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Testing a model explaining evaluated effects of results oriented pay systems

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Background: Results oriented pay systems are currently used in every third Finnish private sector company and they cover more than half of private sector employees. Public sector workplaces have started to implement results oriented pay as well even though they are much less common. Results oriented pay is predicted to become even more common in all sectors. It is supposed to enhance productivity in workplaces. Still there are some conflicting findings and more research is needed on the subject especially in company level.

Aims: The aim of this paper is to test a model explaining evaluated results oriented pay effects such as effects in productivity and co-operation. The model combines different theoretical backgrounds in a novel way. It is built during a 5-year research project concentrating on results oriented pay systems.

Methods: The data of this study (N=1369) was collected with a questionnaire during 2003-2005 from 19 organizations. Also facts of the pay systems were collected.

Results: The results show connections between strategy, reward system and reward system effects as well as connections between fair implementation of results oriented pay, knowledge of pay, satisfaction with pay and reward system effects.

Conclusions: The results indicate that both contingency approach and work psychological approach explain results oriented pay effectivity. This has both practical and theoretical implications. Results oriented pay needs to be designed strategically and implemented wisely in order to gain productivity and co-operation effects.

Keywords: Results oriented pay, contingency theories, pay satisfaction, knowledge of pay, pay

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