantly explained 40.3% of the variance of Job Satisfaction. Thus the H2 is accepted, as there is a 40.3% impact of decision making on job satisfaction which significant at 0.000 (0.000<0.01).

Table 7: Correlation between the Reward Management and Job Satisfaction

			<i>Reward Management</i>	<i>Job Satisfaction</i>
Spearman's rho	Reward Management	Correlation Coefficient	1.000	-.255**
		Sig. (2-tailed)	.	.000
		N	214	214
	Job Satisfaction	Correlation Coefficient	-.255**	1.000
		Sig. (2-tailed)	.000	.
		N	214	214

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

Spearman correlation between the independent variable and dependent variable is -0.255, which is negative. It shows that there is a negative relationship between reward management and job satisfaction. The found negative relationship is moderately strong. The relationship is significant as correlation is significant at 0.01 level (2-tailed). Hence, H3 is accepted as there is a significant relationship between reward management and job satisfaction, where they found relationship is negative and moderately strong.

Table 8: Correlation between the Decision Making and Job Satisfaction

			<i>Decision Making</i>	<i>Job Satisfaction</i>
Decision Making	Pearson Correlation	1	.635**	
	Sig. (2-tailed)		.000	
	N	214	214	
Job Satisfaction	Pearson Correlation	.635**	1	
	Sig. (2-tailed)	.000		
	N	214	214	

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

Pearson correlation between the independent variable and dependent variable is 0.635, which is positive. It shows that there is a positive relationship between decision making and job satisfaction. The found positive and strong. The relationship is significant as correlation is significant at 0.01 level (2-tailed). Thus the H4 is accepted, as there is a significant relationship between decision making and job satisfaction, where found relationship is positive and strong.

9. Discussion and Conclusion

According to the frequency distribution of reward management, the mean value of the distribution is 3.6262 and the standard deviation is 0.75711. Then the reward management of the public banks is "High/Good". The frequency distribution for the variable decision making, the mean value of the distribution is 4.1121 and the standard deviation is 0.74842. Then the decision making of the public banks is in a Good manner. When considering the frequency distribution of job satisfaction the mean value of the distribution is 4.1589 and the standard deviation is 0.51548.

The employees (respondents) of the public banks are satisfied with their job.

The simple regression analysis describes that reward management has an impact on job satisfaction with the strength of b value of -0.184 (F= 7.423, P=0.007) which shows that the impact is significant. The R2 of the regression model is 0.034, indicating that 3.4% of variance in job satisfaction is accounted by reward management practices of the public banks of Sri Lanka.

It was found to be that there is a negative relationship between reward management practices of public banks and the job satisfaction of the employees. The correlation between these variable was -0.255, which is significant at 0.01 level. This was based on two-tailed tests. This correlation was found moderately strong.

Pay has been often mentioned as a motivator for performance and a determinant of job satisfaction. Internal variables (such as aptitude and motivation) influence performance, which influence intrinsic and extrinsic rewards, and subsequently satisfaction (Money and Graham, 1999). In a recent book Lawler (1981) presented a compelling case for the importance of a rational pay structure in organizations as a determinant of employee satisfaction and motivation. According to Lawler, if pay is perceived as equitable compared to what similar others are receiving, and then higher satisfaction is likely. Similarly, if one perceives that his pay is based upon merit, then higher satisfaction as well as motivation is probable.

As the literature supports that there is an impact of reward management on job satisfaction. Also the literature describes that there is a positive relationship between reward management and job satisfaction. But in this study, the researcher has investigated that there is a negative relationship between reward management and job satisfaction of the employees of the public banks in Sri Lanka.

As indicated in empirical data that decision making has an impact on job satisfaction with the strength of b value of 0.635 (F= 143.300, P=0.000) which shows that the impact is significant. The R2 of the regression model is 0.403, indicating that 40.3% of variance in job satisfaction is accounted by decision making practices of the public banks of Sri Lanka locate in western province.

Also it was found to be that there is a positive relationship between decision making practices of public banks and the job satisfaction of the employees. The correlation between these variable was 0.635, which is significant at 0.01 level. This was based on two-tailed tests. This correlation was found strong and positive.

According to Kim and Mauborgne (1998) when people feel that the processes are unfair, they refuse to cooperate by hoarding ideas and dragging their feet in conceiving and executing strategic decisions and that will lead to a job dissatisfaction and reduce the individual/employee

performance. Herzberg (1987) notes that aspects of a job such as responsibility, the degree of freedom to act, scope to use and develop skills and abilities, interesting and challenging work opportunities for advancement, rewards and punishment coupled with the quality of supervision will affect the employee's level of job satisfaction.

Seeing that the literature supports that there is an impact of decision making on job satisfaction. Also literature gives that evidence that there is a positive relationship between decision making and job satisfaction. Similarly this research study has proved that there is an impact of decision making on job satisfaction and there is a strong positive relationship between decision making and job satisfaction.

Hence this study can be concluded as there is an impact of reward management, decision making on job satisfaction of the employees of the public banks in western province in Sri Lanka. Also this study has investigated that there is a negative relationship between reward management practice and job satisfaction of the employees of the public banks in western province of Sri Lanka. It can be identified that there are other practices which affect the employee job satisfaction other than reward management. Also it has found that there is a strong positive relationship between decision making practices and the job satisfaction of the employees of the public banks in western province of Sri Lanka.

10. Recommendations and Limitations of the study

10.1 Recommendations

As the study has found that there is a negative relationship between reward management and job satisfaction, and also found that there is an impact of reward management on job satisfaction, the management has to pay more attention to the reward practice of the organization. So the Managers should offer more attractive pay packages, incentives, bonuses to enhance the satisfaction of the employees. Also should administer the rewards management in an efficient manner. Also employees should be paid monetary as well as non-monetary rewards for their performance. Consequently the employees will be more satisfied and perform better. Ultimately the organization will be benefited more.

This study has found that there is a strong positive relationship between decision making and job satisfaction, and there is an impact of decision making on job satisfaction. The top management should pay focus on the decision making practice of the organization, since it affects the employees' attitudes. They should make proper decision making processes and should implement it in an appropriate manner. Also should ensure the unbiasedness of the decisions, and the quality of the decision, as that will affect the job satisfaction of the employees. Because if the employees feel there is biasness while making decisions, they will be frustrated about the organization.

10.2 Limitations of the Study

This study was to identify the impact of reward management and decision making on job performance. Only two variables were identified. But there are many other practices being practiced in the organizational context, which affect the job satisfaction of the employees. So selecting only two practices is a limitation. Another limitation of the study was that, this study was a cross-sectional study, the data was collected only one time. Also data was collected only using a standard questionnaire. The data can be collected through observation, interviews, since this study has investigated an attitude.

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