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## **Enhancing Employee Commitment in Job Responsibility and Accountability through Performance Based Rewards: Operational Workers in Selected Manufacturing Company in Sri Lanka**

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### **Abstract**

*The purpose of the study was to investigate the impact of performance based rewards to establish employee commitment in terms of job responsibility and accountability. The main objective of the study was to examine the relationship between performances based rewards and employee commitment in terms of job responsibility and accountability in the selected manufacturing company. 117 operational workers used sample of the study and structured questionnaire was the main method of gathering data. It was found that base pay and incentives relationship was lower level to establish employee commitment which was rejected and participating in decision making, performance based annual bonus and increment, performance based promotion, continuous learning, recognition, work life balance of relationships were supported to enhance employee commitment. The study was significant because it contributed results of employee commitment and impact of performance based rewards towards establishing employee commitment in terms of job responsibility and accountability among operational level employees. The study illustrates implications for the Human Resources professionals also by issuing some directions to understanding about employee commitment and performance based rewards.*

**Keywords:** *Performance-based Rewards, Employee Commitment, Job Responsibility and Accountability, Sri Lanka*

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### **Introduction**

In today's competitive world every organization is facing new challenges to creating committed workforce. Now a day any organization can't perform at peak levels unless each employee is committed to the organizations objectives. Hence, it is important to understand the concept of commitment and its feasible outcome. A large numbers of studies have been conducted to investigate the concept of employee commitment (Wiswell & Mccollum 2003). But, still commitment is the most challenging and researchable concept in the fields of management and organizational behaviour. There have been several measures and definitions about commitment. In the past decade, Meyer and Allen's (1991) developed a three - component model of commitment which has been the dominant framework for organizational commitment. This three - component model is based on a more comprehensive understanding of organizational and employee commitment which consists of affective commitment, continuance commitment and normative commitment.

When job responsibility is assigned to any person, it can be achieved through application or employee commitment. The responsibility is made of role responsibility and casual responsibility (Vincent et al. 2011). Role responsibility is what we identify as assigned job responsibility (Vincent et al. 2011). Casual responsibility is what we actually perform (Vincent et al. 2011). The assigned job responsibility and performed responsibility jointly impacts the 'outcome responsibility' or what we generally call responsibility. As an example a factory supervisor may be responsible to reduce error rates from 2% to 1%. That is the assigned job responsibility or role responsibility. That person may reduce the error rates to 1.5% through commitment. That is the impact of his/her casual responsibility. In this situation the outcome responsibility has improved by 0.5% when it is supposed to improve by 1% (Vincent et al. 2011).

Also, when the job responsibility is improved for a period, the accountability could also improve (Vincent et al., 2011) where they state that the accountability is made of job responsibility and virtue responsibility which is judge on the past performance. So if the achieved responsibility levels are good and the past performances are also good then the accountability can be improved (Vincent N, A., & Poel I, V, D., 2011). Developing job responsibility and accountability among employees is also challenging. That remains a challenge which organisations should triumph to become competitive. In order for any organisation to achieve its goals, a committed workforce is essential. However, become a great challenge for organisations to attract and retain employees as the power of success with job responsibility and accountability has shifted from organisations to employees. The organisation that was committed to job responsibility and accountability of staff was likely to gain a competitive advantage, as staff members are satisfied and give optimum production levels. This is one key concern of every organization in order to suggest possible interventions that could be employed job responsibility and accountability for better outcome (Stum, 2001). Further, when the employee bears their job responsibilities and accountabilities on standard manner, employee commitment also automatically going up which means there is a direct relationship between employee commitment and job responsibility and accountability (Wiswell et al., 2001). Then it focused on the fit between reward systems and the high-involvement approaches to organization design which became increasingly popular. Finally, it considered the role of pay system change to in a large scale level. Reward system of any organization is doing major role. Hence it is very important to identify that what are real beneficial rewards which helps to increase employee commitment (Stum, 2001).

### **Problem Background and Problem of the Study**

Most of companies are highly engaged with establishing employee commitment through job responsibility and accountability. Because commitments require an investment of time as well as mental and emotional energy, most people make them with the expectation of reciprocation (Vance, 2006). That is, people assume that in exchange for their commitment, they will get something of value in return such as favors, affection, gifts, attention, goods, money and property. In the world of work, employees and employers have traditionally made

a tacit agreement: In exchange for workers' commitment, organizations would provide forms of value for employees, such as secure jobs and fair compensation (Vance, 2006). Reciprocity affects the intensity of a commitment. When an entity or individual to whom someone has made a commitment fails to come through with the expected exchange, the commitment erodes (Vance, 2006). According to that in the practical context certain organizations are still failing to reach this target. Through commitment they will take job responsibility and be accountable for what they do (Development and Learning in Organisations Journal, 2011). So it is clear that some of performance based rewards are vital in establishing commitment among employees and the improved commitment could improve the level of job responsibility and accountability (Wiswell et al., 2001). When job responsibility is increased consistently, the accountability could also be improved (Bivins, 2006). That means if employees are rewarded they are likely to commit themselves to take job responsibility and accountability. Responsible and accountable staff could be motivated to increase performance and through that they could be retained for longer with high productivity (Hausknecht et al., 2009).

For an example the researcher selected manufacturing firm in Sri Lanka was experiencing who had different level of employee commitment at deferent employee levels. The selective firm adopted different reward schemes for different employee categories such as Performance - Based Reward Scheme for Strategic and Executive Staff and Clerical and Non Performance -Based Reward Scheme for Operational Staff. It identified that evidence of last year employee performance review and Director of Human Resources' perception was among the strategic and executive level staff had positive progress in establishing employee commitment. However among the clerical and operational level staff, they were unable to show expected level performance to the company. Therefore the problem of the study was whether performance – based rewards have affected to establish employee commitment in terms of job responsibility and accountability for operational level staff.

When considered preliminary observations, the researcher identified that operational level employees were not taking the expected level of accountability than other level employees. Hence, this was a significant issue for the organisation, particularly when it comes to developing people to accept enhanced responsibility and accountability among its operational level employees. The organisation has searched for a solution for this issue. They do not know whether performance-based rewards could be the solution in establishing job responsibility and accountability.

The main purpose of the study is to examining the relationship between performance based rewards in enhancing job responsibility and accountability among operational employees. The research objectives were: to examine the relationship between performance – based rewards and employee commitment in terms of job responsibility and accountability and to identify the order of priorities of performance – based rewards in establishing employee commitment in terms of job responsibility and accountability.

## **Research Framework**

### *Employee Commitment towards Job Responsibility and Accountability*

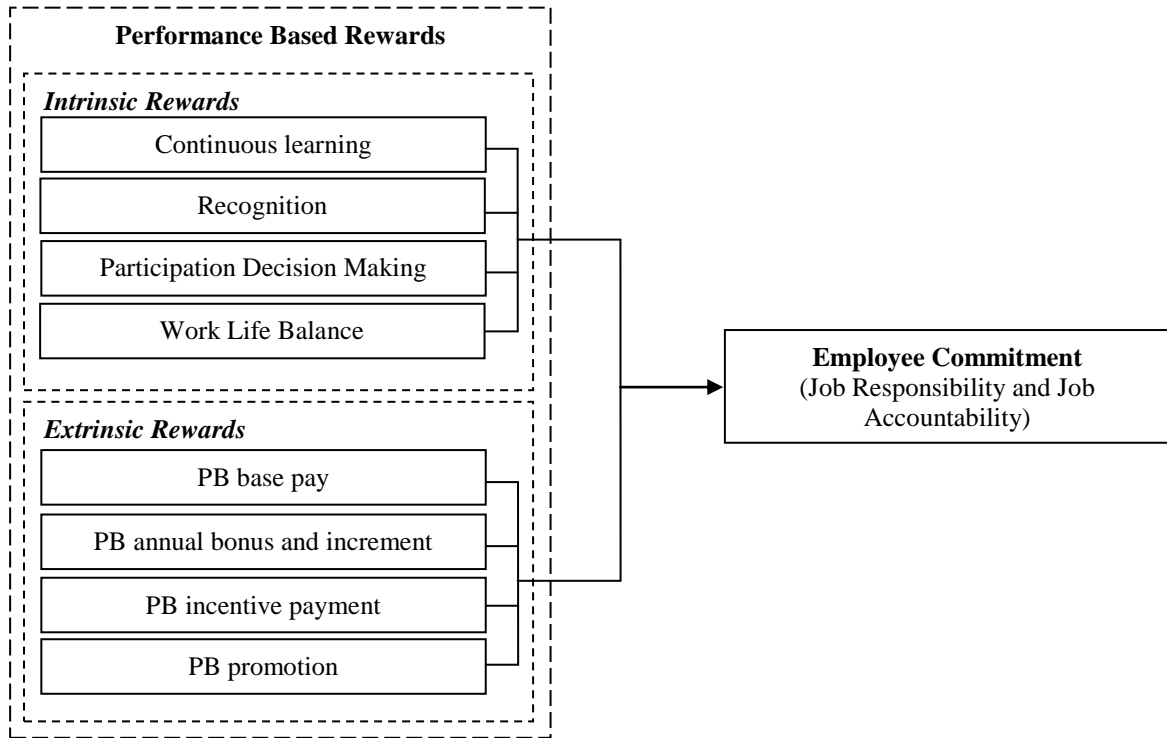
In business, as in personal relationships, commitment is a two-way street. If employers want committed employees, they need to be committed employers. Committed employees do better work than uncommitted ones and organisations with committed workers do better financially than organisations with uncommitted ones. Yet, fewer than half the employees in today's workforce feel committed to their employer (Bragg, 2002). Employers need to determine what is responsible for this disparity. According to employees, employers do not value loyalty and are willing to sacrifice workers to maintain the financial bottom line. Employees point to decades of downsizing, rightsizing and re-engineering as evidence that employers treat them as expendable commodities when times get tough (Bragg, 2002). While organisations still want their workers to be productive, to be proud of their organisations and to remain with them for a reasonable period of time, they need to acknowledge that employees also have needs both as workers and individuals. The relationship between employers and employees has evolved significantly, but unfortunately organisation practices have not kept pace with the changing needs of employees.

### *Employee Commitment in terms of Job Responsibility and Accountability*

When identifying ways to develop employees to become job responsible and accountable, it is most essential to know what job responsibility means, what accountability means and the difference between the two elements (Vincent et al., 2011). This is why this section tries to understand the concept of job responsibility and accountability. Job Responsibility is often predefined or assigned by the employer. Once it is assigned it is the duty of the employee to fulfil the job responsibility and eventually hold accountable for the assigned task. As an example a factory supervisor may be asked to meet their monthly production targets by the management. That becomes his/her job responsibility. It is at a high level. As an example, to achieve that job responsibility, the supervisor may ask workers to produce 1000 units per day. Then the workers are specifically assigned a task based on their capabilities. They are accountable for the outcome of the task (Vincent et al., 2011). That is accountability.

Conceptual framework of the study is given in Figure 01.

Figure 1: Conceptual Framework



**Variable of the Conceptual Framework**

The variables of the conceptual model explained in the table 01.

Table 01: Variables of the conceptual framework

<p><b>Employee Commitment:</b> Employee commitment is “a psychological state that bind the individual to the organization” commitment. It is a psychological state that characterizes the employees’ relationship with the organization and has implication for the decision to continue membership in the organization.” (Allen &amp; Mayer, 1997). Employee commitment can be measured through affective commitment, continuance commitment and normative commitment.</p>
<p><b>Performance Based Rewards:</b> In short, performance based rewards are offered either to improve performance or appreciate past performance. It is a strong motivator, because what rewards do is fulfilling needs. Reward Systems are a critical part of any organization's design. How well they fit with the rest of the systems in an organization has an important impact on how effective the organization is and on the quality of life that people experience in the organization. Over the past decade, some new reward systems practices have become popular in order to align reward systems with the important changes that are occurring in the way organizations are designed and managed (Lawler, 1990, Schuster and Zingheim, 1992).</p>
<p><b>Organizational reward system:</b> The Organizational reward system consists of the types of rewards to be offered by an organization. Organizational rewards have included all types of rewards, both intrinsic and extrinsic, that are received as a result of employment by the organization. Intrinsic rewards are internal to the individual and are normally derived from involvement in work activities. Job satisfaction and feelings of accomplishment are examples of intrinsic rewards. Most extrinsic rewards are directly controlled and distributed by the organization and are more tangible than intrinsic rewards.</p>
<p><b>Extrinsic rewards:</b> Those are actually fulfilled employees extrinsic factors or hygiene factors and thus do not let him / her start thinking about leaving the company. Extrinsic rewards, as defined in this study, represent organisational rewards such as base pay, annual bonus and increment, incentive payments and promotion (Chen et al., 1999; Malhotra et al., 2007; Mottaz, 1985; Weatherly, 2002).</p>

Performance - Based Base Pay: Performance – Based Base Pay attempt to correlate employee pay directly with employee output. Performance-based base pay is consistent with widely held beliefs that employees should be rewarded based on effort and with theories of human motivation which contend that effective motivation is predicated on a close relationship between performance and base pay. A performance-based pay structure helps answer questions about who's who, what each person's role is, and why people are compensated differently (Stum, 2001).

Performance - Based Annual Bonus: Bonus is a lump sum amount received during the evaluation period. It is for specific accomplishments during the rating period. It is in addition to what was expected or due. Even though Performance – Based Bonus can also recognize extraordinary achievement or effort when performing everyday duties or extraordinary or superior achievements. It is not intended for meeting minimal job requirements. Bonus payments are one-time payments and are not factored into the employee's on-going base pay. This is encouraged employees and motivated. When employees motivated and encourage, their commitment is going up to job responsibility and accountability (Human Resources Management International Digest, 2011).

Performance - Based Increment: Performance-based salary increment is the process of interesting salary by a specific amount according to employee performance.

Performance – Based Incentive Payments: A monetary gift provided to an employee based on employee performance, which is thought of as one way to entice the employee to continue delivering positive results. Incentive pay may come in the form of a bonus, profit - sharing or commission. Incentives are not motivating employees and not enabling employers to retain talent. Understanding why an organisation may face these problems can be achieved internally.

Performance - Based Promotion: Performance : Based Promotion is the upgrade of an employee to a job which pays more money or one that carries some preferred status with referring employee performance. Policies and practices concerning promotion can also affect commitment. For example, Schwarzwald et al (1992) found that commitment was higher among employees who had been promoted, and was also related to employees' perceptions that the organisation had a preference of recruiting from their internal labour market. Further some Intrinsic Rewards also help to establishing employee commitment in terms of Job Responsibility and Accountability.

Intrinsic rewards: Those are actually fulfilled employee's intrinsic factors or motivators and thus motivate him. An outcome that gives an individual personal satisfaction such as that derived from a job well done. According to that can be identified some Intrinsic rewards such as continuous learning, recognition, participating in decision making and work life balance (Porter & Lawler, 1968).

Continuous Learning: Continuous Learning organizes by Organizations as formal training. Formal learning is planned and systematic. It makes use of structured training programmes consisting of instruction and practice that may be conducted on- or off-the-job. Experience may be planned to provide opportunities for continuous learning and development. Formal learning and developmental activities may be used such as action learning, coaching, mentoring and outdoor learning.

Recognition: Recognition defines as any word or deed towards making someone feel appreciated and valued for who they are and recognized for what they do. A range of formal and informal practices in the workplace guide organizational values, goals, objectives and priorities through positive reinforcement of desired behaviors and performance.

Participation in Decision Making: Including employees in the decision-making process tells them organization value their opinions. Employees may understand that their everyday actions help or hurt the company, but it's difficult for them to see that impact directly. When an employee sees that their input helped implement a beneficial company change, he or she can see their impact; it makes feel that they are making a difference.

Work Life Balance: Today, work-life balance has become an increasingly pervasive concern to both employers and employees of most organisations. Work-life balance which primarily deals with an employee's ability to properly prioritize between work and his or her lifestyle, social life, health, family etc., is greatly linked with employee commitment, productivity, performance and job satisfaction.

## **Method**

### ***Sample***

Pre-research investigations revealed that the learning cycle within the Manufacturing industry is shorter. Hence all employees could have a very good idea of the nature of their work. Employees should also have a good understanding of the general level of expectancy at work. The population of the study was 1000 operational workers in the selected manufacturing company and simple random sampling was selected as the sampling technique. A sample of 117 people will be selected with 95% confidence level. According to Survey System ([www.surveysystem.com/sscalc.htm](http://www.surveysystem.com/sscalc.htm)) sample picked an answer can be sure that relevant population between 42.5% and 58.5% could have picked that answers.

### ***Measures***

The main method of data gathering was structured questionnaire and there were thirty (30) questions to measure the employee commitment in terms of job responsibility and accountability. The questionnaire was developed by the researcher. Almost the entire questionnaire was designed using Likert Scale questions. The questions were tested the relationship between performance-based rewards and commitment and the questions were tested the some indicators of the variables.

### ***Data Analysis Technique***

A correlation test will be conducted to identify whether there is an association within the variables. The coefficient test will be used to identify the strength of the relationship between the variables. The data were analyzed using SPSS and Microsoft Excel.

## **Findings**

### ***Relationship between performance based rewards and employee commitment in terms of job responsibility and accountability***

In the research, discussed and analyzed eight independent variables with dependent variable of employee commitment. From the correlation analysis tested these eight variables with employee commitment. According to that seven out of eight variables are giving a positive relationship which indicates that there is a positive relationship between performance based rewards and increasing employee commitment. Performance based base pay's correlation is not in significant level which means there is no positive relationship between performance based base pay and employee commitment. Even though, other seven variables have positive relationships which are in significant. Thus, can be identified these seven independent variables' Pearson correlation positive values as Table 02.

Table 2: Correlation Values

Independent Variables	Pearson Correlation Value (R)	Significant level
Performance Based Incentives	0.227	0.01
Performance Based Annual Bonus & Increments	0.405	0.01
Performance Based Promotion	0.345	0.01
Participation in Decision Making	0.453	0.01
Work Life Balance	0.287	0.01
Continuous Learning	0.336	0.01
Recognition	0.420	0.01

The table 3 presents model summary with analyzing all data according to SPSS calculation.

Table 3: Model Summary

Multiple R	R Square	Adjusted R Square	Apparent Prediction Error
.717	.514	.436	.486

Dependent Variable: EC

Predictors: BO IN BP PRO DM WLB CL REC

When analysis all variables data through SPSS, the researcher identified above table 35 as multiple regression analysis. According to that the multiple R value was 0.717. It can be assumed as there is a positive strong relationship between Performance Based Rewards and Increasing Employee Commitment. The table was developed after considering all variables and all summarized data from SPSS calculation. Multiple R is an indication of the relationship between two variables. In simple terms, R greater than zero and close to one means that the two variables are closely related (Cohen *et al.*, 2003). According to that it is very clear there is a close relationship between performance based rewards and employee commitment.

Table 4 provides multiple regression analysis summaries as multiple coefficients. That is also very good indicator which provides by SPSS to get understand about core variables to effect employee commitment.

Table 4: Coefficient Summary

	Standardized coefficients		df	F	Sig.
	Beta	Std. Error			
BP	-.089	.072	1	1.512	.222
BO	.464	.072	2	41.517	.000
PRO	.182	.080	2	5.209	.007
DM	.388	.091	4	18.223	.000
WLB	.682	.169	3	16.248	.000
CL	-.240	.100	1	5.812	.018
REC	-.703	.151	2	21.586	.000
IN	.077	.076	1	1.023	.314

Dependent Variable: EC

When referring to significant level from table 4, can get the idea about which factors are more relevant to increase employee commitment in terms of job responsibility and



accountability. According to that BP (Base Pay) and IN (Incentives) significant value is exceeded 0.1 level which means its relationship is retaining very lower level. Thus, other factors significant values are less than 0.1 level which means their relationships are acceptable as supports to increase employee commitment according to the data analysis. According to the above multiple coefficient analysis, its significant levels for variables explain the priority order to increase employee commitment. In here also Performance Based Incentives and Base Pay significantly reject, Performance Based Promotion and Continuous Learning are acceptable and other independent variables are most acceptable.

*Priority order of performance based rewards for establish employee commitment in terms of job responsibility and accountability*

The correlation analysis identified the independent variables as following priority order level to establish employee commitment. Following independent variables tested with employee commitment and identified following order. Further, the percentages developed from calculated coefficient values through correlation analysis. According to that the most important independent variable is participation in decision making and the lowest variable is performance based base pay (Table 5).

Table 05: Rewards Priority

Participation in Decision Making	20.52%
Employee Recognition	17.64%
Performance Based Annual Bonus and Increment	16.4%
Performance Based Promotion	11.9%
Continuous Learning	11.3%
Work Life Balance	8.23%
Performance Based Incentives	5.15%
Performance Based Base Pay	0.07%

Thus, it is examining that first two variables are intrinsic rewards. Then third and fourth priority variables are extrinsic rewards and next two variables are intrinsic rewards. Final two variables are again extrinsic rewards.

## **Discussion and Conclusion**

### *Performance Based Base Pay and Employee Commitment in terms of Job Responsibility and Job Accountability*

In the data presentation, this has analysed with several ways. When analysed the data with descriptive analysis, it was giving the standard deviation value as 2.412. That means it should be improved further to increase employee commitment in terms of job responsibility and accountability. Then the correlation test found a positive linear relationship of 0.082 between increasing performance based base pay and increasing employee commitment and the level of significance was at .0189 but, this had not significant relationship according to SPSS. That means it is very lower relationship. The coefficient was also positive 0.007 and in multiple coefficient significant value is 0.222 which means it is remaining lower relationship. This means Base Pay requires only for 0.7% increasing Employee Commitment and the

relationship is a very lower relationship. *There is no positive relationship between Performance Based Base Pay generating Employee Commitment among operational level employees to become responsible and accountable.*

*Performance Based Annual Bonus and Increment and Employee Commitment in terms of Job Responsibility and Job Accountability*

According to data analysis, in descriptive statistics has presented standard deviation value as 1.849. It means it is in satisfactory level but, wants to improve further to increase employee commitment among operational level employees. When comes to the correlation analysis, pearson correlation value was 0.405 at the 0.01 significant level which is positive linear relationship and it is remaining moderate or medium relationship between employee commitment and performance based annual bonus and increments. Further, its coefficient value was 0.164 and it would be 16.4% chance to realize this. *There is a positive relationship and if higher the Performance Based Annual Bonus and Increment, will be increased the Employee Commitment in terms of Job Responsibility and Accountability.*

*Performance Based Incentives and Employee Commitment in terms of Job Responsibility and Job Accountability*

In descriptive data analysis, performance based incentive's standard deviation was 2.090 and in the organization. It means about it is in satisfaction level but, need to be improved further. Performance based incentives was another concerned variable to considered in the research. Consequently, the data analysis and findings presented the data of correlation value as 0.227 which was the level of significance is at 0.014 and its correlation is significant at the 0.05 level. It also is very lower poor relationship. According to coefficient it was 0.05 and around 5% only want this for increase employee commitment. When consider about multiple coefficient, the significant value was 0.314 which means not accepted level. *There is no positive relationship between increasing Performance Based Incentives and increasing Employee Commitment.*

*Performance - Based Promotions and Employee Commitment in terms of Job Responsibility and Accountability*

According to the data analysis and results discussion, in the descriptive analysis provided the standard deviation as 1.386 for performance based promotion and it has defined as employees are in satisfaction level but, need to be improved further of promotion/s in the organization. Most of employees feel that the organization's promotion scheme is good but, it should modify further to improve employee satisfaction level. Further, in correlation analysis proved the relationship between increasing performance based promotion and increasing employee commitment as positive relationship of 0.345 and its coefficient value was 0.119 which means 11.9% chance to increasing employee commitment. Then in multiple regression analysis its coefficient significant value was 0.007 which means it is helpful to increase employee commitment. Thus, the data analysis proved that performance-based promotion creates neutral level for increasing employee commitment in terms of job responsibility and accountability. *There is a positive relationship and when higher the availability of*

*Performance - Based Promotions, will be increased the Employee Commitment in terms of Job Responsibility and Accountability.*

*Continuous Learning and Employee Commitment in terms of Job Responsibility and Accountability*

When refer the data analysis and results, in descriptive analysis provided standard deviation value as 2.565 and mean value as 10.93. The researcher defined this situation as “Dissatisfaction level and need to get action to address the issue”. According to the gathered data, the respondents are not in satisfying level about continuous learning practises in the organization. Even though, they are thinking that this is very useful to increase employee commitment within the organization. Consequently, its pearson correlation value was 0.336 which has found that there is a positive linear relationship of .336 between ‘Employee Commitment’ and ‘Continuous Learning’. It means the relationship is in medium level. In coefficient analysis, it gave correlation R value as 0.11 which is also positive. Then the researcher suggests that when an increase ‘Continuous Learning’ there is a 11.3% chance of increase ‘Employee Commitment’. There could also be an 88.7% chance where another factors other than employee commitment. Furthermore, according to multiple regression analysis its significant value was 0.018 which is more significant. *There is a positive relationship and if higher the availability of Continuous Learning, it will be helped to increase the Employee Commitment in terms of Job Responsibility and Accountability among operation level employees within the organization.*

*Recognition and Employee Commitment in terms of Job Responsibility and Accountability*

In the research, data analysis and discussion of findings present descriptive statistic analysis also. According to descriptive analysis recognition’s standard deviation value was 2.283 which mean that the variable remains in the organization as moderate level. When get the variable as individual independent variable, employee satisfaction is neutral. But, with considered the independent variable with dependent variable of employee commitment, the correlation value was 0.420 which means it has found that there is a positive linear relationship of .420 between increasing Recognition and increasing Employee Commitment’ and it evokes a moderate/medium relationship. Further, in the coefficient analysis the R value was 0.176 which also positive. That suggests when an increases Recognition there is a 17.64% chance of increase ‘Employee Commitment’ which means it is very important and crucial factor to increase employee commitment. When consider multiple regression coefficient analysis, it provided significant value as 0.000 and it interprets that there is a significant positive relationship with both dependent and independent variables. *There is a positive relationship and if higher the availability of Recognition, it will be encouraged to increase the Employee Commitment in terms of Job Responsibility and Accountability among operation level employees in the organization.*

### Participating of Decision Making and Employee Commitment in terms of Job Responsibility and Accountability

When refer the data analysis, the relationship between participation in decision making and employee commitment is explained by several analyses. According to descriptive analysis, it has given 2.524 as standard deviation value for the participation in decision making and it has considered as independence independent variable. The researcher assumed it according to data that respondents are not satisfied about style of combining employees to decision making function and wants to get some action to modify this scenario. Even though, correlation analysis interpreted that there is a positive linear relationship of .420 between 'Employee Commitment' and 'Recognition' and the level of significance was at 0. In here also the R value is positive 0.420 which evokes a moderate/medium relationship thus; it is close to strong relationship level. Then coefficient value was 0.176 in the data analysis which is also positive and proved that when an increases 'Recognition' there is a 17.64% chance to increase 'Employee Commitment'. But, in multiple regression coefficient analysis, significant value was 0.000 which means that is one of most important variable to increase employee commitment in terms of job responsibility and accountability among operational level employees. *There is a positive relationship of when higher the availability of Participating of Decision Making and it will be affected to increase the Employee Commitment in terms of Job Responsibility and Accountability among operation level employees in the organization.*

### Work Life Balance and Employee Commitment in terms of Job Responsibility and Accountability

According to the descriptive analysis in data analysis and the results, it has indicated that work life balance's standard deviation value as 1.494. The researcher presents this situation as "Satisfaction level but, need to be improved further" which means the employees are satisfied about work life balance involvement by the company but, they think that if improve further it feel comfortable to the employees. When comes to the correlation analysis, pearson correlation value was 0.287 which is significant and the coefficient or the R square value was calculated to find of the relationship. The R square value was at positive 0.08 which means there is a positive 8.23% chance of 'Employee Commitment' increasing 'Work Life Balance'. Furthermore, in multiple regression analysis its significant value was 0.000 which means work life balance is very important factor to increase employee commitment among operational level employees within the organization. *There is a positive relationship of when higher the availability of Work Life Balance and it will be affected to increase the Employee Commitment in terms of Job Responsibility and Accountability among operation level employees in the organization.*

While providing the analysis of the study, six performance based rewards positively influence to employee commitment in terms of job responsibility and accountability and other two variables were rejected on hypotheses. More specially, employee participation in decision making process supports around twenty one percent (21%) to increasing employee commitment. Secondly, employee recognition wants for around eighteen (18%) percent to

establish employee commitment and thirdly performance based annual bonus and increment is required around sixteen (16%). Then, performance based promotion helps around twelve percent (12%) and continuous learning is required around nine percent (09%) to enhance the employee commitment among operational level employees. Furthermore around eight (8%) percent of work life balance helps to increase employee commitment. Finally performance based incentives support from around five percent (5%) and performance based base pay increases employee commitment only for 0.07%. Even though performance based incentives and base pay of hypotheses are rejected according to data analysis. Thus, after considering all variables and all summarized data from multiple regression analysis in SPSS calculation, the multiple R value was 0.717. It is found that there is a positive strong relationship between Performance Based Rewards and Increasing Employee Commitment.

Furthermore, according to data analysis, the researcher can be identified each considered rewards' relationships with different levels. Performance based base pay correlation value was 0.082 and it is evidence for a very lower relationship between employee commitment and hence the hypothesis is rejected. It means there is no such relationship with the both factors. Further, it has been proved that there is a positive moderate relationship for performance based incentives and work life balance with employee commitment. Even though performance based incentive with hypothesis is rejected hence it indentified very lower correlation value of 0.227. Performance based annual bonus and increments, promotion of extrinsic rewards identified as moderate relationship with factors and intrinsic rewards of continuous learning, recognition and participating to decision making found as also moderate relationship between employee commitment in terms of job responsibility and accountability. Accordingly it can be concluded that performance based annual bonus and increments, performance based promotions, continuous learning, recognition, participation in decision making and work life balance with the rewards system can be established employee commitment in terms of job responsibility and accountability among operational level employees in any organizations.

The research has implicated the theory, empirical and practices. From a theoretical perspective, the study focused establishing employee commitment through performance based rewards than other factors. The basic assumption of this study was that employee commitment will be increased if establish attractive extrinsic and intrinsic rewards with performance based rewards scheme as aforementioned in any work place. The empirical findings were approved this argument and this study addressed the concerns of employee commitment and understanding influence of identified some of extrinsic and intrinsic rewards with performance based rewards to employee commitment in terms of job responsibility and accountability. Further, the study is very specific for Srilankan context hence no anymore researches or studies relevant to this. Further, this research looked at establishing employee commitment in terms of job responsibility and accountability through performance-based rewards among operational level employees. Hence the researcher sampled only the operational level employees, using only one methodology which is the questionnaire methodology. Time permitting researcher wished to receive inputs from the strategic level,

tactical level and operational level employees using a combination of informal interviews, observations and questionnaires to make the study ultra comprehensive.

In the problem identification phase of the research, several issues were identified. The researcher investigated whether offering performance-based rewards can establish employee commitment in term of job responsibility and accountability. Researcher chooses to find out whether performance-based rewards contribute to lack of employee commitment. Further, performance based reward systems should be based on performance considerations and transparency. It has been proved that intrinsic rewards are doing major role to increasing employee commitment than extrinsic rewards. Hence the researcher would suggest to takes more attention to intrinsic rewards. Further organizations have to make some solution for implement some more work life balance activities within the organization hence it is very concern to employee commitment as proved by literature survey.

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