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## Research Proposal: Relationship Between Pay and Job Performance

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## Relationship Between Pay and Job Performance

Jessie M. Bell

There is no argument that employee morale has an effect on an employees production and job performance. I want to see if pay ties in with employee morale and research whether there is a relationship between pay and job performance. I find myself often saying things like "They don't pay me for this" in my workplace which leads me to believe that if people were paid more they would be willing to do more. Job satisfaction is so important because it is one of the three most important predictors of overall well- being (Judge & Watanabe, 2000). Sousa-Poza (2000) states that job satisfaction depends on the balance between inputs, such as effort and education, and outputs, such as pay, benefits, and working conditions. If there is equity between the two then the employee will have high levels of job satisfaction.

The 1997 International Social Survey Program (ISSP) collected data from 21 different countries regarding job satisfaction. The results indicated that overall each country's job satisfaction is high, but that job satisfaction has decreased in the past ten years. Having an interesting job and a good relationship with one's boss, not money, had the largest effect on job satisfaction. Having an exhausting job has the most negative effects on job satisfaction (Sousa-Poza, 2000). I hypothesize that higher pay results in higher performance. The idea of equity supports my hypothesis. People put in what they get out and if people get more out then they will put more in.

## Method

### Participants

The participants will include 100 part-time employees and 100 full-time employees, 18 and older. There will be 50 male part-time, 50 female part-time, 50 male full-time, and 50 female full-time participants.

### Materials

The materials needed include: informed consent forms, feedback letters, and surveys (See Appendix A).

### Procedure

Members of the working force will be recruited through their employers. Different types of workplaces will be targeted such as construction sites, law firms, car dealerships, fire departments, retail stores, restaurants, and non-for-profit organizations to get a good sample of the different occupations out there. Each participant will fill out a survey, which asks questions about the amount of money each participant makes and about his or her perceived productivity at work (See Appendix A).

### Implications

If my hypothesis is supported and pay does affect job performance, the higher paid people would report that they are more productive and the lower paid people would report that they are not as productive as they could be. If my hypothesis were not supported, the higher and lower paid participants would have the same levels of productivity. I will use a one tailed t-test to analyze the results to see if the relationship between pay and job performance is significant.

### References

DeConinck, J. & Stilwell, C. (1996). A construct validity analysis of scores on measures of distributive justice and pay satisfaction. Educational and Psychological Measurement, 56, 1026.

Judge, T.A, & Watanabe, S. (1993). Another look at the job satisfaction-life and the job satisfaction relationship. Journal of Applied Psychology, 6, 939-948.

Sousa-Poza, A. (2000). Well-being at work: a cross-national analysis of the levels and determinants of job satisfaction. Journal of Socio-Economics, 29, 517.

## Appendix A

### Survey

Age:

Sex: M F

Occupation:

1.) Are you considered a part-time or full-time employee at your place of employment?

2.) What is your annual income? <10,000 10,000-25,000 25,000-40,000

40,000-60,000 >60,000

3.) Are you satisfied with your income? Yes No Unsure

4.) Do you think you deserve to be paid more? Yes No Unsure

5.) If you were paid more would you work harder? Yes No Unsure

6.) On a scale of 1 to 5, 1 being least productive and 5 being most productive, how do you rate your productivity at work? 1 2 3 4 5

7.) Using the same scale as above, how would your boss rate your productivity at work?

1 2 3 4 5

8.) In general, do you think people who work harder deserve to be paid more?

Yes No Unsure

9.) If you were your employer would you pay yourself the same less than or more than you get paid now for the work that you do?