

## **Case Report**

# **Study on Effect of both Direct and Mediated Performance Evaluation of Rewards on Organizational Commitment**

**Fariba Firouzi and Mohammad Hadi Rajaii\***

Department of management, Ayatollah Amoli Branch,  
Islamic Azad University, Amol, Iran, f.firouzi@ymail.com

\*Department of management, Ayatollah Amoli Branch,  
Islamic Azad University, Amol, Iran, Hadi.rajaii@gmail.com

## **ABSTRACT**

One of the main and spiritual capitals of any organization is the human resource capital of that organization. The aim of this research is to investigate the effect of performance evaluation with intermediate role of giving rewards on organizational commitment of Heads of the Department of tax (head of auditors) in Shemiranat Tax Affairs General Administration. The present research methodology is descriptive - correlational. The statistical population is 60 individuals of middle managers of Shemiranat Tax Affairs General Administration. They were selected randomly. Standard Meyer and Allen's organizational commitment questionnaire is a questionnaire with 24 questions. It has been designed in three dimensions of emotional commitment, continuous commitment, and normative commitment. A main hypothesis was examined for testing. Descriptive statistics indices such as mean, median, standard deviation, and variance have been used in order to analyze the research statistical data. Analytical statistic test including one-sample and paired t test by using SPSS software has been used to test the research hypothesis. The results show that performance evaluation has effect on organizational commitment of Heads of Tax Department (head auditors) in Shemiranat Tax Affairs General Administration both directly and with intermediate role of giving rewards. The results achieved from secondary hypotheses showed that performance evaluation effect on emotional, normative, and continuous commitment is desirable. There is a significant difference between emotional, continuous and normative commitment before and after performance evaluation and giving rewards.

**Keywords:** Performance Evaluation, Giving Rewards, Organizational Commitment, Emotional Commitment, Continuous Commitment, Normative Commitment, Shemiranat Tax General Administration

## **INTRODUCTION**

It seems that during the years and since the beginning of human life, human involves with research always. What is important here is that the research can be useful that is conducted based on principles and scientific standards. (Khaki, 2003). Evaluation of employees performance is tool that helps to the organizations for achieve to their goals and main aim of that is help to promotion of abilities and providing growth conditions of human resources. Domain of

evaluation process of staff's performance is very broad and flexible. Sometimes may be an organization to recognize its employees as well, quickly and easily and sometimes it to perform during the complex process by the use of system design, with the use of precise standard tools and with help of questionnaire contains questions, objective and quantitative measure. Effectiveness of performance evaluation depends on the different factors such as knowledge and cognition

of managers to different methods of performance evaluate and select the method appropriate with organization characteristics. (Hatami Rad, 2012). Probably the most famous research in the field of performance evaluation was conducted by Herbert Meier and et al in the general electric in the early years of 1960s. They concluded that the formal evaluations that are conducted by managers they cannot be effective in the correction of employees and improvement of subordinates' performance. Those who were criticized In relation of their performance officially, they were taken defense condition to themselves or they were resented and after receive the result of evaluation, their performance was worse This researcher and his colleagues suggest that if managers plays the role of a judge or referee traditionally, the aim of evaluation to assess (improvement of employee performance in the future) will not be provided. He and his colleagues believe that a manager and his subaltern must determine goals together and Then evaluate the stages of development (for provide those goals). (Parsaeian, Arabi, & Stoner, 1996) Evaluation can be a very strong tool in planning. Evaluation is not aim by itself and with goal that it is useful by itself should not be done. But it should be used as a tool for qualitative advancing works. With brighter understanding of the evaluation role in the decision-making, that's value is more specified. Evaluation provides the credible basis for worthy selection .and if it needs the reform program, it provides the timely action for operators. Evaluation should continue as a Judgment process continuously and it to be one of the management professional skills. Perhaps the main motivation to progress and improvement of work to be most important reason of the necessity of do the evaluation because with this we will know that what items should be improved and also this improvement how will be performed. In short, administrative and educational decisions and do the relevant operations, practically are executed based on a set of evaluations that is conducted in

the organization formally or informally. (Alvani & et al, 2000)

Evaluation of performance is one of the main tasks of managers. But most managers accept this fact simply that it is the very hard and difficult work. Always situation is not such that can judge easily about performance of subordinates exactly and often more difficult work is can be transfer to employee Without affecting hit on employee morale. Cognition of strong employees and giving rewards to them and in this way, creating motivation for improvement of performance and their upgrade and other staff, it is among the main reasons of performance evaluation.

In the past, classical managers performed the evaluation of performance only for control the employees work. While, nowadays the guidance aspect of this action has fined more importance and the main aim of performance evaluation is that essential information is collected about employed people in the organization and it to be available to managers until they can decide the right and necessary decisions for raise the quantity and quality of employees .So the ultimate goal of performance evaluation is increase of efficiency and effectiveness of the organization. It is obvious that performance evaluation of employees is very important process and it is the most sensitive issues that authorities of organization face with that. Despite constant attempt in design the better and more effective systems for evaluating employees , evidence and documents shows the authorities of the organization are not satisfied from methods and used systems for evaluating employees generally.

The main reason of this dissatisfaction is the complexity of the evaluation process and as a result inability in design the one comprehensive evaluation system, lack of management support, non-applicable of evaluation systems, inability of assessors in the right and equitably evaluation and disproportion and compliance of evaluation systems with facts are among the problems that they make problem for effectiveness of most evaluation systems usually. (Saadat, 2013). Due to

the importance and necessity of evaluation place of employees performance in promoting human resources, in this research tried to intended issue is evaluated in the Shemiranat general administration of the tax affairs and be answered to this question that can be increased the amount of employees organizational commitment the evaluation system of performance and giving rewards to human resources? The aim of write this article is evaluated the effect of performance evaluation with the intermediate role of giving rewards on organizational commitment.

In this article we decide the answer to this question that has effect the performance evaluation on organizational commitment both directly and with intermediate role of giving rewards?

This article tries to prove or disprove this hypothesis that performance evaluation has effect on organizational commitment both directly and with intermediate role of giving rewards.

The order of performance evaluation is a process that by those employees are evaluated in the certain intervals, and formally. Recognition of strong employees and giving rewards them and in this way, creating motivation for improvement of their performance and other employees, it is among the main reasons of evaluating performance. In the past, classical managers conducted the performance evaluation only in order to control the employees, while today guidance aspects of this operation have more importance. The main purpose of performance evaluation is that essential information be collected about the employed people in the organization and it puts available to managers, so that they can take the right and necessary decisions for increase the quantity and quality of employees work. (Keyzuri, 2011)

At the same time, nowadays many systems of human resources and general management do not seem appropriate and old patterns are considered inefficient. During the recent decade, many organizations have found that they do not have the performance evaluation system in practice that can

be transferred through that own priorities and goals to the staff and pursued the improvement of them. Human is sensitive in different subjects, particularly in the evaluation and Interpretation of behavior and performance of employees due to extensiveness of cognitive domains and use of different tools such as feeling, observation, perception, experience and power of belonging and thinking and set of these factors has been impressed the work of managers achieve to performance evaluation. (Stredwick John, 2005)

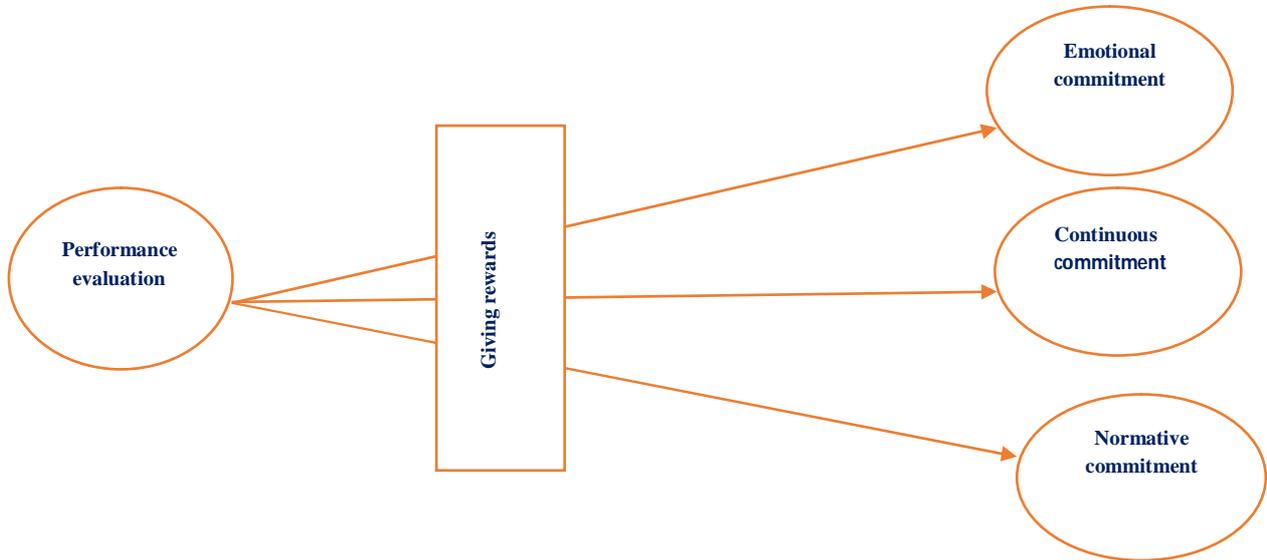
Performance evaluation is considered the one important task of human resource management in facilitating organizational effectiveness in facilitating. In recent years, has been much attention to the role of evaluating performance. According to experts, an effective system of performance evaluation can bring a lot of advantages for organizations and their employees. Longenecker and Nykodym (1996), have expressed that performance evaluation system; A) It provides the specific functional feedback for improvement of employees performance B) It determines the requirements of employee training C) It facilitates and provides the development field of employees, D) it communicates between the personnel conclusion and performance closely and E) it increases the motivation and efficiency of employees (Longenecker & Nykodym, 1996) Also Roberts and Palocke (1996) believe that performance evaluation is used for multiple purposes supervision and development such as A) for individual performance evaluation based on organizational needs, B) forecast the feedback to employees for correction or strengthening of their behavior And c) allocation of reward and promotion of individuals career. (Roberts & Pavlak, 1996)

### **Reward system and performance evaluation**

Organization rewards the individual to compensate the services that the individual incurs in the organization, for the time and resource that he spends in the organization and for achieving the organization goals, and in retaliation for his

creativity and innovations in finding and applying newer and better procedures and work methods. Reward system in the organization encompasses

A reward system can be defined based on variety of the organization drivers, giving rewards criteria, and reward distribution process. reward



both two kinds of performance. This system rewards each of the employees according to their work based on specific standards and methods. Reward system should be efficient and effective. In other words, allocation and granting reward in the organization should be in a way that makes possible the maximum returns for the organization.

As the first step in this regard the system should be designed in a way that giving rewards to be provided on effective performance (the purpose of effective performance is a performance that is in order to achieve the organization goals). Use of reward is effective as mechanism to encourage and motivate the employees only in this way. Behaviorist psychologists are of the first ones in the scientific psychology arena who focused on the maintenance, creation, and continuation of behavior, its consequences and results.

Although the use of behavior consequences such as encouragement and punishment in order to change, decrease, and increase behavior had long been considered by human, but extensive and scientific researches in this fields date back to the recent years.

system specifies the relationship between the organization and its members by identifying the type of interchange of the individual and the organization, in other words, by identifying the type of participation and the expected effort from the people and their expectations for their performance, and on the other hand values and norms of an organization.

Totally, it should be said that the reward system of innovative organizations is different from each other in terms of philosophy of using reward, its criterion and composition. Therefore, there is sufficient reward to support all qualified innovative people in reward system of the innovative organizations in which innovation has been institutionalized. Criterion of such a reward system based on risk and giving rewards is flexible. (Roghani et al., 2012)

### Research conceptual framework

Performance evaluation based on Mokhtari and Yazzdani model (2013) is as independent variable in this research due to the research variables as well as reviewing research background. Organizational commitment based on Allen and

Meyer (2000) is as dependent variable. Giving rewards is as intermediate variable.

The research conceptual model has been shown as following Figure in following conceptual framework according to studies of theoretical principles that have been conducted in the research background, and guidance of supervisors.

1. A research entitled "Evaluation of effect of reward plan on employees' performance and satisfaction of Islamic Azad University, Ayatollah Amoli Branch" has evaluated the effect of reward plan on employees' performance and satisfaction of Islamic Azad University, Ayatollah Amoli Branch. The survey results show that reward plan has an effect on employees' performance and satisfaction of Islamic Azad University, Ayatollah Amoli Branch.

2. Sakhravi et al. (2013) conducted a research entitled "Evaluation of relationship between organizational justice and organizational self-esteem, according to the mediating role of perceived organizational support in the employees". They determined the relationship between organizational justice and organizational self-esteem by mediation of perceived organizational support. The findings suggest that there is a positive significant relationship between organizational justice and perceived organizational support.

The relationship between organizational self-esteem and perceived organizational support in the employees was also obtained positive and significant. Generally, the research results suggest that perceived organizational support plays mediating role in the relationship between organizational justice and organizational self-esteem.

3. M.S.G. de Araújo and Lopes (2015) conducted a research entitled dynamic leadership, organization commitment and individual performance in Portugal country. They measured the effect of leadership on organizational commitment, as well as organizational commitment contribution on individual performance. 113 employees of the company

analyze the efficiency and leverage of the individual by taking into account their values and perseverance and maturity.

4. Selma KALKAVANA, Alev KATRİNLİB (2014) has evaluated effects of coaching managerial behaviors in employees, as well as perceived occupational satisfaction, organizational commitment in the insurance industry of Turkey country. Role of occupational performance and effects of occupational satisfaction on occupational commitment, role of occupational performance and organizational commitment have been evaluated in it.

### **Research Methodology**

The present research is of descriptive researches type. "Descriptive (non-experimental) research" includes a set of methods that aim to describe the studied conditions or phenomena. The present research has been conducted with the aim to evaluate the effect of performance evaluation on organizational commitment both directly and with intermediate role of giving rewards. It is considered among descriptive - analytical researches. Statistical population is 60 individuals of Heads of Tax Department (head auditors) in Shemiranat Tax Affairs General Administration. The sample size is equal to 52 people based on the Table of Cohen et al. (2001).

The researcher is dealing with two categories of data: secondary data and primary data in order to collect information. Secondary data are a set of data that has been collected previously. The purpose of their collection had not been implementation of the present research project.

Preliminary data unlike the secondary data are directly related to the subject. They are collected for the first time for a specific research project.

Both sets of data have been used in this research. The two following methods have been used simultaneously in order to collect these data.

### **A. Library method:**

Specialized books, theses, articles related to the subject have been used in order to formulate

theoretical subjects. This method can be effective in collecting the secondary data. The related Internet sites have been also utilized in collecting these data.

#### **B. Use of questionnaire:**

Field method has been used in this research for utilizing the views of experts and scholars. It had included interview with a number of expert and utilizing the questionnaire to collect the views. The findings achieved from this research are the result of the questionnaire statistical analysis and evaluation of the highlights in verbal interview with experts. Questionnaire was chosen as the main tool in this research among the various tools to collect information. Questionnaire is a set of questions by help of which researcher obtains the primary information from the subjects. Questionnaire can be also used to evaluate the characteristics of respondents. Questionnaire has been used in order to analyze quantitative information, as well as collecting information related to the subject.

The aforementioned questionnaire evaluates the effect of performance evaluation system on organizational commitment both directly and with intermediate role of giving rewards. It has been provided according to the previous conducted works. It was prepared for final distribution among the samples members. The present research is conducted in several stages. Commitment of human resource is evaluated in the first stage. Performance evaluation is done by the managers without awareness of the subjects and unknowingly.

Then, the results of performance evaluation are informed to the employees. An opportunity is given to the people for improvement. Their performance is re-appraised by the managers by using the questionnaire.

Then giving rewards system is implemented on the people. The effectiveness of performance evaluation and giving rewards system is then examined by the related questionnaire.

Commitment is re-appraised by using the questionnaire.

#### **Research findings:**

##### **Main hypothesis test**

Performance evaluation has an effect organizational commitment both directly and with intermediate role of giving rewards.

H0 = Performance evaluation has no effect on organizational commitment both directly and with intermediate role of giving rewards.

H1 = Performance evaluation has an effect organizational commitment both directly and with intermediate role of giving rewards.

Normative commitment (4.11) has the highest mean and emotional commitment (3.77) the lowest mean among all the employees. The results show that continuous and normative commitment level had been greater than Likert scale mediocrity. In general, there is an amount of indifference organizational commitment (3.97) among the employees.

The middle managers were appraised by their senior managers at this stage by using evaluation form of middle managers that its sample has been attached in Appendix B.

Evaluation form of middle managers was firstly completed by the senior manager without their awareness in order to test the above hypothesis. This questionnaire evaluates the performance of middle managers from two dimensions of general indices and private indices.

There are three axes of innovation and creativity, education, and client satisfaction, each with ceiling score of 20 points in dimension of general indices. Maximum of 40 points is considered for the individual in dimension of specialized indices based on the senior manager.

Thus, each middle manager has capability of receiving maximum of 100 points by his senior manager. Statistical analysis results of performance evaluation of the middle managers by the senior manager have been provided in the following table.

**Statistical analysis results of middle managers' evaluation before their awareness of evaluation and giving rewards**

Variables	Number of respondents	Minimum	Maximum	Mean	Sd	Variance
Innovation	52	8	19	1500.13	79724.2	825.7
Education	52	8	18	8833.13	73143.2	461.7
Human Resources Management	52	10	18	6833.14	44597.2	983.5
Public indexes	52	30	53	7167.41	21132.7	003.52
Proprietary indexes	52	15	38	6000.27	64245.5	837.31
Total	52	45	90	3167.69	17317.12	186.148

An opportunity for improvement was given to the employees in the second stage after their awareness of the issue of evaluation. Organizational commitment questionnaires were distributed among them again. The results are as the following table. Emotional commitment (4.7) has maximum mean according to what can be seen in Table 4-5. Continuous commitment and normative commitment (4.5) have minimum mean. Generally, there is high level of organizational commitment (4.48) among the employees.

**Descriptive statistics of organizational commitment evaluation of middle managers after their awareness of evaluation**

Variables	Number of respondents	Minimum	Maximum	Mean	Sd	Variance
Emotional commitment	52	57.2	86.6	7500.4	91440.0	836.0
Continuous commitment	52	30.3	30.6	5167.4	60202.0	362.0
Normative commitment	52	50.2	6/38	4/5167	0/79839	0/637
Organizational Commitment	52	50.3	79.5	4799.4	50471.0	255.0

The value of mean in all numerical cases has been obtained greater than 4 based on the results inserted in the above tables. This value is mediocrity of Likert scale. But citing to the mean is not a reliable statistical approach. Therefore, population mean test has been used. The significance value and confidence interval have been cited for this purpose.

-One-sample t test testing on the organizational commitment of middle managers before the inform them of the issue of evaluation and rewards

In the table one-sample t-test testing results are presented **before the inform employees of the subject of evaluation and giving rewards.**

**One-sample t test testing results before the inform employees of the subject of evaluation and giving rewards**

One-sample t-test					
Variable name	Test Value = 4				
	T-value	Degrees of freedom	Sig.	Mean difference	%95 confidence interval

					Low	Up
Emotional commitment	572.-2	51	013.0	22500.-0	4000.-0	0500.-0
Emotional commitment	079.-2	51	042.0	21875.-0	4293.-0	0082.-0
Normative commitment	075.-2	51	287.0	11042.0	0951.-0	3159.0
Organizational Commitment	79.-2	51	781.0	02153.-0	1761.-0	1330.0

- One-sample t test testing on the organizational commitment of middle managers after inform them of the issue evaluation

**Table 4.7: One-sample t test testing results after inform employees of the subject assessment**

One-sample t-test						
Variable name	Test Value = 4					
	T-value	Degrees of freedom	Sig.	Mean difference	%95confidence interval	
					Low	High
Emotional commitment	238.40	51	000.0	75000.4	5138.4	9862.4
Emotional commitment	114.58	51	000.0	51667.4	3611.4	6722.4
Normative commitment	821.43	51	000.0	51667.4	3104.4	7229.4
Organizational Commitment	753.68	51	000.0	47986.4	3495.4	6102.4

**Testing sub-hypotheses**

- There are differences between emotional organizational commitment of people before the performance evaluation and giving rewards and after that.
- There are differences between continuous organizational commitment of people before the performance evaluation and giving rewards and after that.
- There are differences between normative organizational commitment of people before the performance evaluation and giving rewards and after that.

In the field of emotional commitment the significant value is obtained as 0.000 that is less than 0.05 and null hypothesis is rejected because the average is obtained as 4.75. Also the high and

low limit of confidence interval in somewhat is greater than zero (positive) and claim of testing is confirmed. So it can be said that with 95% confidence: the effect of performance evaluation directly is favorable on emotional commitment .In the field of continuous commitment the significant value is obtained as 0.000 that is less than 0.05 and null hypothesis is rejected because the average is obtained as 4.51. Also the high and low limit of confidence interval in somewhat is greater than zero (positive) and claim of testing is confirmed. So it can be said that with 95% confidence: the effect of performance evaluation directly is favorable on continuous commitment . In the field of normative commitment the significant value is obtained as 0.000 that is less than 0.05 and null hypothesis is rejected because

the average is obtained as 4.51. Also the high and low limit of confidence interval in somewhat is greater than zero (positive) and claim of testing is confirmed. So it can be said that with 95% confidence: the effect of performance evaluation directly is favorable on normative commitment . Generally about the organizational commitment the significant value has been obtained as 0.000 that is less than 0.05 and null hypothesis is rejected because the average is obtained as 4.47. Also the high and low limit of confidence interval in somewhat is greater than zero (positive) and claim of testing is confirmed. So it can be said that with 95% confidence: the effect of performance evaluation directly is favorable on organizational commitment.

### **CONCLUSION**

Results of studies conducted in this research, confirmation of the hypotheses are as follows:

#### **The conclusion of research hypothesis**

Performance evaluation both directly and with the mediating role of giving rewards has effect on organizational commitment. The results show that among total employees normative commitment (11.4) has maximum average and emotional commitment (3.77) has the lowest average. As well as the continuous commitment and normative level had been larger than mediocrity Likert scale. In general, there is the amount of organizational commitment indifference of (3.97) among employees.

#### **The conclusion of first sub-hypothesis of research**

Generally about the organizational commitment the significant value has been obtained as 0.000 that is less than 0.05 and null hypothesis is rejected because the average is obtained as 4.47. Also the high and low limit of confidence interval in somewhat is greater than zero (positive) and claim of testing is confirmed. So it can be said that with 95% confidence: the effect of performance evaluation directly is favorable on organizational commitment.

#### **The conclusion of second sub-hypothesis of research**

In the field of continuous commitment the significant value is obtained as 0.000 that is less than 0.05 and null hypothesis is rejected because the average is obtained as 4.51. Also the high and low limit of confidence interval in somewhat is greater than zero (positive) and claim of testing is confirmed. So it can be said that with 95% confidence: the effect of performance evaluation directly is favorable on continuous commitment.

#### **The conclusion of third sub-hypothesis of research**

The results show that among total employees normative commitment (11.4) has maximum average and emotional commitment (3.77) has the lowest average. As well as the continuous commitment and normative level had been larger than mediocrity Likert scale. In general, there is the amount of organizational commitment indifference of (3.97) among employees.

#### **The conclusion of fourth sub-hypothesis of research**

In the field of emotional commitment the significant value is obtained as 0.000 that is less than 0.05 and null hypothesis is rejected because the average is obtained as 4.75. Also the high and low limit of confidence interval in somewhat is greater than zero (positive) and claim of testing is confirmed. So it can be said that with 95% confidence:

the effect of performance evaluation directly is favorable on emotional commitment. It can be said based on the above results that the main philosophy of applying financial encouraging plans as an incentive or motivation is that such plans create a direct relationship between performance and the amount of received reward. Monetary income is the most important stage of relationships between the employee and employer. The prerequisite for healthy relationships is that firstly, the employee has a certain amount of

income that is sufficient to conserve himself and his family.

Secondly, he generally feels satisfaction and contentment toward his income compared to others who do the same work. The level of participation of each person in the work is one of the most important factors in deciding on the amount of reward. If the type of work is in a way that the employee cannot do without the cooperation of others, it is justice that the reward to be applied on the whole organization in this case. On the other hand, if the level of cooperation and teamwork of the employees is essential and necessary to do the effective work, therefore, it is fair that the reward to be distributed fairly among the individuals. In other words, it is extremely important and basic point that we can recognize to pay the reward in a group or individually. The important point is that fair and reasonable reward to be allocated to each of the people for the work that they have done. The reason is that it may have an effect on the amount of effort that each person does. Finally, can be said that the most important results of employees' commitment to the organization that have also effect on the organization performance are: increase of creativity and innovation of employees, increase of employees permanence in organization, feeling of satisfaction, belonging, dependence, and attachment of employees to organization, their more desirable occupational performance, reduction of employees' leaving organization, active social behavior, lack of absence from work, altruism and helping co-workers, and reduction of occupational stress, as well as organizational financial successes, and increase of organization effectiveness and productivity.

The results ultimately cause excellence and organizational goals' achievement, and endow the community from organization benefit and employees' effort. As mentioned, this research's findings suggest that among performance evaluation with intermediate role of giving rewards has a significant effect on organizational commitment.

It can be concluded according to the previous researches that the results achieved from this research are consistent with the results of the following researchers: Dehghan et al. (2012) showed that reward has an effect on commitment and satisfaction. Righani et al. (2012) confirmed the relationship between individual performance and reward in their research.

Barish et al. (2008) showed that giving rewards has a positive effect on employees' performance. Arshadi et al. (2012) showed in their research that organizational support that is a motive factor for employees has a significant and positive effect on emotional and normative commitment of organization. It has no significant effect on continuous commitment. Mokhtari et al. (2013) showed in their research that organization support from its employees leads to their optimal performance. It has no significant effect on continuous commitment. Han et al. (2012) confirmed the relationship between employees' commitment on the performance in their research. Meyer et al. (2002) concluded in their research that history of employees in organization and their performance has a significant effect on emotional commitment.

#### REFERENCES:

1. Khaki, G. (2003). *Methods in Management*. Press center of Islamic Azad University.
2. Alvani, P., & Colleagues. . (2000) *comprehensive management culture*. Allameh Tabatabaei University..
3. Hatami Rad , a. . (2012) *evaluating employee performance integrated approach based on fuzzy analytic hierarchy process and fuzzy TOPSIS*. Master's thesis, PNU.
4. Sadat, A. . (2013) *Human Resource Management. The Study and Compilation of Humanities Books*.
5. Keyzuri, or. . (2011) *effective system of evaluating employee performance*.
6. Longenecker, C., & Nykodym, N. (1996). *Public Sector Performance appraisal*

effectiveness: A Case Study. *Public Personnel Management*. Vol. 25. No. 2, Summer.

7. Roberts, G., & Pavlak, T. (1996). Municipal government Personnel Professional and Performance appraisal: Is there a consensus on the characteristics of an effective appraisal system? *Public Personnel Management*, Vol. 25. No. 3, Fall.
8. Stredwick John, J. (2005). *An Introduction to Human Resource Management*. Elsevier Ltd.