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BLOCK 4: COMPENSATION AND REWARD MANAGEMENT The fourth block on the course on Performance Management and Reward System (PMRS) examines the concept of rewards, their management, as well as their use in recognizing the contributions made by employees. The block contains five units. Compensation management is one of the most important and strategic aspects of Performance Management. Both employers and employees are concerned about the same. Employers want to design a compensation package and reward their employees in a manner that is cost effective and at the same time attractive, and motivating to the employees to retain them in the organizations. Employees, on the other hand, always look for a compensation that awards rewards on a regular basis so as to reach higher positions. For them compensation and rewards are related to their career growth and should be in line with their performance. Unit ten, Rewards and Recognition, delves into the various facets of rewards and incentives. How to get the bases for determining incentives is examined next. The unit closes with a section on the factors that determine pay. Unit eleven, Reward Management, looks at the concept of rewards management and its relation to HRM. This is followed by a thorough analysis of the rewards management process. The unit discusses the various reward strategies and how they should be devised. The unit closes with a discussion on how to evaluate the rewards system in an organization. Unit twelve, Performance Management and Compensation, deals with the components and objectives of compensation management. It emphasizes that compensation should be fair, equitable and cost-effective to attract and retain talented employees. It deals with various implications of compensation system on the performance of employees, with a special emphasis on executive compensation. Unit thirteen, Job Evaluation and Pay Structure, goes into an in-depth discussion on the concept of Job Evaluation. The unit begins with bringing out the needs and objectives of Job evaluation. This is followed by a discussion on the various methods of job evaluation. The unit closes with a comprehensive discussion on the concept of pay and its related components, such as pay structure and broad branding.

Unit fourteen, Performance Competence

and Skill-based Pay, deals with an examination of the concepts of pay, performance, competence and skill.

It looks at the various incentive schemes that are being increasingly used in organizations.

The unit closes with a discussion on team-based pay.

Unit 10 Rewards and Recognition Structure 10.1 Introduction 10.2 Objectives 10.3 Meaning and Definition of Rewards 10.4 Purpose of Rewards 10.5 Incentives versus Rewards 10.6 Types of Incentives 10.7 Bases for Determining Incentives 10.8 Factors that Affect Levels of Pay 10.9

Summary 10.10 Glossary 10.11 Self-Assessment Test 10.12 Suggested Readings/Reference Material 10.13 Answers to Check Your Progress Questions "

Recognition is

not a scarce resource. You can't use it up or run out of it." - Susan M. Heathfield 10.1 Introduction As has been propounded by Susan Heathfield, it may not be possible for an organization to provide monetary rewards each time they want to appreciate and recognize contributions of the employees. Recognition doesn't cost much to the manager but goes a long way in elevating the motivation and morale of the employees. Mere saying thank you for a job well done, would have a profound impact on employee performance especially if it was being done at all in the past. In the previous unit, we discussed important organization measures and models. In the organizational context, the extent of motivation of an individual is linked to the rewards and the recognition provided by the organization. Each and every individual differs from the other in their needs and expectations. The rewards have to match up with the particular needs and expectations of the person concerned. This means that the performance management system has to deliver the rewards that match the expectations of individuals: organizations must ensure that the rewards are timely, creative, and authentic. This unit would focus on rewards and types of incentives. Further it would examine the bases for determining incentives and the factors that affect the levels of pay.

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Objectives After studying this unit, you should be able to: ? Explain the concept of

rewards ? Describe the

purpose served by rewards ? Differentiate between incentives and rewards ? Enumerate the various types of incentives ? Identify the bases used to determine incentives ? Appraise the factors that determine pay 10.3 Meaning and Definition of Rewards Rewards are benefits given to employees for doing well at tasks that contribute to the organizational goals. According to Bob Nelson, a reward is 'benefit resulting from some event or action, appreciation for a service rendered.'

Reward management is concerned with the formulation and implementation of strategies

to reward on the basis of their contribution to the organization without any bias. Reward management has increasingly adopted a 'Total reward' approach aims to maximize the impact of initiatives on employee motivation. Total rewards would combine the

71%	MATCHING BLOCK 1/376	W
traditional quantifiable elements like salary, variable pay, and benefits, with intangible non-cash elements such as scope to achieve and exercise responsibility, career		
71%	MATCHING BLOCK 2/376	W
traditional quantifiable elements like salary, variable pay, and benefits, with intangible non-cash elements such as scope to achieve and exercise responsibility, career		
89%	MATCHING BLOCK 3/376	W
traditional quantifiable elements like salary, variable pay, and benefits, with intangible non-cash elements such as scope to achieve and exercise responsibility, career		
71%	MATCHING BLOCK 4/376	W
traditional quantifiable elements like salary, variable pay, and benefits, with intangible non-cash elements such as scope to achieve and exercise responsibility, career		
76%	MATCHING BLOCK 5/376	W
traditional quantifiable elements like salary, variable pay, and benefits, with intangible non-cash elements such as scope to achieve and exercise responsibility, career		

opportunity, and learning. Example Amidst the fight with Covid-19 with the onset of second wave in 2021, Indian Inc. like Tata Steel, Mi India, Swiggy to name a few are fast enough to respond by chalking out plans for fast-track inoculations for their employees and families in line with the approvals for the same.

This serves as an illustration for employee benefits. For more details, check out [as a Retention Strategy A well-designed rewards strategy acts as a tool for talent retention by meeting the various needs and aspirations of its employees. Moreover, an effective rewards management strategy can stimulate performance, which in turn can lead to retention of talent.](https://economictimes.indiatimes.com/ news/ company/corporate-trends/amid-covid-second- (accessed on 20/4/2022) 10.4 Purpose of Rewards Rewards act as a catalyst to increase organizational performance. They deliver the following benefits: 10.4.1 Act</p></div><div data-bbox=)

Unit 10: Rewards and Recognition 3

For an effective rewards strategy, three things must be ensured: ? First, there should be desired recognition and compensation of individual achievements with pay hikes, bonuses to name a few ? Second, group performance should ensure achievement of the desired objectives. ? Third, the organization's performance as a whole should be measured to ensure profits and value addition. It is held that the increased performance should result in greater profits that would lead to an increase in share price over a period of time. Further, Employee Stock Options (ESOPs) contribute to a great extent in retaining talented employees. 10.4.2 Efficiency Scaling Organizations are becoming increasingly diverse in nature resulting in variation in the level of performance throughout the organization. However, the performance management system keeps a tab on the various activities taking place and enables measurement or scaling of performance. Hence, the rewards system systematically documents the efficiencies of individuals and teams and helps to create a systematic procedure of performance and rewards throughout the organization. 10.4.3 Act as a Morale Booster Rewards of various kinds motivate employees to take an interest in the job as well as the organization. For instance, rewards can be used to foster innovation or encourage cost cutting: for a company that looks for innovation, the employees will be motivated to cultivate a creative mindset. In the same way, cost reduction can also be a goal to be achieved through rewards. 10.4.4 The 'Feel Good' Factor An organization's growth is related to the extent to which employees feel satisfied while in the organization. It is closely related to employee psychology. Lack of feel good factor may result in increase in attrition and job hopping. Thus, it is essential that employees should be made to feel good about working with the company. The 'feel-good' factor would depend on the amount of recognition that an employee gets in various ways – through perks, facilities, or even a simple thank you! 10.4.5 Promoting a Competitive Spirit The competitive spirit refers to the predisposition among employees to put in their best efforts at their job. It should be noted that workers put in efforts for contributing small parts to realizing organizational goals. The contribution of people with the right skills for the particular job helps in promoting competitive spirit. They form into teams complementing each other, and sometimes even going in for 'stretch' targets, where an employee would have to put in an extra amount of effort to achieve the organizational goal.

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Example Zappos Grant-a-Wish program allows its employees to submit and grant wishes and is a great way to build a team and family spirit in the company (e.g. learning how to play guitar, ride a motorcycle to name a few). In addition to employees granting wishes, Zappos, as a company, grants wishes. One of the most inspiring wishes granted was for an employee who wanted to become an American citizen, but was unable to afford the citizenship program. Zappos granted his wish and he went on to become a US citizen. For more details, check out <https://www.zappos.com/about> (accessed on 20/2/2022) Check Your Progress – 11.

The concept of efficiency scaling deals with which of the following elements of reward strategy? a. Employee Stock Options b. Tracking the efficiency of employees c. Recruitment of employees d. Ensuring a valid pay to the employees e. Training of employees 10.5 Incentives versus Rewards An incentive is described as a factor (financial or non-financial) leading a person to opt for a particular choice as a motivator to perform a job, wherein the performer selects a particular choice from among the available alternatives. In effect, it says, 'do this and you will be able to get that'. Thus, an incentive works as a direct motivator. On the other hand, a reward gives a tangible recognition for the accomplishment of a task. They act as an indirect motivator as people expect further achievement to lead to rewards. It is observed that: ? Financial incentives motivate people to achieve objectives, improve performance levels and enhance competence or skills. It is done through a focus on specific targets and priorities. ? Financial rewards give recognition to people for their achievements. These achievements may be got through attaining the prescribed targets or by exceeding the given targets. ? Incentives give direct motivation. Rewards act as indirect motivators through giving a tangible form of recognition. For example, while a shop floor incentive which is given to an employee is an example of a financial incentive, team-based lump sum payments would be a financial reward.

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Example Google's outdoor sports facilities, free food and more are quite popular among people, but there's another perk that is quite lucrative about Google. If a U.S. employee passes away while working for the tech giant, the employee's spouse or domestic partner receives 50% of the deceased's salary, no matter how long or short his tenure, every year for the next decade. For more details, check out <https://about.google/> (accessed on 20/4/2022) 10.5.1 Incentives According to E.H. Burack,

an incentive scheme is a plan or program to motivate individuals or group performance. An incentive program is most frequently built on incentive pay or bonus. But it may include a variety of non-monetary rewards or prizes.

According to Dale Yoder, 'Incentive wages relate earnings to productivity and may use premiums, bonuses, or a variety of rates to compensate for superior performance'.

According to Wendell French, the incentive system has a limited meaning that excludes many kinds of inducements offered to people to perform at work or to work up to or beyond acceptable standards. It does not include: i. Wage and salary payments and merit pay. ii. Over-time payments, pay for holiday work, or differential according to shifts, i.e., all payments which could be considered incentives to perform work at undesirable times. iii. Premium pay for performing dangerous tasks.

The incentive system is related to the way in which payment plans tie wages directly or indirectly to standards of productivity or to the profitability of the organization or to both criteria.

A common rationale underlying all compensation systems is that there is a change in the individual's pay in terms of productivity, profit, or the level of sales achieved by the employee. 10.5.2 Advantages of Incentives Incentives elevate the motivation and morale of the people. Both employers and employees perceive several advantages of incentives which are given below: ? Good incentives motivate the employee to perform better in order to enhance productivity. Employees become more innovative, bringing new ideas into the organization. Moreover, they bring various wasteful practices and problems to the notice of the management. ? Incentives are based on the standpoint of the equity theory: Individuals always compare their incentives with that of others in relation to their inputs.

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A spirit of mutual cooperation is created: as the activities of the workers become interdependent, any obstruction created by even a single worker affects output. ? Incentive systems are based on the philosophy of behavior modification. For instance, the system provides a desirable outcome (pay) which tends to reinforce appropriate behavior positively. ? The morale of the workers increases when they are offered incentives for good performance. ? Relations between employees and management improve if employees are rewarded fairly for their contribution with increased productivity. ? Incentives work on objective ratings rather than subjective ratings by superiors. 10.5.3 Disadvantages of Incentives Despite its advantages, administering incentives may have many disadvantages as well: ? In the absence of a ceiling on incentive earnings, some workers may work overtime and spoil their health. ? Incentives motivate people to produce more. This may sometimes come at the cost of quality of the products. ? The incentives lead to an increase in the costs to an organization, along with the increase in productivity ? The introduction and administration of incentive plans requires additional staff. ? Sometimes the production flow may get hampered due to the faults of the management. In that case, workers may insist on compensation. ? Peer conflicts may arise if some workers earn more than others. In order to produce more, workers may disregard safety concerns. Activity 10.1 Macko Manufacturing At Macko Manufacturing, which supplies custom built steel structures for sky- scrapers, the incentive and compensation structure has created a culture of haves-vs. have-nots. At the top end, the designers get the largest pay packets and stock options; at the bottom, are the welding and polishing staff who are left to fend themselves for daily survival. The company has devised new pay schemes that make this gulf even wider, by giving a much higher pay to the structure designers who work at more prestigious projects such as the Khalifa in Dubai.

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You have been appointed as the new HR manager at Macko. How would you ensure a fair disbursement of incentives to all employees and reduce the gap between haves and have nots? Answer: Check Your Progress - 2 2. Which of the following is included under incentives? a. Wages b. Pay for doing dangerous tasks c. Payments to work at undesirable times d. Bonus e. Overtime pay 10.6 Types of Incentives Incentives are classified in various ways. According to one view, they can be classified as positive and negative. Another way of looking at incentives is to classify them as financial and non-financial incentives. Positive and negative incentives are: ? While positive incentives are agreeable factors, negative incentives are disagreeable factors in a work situation to avoid when an individual strives to accomplish the standards required on his/her part. ? Positive incentives include employee stock options, profit sharing plans, paid time off, bonuses expected promotions, continuity of employment, approval of superior to name a few whereas the negative incentives may include the fear of lay-off, being discharged from work, reduction in wages, and disapproval of the employer. Essentials of financial and non-financial incentives are as given below: ? Financial incentives include employee stock options, profit sharing plans, paid time off, bonuses and cash awards. The non-financial incentives are based on the philosophy that work is natural for people who tend to perform an additional amount of it due to a force other than money. The various types of the non-financial incentives include: flexible work hours, training

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opportunities and, continuity of employment, approval of superior, etc., relationships with superior, advancement on the job, job security, good quality of supervision, job satisfaction and enrichment, praise and recognition, knowledge of results, experience of progress. ? Financial incentives are payments for improved productivity, attendance, and general improvement in employee performance. Financial incentive schemes are direct and indirect in nature. ? In direct financial incentive schemes, the payments are based on the employee's own performance or contribution to the job such as: production incentive schemes, attendance bonus, profit sharing bonus to name a few. ? In case of indirect financial incentives, the payments are not directly related to the employee's contribution but the schemes are subsidized. Examples are gratuity schemes and leave travel concession. ? The non-financial incentives aim at giving psychological benefits to workers. There may be monetary rewards, but only indirectly. Financial incentives can also serve as 'attention getters' and 'encouragers' of action'. The non- financial incentives give psychological satisfaction more than the financial incentives. ? The non-financial incentives are usually seen as the outcome of an enlightened management: The provision for better working conditions, encouragement and appreciation of good work, and a general atmosphere of willingness and cooperation in dealing with common problems, all contribute to excellence in all areas of work and higher productivity. The various non-financial incentives are discussed here: 10.6.1 Supervisory Relationship Though many factors affect how well an employee performs on the job, the most decisive factor is the supervisory relationship. A supervisor's attitude can affect employee performance. Industrial psychologists consider supervisory relationship as a drive conducive to active performance. Supervisors should aim at building more satisfying relationships with the workers as employees largely depend upon the skills of the supervisor to manage and get the work done. Employees would produce more if they are guided properly by an able supervisor. Most importantly, there should be a spirit of a team work in the organization, in order to achieve good results. 10.6.2 Advancement and Security As employees gain experience at work, they consider promotions, growth and job security more important than salary. However, in general, workers attach more importance to money than to any other single factor. Unit 10: Rewards and Recognition 9 10.6.3

Job Enrichment This is a way to motivate employees by giving them increased responsibility and variety in their jobs. Job enrichment allows employees to have more control over planning their work and how to accomplish it. Greater control ensures that a better job gets done. Thus, job enrichment taps into the need for employees to do a good job and be appreciated for their work. 10.6.4 Praise and Blame As a means of ego satisfaction, praise acts as a more powerful incentive than blame. However, praise has a better impact if it is felt as being received as recognition - and not as a means to control recipient behaviour. Disapproval or blame in public damages the ego and lowers the prestige of the individuals, while it is beneficial if it is expressed in private. 10.6.5 Knowledge of Result and Experience of Progress Knowledge of prior work performance motivates the individual to produce more. It also affects team performance by facilitating communication and problem- solving. This is especially relevant where teammates are required to coordinate their efforts. 10.6.6 Cooperation and Competition Cooperation and competition are part and parcel of any working system but performance of the employees in the organization is higher when competition is on health grounds. 10.6.7 Level of Aspiration and Nature of Goal A high level of aspiration of people operates as a determinant of success while a low level of aspiration hampers their motivation to go ahead. However, there must be an optimal balance between ability and level of aspiration. Similarly, the goal- oriented behavior forms an effective non-financial incentive. There is a need to integrate individuals and organizational goals to accomplish effective performance. 10.6.8 Experience of Achievement An experience of achievement through tasks completion provides job satisfaction to the individual. Job involvement of the employees can be created by assigning tasks with definite completion points. Exhibit 10.1 illustrates the reward and incentives provided by Accenture. Exhibit 10.1: Rewards and Incentives Programs at Accenture Accenture has a mix of financial rewards to recognize the unique skills of the employees and facilitate career progression. The

100%

MATCHING BLOCK 6/376

W

personal blend of base pay, bonus and equity is tailored to the market where

the employees live and work. Contd....

Block 4: Compensation and Reward Management 10 Added to it, Accenture offers

100%

MATCHING BLOCK 14/376

W

a comprehensive suite of programs to make it easier to stay physically, emotionally and financially healthy.

As a part of it, the company provides medical coverage, dental and vision coverage and wellness programs. ? The

100%

MATCHING BLOCK 7/376

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families at Accenture are supported by a robust offering of benefits including fertility benefits, support for adoption and surrogacy and caregiver concierge services. ?

Parental leave of 16 weeks paid maternity leave, 8 weeks paid time off for primary care givers and 2 weeks for secondary caregivers. ?

93%**MATCHING BLOCK 8/376****W**

Subsidized back-up dependent care, as well as a concierge service, is available for children, spouses or elderly family members. ? Primary caregivers, both men and women, may work locally for one year following their return from the birth or adoption of a child. ? Flexible work arrangements help employees achieve work/life balance while also meeting Accenture's business needs. ? Paid time

off and holidays

82%**MATCHING BLOCK 9/376****W**

encompasses traditional vacation time along with paid sick leave with days varying based on level and tenure. ?

For ensuring financial security, Accenture provides opportunity to take advantage of saving plans, employee share purchase plans, life insurance, spending accounts for eligible health and dependent day care expenses. ? Disability coverage at Accenture amounts to up to 180 days along with disability insurance.

100%**MATCHING BLOCK 10/376****W**

Accenture offers additional benefits and programs including free annual flu shots, a legal services plan, personal excess liability insurance, identity theft insurance, pet insurance, gym membership discounts, and an online mall providing discounts on various retail offerings.

Source:

<https://www.accenture.com/us-en/careers/local/total-rewards> (accessed on 20/4/2022) Activity 10.2

Is this a Good Incentive System? Razorhead Chemicals is a leading bulk chemicals producer in the United States. It is known for a distinctively egalitarian organizational culture. For instance, the junior and middle level employees that work and supervise its plants are divided into work-groups of 30 people. A bonus is given to each group only when the desired production levels and attendance is reached. The rules can be strict, sometimes, if an employee is even late by 10 minutes, the entire group loses its bonus for the week. Employees also have to ensure that the chemical manufacturing plant does not have unnecessary shut-downs, if it happens, the bonus is lost. This has made employees take care of equipment and instilled a sense of ownership in them, which, in turn, has led to high productivity.

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The senior level employees have only one compensation plan. There is the marked absence of hefty pay cheques. In fact, the senior level executives have the lowest basic pay in the entire organization. The senior level employees can achieve returns on share-holder's equity in case the company performs extremely well. Razor head gives an extraordinary bonus to all its employees. However, senior level officers are not entitled to extra-ordinary bonus. The entire organization is highly egalitarian – there are no plush corporate jets or chauffeur driven cars for senior employees. There are no marks of status such as executive dining rooms or executive parking places. All employees have the same holidays and insurance program. Razorhead Chemicals attributes its solid profits to this egalitarian and performance-based philosophy. What do you think is the role played by the incentive system in this organization? Mention the disadvantages of the incentive system also. Answer: Check Your Progress - 3 3. Which of the following does not come under financial incentive plans? a. Profit sharing plan b. Price rate c. Differential price rate d. Gratuity schemes e. Appreciation for good work 4. Factors such as attitude, advancement, security, quality of supervision, job satisfaction and enrichment, praise, and recognition come under: a. Positive incentives b. Financial incentives c. Non-financial incentives d. Other incentives e. Negative incentives

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Non-financial incentives aim at giving which type of reward to the workers? a. Physiological b. Psychological c. Sociological d. Chronological e. Financial 6. Non-financial incentives are the outcome of which type of management? a. Dominating b. Enlightened c. Exploitative d. Cost-conscious e. Hierarchical 7. What type of incentive is job enrichment? a. Non-financial b. Financial c. Satisfying d. Wanting e. Negative 8. Competition improves performance only when it is free from which of the following elements? a. Unhealthy rivalry b. Achievement c. Target setting d. An urge to move ahead e. Rivalry 10.7 Bases for Determining Incentives The incentive plan is framed on the basis of two variables. They are the individual and the work situation. 10.7.1 The Individual Different people value things differently. Enlightened managers realize that all people do not attach the same value to monetary incentives, bonuses, prizes, or trips.

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Different things will motivate different people as 'one man's food is other man's poison'. Individuals are unique and all individuals cannot be motivated by a single incentive plan. For some individuals, the monetary reward may be the motivating factor and for some it may be the non-monetary incentives that are more important. 10.7.2 The Work Situation The work situation is made up of four important elements. They are: technology, satisfying job assignments, feedback, and equity. a. Technology: Based on the technology and the machine a person is operating the range of an incentive may vary. b. Satisfying job assignments: A worker's job may incorporate a number of activities that he/she finds satisfying. Incentives may take the form of earned time off, greater flexibility in hours worked, extended vacation time, and other privileges that an individual values. c. Feedback: Workers need to be able to see the connection between their work and rewards. These responses provide important reinforcement. d. Equity: Workers consider fairness or reasonableness in exchange for their work. Example The currency of Zappos employees is called "Zollars". They have to earn their Zollars and are used as a way to recognize employees for times when a co- worker or manager feels they've gone above and beyond. Employees can spend their Zollars on Zappos branded merchandise such as sweatshirts, glasses, and sun shades or they can buy movie tickets, donate them for a charitable purpose or enter them into a raffle for bigger prizes. For more details, check out <https://www.zappos.com/about/> (accessed on 20/4/2022) 10.8 Factors that Affect Levels of Pay Reward management policies and practices need to be developed on the basis of an understanding of the internal and external influences on the pay. The internal influences on pay include organizational influences and the external influences include extra organizational influences. 10.8.1 Internal Influences Internal Value of Job Pay is related to the relative contribution or internal value of the jobs that the employee performs.

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External Value of Job This depends on the

86%	MATCHING BLOCK 11/376	W
market rates, in accordance with the policy of the organization on how it wants its own rates to relate to market levels.		
86%	MATCHING BLOCK 12/376	W
market rates, in accordance with the policy of the organization on how it wants its own rates to relate to market levels.		
43%	MATCHING BLOCK 13/376	W
the policy of the organization on how it wants its own rates to relate to market levels. It also depends on the amount of		
43%	MATCHING BLOCK 15/376	W
the policy of the organization on how it wants its own rates to relate to market levels. It also depends on the amount of		
43%	MATCHING BLOCK 16/376	W
the policy of the organization on how it wants its own rates to relate to market levels. It also depends on the amount of		
<p>money required to retain its talented workforce. . The business will decide whether it is a high payer, prepared to pay above market rates, or low payer, having to accept, probably for financial reasons, that it must pay less than the market rate. Employee's Value If the employees' value is high in the market, they may be paid higher than the market price. It is then perceived that they make a significant contribution, that they excel in their job, or that they have a higher level of skill or competence than other employees. Organizational Affordability The pay also depends upon the organizational affordability to pay employees and also the ability of trade unions to bargain more for the employees. If the trade unions are powerful, the organization would have to pay according to their demands. The bargaining capacity of the trade unions decide the pay structure of the employees. 10.8.2 External Influences The economic determinant of pay is supply and demand. The pay levels are further explained by the economic wage, human capital, and agency theories. Supply and Demand of Human Resources Several theories explain the supply and demand of human resources. Supply and demand also influence the pay. According to the Classical Economic Competitive Theory, the pay levels in the</p>		
100%	MATCHING BLOCK 17/376	W
labour markets are determined by supply and demand considerations. Other		
100%	MATCHING BLOCK 18/376	W
labour markets are determined by supply and demand considerations. Other		
factors remaining constant, if the supply of labour exceeds the demand, the pay level goes down; if the demand for labour exceeds the supply, the pay level increases. The significance of this theory is that it focuses its attention on external pressure. The		
83%	MATCHING BLOCK 21/376	W
classical theory is used as a justification for concentrating on external competitiveness at the expense of internal equity,		
75%	MATCHING BLOCK 23/376	W
classical theory is used as a justification for concentrating on external competitiveness at the expense of internal equity,		
80%	MATCHING BLOCK 19/376	W
used as a justification for concentrating on external competitiveness at the expense of internal equity,		
80%	MATCHING BLOCK 20/376	W
used as a justification for concentrating on external competitiveness at the expense of internal equity,		
80%	MATCHING BLOCK 22/376	W
used as a justification for concentrating on external competitiveness at the expense of internal equity,		

in

100%	MATCHING BLOCK 24/376	W
the belief that 'a job is worth what the market says it is worth'.		
100%	MATCHING BLOCK 25/376	W
the belief that 'a job is worth what the market says it is worth'.		
The Economic Wage Theory This theory says that the firm pays more than market rates by motivating superior performance, attracting better candidates, and		
100%	MATCHING BLOCK 26/376	W
reducing labour turnover and persuading workers that they are being treated fairly.		
100%	MATCHING BLOCK 27/376	W
reducing labour turnover and persuading workers that they are being treated fairly.		
The Human Capital Theory This sees the		
100%	MATCHING BLOCK 28/376	W
workers as embodying a set of skills which can be 'rented out' to employers. The		
100%	MATCHING BLOCK 29/376	W
workers as embodying a set of skills which can be 'rented out' to employers. The		
100%	MATCHING BLOCK 30/376	W
workers as embodying a set of skills which can be 'rented out' to employers. The		
97%	MATCHING BLOCK 31/376	W
workers as embodying a set of skills which can be 'rented out' to employers. The knowledge, skills		
97%	MATCHING BLOCK 32/376	W
workers as embodying a set of skills which can be 'rented out' to employers. The knowledge, skills		
and experience the employees possess, Unit 10: Rewards and Recognition 15 generate a certain stock of productive capital. From a pay point of view it is believed that human resources are an asset to organization and they add		
100%	MATCHING BLOCK 33/376	W
value to the firm. Individuals expect a return on their own investment, and		
88%	MATCHING BLOCK 34/376	W
value to the firm. Individuals expect a return on their own investment, and		
the firms recognize that the increased value of the employees should be rewarded. The Agency Theory In its purest form, this		
78%	MATCHING BLOCK 35/376	W
theory recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principal may not have complete control over their agents. The		

78%**MATCHING BLOCK 36/376****W**

theory recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principal may not have complete control over their agents. The

78%**MATCHING BLOCK 38/376****W**

theory recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principal may not have complete control over their agents. The

95%**MATCHING BLOCK 37/376****W**

recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principal may not have complete control over their agents. The

90%**MATCHING BLOCK 39/376****W**

recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principal may not have complete control over their agents. The

82%**MATCHING BLOCK 40/376****W**

Agency Theory also indicates that it is desirable to operate a system of incentives to motivate its employees. This process of 'incentives distribution consists of paying for measurable results that are deemed to be in the best interests of the owners.

82%**MATCHING BLOCK 41/376****W**

Agency Theory also indicates that it is desirable to operate a system of incentives to motivate its employees. This process of 'incentives distribution consists of paying for measurable results that are deemed to be in the best interests of the owners.

76%**MATCHING BLOCK 42/376****W**

Agency Theory also indicates that it is desirable to operate a system of incentives to motivate its employees. This process of 'incentives distribution consists of paying for measurable results that are deemed to be in the best interests of the owners.

82%**MATCHING BLOCK 43/376****W**

Agency Theory also indicates that it is desirable to operate a system of incentives to motivate its employees. This process of 'incentives distribution consists of paying for measurable results that are deemed to be in the best interests of the owners.

76%**MATCHING BLOCK 44/376****W**

Agency Theory also indicates that it is desirable to operate a system of incentives to motivate its employees. This process of 'incentives distribution consists of paying for measurable results that are deemed to be in the best interests of the owners.

This process helps in measuring

91%**MATCHING BLOCK 45/376****W**

performance, such as: earning per share rather than being concerned with the behaviour that led up to them.

91%**MATCHING BLOCK 46/376****W**

performance, such as: earning per share rather than being concerned with the behaviour that led up to them.

91%**MATCHING BLOCK 47/376****W**

performance, such as: earning per share rather than being concerned with the behaviour that led up to them.

85%

MATCHING BLOCK 48/376

W

performance, such as: earning per share rather than being concerned with the behaviour that led up to them. Example The

85%

MATCHING BLOCK 49/376

W

performance, such as: earning per share rather than being concerned with the behaviour that led up to them. Example The

pay packages of the executive directors at HSBC Holdings were linked to the need to expurgate the carbon emissions of the bank and assist their clients for achieving the same, failing which there would be a reduction in their pay packages through 2023 (Courtesy Bloomberg Survey). This is an instance of external influence on pay. For more details, check out

<https://www.businesstimes.com.sg/banking-finance/banker-bonuses-tied-to-esg-metrics-are-> (accessed on 20/4/2022) Check Your Progress - 4 9.

Which of the following is not an element of a work situation? a. Technology b. Satisfying job assignments c. Feedback d. Equity e. Primary relationships 10. Which of the following options best describe the concept of the Agency Theory? a. Separation between the interests of the owners (the principals, the agents and the managers) b. Separation between the interests of the senior management and the junior management c. Separation between the interests of the owner and the advertising agency d. Separation between the interests of the owners and the trade union leaders e. Separation between the owners and employees

Block 4: Compensation and Reward Management 16 10.9

Summary ? Rewards act as a catalyst on the human mindset, leading to an increase in the reality of performance of employees, provided they are managed within a framework of scientific objective parameters. ? It has been proved that effective management of rewards could act as a stimulant for human performance, thereby raising the scope of talent retention. ? The reward package can be molded as a retention strategy only when it is done in three steps. They are: (i) Recognizing and compensating, (ii) Group performance towards objectives, and (iii) Organization's performance and business profit. ? An incentive is described as a factor that leads a person to prefer a particular choice to the other available alternatives. Incentives can be of two types: financial and non-financial incentives. ? Financial incentives are payments for improved productivity, attendance, and general improvement in employee performance. Non-financial incentives are the outcomes of an enlightened management. ? Incentive plans are formulated based on the three variables: individual work, work situation, and types of incentive. ? Factors affecting incentives are classified into two categories: internal factors and external factors. ? Incentives are classified financial and non-financial incentives. The incentive plan is framed on the basis of two variables. They are the individual and the work situation. ? Pay in organizations can be influenced by internal or external influences. The internal influences look into the internal and external value of the job, employee's value, organizational affordability and trade unions ? The external influences would look into the supply and demand of human resources, economic wage theory, human capital theory and agency theory. 10.10 Glossary Classical economic competitive theory: According to this theory, the

88%

MATCHING BLOCK 50/376

W

pay levels in labour markets are determined by supply and demand considerations. Other

88%

MATCHING BLOCK 51/376

W

pay levels in labour markets are determined by supply and demand considerations. Other

factors remaining constant, if the supply of labour exceeds the demand, the pay level goes down; if the demand for labour exceeds supply, the pay level increases. The

76%

MATCHING BLOCK 52/376

W

theory focuses its attention on external pressure and the perceived need for 'competitive pay' that

76%

MATCHING BLOCK 53/376

W

theory focuses its attention on external pressure and the perceived need for 'competitive pay' that

76%

MATCHING BLOCK 54/376

W

theory focuses its attention on external pressure and the perceived need for 'competitive pay' that

92%

MATCHING BLOCK 55/376

W

attention on external pressure and the perceived need for 'competitive pay' that is, pay that matches or exceeds market rates.

92%

MATCHING BLOCK 56/376

W

attention on external pressure and the perceived need for 'competitive pay' that is, pay that matches or exceeds market rates.

External Value of Job: This depends on the

86%	MATCHING BLOCK 57/376	W
market rates, in accordance with the policy of the organization on how it wants its own rates to relate to market levels.		
86%	MATCHING BLOCK 58/376	W
market rates, in accordance with the policy of the organization on how it wants its own rates to relate to market levels.		
43%	MATCHING BLOCK 59/376	W
the policy of the organization on how it wants its own rates to relate to market levels. It also depends on the amount of		
43%	MATCHING BLOCK 60/376	W
the policy of the organization on how it wants its own rates to relate to market levels. It also depends on the amount of		
43%	MATCHING BLOCK 61/376	W
the policy of the organization on how it wants its own rates to relate to market levels. It also depends on the amount of		
<p>money required to retain its talented workforce.</p> <p>Unit 10: Rewards and Recognition 17</p> <p>Feel-good factor: Employees when feel good about working with the company, it is referred to as feel-good factor Incentive: is a factor (financial or non-financial) that leads a person to prefer a particular choice to the other available alternatives. Internal Value of Job: Pay is related to the relative contribution or internal value of the jobs that the employee performs. Reward: is a benefit resulting from some event or action, an appreciation for a service rendered. The agency theory: In its purest form, this</p>		
78%	MATCHING BLOCK 62/376	W
theory recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principals may not have complete control over their agents. The		
78%	MATCHING BLOCK 63/376	W
theory recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principals may not have complete control over their agents. The		
78%	MATCHING BLOCK 65/376	W
theory recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principals may not have complete control over their agents. The		
100%	MATCHING BLOCK 64/376	W
recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principals may not have complete control over their agents. The		
95%	MATCHING BLOCK 66/376	W
recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principals may not have complete control over their agents. The		
100%	MATCHING BLOCK 67/376	W
Agency Theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.		
100%	MATCHING BLOCK 68/376	W
Agency Theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.		

100%**MATCHING BLOCK 69/376****W**

Agency Theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.

100%**MATCHING BLOCK 70/376****W**

Agency Theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.

100%**MATCHING BLOCK 71/376****W**

Agency Theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.

The economic wage theory: This theory says that the firm pays more than market rates because it believes

81%**MATCHING BLOCK 72/376****W**

that high pay levels will contribute to an increase in productivity by motivating superior performance, attracting better candidates, reducing labour turnover, and persuading workers that they are being treated fairly.

81%**MATCHING BLOCK 73/376****W**

that high pay levels will contribute to an increase in productivity by motivating superior performance, attracting better candidates, reducing labour turnover, and persuading workers that they are being treated fairly.

The

96%**MATCHING BLOCK 76/376****W**

human capital theory: Ehrenberg and Smith (1994) conceptualized workers as embodying a set of skills which can be 'rented out' to employers. The knowledge and skills a worker has, which comes from education and training, including the training that experience brings generate a certain stock of productive capital.

96%**MATCHING BLOCK 78/376****W**

human capital theory: Ehrenberg and Smith (1994) conceptualized workers as embodying a set of skills which can be 'rented out' to employers. The knowledge and skills a worker has, which comes from education and training, including the training that experience brings generate a certain stock of productive capital.

87%**MATCHING BLOCK 74/376****W**

Ehrenberg and Smith (1994) conceptualized workers as embodying a set of skills which can be 'rented out' to employers. The knowledge and skills a worker has, which comes from education and training, including the training that experience brings generate a certain stock of productive capital.

87%**MATCHING BLOCK 75/376****W**

Ehrenberg and Smith (1994) conceptualized workers as embodying a set of skills which can be 'rented out' to employers. The knowledge and skills a worker has, which comes from education and training, including the training that experience brings generate a certain stock of productive capital.

87%**MATCHING BLOCK 77/376****W**

Ehrenberg and Smith (1994) conceptualized workers as embodying a set of skills which can be 'rented out' to employers. The knowledge and skills a worker has, which comes from education and training, including the training that experience brings generate a certain stock of productive capital.

From a pay point of view,

88%**MATCHING BLOCK 79/376****W**

the implication for Human Capital Theory is that investment in people adds value to the firm. Individuals expect a return on their own investment, and

82%**MATCHING BLOCK 80/376****W**

the implication for Human Capital Theory is that investment in people adds value to the firm. Individuals expect a return on their own investment, and

the firms recognize that the increased value of the employees should be rewarded. 10.11 Self-Assessment Test 1. Rewards are being increasingly used by organizations. What are rewards? What are the benefits that are expected to accrue from rewards? 2. An incentive is described as a factor (financial or non-financial) that leads a person to prefer a particular choice to the other available alternatives. What types of incentives are available? What are the advantages of having incentives? 3. How are incentives plans designed on the basis of the individual and the work situation? 4. The reward management policies and practices need to be developed on the basis of an understanding of the internal and external influence on the pay. What are the internal and external influences on pay? Describe in detail.

Block 4: Compensation and Reward

Management 18 10.12

Suggested Readings/Reference Material 1. John Shields, Jim Rooney, Michelle Brown, Sarah Kaine; Managing Employee Performance and Reward: Systems, Practices and Prospects, 3 rd Edition, Cambridge University Press, 2020 2. Susan L. Verhulst, David A. DeCenzo, Rama Shankar Yadav; Human Resource Management, 13 th Edition, Wiley, 2021 3. Durai Pillai, Total Reward Strategy: Retain Your Best Talent, 1 st Edition, Notion Press, 2020 4. Stephen J Perkins, Sarah Jones, Reward Management: Alternatives, Consequences and Contexts, 4 th Edition, Kogan Page, 2020 5. Kevin R. Murphy, Jeanette N. Cleveland, Madision E. Hanscom, Performance Appraisal and Management, Sage Publications, 2020 10.13 Answers to Check Your Progress Questions 1. (

b) Tracking the efficiency of the employees The concept of efficiency scaling tracks the efficiency of the employees. 2. (d) Bonus Bonus is paid as an incentive to employees. Incentives do not include: wages, pay for doing dangerous tasks, payment to work at undesirable times and overtime pay. 3. (e) Appreciation for good work Appreciation for good work is a non-financial incentive and does not come under financial incentives. 4. (c) Non-financial incentives Factors such as attitude, advancement, security, quality of supervision, job satisfaction and enrichment, praise and recognition come under non- financial incentives. 5. (b) Psychological Non-financial incentives act as a psychological reward to the workers. 6. (b) Enlightened Non-financial incentives are the outcome of an enlightened management. 7. (a) Non-financial Job enrichment is a vertical expansion of the job which provides a challenge to the individuals. It thus forms a significant non-financial incentive.

Unit 10: Rewards and Recognition 19 8. (

a) Unhealthy rivalry People work well as a group under conditions of cooperation than under conditions of competition. Competition improves performance where it is free from unhealthy rivalry. 9. (e) Primary relationships The work situation is made up of four important elements -technology, satisfying job assignments, feedback, and equity. Primary relationships is not an element of work situation. 10. (a) Separation between the interests of the owners (the principals, the agents and the managers) The basic concept of the Agency Theory is a separation between the interests of the owners (the principals) and the agents (the managers).

Unit 11

Reward Management Structure 11.1 Introduction 11.2 Objectives 11.3 Meaning of Rewards Management 11.4 The Reward System 11.5 Reward Management and Human Resource Management 11.6 Reward Strategy 11.7 Reward Policy 11.8 Reward Management Process 11.9 Evaluating the Reward System 11.10 Innovations in Reward Management 11.11 Reward Systems and Legal Issues 11.12

Summary 11.13 Glossary 11.14 Self-Assessment Test 11.15 Suggested Readings/Reference Material 11.16 Answers to Check Your Progress Questions "

If you don't create a great rewarding place for people to work, they won't do great work." - Ari Weinzweig 11.1 Introduction As has been popularized by Ari Weinzweig, administering reward is the best way to help the employees understand that they are valued and helps in fostering a culture of engagement, commitment and performance. In the previous unit, various facets of rewards and incentives were discussed along with the bases for determining incentives and pay. There needs to be a comprehensive system of reward management in the organization. This would help in retaining the existing employees and attracting right kind of talent into the organization, not to forget the contributions to organization productivity. The focus of this unit would be on the concept of reward management and its process and relationship with HRM. Further this unit would focus on the legal issues in reward management.

Unit 11:

Reward Management 21 11.2

Objectives After studying this unit, you should be able to: ?

Examine the

reward system ? Analyze the relationship between reward management and HRM ? Describe the rewards management process ? Formulate a rewards strategy ?

Explain the evaluation of reward system 11.3 Meaning of Reward Management Reward management implies employees must receive rewards in proportion to their contribution. The philosophy of rewards management holds that employees are to be rewarded fairly and equitably, on a continuous basis. Their value or contribution to the organization should be taken into account. To achieve this outcome, reward management formulates and implements desirable policies in every organization. Reward management deals with the formulation, implementation, and evaluation of a reward process in an organization. Reward management policies are to be communicated to all its stakeholders. Reward management takes a 'total reward' perspective. It recognizes that there are numerous ways of rewarding people. The preferences of individuals have to be taken into account and integrated in order to maximize

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the effectiveness of reward policies and practices. The aims of reward management

83%

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the effectiveness of reward policies and practices. The aims of reward management

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the effectiveness of reward policies and practices. The aims of reward management

are: ? Creating a performance orientation by rewarding employees according to the value created by them. ? Promoting right behavior by rewarding the right things. ? Attracting, retaining, and developing talented workforce. ? Ensuring consistently high levels of motivation among employees. The aims of reward management are achieved through alignment between various rewards practices: There should be an alignment of reward practices – both with employee values and the business goals. The same can be achieved by implementing the following: ? Ensuring equal pay for equal work ? Emphasis should be on fair treatment where the employees feel that they are fairly treated ? Ensuring greater transparency in the reward management practice in an organization.

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Example Infosys believes in high-performance work ethics and rewards employees through a range of monetary and non-monetary rewards. One such initiative is InfyGold, a unique multi-partner employee discount programme where employees are awarded redeemable InfyGold plus points for excellence in their projects. They can use them across 2000 plus brands that are curated for them. This provides employees the freedom of choice and takes customization of rewards to the next level. For more details, check out <https://www.infosys.com/newsroom/> (accessed on 21/4/2022) 11.4 The Reward System According to Armstrong, the reward system has interrelated processes as well as activities which ensure maximum returns. The reward system comprises the overall reward strategy of the organization, the reward policy being currently followed, the approach toward total rewards represents transparency and equity. It also balances the importance given to ensure external competitiveness versus internal equity. We look at each of these aspects here: ? The reward strategy sets out the aims of the reward policies of the organization in the longer term. ? Another important aspect of the reward policy is that a comparison is always made between the internal rates of pay and the market rate to assess total reward and the use of contingent rewards. Total reward aims to achieve a greater impact on the motivation and commitment of employees as they include both financial and non-financial rewards. ? Contingent rewards are additional financial rewards which are related to performance, and abilities of employees. Contingent pay can be for an individual, teams, or the entire organization. ? External competitiveness is ensured by identifying rates of pay for comparable jobs within the organization. Example Netflix follows the incentive compensation model that is highly entrepreneurial and rewards tangible successes, inciting producers and directors to make sure that their work performs well. It is qualitative in terms of its bonuses for awards won, but also quantitative as well because it rewards success in terms of numbers of views for “mainstream” films. For more details, check out <https://about.netflix.com/> (accessed on 22/4/2022)

Unit 11: Reward Management 23 11.5

Reward Management and Human Resource Management Reward management has always been an integral part of human resource management due to the following reasons: ? Rewards management supports the accomplishment of business strategy. It deals with the long-term issues of how people should be valued for their performance. ? The ‘total reward’ approach adopted by organizations recognizes the various ways of rewarding people, which can be financial or non-financial. The aim should be that the reward policies have the maximum effect. Example Employees can earn Zollars or “Zappos dollars” for their performance and the same can be used to redeem Zappos branded merchandise, such as a gym bag, desk fan, or water bottle, which are sold through the company’s internal Zollar Store. They can also donate them to other employees. The Zapponian who awards the Zollar to another employee has to fill out the recipient’s name along with the reason of why they are giving the Zollar, which makes the recognition meaningful. It gives employees a warm, fuzzy feeling that every time they spend Zollars it can help others out which, in turn, makes the employee happy for being part of something bigger than themselves. For more details, checkout <https://www.zapposinsights.com> (accessed on 22/4/2022) Check Your Progress - 1 1. How does reward management attempt to achieve its goals? a. By ensuring greater transparency and consistency b. By not aligning various practices c. By emphasizing unfair treatment d. By not ensuring greater level of equity e. By rewarding employees as per their needs 11.6 Reward Strategy The reward strategy sets out the reward policies in order to accomplish business objectives. Thus, it is concerned with how the organization will go about giving rewards for the coming two or three years. Armstrong feels, “Reward strategy provides specific directions on how the organization will develop and design programs that will ensure that it rewards the behavior and performance outcomes that support the achievement of its business goals.”

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Through the use of a rewards strategy, the organization ensures that rewards turn into a mechanism for integrating the efforts of its various units towards achieving its strategic objectives. However, while setting and implementing the strategy, the costs should not be more than the perceived benefits. Effective good rewards strategy must ensure three things: 1. There should be clearly defined goals and a well-defined link between the reward strategy and the business objectives. 2. The rewards program should be able to meet the needs of the organization. 3. There have to be supportive HR and reward processes in place in the organization. We now examine various aspects of reward strategies: 11.6.1 Alignment with Organizational Needs The fundamental criterion behind an effective rewards strategy is supporting the overall corporate strategy wherein reward policies and processes should be in alignment with organizational needs. It should give a sense of purpose and direction to the organization. Following are the features of effective reward strategies: ? An effective rewards strategy visualizes organizational goals. An effective rewards strategy links reward plans with corporate goals. An effective rewards strategy has flexibility in achieving goals. ? An effective rewards strategy reinforces organizational values. ? An effective rewards strategy is formulated only after considering the resources available. ? An effective rewards strategy ensures that the organizational objectives are achieved to a significant extent. ? An effective rewards strategy examines the extent to which it can drive culture change. ? An effective rewards strategy aligns individual or team competence with organizational core competencies. ? An effective rewards strategy ensures that rewards give the right messages about the organizational priorities. ? An effective rewards strategy has the required flexibility, given the competitive and turbulent environment. ? An effective rewards strategy ensures that the reward processes fit into employees’ individual needs and expectations. ? Lastly, effective reward strategies have a backup plan in case it fails to achieve the desired objectives.

Unit 11: Reward Management 25 11.6.2 Developing a Reward Strategy

Theoretically, the formulation of a reward strategy can be conceived as a linear process. Beginning with the conception of the business strategy that seeks to satisfy stake-holder expectations as well as achieve value addition, the required human resources strategy is conceived. Human resource strategies aim to recruit, develop, and retain talented, skilled and motivated people the organization needs in order to achieve its aims. The reward strategy clarifies what the organization wants and is prepared to pay in order to encourage and support desired behavior. It develops and maintains competitive pay policies that attract and retain quality people. However, in practice, the formulation of strategy is seldom rational or linear. For practitioners, strategic planning is often reduced to analyzing events in light of the organization’s expectations. This should not mean that organizations should simply ‘react’ to events and never plan. It is essential that there be a defined and clearly understood sense of purpose and direction existing in the organization. The development of reward strategy is shown in Figure 11.1. Figure 11.1: The Development of Reward Strategy

Source: Michael Armstrong, 2004, A Hand Book of Human Resource Management Practice, New Delhi, Pearson Education Pvt. Ltd.

100%

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https://www.academia.edu/32280546/ARMSTRONGS_HANDBOOK_OF_HUMAN_RESOURCE_MANAGEMENT_PRACTICE_

i (accessed on 22/4/2022)

Business Strategy ? Satisfy needs and expectations of stake-holders ? Provide added value to customers ? Obtain, develop, and retain the skilled, motivated and committed people the organization needs Reward strategy ? Define what the organization wants and is prepared to pay in order to encourage and support desired behaviour. ? Develop and maintain competitive pay policies which will attract and retain high quality people. ? Adopt a total rewards approach which includes a mix of rewards that best meets business and individual's needs. HR Strategy

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Exhibit 11.1 illustrates the reward system at Zappos. Exhibit 11.1: Reward System at Zappos In the Zappos Family, peer-to-peer employee rewards programs help build a positive team spirit. Zapponians get an opportunity to appreciate the good work done by their organizational members. This speaks about the culture at Zappos. A Zapponian can be acknowledged for his efforts, if he goes that extra mile to help out another team member or WOWing a customer. A system of employees rewarding their peers talks about the culture at Zappos. Some of the employee reward programs that are affordable and scalable are: Master of WOW Parking In Vegas, it is a treat to get a covered parking spot close to the entrance of one of the four buildings of the Zappos for a week. The same can be facilitated by nominating an employee by submitting a brief story to the ZCON Team (Zappos' concierge) on how they were WOW'd by a fellow colleague. WOW parking is chosen once a week (usually Friday) for a one-week period. Any Zappos employee can award the parking spot to a lucky employee. It can be given to a teammate, team lead, someone who opened a door for them, someone who always smiles, or maybe to the person who magically cleans the restrooms or the break room. Co-worker Bonus Program Employees can reward each other with a \$50 co-worker bonus. Zapponians can show their fellow co-workers how much they appreciate them with moola. Each Zapponian can give one bonus per calendar month, but they can receive more than one as long as they are from different employees. Having employees give bonuses allows both the giver and the receiver to spread happiness. Hero Award The Zappos Hero award works in combination with the co-worker bonus program. Zappos HERO is an employee who embraces their core values to the fullest and lives to deliver WOW to their fellow Zapponians. They are chosen by the leadership team which is made up of all the heads of departments along with the CEO, CFO, and "no title." Source: <https://www.zapposinsights.com/> (accessed on 22/4/2022) 11.6.3 Evaluating the Effectiveness of Reward Strategy Duncan Brown 1 has suggested that reward strategy delivery should be evaluated by rating it against various objectives. This is given in Table 11.1. 1 <https://www.employment-studies.co.uk/resource/measuring-effectiveness-pay-and-reward-practices> (accessed on 22/4/2022)

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Table 11.1: Evaluating the Effectiveness of Reward Strategy Objectives Rating Scale = 10 Incredible Scale = 5 OK Scale = 1 Appalling Reinforces the realization of business goals Reinforces organizational values Recruits and trains staff of required calibre Strong relationship between pay and contribution Motivating the employees Cost effective Well communicated, understood, and supported by employees Managed effectively in practice by line managers Simple and efficient to operate and maintain Flexible enough to react to change Reinforces the achievement of business goals Reinforces organizational values Recruits and trains staff of required calibre Positive relationship between pay and contribution Employee motivation Cost effective Well communicated, understood, and supported by employees Managed effectively in practice by line managers Simple and efficient to operate and maintain work Flexible enough to react to change Activity 11.1 Based on the above given format for evaluating the effectiveness of Reward Strategy, assign some imaginary scores about the reward strategy being followed in an organization and analyze how effective the reward strategy is. Answer: 11.6.4 Recent Developments in Reward Strategy According to Armstrong and Brown, there has been a shift in the strategic concept of reward. Of late, there has been a shift away from the traditional concept of the reward system as a complex, inflexible, and mechanistic system to a reward process which is organic and much simpler. Moreover, the strategy is now much more inclusive: instead of the emphasis being on an entirely business-driven focus, there has been a marked shift for achieving

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greater alignment with the laid out strategies of the organization, while keeping in mind the employee needs and environmental requirements. The new approach towards rewards is much more practical as it gives importance to achieving the best fit with the organization, instead of going after the conventional best practices approach. In the process, there is a greater degree of communication and involvement throughout the organization, than the earlier top-down approach. Most importantly, the reward process believes in evolutionary change, rather than achieving sudden drastic changes. Reward as a driver of cultural change in an organization has changed. They are being used more like a system to limit short- run damage as many a time incentives work best to meet specified performance goals and to motivate people to perform better. This implies a much reduced role of planning in the reward system and a greater shift towards practicing reward management as more of a short-run process. This shift towards thinking of the reward system and strategy from a short-run perspective is much more pronounced in the UK than in the US. Check Your Progress - 2 2. Which of the following ensures that the rewards policy supports the achievement of an organization's business goals? a. Radical strategy b. Reward strategy c. Cyclical strategy d. Bonus strategy e. Business strategy 3. Which of the following is the term for referring to the perception about the process of reward policy? a. Circular b. Never ending c. Linear d. Diagonal e. Vertical 4. Which of the following is not considered in the recent shifts in the reward strategy of an organization? a. Employee needs b. Environmental needs c. Business needs d. Organizational needs e. Trade union needs

Unit 11: Reward Management 29 5.

Which of these characterizes the new approach toward the rewards strategy? a. Achieving the best fit b. Following the best practices approach c. Leaving the policy to adjust to the circumstances d. Going after the conventional best practices approach e. Not having greater degree of communication and involvement 11.7 Reward Policy Reward policies give the guidelines for the implementation of the reward strategy through the design and management of the reward system. The reward philosophy plays a very important role in setting and setting reward policies in every organization. Armstrong has highlighted the following factors as concerning reward policies: 11.7.1 Level of Pay or Remuneration The structure of the company influences the pay levels as well as the

100%	MATCHING BLOCK 85/376	W
differentials and the number of steps or grades that should exist in the pay hierarchy. 11.7.2		
100%	MATCHING BLOCK 86/376	W
differentials and the number of steps or grades that should exist in the pay hierarchy. 11.7.2		
100%	MATCHING BLOCK 87/376	W
differentials and the number of steps or grades that should exist in the pay hierarchy. 11.7.2		

100%	MATCHING BLOCK 88/376	W
differentials and the number of steps or grades that should exist in the pay hierarchy. 11.7.2		

100%	MATCHING BLOCK 89/376	W
differentials and the number of steps or grades that should exist in the pay hierarchy. 11.7.2		

Market Rate and Equity There is often a conflict between the need to match market rates and the desire to maintain an internal equitable pay structure. The market sometimes determines the pay of the employees. Companies in order to attract and retain talented employees who have high

73%	MATCHING BLOCK 90/376	W
market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the		

65%	MATCHING BLOCK 91/376	W
market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the		

76%	MATCHING BLOCK 92/376	W
market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the market-place. 11.7.3		

76%	MATCHING BLOCK 93/376	W
market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the market-place. 11.7.3		

76%	MATCHING BLOCK 94/376	W
market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the market-place. 11.7.3		

Differential

87%	MATCHING BLOCK 95/376	W
Rewards The policy will need to maintain whether or not the organization wants to pay for performance, competence or contribution, and if so, how much and under what circumstances.		

87%	MATCHING BLOCK 96/376	W
Rewards The policy will need to maintain whether or not the organization wants to pay for performance, competence or contribution, and if so, how much and under what circumstances.		

100%	MATCHING BLOCK 97/376	W
The policy may also indicate the approach to be used in relating pay to individual, team, or organizational performance. 11.7.4		

100%	MATCHING BLOCK 98/376	W
The policy may also indicate the approach to be used in relating pay to individual, team, or organizational performance. 11.7.4		

Flexibility Reward policies should also take in to account the extent to which the reward processes are in line with the fast changing external conditions along with the changes or variations in the needs of the company or its employees. 11.7.5 Involving Employees in Reward Policy In order to make the reward policy more effective, the employee's involvement should be added to it. This will help management to understand the type of rewards the employees would prefer.

Block 4: Compensation and Reward Management 30 11.7.6

Communicating to Employees The reward policy should be communicated to the individuals, teams, and representative bodies. The communication should ensure that the various aspects of the reward processes are brought out. Along with this, how the reward processes would be used and how they would affect the employees should be communicated. Lastly, the role the individuals and teams would be expected to play should also be highlighted. 11.7.7 Transparency If there is transparency in pay policies there will be corresponding boost in the morale of the employees. Only then

60%**MATCHING BLOCK 99/376****W**

employees will feel that the reward management processes of an organization are fair if they know how they are rated and evaluated for their pay and rewards. Lack of understanding only breeds suspicion and hostility.

60%**MATCHING BLOCK 100/376****W**

employees will feel that the reward management processes of an organization are fair if they know how they are rated and evaluated for their pay and rewards. Lack of understanding only breeds suspicion and hostility.

Transparency can be achieved through the involvement and communication of the employees in the reward setting process. 11.7.8 Relating Rewards to Business Performance The reward policy refers to the link between business performance and pay. It will cover the extent to which pay varies based on results. It is essential to ensure that the reward strategy spurs employee performance in order to achieve better results. The reward policy should have a component of recognizing the contribution made by employees. Example Accenture awards leadership equity grants to recognize exceptional performance or achievement of a significant career milestone. For more details, check out

<https://www.accenture.com/us-en/careers/local/total-rewards> (accessed on 22/4/2022) Activity: 11.2

Wonnacott and Wonnacott Wonnacott and Wonnacott is a leading financial services firm in the United States. During the financial downturn, it received substantial funding from the government to prevent it from collapse. However, during the same period, the firm gave away billions of dollars as bonus payments to its executives. This created substantial resentment among the general public, who accused the firm of promoting a culture of 'greed'. However, the firm said it was helpless on this count as the bonus payments were legally binding on it and had been negotiated at a time when the economy was booming. The firm's bonus contracts are set to expire in a month's time. This gives it a good opportunity

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to put in place a rewards system that is in tune with the expectations of the tax paying public that wants to slash the pay of the 'fat cats'. You are the director of Human Resources at Wonnacott and Wonnacott. Based on the meetings you have had with the CEO, it is clear that the firm must continue to get business at a fast pace, if it has to survive. This means that the firm will require the very top performing executives, whom the public has begun to increasingly dislike. However, your experience in the financial services industry tells you that top performing executives do not come cheap – they would have to be given substantial rewards to stay at the firm. In this situation, what is the rewards policy that you would devise for Wonnacott and Wonnacott? Answer: Check Your Progress - 3 6. Tension can prevail in the reward system due to the conflicting requirement of which of these? a. Market rate and internal equity of pay in the organization. b. The internal equity of remuneration. c. The market determined rate of interest d. Flexibility e. Transparency in reward system 7. Transparency in the rewards process is created through which of the following elements? a. Communication and involvement. b. Abstract process c. Collective bargaining. d. External competitiveness. e. Internal equity 11.8 Reward Management Process The reward management process covers both financial and non-financial rewards. The process of reward management is led by business needs. The philosophy of the reward management must be to satisfy the needs of the employees and identify them as the shareholders of the organization.

Block 4: Compensation and Reward Management 32 11.8.1

Financial Reward Process The processes of financial rewards are related to the basic and variable pay and with the provision of benefits and pensions. There are various dimensions of the financial rewards process such as base pay, pay survey and job evaluation, pay structures, contingent pay, employee benefit, and pensions and total remuneration. Base Pay The base or

basic pay is the price for the job as determined by the internal and external employment markets.

If performance pay and rewards for competence or skill or service increments are combined with an employee's base rate, then it becomes the level of pay for that employee. The size of cash bonuses is usually set in relation to base pay, as are the level of pension contributions and the size and nature of other benefits. Levels of pay are influenced by external and internal relativities. External relativities are the levels of pay for similar jobs in the external labor market – market rates. Internal relativities reflect the relative value of jobs and people within the organization's internal labor market. Pay Surveys and Job Evaluation Pay surveys and research establish external relativities that analyze and compare market rates in order to achieve external competitiveness. The internal relativities are judged by job evaluation. The relative values or size of jobs within an organization are considered as a basis for achieving internal equity structures. Benefits of pay surveys and job evaluation are: ? Pay surveys and job evaluation provide the necessary data to design and manage pay structures. ? They provide frameworks within which levels of pay for jobs and the differentials are described or defined in the form of grades, bands, scales, or spot rates (individual job rates). ? Pay structures also define the limits within which the pay of employees can progress within their grades or bands. This can vary with assessments of performance, competence, or skill. Progression may be up a fixed incremental scale or spine which explains the predetermined pay increases that can be received by employees' year by year on the basis of their time in the job. ? Different structures may exist for different job families. Job families are those groups of jobs where the nature of work is similar, or market groups. Structures may consist of an extended hierarchy of relatively narrow grades or a fairly small number of broad bands. Pay structures are designed from job evaluation, competence analysis, and analysis of market practice by external benchmarking (pay surveys). The design is not a scientific one and depends upon judgement.

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Contingent Pay

Contingent or differential pay is pay which is influenced by the level of performance of individuals, teams, or the organization and/or individual levels of competence or skill. When it takes the form of performance or competence- related pay, it may be consolidated into base pay. Contingent pay is not consolidated into the base rate and is typically not pensionable. In this case, it is often referred to as 'variable pay' and, because it is related to potentially variable factors and has to be re-earned at

the next pay review, it is sometimes called pay- at-risk. Employee Benefits and Pensions Employee benefits are many such as pensions, death in service benefits, sick pay, company cars, or permanent health insurance which are provided in addition to the routine cash pay. They can also include benefits such as annual holidays, child-care provisions, and subsidized meals.

Total Remuneration The sum of base pay, variable pay, and the value of employee benefits

and pension constitute total remuneration. This represents the complete worth of financial rewards to individuals. 11.8.2 Non-financial Reward Process The non-financial rewards usually involve a nominal cost but lead to substantial goodwill. However, before giving out non-financial rewards, it is essential to know what the employees would want. For instance, it may happen that more mature employees would like recognition and praise, while the younger ones would like extra time off to enjoy themselves. The extent of non-financial rewards is limited by the creativity one can have. Companies offer benefits ranging from movie tickets to visits to the dentist, holiday destinations, or a meal at a restaurant of their choice with their friends. There can be summer events for all the employees and their families that include things like a friendly cricket match to a hiking expedition. It should be ensured that financial and non-financial components should be judiciously included in reward management. Non-financial rewards focus on people's need for recognition, achievement, responsibility, and personal growth, and therefore they contribute to increases in motivation, commitment, and improved performance. They can

95%	MATCHING BLOCK 101/376	W
make a deeper and longer-lasting impact on motivation and commitment. 11.8.3		
95%	MATCHING BLOCK 102/376	W
make a deeper and longer-lasting impact on motivation and commitment. 11.8.3		
95%	MATCHING BLOCK 103/376	W
make a deeper and longer-lasting impact on motivation and commitment. 11.8.3		
95%	MATCHING BLOCK 104/376	W
make a deeper and longer-lasting impact on motivation and commitment. 11.8.3		
95%	MATCHING BLOCK 105/376	W
make a deeper and longer-lasting impact on motivation and commitment. 11.8.3		

Performance Management Process Performance management includes personal development plans, management, and coaching. There are periodic reviews of achievements performance in relation to those plans.

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The purpose of performance management is to develop competence and skill and improve performance. Though performance management has been traditionally concerned with appraisals, it has become increasingly holistic and been extended to the assessment of inputs – knowledge, skill, and competence as well. A distinction is sometimes made between knowledge and skills as inputs to performance, and competency i.e., the behavior that generates excellent performance, in the conversion of inputs to outputs. The measurement and management of performance at organization, team, and individual level can be done by the Balanced Scorecard approach which was devised by Kaplan and Norton. This approach involves looking at the business from four related perspectives: customer, internal processes, innovativeness and learning, and finance. This process can be extended to teams and towards a longer-term perspective. These performance management reviews may generate ratings which influence variable pay decisions. They also provide non-financial motivation through feedback which recognizes achievement. In this process, 360-degree feedbacks that give remarks from various sources – from managers to peer groups and direct reports by the manager – can be used. Performance agreements and reviews identify performance gaps and analyze training needs. Through this, they enable personal development of the individual which in turn lead to improved performance. (Refer Figure 11.2 for reward management process). Figure 11.2: Reward Management Process

Source: Michael Armstrong, 2004, Hand Book of Reward Management- Remuneration strategy and Practice, New Delhi, Kogan Page India Pvt. Ltd.

Business Strategy Rewards Strategy Market Surveys Employee Benefits Non-Financial Rewards Job Evaluation Performance Management Employee Development Performance Pay Pay Level and Relativities Total Remunerations Improved Performance

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Pay is an important component for both performance management and reward management. Example HRSMART solution of Capgemini provides better tracking and management of human capital and efficient workforce and performance management, critical to the overall functioning of the organization. Its big data capability improves the processing of unstructured data, including social media sentiment and history and enables predictive analysis of likely attrition. For more details, check out <https://www.capgemini.com/service/digital-services> (accessed on 22/4/2022)

11.9 Evaluating the Reward System The reward system should be audited regularly to assess its effectiveness, and its relevance to the present and future needs of the organization. The audit should include an assessment of opinions about the reward system by its key users and those who are affected by it. This would lead to a diagnosis of the strengths and weaknesses of the reward system and an assessment of what needs to be done and why. The personnel department continuously monitors the operation of the reward system through audits by using compa-ratios and attrition analysis. The internal and external relativities need to be monitored thoroughly to check the performance of the reward system. The internal relativities are monitored by carrying out periodic studies of the differentials that exist vertically within departments or between categories of employees. The external relativities are monitored by tracking movements in market rates by studying published data and conducting pay surveys. No reward innovations should take place unless a cost - benefit analysis has forecast that they will add value. The audit and monitoring process should establish the extent to which the predicted benefits have been obtained and check on the cost on the forecast. A compa-

90%	MATCHING BLOCK 108/376	W
ratio measures the relationship in a graded pay structure between actual and policy rates of pay as a percentage. The policy value is the midpoint or reference point in a pay range which represents the 'target rate' for a fully competent individual in any job in the grade.		

90%	MATCHING BLOCK 109/376	W
ratio measures the relationship in a graded pay structure between actual and policy rates of pay as a percentage. The policy value is the midpoint or reference point in a pay range which represents the 'target rate' for a fully competent individual in any job in the grade.		
90%	MATCHING BLOCK 110/376	W
ratio measures the relationship in a graded pay structure between actual and policy rates of pay as a percentage. The policy value is the midpoint or reference point in a pay range which represents the 'target rate' for a fully competent individual in any job in the grade.		
95%	MATCHING BLOCK 106/376	W
between actual and policy rates of pay as a percentage. The		
95%	MATCHING BLOCK 107/376	W
between actual and policy rates of pay as a percentage. The		
Compa-ratios are		
87%	MATCHING BLOCK 111/376	W
used to define where an individual is placed in a pay range.		
87%	MATCHING BLOCK 112/376	W
used to define where an individual is placed in a pay range.		
87%	MATCHING BLOCK 113/376	W
used to define where an individual is placed in a pay range.		
The analysis of compa-ratios indicates the actions that might		
80%	MATCHING BLOCK 114/376	W
have to be taken if compa-ratios are too high or too low compared with the policy level. This process is sometimes called '		
80%	MATCHING BLOCK 115/376	W
have to be taken if compa-ratios are too high or too low compared with the policy level. This process is sometimes called '		
80%	MATCHING BLOCK 116/376	W
have to be taken if compa-ratios are too high or too low compared with the policy level. This process is sometimes called '		
midpoint management'.		
Block 4: Compensation and Reward Management 36 Compa-ratios are calculated as follows:		
90%	MATCHING BLOCK 117/376	W
A compa-ratio of 100 per cent means that actual and policy pay are the same. Compa-ratios which are higher		
90%	MATCHING BLOCK 118/376	W
A compa-ratio of 100 per cent means that actual and policy pay are the same. Compa-ratios which are higher		
90%	MATCHING BLOCK 119/376	W
A compa-ratio of 100 per cent means that actual and policy pay are the same. Compa-ratios which are higher		

and

95%	MATCHING BLOCK 120/376	W
lower than 100 per cent mean that pay is above or below		

95%	MATCHING BLOCK 121/376	W
lower than 100 per cent mean that pay is above or below		

95%	MATCHING BLOCK 122/376	W
lower than 100 per cent mean that pay is above or below		

respectively, of the policy target rate. Compa-ratios establish the difference between policy and practice and the reasons for such differences need to be established. Example Google conducted employee survey and found that cash prizes are evaluated on a cognitive level, and seen through practical eyes, whereas a non-cash prize invokes emotional response. This led Google to discontinue its big cash awards up to \$1 million -- for its top performers as it discovered that the program fostered jealousy and resentment -- not the positive response that they had in mind. So Google phased out the cash rewards program and rolled out a new rewards program that offered experiences -- everything from dinners out to new tech gadgets to trips to Hawaii. Employees said they found the new program more fun, more memorable, and more thoughtful than the cash awards. Source: ICFAI Research Center 11.10 Innovations in Reward Management Organizations devise unique and innovative ways of rewarding employees to motivate them for excellent performance. Armstrong et al, propound that

94%	MATCHING BLOCK 126/376	W
reward management is not just a soft art but requires scientific and evidence-based methodologies. Many companies though use balanced score card and benchmarking, yet do not have concrete evidence to justify their reward practices. Evidence-Based Reward Management (EBRM), researched by Armstrong et al, is based on facts rather than opinion, on understanding rather than assumption, on grounded theory rather than dogma. EBRM model illustrates what can be done to increase the effectiveness of reward systems, which follows the following steps: ? Setting objectives and success criteria ? Conducting reward reviews ? Measuring the impact of reward ? Evaluating the impact ? Developing, implementing and applying reward policies and practices on the basis of evidence		

89%	MATCHING BLOCK 123/376	W
rather than opinion, on understanding rather than assumption, on grounded theory rather than dogma.		

89%	MATCHING BLOCK 124/376	W
rather than opinion, on understanding rather than assumption, on grounded theory rather than dogma.		

89%	MATCHING BLOCK 125/376	W
rather than opinion, on understanding rather than assumption, on grounded theory rather than dogma.		

Actual Rate of Pay X 100 Mid Reference Point of Range
Unit 11: Reward Management 37
It has been propounded that there cannot be

100%	MATCHING BLOCK 127/376	W
one best method for reward management and only the needs and circumstances of organizations determine the best reward policy. The		

following Table 11.2 illustrates the fact. Table 11.2: Successful Reward policies Organization Reward policy that brought success DSG International Re-design of executive incentive plan to enhance the line-of- sight between individual performance, group performance and reward Kent country Council Success due to strong and united political direction from top with a high involvement and adapting to local circumstances KPMG Focus on rewarding performance and meeting the needs of a large and young diverse workforce McDonalds Regularly reviewing and changing reward policies and adopting processes of consultation and change management for reward effectiveness Standard Chartered Bank Linking achievement of business goals with a human capital scorecard which gathers, organizes and reports key trends The NSPCC Aligning culture and values of organization with values of the people in the organization A Technology Company Understanding of culture and change processes and making reward development as an evolutionary process Sources: Michael Armstrong, Duncan Brown and Peter Reilly, Increasing the effectiveness of reward management- An evidence-based approach, Institute for employment Studies, UK, 2009 <https://www.employment-studies.co.uk/system/files/resources/files/hrp6.pdf> (accessed on 21/4/2022) The innovative EBRM framework comprised 10Cs as given below: ?

100%	MATCHING BLOCK 128/376	W
Competitive externally to recruit and retain ? Convergent with business strategies ? Contribution and performance rewarded ? Customized to needs of different employees ? Communicated well and understood and valued by employees ?		

Commits-engages and motivates

93%	MATCHING BLOCK 129/376	W
employees ? Cost effective and affordable ? Changes in response to different needs ? Controlled-efficient to manage and administer ? Compliant legally, internally, equitable, fair		

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89%	MATCHING BLOCK 130/376	W
The EBRM approach emphasizes evidence based methodology for reward management. It further establishes that each organization is unique and reward policy should be based on their needs and circumstances.		

Many companies feel that rewards reflect organization's culture and creativity and compete with each other in offering innovative rewards to employees such as flexi-time, tele-commuting, personal appreciation, membership cards, gift vouchers, parties with families, picnics, conducting competitions and awarding prizes etc. Example Reward Gateway, an employee engagement platform, provides employees with millions of choices for their reward redemption via simple, seamless integration with Amazon. Real-time access to the breadth of Amazon's products means employees will always find just what they want – and receive it quickly via Amazon's world-class delivery – for a truly rewarding experience. For more details, check out <https://www.rewardgateway.com/integrations> (accessed on 21/4/2022) 11.11 Reward Systems and Legal Issues In designing and implementing performance management systems, care needs to be taken that the system is fair and acceptable to employees and above all is legal. Important Legal Principles Affecting Performance Management While awarding rewards, organizations should bear in mind the principles and legal issues related to performance management: ? Employment at will - This means that the employer can end the relationship with the company subject to his contract period and public policy issues. ? Negligence - Legal problems arise if employees or employers do not adhere to the statements given in the employee manuals, contracts or other materials. ? Defamation - Defamation is disclosure of false information. It becomes a legal issue if the employer defames or damages the reputation of the employee negligently or intentionally with false statements and discloses them to a third party, who may be a potential future employer to the employee. ? Misrepresentation - If employers give false information about favorable performance of the employee, knowing that it is not so, causing damage to others. Misrepresenting information which is not true becomes a legal issue. ? Adverse Impact - If an unintentional discrimination takes place on a particular section of employees on their performance and evaluation,

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it becomes a legal issue. For instance, if women are evaluated on networking for managerial jobs, probably, they will be ranked low. ? Illegal discrimination - If evaluators evaluate performance on non-related performance factors, it is an illegal discrimination. This emphasizes the fact that employees should participate in the design and implementation of performance management system. Example In 2021, over 1,000 Microsoft employees shared their salaries in a leaked spreadsheet in a push for pay transparency. Dozens of women in technical roles at Microsoft started an email thread sharing stories about disparities in compensation and promotions at the company and then compiled a pay spreadsheet to document the inequities. For more details, check out <https://www.businessinsider.in/tech/enterprise /news/> (accessed on 21/4/2022) Check Your Progress - 4 8. Which of these are components of non-financial incentives? a. Contingent pay b. Employee benefits c. Base pay d. Variable pay e. Praise and recognition 9. Which of these best describes 'frameworks within which levels of pay for jobs and the differentials are described'? a. Pay structures b. Pay survey c. Job evaluation d. Job specification e. Job description 10. What do compa-ratios measure? a.

70%	MATCHING BLOCK 131/376	W
The relationship between the actual and policy rates of pay as a percentage b. The 'mid-point' pay range c. Target rate for a competent		

70%	MATCHING BLOCK 132/376	W
The relationship between the actual and policy rates of pay as a percentage b. The 'mid-point' pay range c. Target rate for a competent		

57%	MATCHING BLOCK 133/376	W
actual and policy rates of pay as a percentage b. The 'mid-point' pay range c. Target rate for a competent		

57%	MATCHING BLOCK 134/376	W
actual and policy rates of pay as a percentage b. The 'mid-point' pay range c. Target rate for a competent		

57%	MATCHING BLOCK 135/376	W
actual and policy rates of pay as a percentage b. The 'mid-point' pay range c. Target rate for a competent		

employee d. Actual rate of pay e. Policy rate of pay

Block 4: Compensation and Reward Management 40 11.12

Summary ? Reward management is the development, implementation, maintenance, communication, and evaluation of the reward process. ? The basic purpose of the reward strategy is to support the corporate strategy and align reward policies and processes with organizational needs. ? The factors with which the reward policies need to be considered are levels of pay, market rate and equity, differential rewards, flexibility, involving employees, communicating to employees, and transparency. ? The process of reward management covers financial and non -financial rewards which are led by business needs. ? The reward system has to be audited regularly to assess its effectiveness. The operation of the reward system is monitored continuously by the HR Department through audits using compa-ratio analysis ?

100%

MATCHING BLOCK 136/376

W

EBRM model illustrates what can be done to increase the effectiveness of reward systems. ?

In designing and implementing performance management systems, care needs to be taken that those systems are fair and acceptable to employees and they are also legally sound. For this standardized procedures are to be adopted 11.13 Glossary Base pay: The base or basic pay is the price for the job as determined by the internal and external employment markets.

80%

MATCHING BLOCK 137/376

W

Compa-ratio: A compa-ratio measures the relationship in a graded pay structure between actual and policy rates of pay as a percentage

80%

MATCHING BLOCK 138/376

W

Compa-ratio: A compa-ratio measures the relationship in a graded pay structure between actual and policy rates of pay as a percentage

80%

MATCHING BLOCK 140/376

W

Compa-ratio: A compa-ratio measures the relationship in a graded pay structure between actual and policy rates of pay as a percentage

100%

MATCHING BLOCK 139/376

W

between actual and policy rates of pay as a percentage

100%

MATCHING BLOCK 141/376

W

between actual and policy rates of pay as a percentage

Contingent pay:

Contingent or differential pay is pay which is influenced by the level of performance of individuals, teams,

or the organization and/or individual levels of competence or skill. Job evaluation: Job evaluation considers the relative values or size of jobs and sometimes

generic roles within an organization as a basis for achieving internal equity. Pay structures: Pay structures define the frameworks within which levels of pay for jobs and the differentials are described or defined in the form of grades, bands, scales, or spot rates. Pay surveys: Pay surveys and research analyze and compare market rates in order to achieve external competitiveness. Reward management: Reward management is the development, implementation, maintenance,

communication, and evaluation of a reward process.

Unit 11: Reward Management 41 Reward strategy:

Reward strategy defines the purpose of the organization on how the reward policies and processes of the organization should be developed to meet business needs.

Total remuneration: The sum of base pay, variable pay, and the value of employee benefits

and pension constitute total remuneration. 11.14 Self-Assessment Test 1. Reward management has become an integral part of HRM. What are the ways in which rewards management is linked with HRM? 2. How would you conceptualize a rewards strategy? 3. What is the purpose of a rewards strategy? What would be the characteristics of an effective rewards strategy? 4. The philosophy of rewards management is to satisfy the needs of the employees and identify them as the shareholders of the organization. What would be the components of such a rewards management process? 11.15

Suggested Readings/Reference Material 1. John Shields, Jim Rooney, Michelle Brown, Sarah Kaine; Managing Employee Performance and Reward: Systems, Practices and Prospects, 3 rd Edition, Cambridge University Press, 2020 2. Susan L. Verhulst, David A. DeCenzo, Rama Shankar Yadav; Human Resource Management, 13 th Edition, Wiley, 2021 3. Durai Pillai, Total Reward Strategy: Retain Your Best Talent, 1 st Edition, Notion Press, 2020 4. Stephen J Perkins, Sarah Jones, Reward Management: Alternatives, Consequences and Contexts, 4 th Edition, Kogan Page, 2020 5. Kevin R. Murphy, Jeanette N. Cleveland, Madision E. Hanscom, Performance Appraisal and Management, Sage Publications, 2020 11.16 Answers to Check Your Progress Questions 1. (

d)

By ensuring greater transparency and consistency By ensuring greater transparency and consistency, reward management attempts to achieve its goals. 2. (b)

Reward strategy The rewards strategy sets out the rewards policies and processes of the organization in the context of accomplishing its business objectives. Thus, it is concerned with how the organization would go about giving rewards over the next two or three years. According to Armstrong, "Reward strategy provides specific directions on how the organization

Block 4: Compensation and Reward Management 42

will develop and design programs that will ensure that it rewards the behavior and performance outcomes that support the achievement of its business goals". 3. (c) Linear Theoretically, the formation of a reward strategy can be conceived as a linear process. 4. (e) Trade union needs Trade union needs are not considered in the recent shifts in the reward strategy of an organization. 5. (a) Achieving the best fit The new approach toward reward strategy is much more practical. It gives greater importance to achieving the best fit with the organization, instead of going after a conventional best practices approach. 6. (a) Market rate and internal equity of pay in the organization There is often a conflict between the need to match market rates and the desire to maintain an internally equitable pay structure. The market sometimes determines the pay of the individuals. Any company that has to attract and retain valuable employees that have high

73%

MATCHING BLOCK 142/376

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market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the

73%

MATCHING BLOCK 143/376

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market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the

73%

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market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the

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market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the marketplace. 7. (

67%

MATCHING BLOCK 146/376

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market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the marketplace. 7. (

a) Communication and involvement Transparency can be achieved through involvement and communication of the employees in the reward setting process. 8. (e) Praise and recognition Praise and recognition are non-financial incentives. 9. (a) Pay structures Pay structures provide the frameworks within which levels of pay for jobs and the differentials

61%

MATCHING BLOCK 147/376

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can be described. 10. (a) The relationship between the actual and policy rates of pay as a percentage

61%

MATCHING BLOCK 148/376

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can be described. 10. (a) The relationship between the actual and policy rates of pay as a percentage

Compa-ratios

78%

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measure the relationship between the actual and policy rates of pay as a percentage.

78%

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measure the relationship between the actual and policy rates of pay as a percentage.

Unit 12 Performance Management and Compensation "

The best compensation for doing things is the ability to do more." - Napoleon Hill 12.1 Introduction As has been popularized by Napoleon Hill, productivity in relation to the compensation starts with employees feeling valued which in turn elevates employee motivation. In the previous unit, the focus was on the concept of reward management and its process and relationship with HRM. Further, the legal issues in reward management were also discussed.

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Compensation refers to the returns employees receive for their contributions to the company and can be both financial and non-financial.

These returns are of different types and may be

100%**MATCHING BLOCK 152/376****W**

both financial and non-financial. Compensation management is also known as wage and salary administration, reward management and remuneration management.

Structure 12.1. Introduction 12.2. Objectives 12.3. Components and Objective of Compensation Management 12.4. Role of Work analysis- Work Evaluation in Deciding Compensation 12.5. Components of CTC 12.6. Diagnosing the Current Situation 12.7. Market Comparisons 12.8. Preparing Compensation Revision Plans 12.9. Tax Considerations 12.10. Pension Plans 12.11. Executive Compensation 12.12. Different Types of Compensation 12.13.

Summary 12.14. Glossary 12.15. Self-Assessment Test 12.16. Suggested Readings/Reference Material 12.17. Answers to Check Your Progress Questions
Block 4: Compensation and Reward

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Management 44 The basic aim of compensation management is to establish and implement sound policies with regard to employee compensation.

100%**MATCHING BLOCK 154/376****W**

compensation. The objectives of performance management are closely related to reward systems. The important objectives of performance management are to provide valid information regarding employees, to take managerial decisions with respect to employees' salary adjustments, promotions, retention or termination, recognition of excellent performance, identification of poor performers, layoffs and giving merit incentives.

In this unit we would discuss about the objectives and components of compensation and the essentials of preparing compensation revision plans. Further the unit would focus on different types of compensation. 12.2

Objectives After studying this unit, you should be able to: ?

Describe the basics of compensation management ?

Explain work analysis ? Analyze the impact of cost to company ? Appraise the preparation and communication of compensation revision plan ?
Examine the intricacies of executive compensation plans 12.3

84%**MATCHING BLOCK 155/376****W**

Components and Objectives of Compensation Management Different people view pay in different ways. For some pay is a measure of justice, for

some

100%**MATCHING BLOCK 156/376****W**

employers it is an expense and for employees it is a return for the services rendered. Some consider it as a reward for the job done

100%**MATCHING BLOCK 158/376****W**

Compensation is what employees receive for their contribution to the organization. The generally accepted meaning of compensation is all forms of financial returns, tangible services and benefits employees receive as a part of an employment relationship. These returns are two types - total compensation, which includes cash compensation and benefits; the second one is relational returns that include recognition, security, challenging work and learning opportunity 12.3.1

92%**MATCHING BLOCK 157/376****W**

compensation is all forms of financial returns, tangible services and benefits employees receive as

92%**MATCHING BLOCK 175/376****W**

compensation is all forms of financial returns, tangible services and benefits employees receive as a part of an employment relationship.

The objectives of Compensation Management The objectives of compensation management are: ? Compensation should be equitable and

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MATCHING BLOCK 159/376

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each person should be paid fairly and fair treatment is to be given for all employees, taking in to consideration their efforts, abilities and training. ? Compensation should be such that it attracts and retains talented employees. ? Balanced-pay benefits and other rewards should provide a justifiable reward package. It should strike a balance between the needs of the employees and the capabilities of the organization.

Unit 12: Performance Management and Compensation 45 ?
Compensation should be cost effective. The

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MATCHING BLOCK 160/376

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pay should be such that it is within the affordability range of the company. It should be optimum with a linkage to performance and affordability. ? Compensation should be able to meet the basic needs of the employee and secure enough to lead a dignified life. ? Compensation should be such that it enhances performance and efficiency of the employee and increases quality of the products and services. ? Compensation should be in compliance with government laws and regulations, and if global, compliance with all

laws of other

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MATCHING BLOCK 161/376

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countries. ? Compensation should motivate employees for superior performance and productive work. ?

Compensation should be consistent and acceptable to the employees and

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MATCHING BLOCK 162/376

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should take into consideration the internal factors like the criticality of the job and performance of the employee and externally it should be at par with industry. The employee should feel that the compensation is reasonable and worthy. Figure 12.1 shows total returns for work.

Figure 12.1: Total Returns for Work

Source: George Milkovich, Jerry Newman, Carolyn Milkovich: Compensation, McGraw-Hill Education, 9 th Edition, 2008 12.3.2 Components of Compensation The components of compensation are: ? Wage and salary: This is the fixed pay. ? Incentives: This refers to the

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additional payments to employee besides wages and salary often linked with productivity and performance.

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MATCHING BLOCK 164/376

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Total Returns Total Compensation Cash Compensationnn Benefits Relational Returns Base Merit/Cost of Living Short-term Incentives Long-term Incentives Work/Life Focus Allowances Income Protection Employment Security Challenging Work Learning Opportunities Recognition and Status Block 4: Compensation and Reward

Management 46 ?
Fringe benefits: The

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fringe benefits include provident fund, gratuity and pension, medical benefits, accident relief, health, life insurance, job uniforms, canteen facility and the like. ? Perquisites:

Perquisites or

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MATCHING BLOCK 166/376

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perks include company car, residential accommodation, paid holiday trips, stock options, club membership and the like.

Example Over and above the easy and flexible working hours, employees at Microsoft are provided with medical, vision and dental care, physical well-being programs, disability support employee stock purchase plan, loan refinancing program, group legal plan and family support care to name a few. For more details, check out <https://careers.microsoft.com/us/en/usbenefits> (accessed on 23/4/2022) 12.4 Role of

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Work Analysis - Work Evaluation in Deciding Compensation Work analysis also known as job analysis, plays a vital role in compensation management

and performance management.

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Work analysis is the systematic process of collecting information that identifies similarities and differences in the work. Work Analysis

is useful in providing: ? Information relating to the different aspects of the jobs and ? Information regarding what activities to perform in a particular job, ? Indication how to perform them, ? The skills and responsibilities to assume in order to perform them well ? Its impact in achieving the individual and organizational performance expectations Features of work analysis or job analysis are: ?

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It tries to identify the content of a job in terms of activities involved and attributes or job requirements needed to perform the activities ? It provides information to organizations which helps to determine which employees are best fitted for specific jobs. ?

It

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helps to understand what the important tasks of the job are, how they are carried out ?

It enumerates the

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necessary human qualities needed to complete the job successfully ? Job analysis involves the analyst describing the duties of the incumbent ? Job analysis deals with the nature and conditions of work Unit 12: Performance Management and Compensation 47 ? Job analysis is crucial for first, helping individuals develop their careers, and also for helping organizations develop their employees in order to maximize talent. ? The outcomes of job analysis are key influences in designing learning, developing performance interventions, and improving processes. ? It helps to develop programs to recruit, select, train, and appraise people for the job as it will exist in the future. In simple terms, the deliverables of job analysis are job specification and job description

which provide the following details: ?

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The purpose of the job ? The physical and mental activities the worker undertakes ? The nature of the job - The tasks and activities to be performed by the job holder ? The qualifications required by the job holder to perform the job All this helps in fixing compensation for each job. The three Ps of Compensation Management are: 1. Compensation for Position - Takes into account the qualifications, education and training one possesses to offer a particular position 2. Compensation for Person - To determine the pay structure that is both equitable and competitive. The competencies of the person are important here. 3. Compensation for Performance - The basis for fixing a pay is the performance of the person-how well he/she performed or reached the targets.

97%

MATCHING BLOCK 173/376

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Work Evaluation in Deciding Compensation Different wages/salaries are paid to different worth of jobs. The relative worth of a job means relative value produced. Depending upon different responsibilities, skills, efforts, and working conditions, compensation is decided. Job is evaluated on the basis of the following factors: ? Know-how - Includes technical, human and managerial know-how ? Problem-solving and Accountability - How much accountability rests with the job ? Education - How much knowledge is required ? Experience - How much experience is required to handle the job ? Complexity of the job - How much time is taken for learning and adapting to the work and how complex the job is to handle ? Scope of job - The length and breadth of the job ? Supervision received - How much guidance is required ? Authority exercised - How much authority is vested with the job

Block 4: Compensation and Reward Management 48

All these factors are required to determine and evaluate a job for which appropriate techniques are to be used.

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MATCHING BLOCK 174/376

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Job Evaluation Techniques There are three ways in which jobs are generally evaluated. 1. The Point Method - In point method each factor is defined and assigned certain points based on the value the factor carries to the company. The relative importance of each factor is weighted to know the worth of the job. 2. Simple Ranking Plans - In this method each component is ranked from lowest to highest to know the worth of the job. 3. Paired Comparisons - Two jobs are paired and compared and if there are many jobs, a comparison will be made for every two jobs and valued. Jobs with higher scores/points are considered more valuable than jobs with lesser scores/points.

Example Alphabet Inc's Google had a plan to discontinue its Engineering Residency Program that was designed for entry-level engineers from underrepresented backgrounds. But the participants complained of "systemic pay inequities" (Courtesy: Reuters). Then Google carried out extensive job evaluation to address the same. For more details, check out: <https://www.reuters.com/>

100%**MATCHING BLOCK 202/376****W**

technology/exclusive- google-drops-engineering-residency-after-protests-over-inequities-2021-06- 22/ (

accessed on 23//4/2022) 12.5 Components of CTC It is a known fact that compensation is closely associated with performance of employees. Organizations analyze how much they have to spend on an employee for getting the required performance. This type of analysis continues till the employee retires because cost to company (CTC) and performance of an employee are positively correlated.

100%**MATCHING BLOCK 176/376****W**

Cost to Company- CTC is the amount that costs the company or the amount the company spends – directly or indirectly – because of employing the person. Thus, CTC is the money given to employee plus the money spent by the company because of employing the person, which is inclusive of salary paid to the employee plus deductions. To understand clearly, let us explain the terms associated with CTC: ? Gross Salary - Amount of salary paid after adding all benefits and allowances before deducting tax. ? Net salary - It is generally the take home salary after deductions made by the employer.

Unit 12: Performance Management and Compensation 49 ?

100%**MATCHING BLOCK 177/376****W**

CTC - The cost incurred by the employer, in other words, all the costs associated with an employment contract. CTC includes compulsory deductions

or contributions made by the company

100%**MATCHING BLOCK 178/376****W**

like Provident Fund, Medical Insurance and expenses incurred for hiring, maintaining and retaining the employee.

Let us look at

90%**MATCHING BLOCK 179/376****W**

the components of CTC: ? Basic Pa y - Fixed compensation paid as basic salary ? Dearness Allowance (DA) - refers to allowances paid to employees in order to face the increasing dearness of essential commodities ? Allowances - include Incentives or bonuses, Conveyance allowance, House Rent Allowance (HRA). Medical allowance, Leave Travel Allowance or Concession (LTA/LTC), Vehicle Allowance, Telephone / Mobile Phone Allowance and Special Allowances All the above are a part in-hand salary, and therefore, are a part of CTC pay as well. ? Deductions - Include deductions like Provident Fund, Medical Insurance. Generally, an employee has to contribute 12% of basic salary towards provident fund (PF). Employer makes an equal contribution (12% of the basic). PF is an expense that a company incurs on the employee every month.

PF rules vary from company to company as also according to the rules stipulated by the government. ?

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Performance-Linked Pay - Many companies pay their employees, generally annually, on the basis of productivity and performance of the employee. ? Taxes – Deductions

are made and credited to the Income Tax department The Ministry of Labour and Employment, Government of India has, with effect from 1 September 2014, brought into force several important amendments to the following existing schemes: These amendments have enhanced the applicability, scope and benefits provided to employees under the EPF Act. It has also increased the liability of the employers who would now be responsible to enroll additional eligible employees and to contribute on the increased statutory wage ceiling. Example In 2021, McDonald's Corp announced its performance-linked pay for its managers. It tied its executive bonuses to diversity and inclusion goals. For details, check out <https://economictimes.indiatimes.com> (accessed on 23/04/2022) 12.6 Diagnosing the Current Situation It is essential to diagnose the current situation for taking up decisions with regard to performance and enhancing the compensation of employees.

Block 4: Compensation and Reward Management 50

For taking critical decisions and taking up action plans for future development, organizations conduct current situational analysis. In the context of compensation management, current situational analysis refers to the analysis of current compensation system so as to develop a compensation strategy for future development. Preparing a comprehensive and impartial compensation structure is key to attracting and retaining talent. For this, the current situation needs to be analyzed. It comprises the following steps: 1. Assessing the existing internal environment- getting up-to-date information on important aspects of job in line with: a. Job positions b. Job description for each position c. Job rating of each position d. Employee's current pay 2. Analysing employee data in terms of: a. Number of vacant positions b. Number of requirements position wise c. Present salaries paid d. SWOT analysis of the employees 3. Market comparison to identify: a. Current rate paid to similar positions in other organizations in the same industry. b. Skill shortage c. Compare present rate with market rate d. Find average pay rate through statistical analysis-regression line 4. Actionable to examine: a. The gaps b. Action-orientation to bridge the gaps c. Pay equity and framing rational pay policies d. Adapting internally equitable and externally competitive philosophy and practice for paying employees Example As per the reports of moneycontrol, Cognizant attrition rate touched record high of 31%; and the company made 100,000 lateral hires in 2021. Jan Siegmund, CFO of Cognizant said that these costs weighed on its results for the next several quarters as management focuses on comprehensive initiatives like job promotions, job rotations and many more. This serves as an illustration for pay revisions. Source: ICFAI Research Center

Unit 12: Performance Management and Compensation 51 12.7

Market Comparisons Organizations keep a constant watch on prevailing market rates for specific jobs. In other words, organizations analyze how much is to be paid for different jobs requiring different types of efforts and performance. Prevailing market rates are taken in to consideration before fixing compensation for different jobs. Enterprises are driven by market forces. Each job hence has a market rate and it is common for every job holder and also every job provider to compare compensation with the market rate. Companies determine compensation of employees in relation to market price, depending upon their internal factors. Accordingly, they are classified in three ways: ? Market Lead- where employees are compensated higher than market rate ? Market Lag- where employees are compensated lesser than the market rate ? Market Match-where employees are compensated at par with market rate Generally, companies rely on standard company surveys and keep them as a benchmark for fixing compensation of employees. Company surveys provide information about competing companies and company practices. Companies try to integrate internal job structure with external market pay rates. Market comparisons help the organizations in: ? Hiring and retaining competent employees ? Promoting worker productivity ? Developing an adequate and acceptable pay structure ? Recognizing market trends in the market place ? Defending pay practices in a court of law Example In the annual "Googlegeist" survey 2022, Google workers gave their employer particularly poor marks on compensation compared to pay for similar jobs at other companies. Employees also said that they face growing bureaucracy that slows them down, survey results showed.

For details, check out <https://www.cnn.com/2022/03/14/> (accessed on 23/4/2022) Check Your Progress - 1 1. Which of the following

comes under relation returns of compensation management? a. Bonus b. Increment c. Challenging work d. Incentive e. Salary

Block 4: Compensation and Reward Management 52 2.

Ramesh, MD of company X was provided with the facility of company car to and fro from his home. To which category of compensation this facility belongs to? a. Wages b. Incentives c. Fringe benefits d. Perquisites e. Bonus 3. Ram before joining an MNC was briefed by his boss on what is to be done and how it is to be done in his job. What was the boss trying to explain to Ram?

a. Job description b. Job specification c. Job analysis d. Job evaluation e. Job briefing 4. Which of the following is referred to the

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amount of salary paid after adding all benefits and allowances before deducting tax?

a. Net salary b. CTC c. Gross Salary d. Compensation e. Total salary 5. Zarina Begum, B. Pham with three years' experience in Ranbaxy is being paid a compensation of INR 80000 per month. She tried to analyze her compensation and found that in a pharmaceutical company a person with similar qualification and experience is being paid INR. 65000. Which of the following is the compensation plan in Ranbaxy? a. Market lead b. Market lag c. Market match d. Market ego e. Market trend 12.8

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Preparing Compensation Revision Plans After making market comparisons, compensation revision plans are to be prepared. Comparisons tell the gaps in compensation components. One has to identify not only the financial aspects but also the existing gaps in skills, knowledge and competencies.

These gaps negatively affect the performance of organizations.

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MATCHING BLOCK 183/376

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After assessing the existing gaps, revision plans are to be prepared.

Unit 12: Performance Management and Compensation 53

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Efforts should be made to attract talented people by offering competitive compensation and retain the existing talented pool by revising their compensation. Compensation revision plans should contain best in class compensation which is fair and equitable. The word of caution is revision plans should not only match with the goals and objectives of the company but also company's financial capabilities. 12.8.1 Communicating

and Implementing

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Compensation Revision Plans After revising the plans, all revision plans should be communicated to all stake- holders. Communication should go through varied channels so that it reaches the potential candidates.

The following steps need to be taken before communicating the revision plans to its stakeholders: ? Preparation - A thorough preparation is required for communicating the revision plans to the stakeholders. They should work on the points to be communicated and be prepared to face questions from stakeholders. They must be prepared with justifying the revision plans worked on and must be thorough with the implications of plans. They should make sure about the affordability of these measures to the company. ? Conducting meetings for communication - Meetings are to be conducted with the stakeholders in an amicable and conducive environment. All their queries should be clarified. The meetings should end with a positive note for implementation. ? It is not always possible to communicate face to face to stakeholders. Care should be taken to communicate to all stakeholders through different channels. ? A consensus for implementation should be arrived at. The following steps need to be taken for implementing compensation revision plans: ? Serious efforts should be put for implementation of revision plans ? The revision plans should come into force in earliest possible time. As such communicating and implementing compensation revision plans remain as an important aspect of compensation management Example Tata Consultancy Services (TCS), India's largest information technology (IT) firm, rolled out salary hikes for all of its over 469,000 employees from April 2021 – the second raise in six months. TCS was the first IT services player to announce salary hikes for FY22. Source: ICFAI Research Center

Block 4: Compensation and Reward Management 54 12.9

Tax Considerations As discussed earlier, not all the compensation reaches the employee. Many deductions take place. From the CTC, PF and taxes are important deductions that organizations make, the former for the security during old age and the latter is what the employee needs to pay to the Government. But while paying taxes to the government, several considerations are given to employees.

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Tax considerations are those allowances which are exempted from paying taxes. They are known as tax exemptions or applicable deductions or tax benefits. Pay packets are restructured in such a way that they are exempted from paying taxes. For instance, expenses like house rent, medical, transport, education, house loans, insurances are various examples which warrant tax concessions. The purpose of providing tax considerations is to enable employees to have maximum value for the given compensation package. Government stipulates rules and regulations from time to time either to add or delete provisions for tax payment. Taxes are major revenue for any government. Individuals, corporate, estates, trusts are required to pay income taxes. Taxable income is the difference between the gross income and deductions. From time to time, the calculations of income tax are changing. The Finance Minister while presenting annual budget underlines the tax exemptions, which are applicable for that financial year, which starts from 1 st of April. Tax exemption calculations vary depending on gender, marital status and number of dependents. Likewise, nature of capital gains and also nature of business/work undertaken also impact tax deductions.

Exhibit 12.1 illustrates the income tax slabs for FY 2022-23. Exhibit 12.1: Income Tax Slabs for FY 2022-23 The finance minister, Nirmala Sitharaman, did not announce any change in the tax slabs or rates in Budget 2022. Income Tax slabs and rates for resident individuals are as follows: ? For income upto Rs. 2.5 lakh – Nil ? From Rs. 2,50,001 to Rs. 5,00,000 - 5% ? From Rs. 5,00,001 to Rs. 7.5 lakh - 10% ? From Rs. 7,50,001 to Rs. 10 lakh -15% ? From Rs. 10,00,001 to Rs. 12.5 lakh - 20% ? From Rs. 12,50,001 to Rs. 15 lakh - 25% ? From Rs. 15,00,001 and above - 30% Contd....

Unit 12: Performance Management and Compensation 55

Tax rebate of up to Rs. 12,500 is available to an individual taxpayer under section 87A of the Income-tax Act, 1961. This would effectively mean that individuals having net taxable income of up to Rs. 5 lakh would not pay any income tax. A cess at the rate of 4 percent is added on the income tax amount. Further surcharge is levied at different income tax rates if the total income exceeds Rs. 50 lakh in a financial year. Under the old income tax regime, basic tax exemption limit for an individual taxpayer depends on their age and residential status. However, in the new tax regime, the basic exemption limit is Rs. 2.5 lakh in a financial year. Source: <https://economictimes.indiatimes.com/> (accessed on 24/04/2022) 12.10 Pension Plans A retirement plan is a financial arrangement designed to replace employment income upon retirement. These plans may be set up by employers, insurance companies, trade unions, the government, or other institutions. Retirement Plans in USA

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The Employee Retirement Income Security Act of 1974, or ERISA, is a federal law that sets minimum standards for pension plans in private industry. The benefits of

ERISA are enumerated below: ?

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It protects the assets of millions of Americans so that funds placed in retirement plans during their working lives will be there when they retire. ? It sets minimum standards for participation and the law specifies minimum number of years of service to become eligible for participation. ? It gives participants the right to sue for benefits and breaches if violated. It guarantees payment of certain benefits if a defined plan is terminated. There are three kinds of retirement plans. 1. Pension Plans Pension plans are deferred arrangements. They are in existence for a long time in civil service and government organizations. They provide payments over a prescribed schedule. The actual amount of the pension depends on the employee's base pay and length of service. Pension plans are two types - defined benefits plan and defined contribution plan. ? Defined benefits plan – Under this plan an employee's pension is calculated on average earnings in the highest 3 years of employment multiplied with 2% times the total years of service. It is not unusual for an employee with around 30 years of service to receive 50 to 60% of his salary as pension under this plan.

Block 4: Compensation and Reward Management 56 ?

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MATCHING BLOCK 189/376

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Defined contribution plan ? Under this plan, an employee's pension depends on the actual amount contributed and the increased earnings of the invested funds. For example, if an employee contributed 5%

of

100%**MATCHING BLOCK 190/376****W**

his salary with around 30 years of service, he will receive 15% of his salary as pension.

Retirement Plans in India Pension plans in India are intended to provide financial security during old age when people will not have a regular source of income. Retirement plan ensures that people will be able to maintain a decent standard of living during post retirement life. Pension plans help employees to get lump sum amount as regular income through annuity plan on retirement by saving certain amount during their working period. National Pension System NPS (National Pension System) is launched by Government of India in 2004 with a view to provide old age income and old age security to its employees. Initially in 2004, it was applicable to new entrants of Central Government services except the Armed Forces. Later State Governments also followed the suit. The scheme was made available to all citizens with effect from 1 st May 2009 on voluntary basis. Since December 2011, NPS was provided to the employees of corporate sector also. A unique Permanent Retirement Account Number (PRAN) is allotted to each employee upon joining NPS. NPS accumulates savings into subscribers' accounts during the tenure of the subscriber and the accumulated amount is used at retirement as a pension for the rest of his life. The Government of India added in NPS a new scheme named Atal Pension Yojana (APY) for the welfare of all citizens working in the unorganized sector during 2015. The minimum age of joining APY is 18 years and maximum age is 40 years. Funding of APY-Government would provide: (i) Fixed pension guarantee for the subscribers (ii) Co-contribute 50% of the total contribution or Rs. 1000 per annum, whichever is lower, to eligible subscribers (iii) Would also reimburse the promotional and development activities including incentive to the contribution collection agencies to encourage people to join the APY. Basic Issues Considered in Pension Plans are: ? Standard Retirement Age - Generally the standard retirement age ranges between 60-65, depending on the type of organization. ? Size of benefits - The amount of benefits employees receive are increasing from year to year as organizations take in to consideration cost of living index and inflation rates.

Unit 12: Performance Management and Compensation 57 ?

Discrimination in plan design - There was discrimination earlier against women in fixing pension rate. Many legal suits were taken up to end this practice. ? Early Retirement - Reduced pensions are provided to people who retire early, but with stipulated years of service. 2.

94%**MATCHING BLOCK 191/376****W**

Profit-sharing It is a plan that gives employees a share in the profits of the company and under the plan each employee receives a percentage of the profits earned by the company. It provides a sense of ownership in the company to the employees. For exceeding financial goals, profits are distributed equally among all employees in proportion to their incomes. Profit sharing plans can be a powerful tool in promoting financial security to employees after retirement. 3. Stock-bonus Plans In a qualified stock bonus plan, employer contributes stock to the plan, similar to that of a defined contribution plan. Many pension plans permit an employee to receive pension to the spouse after his death as reduced pension.

97%**MATCHING BLOCK 192/376****W**

Employee Stock Ownership Plan (ESOP) An employee stock ownership plan (ESOP) is an employee-owner method that provides ownership to employees with an interest in the company in an ESOP. It is a contributory retirement plan, where employees participate in corporate ownership. Companies provide their employees with stock ownership, often at no up-front cost to the employees. ESOP shares, however, are part of employees' remuneration for work performed. Shares are allocated to employees and may be held in an ESOP trust until the employee retires or leaves the company. Under ESOP, employer contributes stock to an employee stock bonus trust (ESOT). ESOPs are two types - Stock bonus ESOP: In a stock bonus ESOP, employee contributes company stock to the ESOT.

Leveraged or leverageable ESOP:

100%**MATCHING BLOCK 193/376****W**

In a leveraged ESOP, the employer uses the special privileges granted to an ESOT to obtain funding for various purposes. The stock becomes part of an employee profit-sharing or retirement program. Employees receive the stock upon retirement along with special tax credits for the value of the stock the company bought for the employees. Savings or Thrift Plan Many organizations have developed savings or thrift plans

for their

100%**MATCHING BLOCK 194/376****W**

employees. Under these plans, employees set aside certain amounts of earnings in order to have a secure and happy retirement. The organization contributes 50-100% amount saved by the employee. These amounts are eligible for tax exemptions. There will be a ceiling on savings, which should not exceed 25% of the salary of the employees.

Block 4: Compensation and Reward Management 58

96%**MATCHING BLOCK 195/376****W**

Individual Retirement Account (IRA) Individuals who do not participate in any retirement plans are eligible for IRA. The employee can contribute up to \$3000 under this plan and the amount increases year by year. The contributions under IRA are tax deductible. The IRA owner has the freedom to select his own investment plan. Simplified Employee Pension Plans (SEP) SEP permits employers to establish a qualified IRA program for employees of 25 years age. These plans are similar to qualified plans Savings Incentive Match Plan for Employees (SIMPLE) SIMPLE is meant for employees with less than \$5000 income per month and in

a company

100%

MATCHING BLOCK 196/376

W

with less than 100 employees. Employee using SIMPLE plan should not contribute to any other qualified plan. Both employee and employer contribute to the saving with lot of flexibility. Keogh (HR-10) Plan This is meant for self-employed persons such as partners or sole proprietors for themselves or their employees. There are three types in this plan: ? Profit-sharing plan ? Money-purchase plan ? Paired-plan Roth and Education IRAs All incomes under this plan are tax free and there is no age limit to contribution. The money is to be used only for education purposes. College Savings Plan This plan also provides enhanced options for education savings and earnings on these plans are tax free. There are no income restrictions to participation.

Example In July, 2021, the Chief Executive Officer of Flipkart Group, Kalyan Krishnamurthy announced a buyback of 5% of the past three years' vested options leading to a spending of about 600 crores thereby enabling the employees to liquidate up to 10% of their vested shares given by the management in the earlier years depending upon their individual holding pattern. For more information, check out <https://economictimes.indiatimes.com/tech/> (accessed on 23/4/2022) 12.11

100%

MATCHING BLOCK 197/376

W

Executive Compensation Executives play a vital role in organization development; hence, their compensation

should also match their position. Executives belong to the highest
Unit 12: Performance Management and Compensation 59

100%

MATCHING BLOCK 198/376

W

decision-making group such as CEOs, full-time Directors, Senior Managers etc. In India and all other countries, executive compensation is a point of discussion- how much it should be, what their components are and how it is to be fixed.

Factors affecting executive compensation are: ?

95%

MATCHING BLOCK 199/376

W

Complexity of the job they hold - This complexity entails them for higher compensation. ? Competencies required - Executives have to handle crucial situations and are responsible for the overall development of the organization, requiring superior competencies. ? Capacity to pay - Higher executive pay is directly related to the affordability of the company. ? Organizational philosophy - Executive compensation depicts the image and philosophy of the company. ? International impact - Many of the international companies look at executive compensation

for a

100%

MATCHING BLOCK 200/376

W

tie-up with the organizations. ? Legal implications - Several legal implications are involved with executive compensation.

Example The 2021, Executive Rewards Survey in India by Aon, states that the median CEO compensation in India ranges from Rs. 15 crores for owner promoters to Rs. 3.63 crores to the Indian private companies, barring the long-term incentives. For details, check out <https://www.business-standard.com/article/management/aon-survey-projects-6-salary-hike-in-2021-for-senior-executives-in-india-> (accessed on 23/04/2022) 12.12 Different Types of Compensation Compensation may be of different types. The same have been enumerated below: ?

100%

MATCHING BLOCK 201/376

W

Seniority pay: It is a traditional practice to fix employee's pay on the basis of seniority or length of service.

100%

MATCHING BLOCK 203/376

W

This is the essence of human capital theory which states that employee's knowledge and skills generate productive capital known as human capital. ? Merit Pay: Wage increase granted to employees on the basis of performance. It is based on subjective appraisal of employee performance. Only when performance appraisals are conducted efficiently, merit pay has certain value. This helps in retaining company's valued employees. ? Lump-sum bonus: Granted for performance as one-time payment ? Incentive pay: Incentive pay or variable pay rewards employees for partially or completely attaining

82%

MATCHING BLOCK 204/376

W

human capital theory which states that employee's knowledge and skills generate productive capital known as human

100%

MATCHING BLOCK 205/376

W

Incentive pay: Incentive pay or variable pay rewards employees for partially or completely attaining a

pre-determined work objective. There are three types of incentive pays:

Block 4: Compensation and Reward Management 60 ?

Individual incentive: It is variable pay for individual performance ? Group incentive plans: It is paid to groups for a particular achievement ? Company-wide plans: It is

100%

MATCHING BLOCK 206/376

W

paid to employees for company's performance over a period of time ? Pay for performance: These are generally rewarded to employees for acquiring job related competencies, knowledge or skills rather than for demonstrating successful job performance. There are two types in it- pay for knowledge and skill based pay. Both skill and knowledge based pay programs reward employees when they apply their knowledge and skills productively in their jobs. ? Gain sharing: Gains made by companies (as depicted by increased productivity, increased customer satisfaction or better safety records) are distributed to departments that contributed to the gains. Gain sharing is given to the employees, usually as a lump sum bonus.

78%

MATCHING BLOCK 220/376

W

employees for acquiring job related competencies, knowledge or skills rather than for demonstrating successful job performance.

100%

MATCHING BLOCK 207/376

W

There are three major types of gain sharing: ? Scanlon plan:

This is paid on the basis of labor costs. ? Rucker plan: This is

100%

MATCHING BLOCK 208/376

W

paid on the basis of labour costs, raw materials and monthly service costs. ? Improshare:

This is

100%

MATCHING BLOCK 209/376

W

paid for completing the work at or sooner than production standard.

Different types of pay discussed above show that there are large number of types and organizations, as per their norms, stipulations and rules follow any one or few of them. Example In 2021, Accenture announced a week's base salary to be paid to the employees below the managing director and thus indicating that the IT service sector is back on the growth path despite the ongoing Covid-19 pandemic.

This serves as an illustration for bonus. Source: ICFAI Research Center Check Your Progress - 2 6.

Sushmita, aged 45, working for an Insurance company is paid 30000 per month. What could be her tax deductions, considering that all her income is taxable? a.

No tax b. 10% c. 20% d. 30% e. 35%

Unit 12: Performance Management and Compensation 61 7.

Which of the following refers to the

100%

MATCHING BLOCK 210/376

W

federal law that sets minimum standards for pension plans in private industry?

a. COLA b. IRA c. SIMPLE d. CODA e. ERISA 8. What is the plan that provides ownership to employees with stock ownership? a. COLA b. ERISA c. ESOP d. CODA e. IRA 9. Which of the following is the most important factor for calculating pension of an employee? a. Location b. Size of the company c. Large income d. Length of service e. Personality 10.

100%

MATCHING BLOCK 211/376

W

Individuals who do not participate in any retirement plans are eligible for

which type of plan? a. COLA b. ERISA c. ESOP d. CODA e. IRA 12.13 Summary ?

100%

MATCHING BLOCK 212/376

W

Compensation management is an important component of performance management. Compensation should be fair and equitable so that employees lead a dignified life. ? It should be cost effective and attract and retain talented people. ? Compensation

is

100%	MATCHING BLOCK 213/376	W
of two types- monetary and relational. ? Compensation includes wage/salary, incentives, fringe benefits and perquisites.		
Block 4: Compensation and Reward Management 62 ?		
91%	MATCHING BLOCK 214/376	W
In addition to salaries companies offer several benefits to employees while at work and also at retirement. - ? As executives are responsible for the major growth of the organizations, special emphasis is given to their compensation. ? The whole unit is concentrated on the various implications of compensation system. 12.14 Glossary Cost to Company - CTC is the money given to employee plus the money spent by the company because of employing the person.		
100%	MATCHING BLOCK 215/376	W
Employee Retirement Income Security Act or ERISA - It is a federal law that sets minimum standards for pension plans in private industry		
100%	MATCHING BLOCK 216/376	W
Employee Stock Ownership Plan (ESOP) - An employee stock ownership plan (ESOP) is a contributory retirement plan, where employees participate in corporate ownership		
Gain		
100%	MATCHING BLOCK 217/376	W
sharing - Gains made by companies as depicted by increased productivity, increased customer satisfaction or better safety records; are distributed to departments that contributed to the		
90%	MATCHING BLOCK 219/376	W
the gains. Job Analysis - Process of studying and collecting information relating to the operations and responsibilities of a specific job. Job Description - It tells what is to be done, how it is to be done and why. It is an organized statement of the duties and responsibilities of a specific job. Job Evaluation - It is a systematic and orderly process of determining the worth of a job in relation to other jobs.		
76%	MATCHING BLOCK 218/376	W
is an organized statement of the duties and responsibilities of a specific job.		
68%	MATCHING BLOCK 223/376	W
job. Job Evaluation - It is a systematic and orderly process of determining the worth of a job in relation to other jobs.		
92%	MATCHING BLOCK 222/376	W
Job Evaluation - It is a systematic and orderly process of determining the worth of a job in relation to other jobs.		
72%	MATCHING BLOCK 221/376	W
is a systematic and orderly process of determining the worth of a job in relation to other jobs.		
88%	MATCHING BLOCK 232/376	W
process of determining the worth of a job in relation to other jobs.		
100%	MATCHING BLOCK 224/376	W
Job Specification - It specifies the minimum qualities required for acceptable performance.		

100%**MATCHING BLOCK 225/376****W**

Profit-sharing - It is a plan that gives employees a share in the profits of the company and under the plan each employee receives a percentage of the profits earned by the company 12.15

Self-Assessment Test 1. Explain the components and objectives of compensation management 2. Discuss the importance of work analysis and work evaluation in compensation management 3. What are the components of cost to company? Explain the same with an example, not given in the unit 4. Discuss various pension plans 5. Critically evaluate executive compensation

Unit 12: Performance Management and

Compensation 63 12.16

Suggested Readings/Reference Material 1. John Shields, Jim Rooney, Michelle Brown, Sarah Kaine; Managing Employee Performance and Reward: Systems, Practices and Prospects, 3rd Edition, Cambridge University Press, 2020 2. Susan L. Verhulst, David A. DeCenzo, Rama Shankar Yadav; Human Resource Management, 13th Edition, Wiley, 2021 3. Durai Pillai, Total Reward Strategy: Retain Your Best Talent, 1st Edition, Notion Press, 2020 4. Stephen J Perkins, Sarah Jones, Reward Management: Alternatives, Consequences and Contexts, 4th Edition, Kogan Page, 2020 5. Kevin R. Murphy, Jeanette N. Cleveland, Madision E. Hanscom, Performance Appraisal and Management, Sage Publications, 2020 12.16 Answers to Check Your Progress Questions 1. (

c) Challenging work Some of the relational returns of work are challenging work, employment security, learning opportunity, recognition and status. 2. (d)

91%**MATCHING BLOCK 226/376****W**

Perquisites (Perks) Perks include company car, residential accommodation, paid holiday trips, stock options, club membership and the like. 3. (

a)

100%**MATCHING BLOCK 227/376****W**

Job description It tells what is to be done, how it is to be done and why. It is an organized statement of the duties and responsibilities of a specific job. 4. (

76%**MATCHING BLOCK 228/376****W**

is an organized statement of the duties and responsibilities of a specific job. 4. (

c)

100%**MATCHING BLOCK 229/376****W**

Gross Salary Amount of salary paid after adding all benefits and allowances before deducting tax. 5. (

a) Market Lead where employees are compensated higher than market rate. 6. (b) 10% Females earning between 2.5-5 lakhs are taxed at the rate of 10%. 7. (e) ERISA Federal law sets minimum standards for pension plans in the private industry through ERISA 8. (c)

100%**MATCHING BLOCK 230/376****W**

ESOP An employee stock ownership plan (ESOP) is a contributory retirement plan, where employees participate in corporate ownership

Block 4: Compensation and Reward Management 64 9. (

d) Length of service Income last drawn and length of service are important factors for calculating pension. 10. (e)

100%**MATCHING BLOCK 231/376****W**

IRA Individuals who do not participate in any retirement plans are eligible for IRA.

Unit 13

Job Evaluation and Pay Structure Structure 13.1 Introduction 13.2 Objectives 13.3 Concept and Definition of Job Evaluation 13.4 The Need for Job Evaluation 13.5 Methods of Job Evaluation 13.6 Importance and Objectives of Pay 13.7 Pay Structure 13.8 Broad Banding 13.9

Summary 13.10 Glossary 13.11 Self-Assessment Test 13.12 Suggested Readings/Reference Material 13.13 Answers to Check Your Progress Questions "

It is

difficult to get a man to understand something when his salary depends upon his not understanding it" - Upton Sinclair 13.1 Introduction As has been popularized by Upton Sinclair, deciding the worth of the job relative to other jobs in the organization would help formulating appropriate pay structure in the organization and elevate the motivation and morale of the employees. In the previous unit, we have examined compensation management as an important component of performance management. Job evaluation is the formal process of deciding the relative worth of the job. Subsequently, the pay structure gives the framework for implementing the pay policies through the organization. This unit will focus on the concept

of job evaluation followed by discussion on the various methods of job evaluation. The unit closes with a comprehensive look at the concept of pay and its related components, such as pay structure and broad branding.

Block 4: Compensation and

Reward Management 66 13.2

Objectives After studying this unit, you should be able to :

State and explain the concept of job evaluation ? Examine the need for job evaluation ? Enumerate the objectives of job evaluation ? Explain the methods of job evaluation ? Justify the importance of pay ? Describe the concept of broad banding 13.3 Concept and Definition of Job Evaluation

87% **MATCHING BLOCK 245/376**

W

Job analysis describes the duties of a job, authority relationships, skills required, conditions of work, and additional relevant information. Job evaluation, on the other hand, uses the information derived through job analysis to evaluate each job –

100% **MATCHING BLOCK 233/376**

W

the duties of a job, authority relationships, skills required, conditions of work, and additional relevant information. Job

each component is valued and the relative job worth ascertained

100% **MATCHING BLOCK 234/376**

W

Job evaluation is a process of determining the relative worth of

100% **MATCHING BLOCK 235/376**

W

Job evaluation is a process of determining the relative worth of

89% **MATCHING BLOCK 236/376**

W

Job evaluation is a process of determining the relative worth of the various jobs within the organization, so that differential wages may be paid to jobs of different worth.

98% **MATCHING BLOCK 237/376**

W

Job evaluation is a process of determining the relative worth of the various jobs within the organization, so that differential wages may be paid to jobs of different worth.

Process of

54% **MATCHING BLOCK 238/376**

W

job evaluation is explained below: ? It rates jobs in order to determine their position in the job hierarchy. This evaluation may be achieved through

a formal assignment of points to different jobs or through evaluating skills, experience, and responsibility of the person concerned. ? During the process of job evaluation, various positions are analyzed and described. These are then grouped in order to determine their relative value through a comparison of

100% **MATCHING BLOCK 239/376**

W

the duties of different positions in terms of their different responsibilities and other requirements.

In other words, it can be said that job evaluation involves the quantitative measurement of the relative job worth for the purpose of establishing consistent wage rate differentials through objective means. It should be emphasized that job evaluation does not consider the performance of an individual on the job. It does not look at how well the individual performs the job. This also means that

86% **MATCHING BLOCK 241/376**

W

job evaluation is an attempt to determine and compare demands which the normal performance of

95% **MATCHING BLOCK 240/376**

W

an attempt to determine and compare demands which the normal performance of

a

89% **MATCHING BLOCK 242/376**

W

particular job makes on normal workers – without taking into account the individual abilities or performance of the workers concerned.

96%**MATCHING BLOCK 243/376****W**

on normal workers – without taking into account the individual abilities or performance of the workers concerned.

Example Virgin Media Inc is a UK-based company that provides broadband internet services to fixed/mobile telephone and television for consumers and businesses as well. Contd....

Unit 13: Job Evaluation and Pay Structure 67

Virgin Media was successful in expanding to different markets as its works adapt to changes quickly keeping organization ahead of their competitors. For designing competitive pay structures, Virgin Media continuously assesses the skills of its workforce. It measures the number of workers who underwent training, lists their qualifications, skills, competencies and experiences for future plans with respect to recruitment, training to name a few. Source: ICFAI Research Center Activity 13.1 Job Analysis You have been appointed as recruitment specialist in Synchrony Financial, a financial software and business analytics company. You were asked to analyse the job of a Data Scientist for the organization. Please describe it. Answer: Check Your Progress - 1 1. Job evaluation achieves a number of objectives. Which of these would be true? i. Ranking of jobs in the hierarchy. ii. Determining the worth of various jobs in the organization. iii. Grouping of jobs. iv. Determining

80%**MATCHING BLOCK 244/376****W**

and comparing the demands which the normal performance of a job makes on normal workers.

a. i b. iii c. iv d. i, ii, iii, and iv e. ii 2. Which of the following

is the best way to define a job? a. Performing an activity. b. Getting paid for performing an activity. c. Similar activities that are related to each other d. Evaluating the job e. Performing the job

Block 4: Compensation and Reward Management 68 13.4 The Need for Job Evaluation There are several reasons for the growing interest in job evaluation in recent times and these are discussed here: ? Job evaluation is a valuable technique to evolve a more rational and consistent wage and salary structure. ? Job evaluation brings about harmonious relations between labour and management through elimination of wage inequalities. ? Given the mechanization and automation in industry, it has become unrealistic to pay workers primarily on the basis of their output. Job evaluation is of use in fixing realistic wages. ? Job differentials should not to be based on skill differences alone: various factors such as risks and working conditions should also determine the worth of jobs. ? Job evaluation keeps down the cost of recruitment and selection of workers. Selection can be made objective by matching the qualifications of the candidate with job requirements. ?

80%**MATCHING BLOCK 246/376****W**

The process of determining the wage differentials for different jobs becomes standardized through job evaluation. ?

80%**MATCHING BLOCK 247/376****W**

The process of determining the wage differentials for different jobs becomes standardized through job evaluation. ?

An increasingly dynamic economy requires continuous job evaluation. Example Gravity Payments, a credit card payment processing company located in Seattle, US believes that income of a person directly influences his emotional health, and generally employees who earn less would be happy if a little extra money was given and improves the motivation and morale of the employees. It pays competitive salaries to its customer service representative, salesmen and clerks despite the fact that it put a toll on the company's profits. Source: ICFAI Research Center Check Your Progress - 2 3. Job evaluation is done to set wages and salary on the basis of the relative work or jobs in the organization. In this context, what do you think job evaluation facilitates? a. Working conditions of employees b. Standardizing the work capacities of employees c. Standardizing effort d. Standardizing the development of employees e. Standardizing the performance of an individual

Unit 13: Job Evaluation and Pay Structure 69 13.5 Methods of Job Evaluation Whenever possible, pooled or combined evaluation is the best way of setting the rates of wages within a firm. A decision must be made concerning what groups of jobs are to be covered by a single evaluation system. Essentials of job evaluation are: ? A clear and accurate job description and specification must be available to provide data concerning the factors to be measured. ? It must be noted that during evaluation, it is the job that has to be rated and not the employee. ? In deciding how much money a particular job is worth, there is always a temptation to be influenced in one's judgment by the qualifications and caliber of the individual who is present while doing the job. Example At McDonald's, the job responsibilities of crew members include attending to individual needs and delivering services fast and compassionately. Crew members are given training on cleanliness and hygiene requirements to maintain high standards in the restaurant. Before direct entry into service section, they are also trained on how to use utensils and cleaning products (chemical) and taking correct and necessary precautions while using equipment. Source: ICFAI Research Center The job evaluation method can be classified into two main types depending on the comparison method used: ?

91%**MATCHING BLOCK 248/376****W**

Non-analytical method in which whole jobs are examined and compared without being analyzed into their constituent parts or elements. ? Analytical method in which jobs are analyzed by reference to one or more criteria, factors, or elements.

In both these means of comparison, there are two bases on which comparisons are made: ? Job-job where judgments are based on a direct comparison between one job and another, and ? Job-scale where the judgments are made by comparing each job with a set scale. Job evaluation methods are classified as non-quantitative methods and quantitative methods. Let us discuss the same in detail.

Block 4: Compensation and Reward Management 70 13.5.1

Non-quantitative Methods The non-quantitative methods of job evaluation along with their relative merits and demerits are discussed below: **Ranking or Job Comparison** This is perhaps the simplest method of job evaluation. Process of ranking or job comparison is as given below: ? Here, the total or whole job is ranked against other jobs on the basis of difficulty level. ? No measurable points or score values are assigned. ? It is simply arranging the job in a hierarchy. Since the job as a whole is taken into consideration, no attempts are made to break each job into its composite segments. ? First, ranking is done by functional areas, and then they are combined for developing an organization level system. This method is useful in small organizations with a relatively flat structure. The most obvious limitation of the ordering method is the sheer inability to manage it as there are a large number of jobs in an organization. It is virtually impossible to do the ranking correctly. Other drawbacks are the subjectivity of the method – there are no definite or consistent standards by which to justify the ranking and employees have no knowledge of the distance between the ranks. **Internal Benchmarking** Internal benchmarking is done intuitively, in order to decide on the value of jobs. The method is used more in smaller organizations that have few formal personnel policies. Usually in this method, a job which is believed to be properly graded and paid is taken as a benchmark and all other jobs which are to be reviewed are compared with it.

87%	MATCHING BLOCK 249/376	W
The comparison is made on a whole job basis without analyzing the		

87%	MATCHING BLOCK 250/376	W
The comparison is made on a whole job basis without analyzing the		

78%	MATCHING BLOCK 251/376	W
The comparison is made on a whole job basis without analyzing the job factor by factor.		

78%	MATCHING BLOCK 252/376	W
The comparison is made on a whole job basis without analyzing the job factor by factor.		

78%	MATCHING BLOCK 253/376	W
The comparison is made on a whole job basis without analyzing the job factor by factor.		

This is referred to as job slotting. This method can lead to equal pay problems. Advantages of internal benchmarking system are: ? It is realistic in nature. ? Is simple to implement ? It recognizes that this is a natural way of valuing jobs. ? It can produce reasonable results as long as it is based on the comparison of accurate job or role descriptions and is done by people who are familiar with the work involved and its relative complexities.

Unit 13: Job Evaluation and Pay Structure 71

Disadvantages of internal benchmarking system: ? It relies on judgments which may be entirely subjective, may confirm implicit prejudices, and could be hard to justify if tested analytically. ? It is dependent on the identification of suitable benchmarks that are properly graded and paid, and such comparisons may only perpetuate existing inequities and discrimination. ? It would not be acceptable in cases of equal value. **Job Classification Method** This method consists of first identifying classes, categories, or grades. Following explains the process of job classification: ? Once the classes or grades are identified, their level of difficulty is identified by defining their specifications and then the individual jobs are classified in those categories/grades. ? The individual jobs may come from various functional areas with common responsibilities and work. ? The classification is sometimes also created by identifying such common denominator-skills, knowledge, and responsibilities, the desired goal being the creation of a number of distinct classes or grades of jobs. ? Once the classification has been established, the categories are ranked in an overall order of importance according to the criteria chosen, and each job is placed in its appropriate classification. ? Compensation levels for each grade/category are allocated and employees working in various departments and sections may end up with the same compensation level as long as they belong to same grade/category. Though the classification method has proven successful and viable in classifying millions of kinds and levels of jobs in the civil service, it suffers from disadvantages of writing classification, description, judging which job goes where and dealing with jobs that appear to fall into more than one classification. **13.5.2 Quantitative Methods** The quantitative methods are discussed below: **Point Rating Method** Administration of point rating method is elaborated below: ? This method of job evaluation consists of first developing key compensable factors based on which each job must be evaluated.

Block 4: Compensation and Reward Management 72 ?

The collection of these key factors is called a manual or yardstick. These manuals can be developed on the basis of the organization's own experience or on those developed through industry-wide effort by various organizations. ? Each of these key compensable factors has a scale value which defines the degree to which the factor is present in the job. ? Each job is rated on these key factors and a value assigned. ? At the end of this exercise, the values of each factor are added to get a total score which is then converted into a compensation level. **Factor Comparison Method** This method is complicated and expensive. It requires consultation with experts and specialists for the comparison and appraisal of jobs to assign weights on key factors. Process of factor comparison is given below: ? The current rate of pay is used to derive weights for each element of compensable factors in the key jobs. ? After all the key jobs have been analyzed, weights are assigned to the elements by taking an average on the key jobs. ? Thus the money value of one factor in one job is compared to the money value of the same factor in another job. This is what makes this method more acceptable because it is based on the established compensation structure. It is not as arbitrary as the point system. Thus, we see that methods of job evaluation are based on the judgments of those that evaluate the jobs. This sometimes leads to disagreement about the quality and nature of the evaluation being carried out. However, given the absence of more scientific techniques, they are the best approaches available. In fact, with sophisticated software, the methodology can be fine-tuned to give more objective results. **Check Your Progress - 3 4.** Of the following, which is the simplest method of job evaluation: Internal benchmarking, job comparison, job classification, job segmentation? a. Job classification. b. Job comparison c. Job segmentation d. Internal benchmarking e. Job evaluation

Unit 13: Job Evaluation and Pay Structure 73 5. Which of the following can turn into a disadvantage for the Internal Benchmarking system? a. The handling of cases where jobs have a different value b. The absence of factors in grading c. Use of suitable benchmarks that are properly graded d. Internal benchmarking being an intuitive process e. Objective judgements 6. Which of the following methods involves the development of key compensable factors that are called a manual or yardstick? a. Internal benchmarking b. Job classification c. Point rating d. Factor comparison e. Job evaluation 13.6 Importance and Objectives of Pay Pay is among the most important yet contentious elements in the employment relationship. Given its unique role, it has always been of substantial interest to both the employer and the employees. The Government also monitors the pay levels in various organizations. The following points enumerate the importance of pay: ? Pay is important for an employer because it forms a significant part of the costs of running the organization. This has implications for the performance of the firm as well as its competitiveness. It also affects an organization's ability to recruit and retain a labor force. ? Pay is important to the employee as it represents the value of his/her performance to the organization and is a measure of the value of his services or performance. ? Pay is important for the government as well as it has implications for the overall level of purchasing power and prosperity of the workforce of the country. Pay determination can have one or more objectives, which may often be in conflict with each other. The objectives of pay determination can be classified under five broad headings: ? Establishing Equity: Pay helps establish equity in the organization, which may translate into raising

67%	MATCHING BLOCK 254/376	W
the wages of the lowest paid employees and the concept of equal pay for work of equal		

value.
Block 4: Compensation and Reward Management 74 ?
Establishing Efficiency: Pay helps to establish efficiency which links a part of the wages to productivity, profit, or group or individual performance. Arrangements to achieve efficiency are related to equity as the firm should reward performance. ? Existence of motivated workforce: Pay is an important hygiene factor in Herzberg's theory of motivation. This means that an appropriate level of pay should exist in order to prevent dissatisfaction among the employees. ? Act as a Mechanism to Control the Growth of Pay: This will ensure that a substantial amount of costs (ie, pay) of the organization, is kept under check. ? A Matter of Prestige: Pay is a matter of prestige for the company. A good pay system is a hallmark of a well-functioning organization that helps it to attract and retain talent. Example The onset of Covid-19 and the resultant reverse migration of unskilled and semi-skilled labour, have increased the daily wage rates from INR 250 to INR 350-400 as of April, 2021. The minimum wage in India comes under the purview of The Minimum Wages Act, 1948 with amendments as per Code on Wages Act, 2019 that determines the irreducible amount that is necessary for the bare sustenance of the worker and his family along with the preservation of his efficiency at work. This illustrates the importance of establishing equity. For details, check out <https://www.india-briefing.com/news/guide-minimum-wage-india-2021-19406.html/> (accessed on 25/4/2022) 13.7

53%	MATCHING BLOCK 259/376	W
Pay Structure The pay structure provides a framework within which an organization defines the different levels of pay for jobs or groups of jobs. The pay structure is based on the assessment of the relative internal valuation and external		

100%	MATCHING BLOCK 255/376	W
the different levels of pay for jobs or groups of jobs.		

100%	MATCHING BLOCK 256/376	W
the different levels of pay for jobs or groups of jobs.		

100%	MATCHING BLOCK 257/376	W
the different levels of pay for jobs or groups of jobs.		

100%	MATCHING BLOCK 258/376	W
the different levels of pay for jobs or groups of jobs.		

valuation of the job. 13.7.1 Objectives of the Pay Structure The pay structure has the following objectives: i. It should establish an appropriate framework for the implementation of fair, equitable, and consistent reward policies. ii. The pay structure should facilitate determination of the appropriate levels of pay for both jobs and people. iii. The pay structure should act as a basis for monitoring and controlling the implementation of pay practices. iv. Last, it should enable organizations to communicate to the employees the pay opportunities that are available.
Unit 13: Job Evaluation and Pay Structure 75 13.7.2
Characteristics of the Pay Structure The characteristic features of pay structure are enumerated below: i. The pay structures contain pay ranges for jobs which are grouped into various grades, individual jobs, or job families. ii. Pay structures point to the existing rates of pay for different jobs. iii. They enable pay progression which is in accordance with the performance and competence of the employee. 13.7.3 Types of Pay Structures There are various types of pay structures. Each structure has a different way of operating. The main types are: a) Graded Structures These are conventional pay structures. These consist

90%	MATCHING BLOCK 260/376	W
of a sequence of job grades in which jobs of broadly equivalent value are placed.		

90%	MATCHING BLOCK 261/376	W
of a sequence of job grades in which jobs of broadly equivalent value are placed.		

90%	MATCHING BLOCK 262/376	W
of a sequence of job grades in which jobs of broadly equivalent value are placed.		

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of a sequence of job grades in which jobs of broadly equivalent value are placed.		

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of a sequence of job grades in which jobs of broadly equivalent value are placed.		

The same has been explained below: ? Each grade has a pay range. ? The maximum range is between 20 percent and 50 percent above the minimum pay. ? The pay range gives the scope for pay progression. Typical pay structures consist of between 6 and 15 grades ? The grades are defined through job evaluation which is in terms of points. The jobs can also be put into grades through the differentials between the pay ranges. b) Broad Banded Pay Structures: The broad banded pay structure has a range of pay which is higher than in a conventional graded structure. The same has been explained below: ? The band width is quite large and sometimes exceeds 100 percent. ? Band boundaries are defined by job evaluation. A combination of both job evaluation and market rate analysis can be done. ? The bands are given by their generic roles and not hierarchy. ? A broad banded structure gives room for horizontal room in the band, on the basis of activities, contribution, and competence. ? In this structure, pay progression and career development do not always come from being promoted to higher grade. Example Toyota had a unique system of job classification where hierarchy of pay grades or salary ranges were compressed into small number of wide bands. Each band thus consisted of a wide range of jobs and salary levels. Contd....

Block 4: Compensation and Reward Management 76

There were only 3 plant job classifications such as Division I – all production members, Division II – all general maintenance team members and Division III – all tie and dye members. This serves as an illustration for broad banding. Source: ICFAI Research Center c) Job Family Structures A job family consists of related jobs that deal with a similar type of work. The same has been explained below: ? They also require similar knowledge, skills, and abilities. For instance, a 'Financial' job family can consist of a number of related jobs such as investment analyst and accountant. ? Each job family will have its own structure which is graded in terms of responsibility, skill, or competence. d) Spot Rate Structures This is the individual job rate which allocates a specific rate for a particular job. These rates can be set through job evaluation or through market rates. The same has been explained below: ? There is no scope for the basic rate for the job to progress through a defined pay range. ? Job holders can receive a bonus or other forms of incentive payment on top of the base rate. e) Pay Spines These consist

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of incremental pay points extending from the lowest to the highest-paid jobs		

100%	MATCHING BLOCK 266/376	W
of incremental pay points extending from the lowest to the highest-paid jobs		

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of incremental pay points extending from the lowest to the highest-paid jobs		

100%	MATCHING BLOCK 268/376	W
of incremental pay points extending from the lowest to the highest-paid jobs		

87%	MATCHING BLOCK 269/376	W
of incremental pay points extending from the lowest to the highest-paid jobs in the structure.		

The same has been explained below: ? Each spine has a minimum and maximum, with progression based on service. ? The increments may be standardized. For instance, there may be an increment at a standard rate of three percent all through the spine. On the other hand, the increments can be such that they are wider at higher levels. ? Pay scales for different job grades can also be superimposed on the spine. Pay spines are usually found in the public sector undertakings. f) Pay Structure for Manual Workers This pay structure is used for workers that perform manual tasks. For instance, this rate would be paid for employees who do distribution and transportation. The same has been explained below:

Unit 13: Job Evaluation and Pay Structure 77 ?

This pay structure can be arrived at by national, local, or plant negotiations with the existing trade unions. In case the firm is not unionized, the contract the individual makes determines the pay structure. ? It may include numerous spot rates, i.e., fixed base rates for each job that has similar skill or merit ? The pay structure can also be based on the day rate or flat rate. In this arrangement, the workers are paid a predetermined rate for the time period worked. g) Integrated Pay Structures The integrated pay structure covers groups of employees that are paid under separate arrangements. The same has been explained below: ? It may include numerous spot rates, i.e., fixed base rates for each job that has similar skill or merit. ? Job evaluation is used to arrive at an integrated pay structure. ? Under an integrated pay structure, the old system is abolished and the one that has consolidated pay is used. 13.8 Broad Banding Broad banding combines salary grades into a few wide bands. Each band consists of a wide range of jobs and salary levels. Broad banding is useful since it avoids the difficulty of making ranges for a very large number of jobs. Broad banding is the compression of a hierarchy of pay grades or salary ranges into a small number of wide bands. Each of these bands therefore spans the pay opportunities previously covered by pay ranges. Variations in broad banding structures are: ? Some broad banding structures have zones or sub-bands within bands in order to provide guidance on the pay range for different roles that may come within the band. ? Pay levels in broad banding can be market driven. In other cases, there may be scrutiny in relation to market trends. Thus, the thrust can vary from internal equity to being externally competitive. ? The decisions on pay increases depend on internal equity considerations. There would be comparison between the pay of people with similar roles in job cluster or job families. Steps to achieve a broad banded pay structure are as given below: ? At the outset, there should be an agreement among the parties concerned that broad banding is the most appropriate pay structure for progression.

Block 4: Compensation and Reward Management 78 ?

The number of bands desired should be estimated. This can be done by examining the organizational structure and roles at each level. Subsequently, the size or width of the band should be determined. ? Job evaluation should be carried out to define the band boundaries and devise the appropriate band structures. ? An external pay survey should be done to determine the market rates of pay. ? The roles in the bands would have to be positioned on the basis of the results of job evaluation and market rates. A decision would have to be made on the weight to be given to internal and external relativities. Subsequently, one has to decide the basis for progressing pay within zones and for adjusting pay levels following a change in role. The existing rates of pay for employees would have to be examined. It would have to be done to identify any increases or establish cases where pay protection may be necessary. ? There is a need to draw up procedures for managing the structure in areas of allocation of roles to bands, use of job evaluation, conduct of pay reviews, etc. ? The managers have to be trained on the new structure for managing pay. ? Last, the details of the new structure and how it will affect the staff need to be communicated. Figure 13.1 gives a typical broad banded structure showing the relation with traditional pay grades and ranges. Figure 13.1: Broad Banded Structure Broad Banded Structure and the Relation with Traditional Pay Grades and Ranges

Source: Gary Dessler, Human Resource Management, Pearson, 16 th Edition, 2020

Brand B Brand B Grades and Evaluation Points w a g e r a y e s

Unit 13: Job Evaluation and Pay Structure 79

Activity 13.2 Broad Banding Be Healthy is a pharmaceutical company that follows a spot rate structure for fixing pay for its employees. But to provide a greater flexibility for the organization in making and administering pay decisions, it has decided to adopt broad -banding. List out the steps involved in fixing the broad-band pay structure. Answer: Advantages of broad banding are: ? It provides greater flexibility for organizations to make and administer pay decisions. ? It creates greater scope for lateral career development since broad bands create a flatter organizational structure. ? It acts as a mechanism that can enable an organization to change from a traditional hierarchical approach to one that is flatter and multi-skilled. ? An organization that operates with a small number of bands can address communication issues more effectively since it places far more employees within the same category. ? By linking Broad Banding with performance, there can be alignment of pay progression with the corporate goals of the organization. ? With more employees falling under the same band, there is a reduction in the status consciousness observed in a narrow banded pay structure. ? When aligned to a competence based method of reward, it can encourage employee development and therefore, multi-skilling. Disadvantages of broad banding are: ? Status conscious employees feel resentment at the elimination of a narrow banded grading structure and the status it confers. ? Broad banding needs to be monitored. There is a danger of band drift since the number of spinal column points between the lowest and the highest points of a band are considerably greater than in a narrow banded pay structure. ? Market rates of pay will have to be continuously monitored to address recruitment problems due to external competition. This can be a very costly and time consuming process.

Block 4: Compensation and Reward Management 80 ?

A broad banded pay structure may not suit the culture of every organization. If it is imposed without the commitment of the majority of the workforce, it can cause significant workforce problems. ? In case employees believe that the decision of their line manager on their pay progression has been subjective, the whole process can be undermined. ? If broad banding is not introduced with a full and clear explanation of how it will affect individual employees, it is highly likely to be rejected since it is too difficult to understand. ? Sometimes if a broad banded structure is linked to a competency based reward system, the scope for employees to acquire new skills may be controlled to avoid costs increasing too rapidly. Example Atla Bates Summit Medical Center in the USA, follows clear and concise broadband structure. The pay bands are based on competitive pay and relate to the general staff, the chief executive and other senior type roles. For instance, a resident doctor working under the Spine Specialist and Surgeon falls in the junior salary band and upon acquiring the skill set by dint of his tenure and experience, would achieve an upward movement in the salary band.

Source: ICFAI Research Center Check Your Progress - 4 7. Which of the following

pay structures are found in public sector units? a. It usually comprises pay spines. b. There is a fixed increment c. There is fixed pay for higher level jobs in the organization. d. Other pay scales cannot be superimposed on the pay spine. e. Uniform pay scales for different jobs 8. Broad banding is fast gaining popularity in organizations. Which of the following are true in the context of broad banding? i. It combines salary ranges into wider bands. ii. It evolved as organizations wanted to retain their hierarchies. iii. It allows career growth but at the cost of formal promotions. iv. It is easy to administer.

a. i and iii b. ii c. ii and iv d. iii e. ii and iii

Unit 13: Job Evaluation and Pay Structure 81 9.

In an organization that has a few wide bands, the type of pay structure being followed is: a. Broad banding b. Integrated pay structure c. Pay spine d. Graded structure e. Spot rate structures 10. Broad banding, if not carried out properly, can have numerous disadvantages. Which of the following are the disadvantages of broad banding? i. It creates a flatter organizational structure. ii. It cannot be linked with performance or corporate goals due to the existence of wide salary bands. iii. It can lead to an increase in costs due to higher pay. iv. It causes resentment among status conscious employees. a. i, ii, and iii b. ii c. iii and iv d. iv e. ii and iv 13.9

Summary ?

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Job evaluation is the evaluation or rating of jobs to determine the position of the job in the job hierarchy. ? Job evaluation may be achieved through the assignment of points or the use of some systematic methods for essential job requirements, such as skills, experiences, and

83%

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of points or the use of some systematic methods for essential job requirements, such as

responsibilities. ? Job evaluation methods are classified as quantitative methods, which include the point rating method and factor comparison method and non-quantitative methods include ranking or job comparison, internal benchmarking, and job grading or classification. ? Pay represents the most important element in the employment relationship. The objectives of pay can be classified as: equity, efficiency, financial stability and the efficient allocation of labour. ? The

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pay structure gives a framework within which an organization defines the different levels of pay for jobs or groups of jobs. The pay structure is based on the assessment of the relative internal valuation and external

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the different levels of pay for jobs or groups of jobs.

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the different levels of pay for jobs or groups of jobs.

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the different levels of pay for jobs or groups of jobs.

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the different levels of pay for jobs or groups of jobs.

valuation of the job.

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The main types of pay structures are: graded structures, broad-banded structures, job family structures,

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spot rate structures, pay spines, pay structure for manual workers, and integrated pay structures. ?

Broad banding is a concept of combining salary grades and ranges into just a few wide levels, each of which contains a relatively wide range of jobs and salary levels. ? Job evaluation techniques, pay structures, and broad banding are the different means in which the values of job can be assessed. ? Job classification consists of identifying classes, categories, or grades. Subsequently, the level of difficulty is identified by defining the specification. 13.10 Glossary Broad banded pay structures: This structure has the range of pay in a band, which is significantly higher than the conventional graded structure. Broad banding: This means combining salary grades and ranges into just few wide level or brands each of which contains a relatively wide range of jobs and salary levels. Factor comparison method: This method involves a comparison of all key jobs and appraisal of jobs. The money value of one factor in one job is compared to the money value of the same factor in other job. Graded pay structure: A conventional graded pay structure is that

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of a sequence of jobs into which jobs of broadly equivalent value are

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of a sequence of jobs into which jobs of broadly equivalent value are

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of a sequence of jobs into which jobs of broadly equivalent value are

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of a sequence of jobs into which jobs of broadly equivalent value are		

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of a sequence of jobs into which jobs of broadly equivalent value are		

slotted. Integrated pay structures: Integrated pay structures cover groups of employees who have traditionally been paid under separate arrangements.

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Job analysis: Job analysis describes the duties of a job, authority relationships, skills required, conditions of work, and additional relevant information. Job		

92%	MATCHING BLOCK 284/376	W
Job analysis describes the duties of a job, authority relationships, skills required, conditions of work, and additional relevant information. Job		

comparison: In this method, the whole job is ranked against other jobs on the basis of difficulty level. The jobs are arranged in a hierarchy, without any measureable points or values being assigned.

63%	MATCHING BLOCK 285/376	W
Job evaluation: Job evaluation uses information from job analysis to evaluate each job. It evaluates its components and ascertaining relative job worth.		

It involves a formal and systematic comparison of jobs in order to determine the worth of one job relative to another. Job family structures: This type of structure consists of a collection of separate pay structures for job families. Job slotting: This is also called internal benchmarking. It is an intuitive method where a properly graded and paid job is taken as a benchmark and all the other jobs are compared with it. The comparison is made on the whole job without analyzing the job factor by factor.

Unit 13: Job

Evaluation and Pay Structure 83

Job: A job is a group of positions that are similar to the kind and level of work. Pay spines: This is a pay structure that consists

97%	MATCHING BLOCK 286/376	W
of a series of incremental pay points extending from the lowest to the highest-paid jobs covered by the structure. Pay		

97%	MATCHING BLOCK 287/376	W
of a series of incremental pay points extending from the lowest to the highest-paid jobs covered by the structure. Pay		

97%	MATCHING BLOCK 288/376	W
of a series of incremental pay points extending from the lowest to the highest-paid jobs covered by the structure. Pay		

100%	MATCHING BLOCK 289/376	W
of a series of incremental pay points extending from the lowest to the highest-paid jobs covered by the structure. Pay structures:		

100%	MATCHING BLOCK 290/376	W
of a series of incremental pay points extending from the lowest to the highest-paid jobs covered by the structure. Pay structures:		

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of a series of incremental pay points extending from the lowest to the highest-paid jobs covered by the structure. Pay structures:		

These indicate the rate of pay for different jobs and

89%	MATCHING BLOCK 292/376	W
provide scope for pay progression in accordance with performance, competence, contribution, skill, or service.		
89%	MATCHING BLOCK 293/376	W
provide scope for pay progression in accordance with performance, competence, contribution, skill, or service.		
89%	MATCHING BLOCK 294/376	W
provide scope for pay progression in accordance with performance, competence, contribution, skill, or service.		
89%	MATCHING BLOCK 295/376	W
provide scope for pay progression in accordance with performance, competence, contribution, skill, or service.		
89%	MATCHING BLOCK 296/376	W
provide scope for pay progression in accordance with performance, competence, contribution, skill, or service.		

Point rating method: This method involves the development of key compensable factors for the evaluation of each job. These manuals are developed on the basis of the organization's own experience or on the basis of industry-wide organization. Each of these key factors has a scale value which defines the degree to which that factor is present. Each job is rated on these key factors and a value is assigned. At the end of this exercise, the values of each factor are added to get a total score that is converted to get the compensation level. Spot rate structures: The spot rate structure allocates a specific rate for a job. 13.11 Self-Assessment- Test 1. Job evaluation is a process by which jobs in an organization are evaluated. What are the factors that lead an organization to undertake job evaluation? 2. Explain the various benefits that an organization derives from performing job evaluation. 3. Give an overview of quantitative and non-quantitative categories of job evaluation. 4. Pay represents an important but contentious element in the employment relationship. In this context, explain why pay is important to the employer, employee, and the government. 5. What are pay structures? Explain in detail about each pay structure. 13.12

Suggested Readings/Reference Material 1. John Shields, Jim Rooney, Michelle Brown, Sarah Kaine; Managing Employee Performance and Reward: Systems, Practices and Prospects, 3rd Edition, Cambridge University Press, 2020 2. Susan L. Verhulst, David A. DeCenzo, Rama Shankar Yadav; Human Resource Management, 13th Edition, Wiley, 2021 3. Durai Pillai, Total Reward Strategy: Retain Your Best Talent, 1st Edition, Notion Press, 2020 4. Stephen J Perkins, Sarah Jones, Reward Management: Alternatives, Consequences and Contexts, 4th Edition, Kogan Page, 2020 5. Kevin R. Murphy, Jeanette N. Cleveland, Madision E. Hanscom, Performance Appraisal and Management, Sage Publications, 2020

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Answers to Check Your Progress Questions 1. (d) i, ii, iii, and iv Job evaluation touches the grouping of jobs, ranking of the jobs, determining the worth of various jobs in the organization as well as determining the demands which the normal performance of a job makes on a normal worker. 2. (c) Similar activities that are related to each other A job can be considered to be a group of positions or activities that are similar to the kind and level of work. 3. (a) Working conditions of employees Job evaluation is done to set wages and salary on the basis of the relative work or jobs in the organization. In this context, it facilitates standardization of the working conditions of employees 4. (b) Job comparison Job comparison is among the simplest methods of job evaluation. It consists of ranking the whole job against another on the basis of difficulty level of the job. 5. (b) The absence of factors in grading The internal benchmarking system is dependent on the identification of suitable benchmarks that are properly graded and paid. As a consequence, the comparisons may only perpetuate existing inequities and discrimination. 6. (c) Point rating Point rating is a method of job evaluation which consists of first developing key compensable factors based on which each job must be evaluated. The collection of these key factors is called manual or yardstick. These manuals can be developed on the basis of the organization's own experience or those developed by industry wide organization. 7. (a) It usually comprises pay spines Only the first statement is true, since it is the public sector units who prefer to use the pay spines. 8. (a) i and iii The broad banding exercise allows the combining of salary ranges into wider bands.

Unit 13: Job Evaluation and Pay Structure 85 9. (

a) Broad banding The type of pay structure being followed in this case is broad banding. This type of salary structure combines salary grades into a few wide bands. Each band thus consists of a wide range of jobs and salary levels. 10. (c) iii and iv In the context of broad banding, it should be noted that status conscious employees may resent the elimination of a narrow banded grading structure and the status it confers. Further, if a broad banded structure is linked to a competency based reward system the scope for employees to acquire new skills will need to be tightly controlled to avoid costs increasing too rapidly.

Unit 14

Performance, Competence and Skill Based Pay Structure 14.1 Introduction 14.2 Objectives 14.3 Performance-based Pay 14.4 Competence-related Pay 14.5 Skill-based Pay 14.6 Incentive-based Schemes 14.7 Team-based

Pay 14.8

Summary 14.9 Glossary 14.10 Self-Assessment Test 14.11 Suggested Readings/Reference Material 14.12 Answers to Check Your Progress Questions "

Learn to hide your need and show your skill." - Jim Rohn 14.1 Introduction As has been advocated by Jim Rohn, the key to successful work life is to become skillful enough to be able to do rewarding things. The previous unit dealt with the concept of job evaluation that looked at the need for such evaluation, its objectives, and methods. This was followed by

a comprehensive discussion on the concept of pay with its related components.

However, there are other aspects of pay such as performance, competence, and skill-based pay, which are becoming increasingly more important. The reward systems of organizations have an impact on the organizations, which in turn, use these systems in a way that best serves their objectives. It should be noted that in this age of global competition, organizations use their compensation systems to attract, motivate, and retain good talent. The traditional concepts of the pay system such as status, seniority, and responsibility level have given way to a performance-based culture. Organizations are witnessing a rise of performance and skill-based pay systems. This unit

deals with an examination of the concepts of pay, performance, competence, and skill.

The unit closes with a discussion on team-based pay.

Unit 14:

Performance, Competence and Skill

Based

Pay 87 14.2

Objectives After studying this unit, you should be able to: ? Explain the concept of

performance-based pay ? Appraise competence related pay ? Describe skill-based pay ? Examine incentive-based schemes ? Analyze team-based pay 14.3

Performance-based Pay A salary is deemed to be adequate and fair only to the extent that it matches the individual's ability and performance to achieve an adequate level of rewards. Moreover, the employees would also equate this salary with their own preconceived notion of the 'correct' salary. Components of the financial reward processes are: ? The

basic pay is the rate for the job as affected by the internal and external employment markets;

it is a fixed compensation paid to employees for performing a specific job. This is typically pensionable. ? The contingent or differential pay is the pay which is influenced by the level of performance, competence, and skills of individuals or teams.

It may be consolidated into base pay and is typically not pensionable. It is often referred to as 'variable pay' since it is related to potentially variable factors and has to be re-earned at

every review of performance. ? The other factors that also influence pay are profitability of the company, job evaluation, seniority of an employee, cost of living, the manpower availability and the strength of the parties in negotiating. However, in response to the newly emerging global challenge of increased competition, organizations are beginning to increasingly emphasize performance- based pay. Challenges faced by the organization in terms of reward management are: ? If employees realize that their pay is not based on merit, it would lead to a decrease in their commitment to the organization. ? This may lead to a decrease in the level of effort and productivity may be adversely affected. ? Some employees may even go for jobs elsewhere. Hence there would be an increase in rate of attrition. Hence, in order to motivate people, organizations link pay with performance in line with the organizational culture to avoid misfit.

Block 4: Compensation and Reward Management 88 14.3.1

Assumptions of the Performance-based Pay System The pay-for performance system rewards an employee's performance on the basis of three assumptions: b.

There is a difference in the level of contribution between the contribution made by an employee as an individual and a team. c. The overall performance of an organization is dependent on the performance level of individuals and groups. c. In order

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to attract, retain, and motivate high performers and to be fair to all employees,

the company must reward employees on the basis of their performance. The good performers always expect, and indeed require, to be paid more in order to continue with their good performance. They must be paid more than poor performers. 14.3.2 Types of Performance-based Pay A single pay plan would not be able to meet the expectations of the employees or deliver what the management would want from the employees. Thus, there are different types of pay plans for employees who work at different levels in an organization, since a single plan will not be compatible with all levels. Thus, many organizations, particularly large ones, have more than one performance- based pay plan. Performance-based pay can be categorized into the following types: ? Piecework: A price is paid for each unit of output. This is the oldest form of performance pay. ? Payment by Results: These are bonus earnings that depend on measured qualities or values of output for individuals or groups. These are usually based on time and work studies. They cover a range of bonus schemes and are the main method of performance pay for manual workers. ? Organization-wide Incentives: In organization-wide incentives employees are encouraged to subordinate personal goals for that of the organization or the department. The payments are usually based on sharing the overall profits achieved through the collective efforts of all the employees or by sharing the money which is saved through an organization-wide effort at cost cutting. ? Merit Pay: Bonus is based on a general assessment of an employee's contributions to performance; this is an earlier, less structured form of ? Individual Performance Related Pay (IPRP): This is based on the notion that employees will be motivated if they believe that

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they will be rewarded for improving their contribution to the success of the enterprise. The

pay will be in the nature of bonus earnings which are based on the assessment or appraisal of an employee's or team's performance against previously set objectives. It usually falls under the performance management system.

Unit 14: Performance, Competence and Skill Based Pay 89 ?

Profit-related Pay: This refers to a bonus or share options based on the organization's profits. It is widespread in the private sector, where share options are often important for senior managers. ? Commission: This refers to percentage payments on sales or turnover, paid on an individual or group basis; generally seen in

sales, retailing to name a few Example Google provides its employees with performance bonus which is based on three variables: the employee's job position, their performance or results obtained and a multiplier rate that can be 15% or more of the fixed payroll. Source: ICFAI Research Center 14.3.3. Fixed and Variable Pay Firms are increasingly paying its employees which have elements of both base pay and variable pay. However, there remains a great deal of variation in the way firms look at the fixed versus variable pay criteria. Let us understand the same in detail: ? Variable compensation can be in the form of individual bonus, team bonus, profit sharing, and employee stock options programs. ? It should be noted that a higher proportion of variable pay would mean that there would be more risk sharing between the employee and the firm. ? In effect, there is a trade-off between income security and potential higher earnings. Fixed pay has become popular in a majority of organizations since it reduces the risk to both employer and employee. Moreover, it can be used advantageously in smaller companies, especially with firms with products that are not well established. Variable pay is the payment given to individuals in the form of performance pay or bonuses on the basis of their own performance or that of their team or organization. Essentials of variable pay are: ? Variable pay is used in situations where organizations have varying revenue, shortage of funds or with a younger labor force that is willing to delay gratification. ? It focuses on the quality and quantity of performance and rewards for individuals or groups. ? Variable pay has to be re-earned at each performance period. It is 'pay at risk' which is awarded for specific achievements. The employee's risks are not paid for unless the same or a higher level of performance is achieved.

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While designing the variable pay, performance measures should be focused on the basis on which the employees and teams are receiving their reward. The performance measures are customer satisfaction, cost savings, accuracy, and timeliness. ? Once these measures have been established, they must be clearly and frequently communicated to employees. Establishing benchmarks and performance targets is a must to have an effective variable pay system. ? Variable pay focuses on the quality or quantity of performance and rewards teams or individuals. It includes incentives, bonuses, gain sharing, and goal plans. ? Variable pay is not consolidated into base pay, as often happens with performance-related payment systems. The argument against variable pay is it assumes past performance will continue in future at the same level and should therefore be rewarded with a permanent increase in pay. Variable pay has always been the rule in executive pay, pay for sales representatives and remuneration and payment – by-results schemes for manual workers. It has been less common in performance – related pay schemes, although organizations with such schemes are increasingly turning toward the use of achievement or sustained high performance bonuses, often in the form of spot payments for a particular achievement. Check Your Progress - 1

1. Performance-based pay rests on certain fundamental assumptions. In this context, identify which of the following are true.
 - i. Employees and firms differ in the capacity to do a particular task
 - ii. All employees have an equal capacity to work
 - iii. Employees differ in the types of tasks they can perform
 - iv. Organizations should have the capacity to attract and reward good performers

a. i, iii b. i, iii, and iv c. i and iv d. iv e. i and ii

Unit 14: Performance, Competence and Skill Based Pay 91

2. There are various systems of performance-based pay. In this context, which of the following statements are applicable?

- i. The merit pay system gives bonus earnings that are based on a general assessment of an employee's contributions to performance
- ii. Profit plans are based on percentage of turnover, which is paid on an individual or group basis
- iii. Individual performance related pay works on the assumption that employees will be motivated if they believe that

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they will be rewarded for improving their contribution to the success of the

enterprise iv. Commissions are paid on the basis of percentage payments on sales or turnover, which are paid on an individual or group basis a. i, ii b. i, iii, and iv c. ii and iv d. i, ii, iii, and iv e. i and iii

3. Of the following, which plan subordinate's personal goals to that of the organization or the department?

- a. Payment by Results
- b. Performance related pay
- c. Organization-wide Incentives
- d. Profit-Related Pay
- e. Gain sharing

4. Which performance-based pay system works on the assumption that employees are motivated if they believe that

76%

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they will be rewarded for improving their contribution to the success of the

enterprise?

- a. Merit pay
- b. Individual performance related pay
- c. Performance-related pay
- d. Commission
- e. Seniority

5. Variable pay has become an increasingly important component of modern reward system. In this context, which of the following is not incorporated into variable pay plans?

- a. Incentives
- b. Bonus
- c. Goal plans
- d. Gain sharing
- e. Fixed pay

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14.4 Competence-related Pay Competence is an inherent characteristic of an individual related to effective or superior performance. Competence-related pay refers to the ability of a person to perform a job or task competently. It looks into how people ought to behave in order to carry out a role with competence. It also refers to areas of work in which the person is competent or the dimensions of behavior lying behind competent performance. The concept of competence is made even more complex by the contention of some people that competence embraces behavior, knowledge, and skills while others claim that competence is about the effective use of knowledge and skills by themselves. Competence-related pay provides for pay progression to be linked to assessments of the levels of performance that people have achieved. Competence-based pay reflects an intention by the organization to reward the use or development of job- related competencies. The following points illustrate the differences between performance and competence-related pay:

- ? Competence pay may be concerned with how work is done (behavior) while performance pay is concerned with what work is done.
- ? Competence pay decisions are made by assessing behavior and the outcomes of that behavior against competence profiles, which have usually been prepared by a joint analysis process. Performance pay decisions are usually made by comparing results against individual or team objectives.
- ? Competence-related pay is not based on the achievement of specific results expressed in the form of targets or projects to be completed, although it can be said that it is concerned with the attainment on a continuing basis of agreed standards of performance.
- ? Competence-related pay is forward looking which means that when people have reached a certain level of competence, they will be able to go on using it effectively into the future; conversely, performance related pay looks backward – this is what the employees have achieved and rewarding their achievement.
- ? Competence pay helps to integrate core, generic, and individual competencies, whereas performance pay helps to integrate corporate, individual, or team objectives.

14.4.1 Designing Competency-based Pay Competency-based pay focuses on paying for the person's capability rather than paying the person for his/her job. It is intended to motivate employee to do his best.

Unit 14: Performance, Competence and Skill Based Pay 93

There are five steps in designing such a compensation system:

- ? Conduct a job analysis and establish a clear link between a job's content, a person's qualifications, and optimal performance of that job.
- ? Based on the job analysis, identify the competencies needed to perform the work.
- ? Develop assessments to measure the staff member's performance of these competencies.
- ? Value the competencies by analyzing compensation survey data.
- ? Establish a salary for each staff member based on the set of competencies he or she uses on the job.

Activity 14.1 Competency-based Pay Ankit is working as Sales Manager for a branch in an automobile company. His pay structure included a CTC of Rs.10,00,000 per annum (Basic: Rs.6,00,000, DA Rs.2,00,000, HRA:1,00,000 and other allowances Rs.1,00,000). In addition to this, he was assured to receive 5% of his branch sales amount as incentives, a commission of 1% on sale of each vehicle and a gain sharing of 1% from his branch's profit, if sales are improved by 40% over the previous year. From the above example, specify fixed pay and variable pay. Answer: 14.4.2 Advantages of Competence Related Pay Listed below are the advantages of competence based pay:

- ? Competence-based pay develops a broader perspective for staff. It encourages and rewards on the basis of the skills that the staff possesses (rather than their 'positions').
- ? It reinforces a culture of improvement.
- ? It facilitates self-management and enables leaner staffing. Since this model rewards staff members for developing new skills, it prepares them to be more productive, take on greater responsibility, and work more collaboratively with other staff.

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It facilitates staff retention, because staff members develop their skills continuously, have more control over their pay, and are unlikely to find comparable jobs elsewhere – since a majority of organizations still use the traditional model. ? It builds acceptance for a culture of change. ? It focuses attention on the need for high levels of competence. It encourages competence development. The cited advantages of competence related pay, which rewards employees based on how well they perform in the workplace, show that competence at work is essential for better performance. 14.4.3 Disadvantages of Competence Related Pay The disadvantages of competence related pay are listed below: ? The assessment and documentation of competence levels can be time consuming and expensive. ? It requires a large investment in training. Since peers train each other, there are chances that productivity will decline initially. But in the later stages, productivity is bound to go up. ? Market comparisons can be more difficult because most of the data relate to the traditional pay model; staff salary comparison may not actually be a simple task. ? The process makes considerable demands on the commitment and skills of line managers. ? Administrative involvement can increase keeping track of each person’s competency assessments, competency mix, and pay rates though it requires time and effort. ? It is recognized that competence related pay will require the mobilization of extensive management resources and will take time to implement and manage. The disadvantages of competence related pay show that competence rather than hierarchy of position or years of experience in a job is more important. Example The Volkswagen Group (UK) Ltd discontinued its performance management system that rated most of the employees as average with very small differentiation in pay rewards as normal distribution was followed. Consequently, it introduced a new pay scheme where ten critical competencies needed for every job family were described and employees were assessed against the well-articulated three/four levels of achievements. This enabled the company to create a completely transparent system that rewarded capabilities of employees. Source: ICFAI Research Center

Unit 14: Performance, Competence and Skill Based Pay 95 14.5

Skill-based Pay Skill-based pay refers to pay increases in relation to the increase in the number of skills acquired by an employee.

100%

MATCHING BLOCK 301/376

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It is a means of developing broader and deeper skills among the workforce.

Skill-based pay links pay to the level of skills used on the job, and sometimes the acquisition and application of additional skills by the person carrying out the job. In skill-based pay, the employees are slotted into grades informally based on their training, qualification, and experience. The three grades into which employees are graded are unskilled, semiskilled, and skilled.

81%

MATCHING BLOCK 309/376

W

The pay increases are usually tied to these three types of skills. ? Horizontal skills which involve a broadening of skills in terms of the range of tasks. ? Vertical skills which refer to the skills of a higher level. ? Depth skills which refer to a high level of skills in specialized areas relating to the same job. Skill-based pay

100%

MATCHING BLOCK 302/376

W

three types of skills. ? Horizontal skills which involve a broadening of skills in terms of the range of tasks. ? Vertical skills which

79%

MATCHING BLOCK 303/376

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a high level of skills in specialized areas relating to the same job. Skill-based pay differs in various ways from traditional pay systems.

The traditional pay system could only reflect skill

86%

MATCHING BLOCK 304/376

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differences in a structure consisting of rates of pay for unskilled, semiskilled, and skilled workers.

These differences are: ?

90%

MATCHING BLOCK 305/376

W

Skill-based pay is a person-based and not a job-based system. It rewards a person for what he/she possesses, rather than the job’s worth. Job worth is related to basic rate of pay given

73%

MATCHING BLOCK 306/376

W

for minimum skills, but pay progression is connected to skills acquisition. ? It rewards a broad range of skills which makes the employee multi-skilled and therefore flexible. ? It positively encourages

skill

100%

MATCHING BLOCK 307/376

W

development. ? A skill-based pay system may not necessarily reflect how well the skill is used as this falls within the performance component of pay. But

performance based criterion may be included in this. ? In such cases, the system will be performance-oriented rather than a structure. The system needs to be supported or justified

84%

MATCHING BLOCK 308/376

W

by opportunities for training which is critical to its success. The traditional structure is not dependent on such opportunities. 14.5.1

Purposes of Skill-based Pay Skills serve a dual purpose: They protect against unemployment and promote better earnings while giving the employers a chance to compete with better quality products or achieve cost reductions.

Block 4: Compensation and Reward Management 96

The rapid pace of change in the economies and the shift to a knowledge-based economic system means that employees will have to continuously improve and add on their skill-set. Moreover, the modern workplace is increasingly taking on a skill-based color, where even doing a simple task requires the operation of highly sophisticated machines. Skill-based pay serves the following purposes: ? It enables organizations to adapt to change and emphasizes on learning new skills. The emphasis on total quality and customer service has also led to the demand for learning new skills. ? It helps employees to be flexible and adapt to the technological changes and competitive challenges in a world of fast changing technologies and competitive pressure. Skilled employees will be more flexible and respond quickly to the new demands and peak workloads. ? Skill-based pay systems promote commitment among employees and help to enhance their skills, develop their careers within the organization, and increase their employability. ? It enables the production of quality products, which can be done better only through skilled workers. Multi-skilled workers ensure that the production will not be disturbed even to meet new demands. 14.5.2 Introducing Skill-based Pay The introduction of a skill-based pay system is a complex process. It requires several steps to be taken and several issues to be addressed. These are given here: ? The skill requirements of the company needs to be analyzed. The availability of resources for training should be ascertained. The jobs to be covered by the scheme should be identified. ? The individual's jobs have to be grouped into 'job families' on the basis that in each 'family' the skill needs are similar. The skills within each job family and the tasks needed to perform the job should be analyzed. ? The steps just seen will lead to an identification of the skill blocks or levels. The skill level is the pay grade relating to the competence to use particular skills, and the skill block is the training input which has to be completed to the satisfaction of the certifying authority in order to gain entitlement to the extra pay. ? Training modules have to be formulated. ? The way in which certification is obtained that the skill has been acquired should be agreed upon. ? The base rates for 'job families' have to be fixed, as also the payments that will be made in future when an employee moves upward through the skills route.

Unit 14: Performance, Competence and Skill Based Pay 97 ?

The criterion for extra payments should not be acquisition of the skill but its application. ? The period during which the skill should be applied before a new one is acquired should normally be decided on, as the skill should benefit the employer who should receive a return on the investment made. 14.5.3

76%

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Advantages of Skill-based Pay The system of skill-based pay provides the following advantages: ? It contributes to job enlargement and

job enrichment as it narrows down job classifications. ? There is lot of flexibility as the performance of multiple tasks is encouraged. It enables job rotation and the filling of temporary vacancies. ? It enhances productivity and quality through the better use of human resources. ? It facilitates technological change. Pay increases, continuous training, and job enrichment

100%

MATCHING BLOCK 311/376

W

and job enlargement through the broadening of skills, tend to reduce staff turnover. ? Elimination of unnecessary jobs

85%

MATCHING BLOCK 312/376

W

reduces the need for supervision. ? Job satisfaction is engendered through employees having greater control over the planning and execution of jobs. ? Broadening of skills develop a better perspective of operations as a whole. ? It

acts as an incentive for self-development. ? Skill enhancement provides employment security. Promotion to higher levels are easy because of skill upgradation, leading to employee's career development path. ? Competition is restricted as

96%

MATCHING BLOCK 313/376

W

the reward flows from the application of a skill and does not reduce opportunities for others

since the pay increases on account of skills which are linked to a measurable standard, subjectivity in

100%

MATCHING BLOCK 314/376

W

performance appraisals and individual-based performance-related pay is avoided. 14.5.4

Problems with Skill-based Pay The problems associated with the introduction of skill-based pay are enumerated below: ? There may be substantial training costs. ? It may happen that some skills would be paid for but would be used infrequently. ? There is a strong possibility that unusable skills may be acquired unless the system is properly administered.

Block 4: Compensation and Reward Management 98 ?

Identifying the type of training to be given to the employees is difficult since employers cannot always anticipate what skills would be required in the future. ? The administration of the skill-based system is a complex task, with regard to skill acquisition, certification, and its payment. Hence, unless the system is administered properly, the costs would outweigh the gains. Example At Wipro, the compensation of the employees is based upon the value of a person's earnings from technology and businesses using a different skill set. The criteria speak about skills in analytics, open source and big data. This serves as an illustration for skill-based pay.

Source: ICFAl Research Center Check Your Progress - 2 6. Which of the following

statements is true with regard to competence related pay? a. Competence related pay does not require considerable resources to implement and manage b.

Competence related pay makes considerable demands on the abilities of line managers c. Competence related pay leads to a cultural change d. Competence

related pay creates change for its own sake e. Competence related pay is negatively associated with productivity. 7. Which of the following is not an advantage of

skill-based pay? a. It contributes to job enlargement and job enrichment as it narrows down job classifications b. It enhances productivity and quality through the better use of human resources c. It facilitates technological change d.

78%

MATCHING BLOCK 315/376

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Broadening of skills develop a better perspective of operations as a whole e. It

increases attrition rate 8. With the rapid pace of change in technology, skill-based pay is becoming increasingly popular. What purpose does skill-based pay serve?

i. Adapting to change ii. Being flexible

Unit 14: Performance, Competence and Skill Based Pay 99

iii. Making better quality products iv. Enabling increased commitment of

employees a. i and ii b. ii c. iii and iv d. i, ii, iii, and iv

e. i, ii and iii 14.6 Incentive-based Schemes To bring out incentive-based schemes, organizations consider payment by results as well as sales for incentive

schemes. 14.6.1 Payment by Results Payment by results is done when the employee is paid for the results achieved. It is assumed that this relationship would lead the individual to continue or increase his or her level of performance in order to receive more financial rewards, and, by implication, to increase his/her efforts.

Payment by result schemes relate either the whole or part of an employee's total pay package to the output produced by the individual or group to which he or

she belongs. These schemes can vary on several dimensions: ? The level of financial reward for each incremental level of output. ? The level of basic pay ? The

inter-relationship between incremental pay and incremental output ? The threshold of output for receiving payment by results Types of incentive or payment-by-

result schemes are given below: Individual piecework: Under individual or straight piecework, a uniform price is paid per unit of production. Operators are therefore rewarded

52%

MATCHING BLOCK 316/376

W

according to the number of pieces they produce or process, so pay is directly proportional to results. Most piecework schemes provide a

52%

MATCHING BLOCK 317/376

W

according to the number of pieces they produce or process, so pay is directly proportional to results. Most piecework schemes provide a

84%

MATCHING BLOCK 318/376

W

pay is directly proportional to results. Most piecework schemes provide a fallback rate

84%

MATCHING BLOCK 319/376

W

pay is directly proportional to results. Most piecework schemes provide a fallback rate

84%

MATCHING BLOCK 320/376

W

pay is directly proportional to results. Most piecework schemes provide a fallback rate

or minimum earning level. Work-measured schemes: In a work-measured scheme, the job or its component task is timed and the incentive payment is related to performance above the standard time. The process of work measurement is explained below: ? Work measurement involves working out standard values or times for a complete task, which can, however, be broken down into components to each of which standard minute values can be allocated.

Block 4: Compensation and Reward Management 100 ?

100%

MATCHING BLOCK 321/376

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The difference between the actual time taken to perform the task and the standard time allowed

100%

MATCHING BLOCK 322/376

W

The difference between the actual time taken to perform the task and the standard time allowed

100%	MATCHING BLOCK 323/376	W
The difference between the actual time taken to perform the task and the standard time allowed		
100%	MATCHING BLOCK 324/376	W
The difference between the actual time taken to perform the task and the standard time allowed		
100%	MATCHING BLOCK 325/376	W
The difference between the actual time taken to perform the task and the standard time allowed		
is the amount of incentive pay received.		
100%	MATCHING BLOCK 326/376	W
If a task is done in less than the standard time, then		
100%	MATCHING BLOCK 327/376	W
If a task is done in less than the standard time, then		
100%	MATCHING BLOCK 328/376	W
If a task is done in less than the standard time, then		
100%	MATCHING BLOCK 329/376	W
If a task is done in less than the standard time, then		
100%	MATCHING BLOCK 330/376	W
If a task is done in less than the standard time, then		
there is a time saving, which means that the operator's output will increase. Measured day work schemes: These schemes relate pay to the achievement and sustenance of a specified level of		
90%	MATCHING BLOCK 331/376	W
performance. The arrangement depends on work measurement to define the required level of performance and to monitor the actual level. The		
90%	MATCHING BLOCK 332/376	W
performance. The arrangement depends on work measurement to define the required level of performance and to monitor the actual level. The		
100%	MATCHING BLOCK 333/376	W
performance. The arrangement depends on work measurement to define the required level of performance and to monitor the actual level. The		
90%	MATCHING BLOCK 334/376	W
performance. The arrangement depends on work measurement to define the required level of performance and to monitor the actual level. The		
92%	MATCHING BLOCK 335/376	W
performance. The arrangement depends on work measurement to define the required level of performance and to monitor the actual level. The		

same is explained in the points below: ? The fundamental principle of measured day work is

100%	MATCHING BLOCK 336/376	W
that there is an incentive level of performance and that the incentive payment is guaranteed in advance,		
100%	MATCHING BLOCK 337/376	W
that there is an incentive level of performance and that the incentive payment is guaranteed in advance,		
100%	MATCHING BLOCK 338/376	W
that there is an incentive level of performance and that the incentive payment is guaranteed in advance,		
100%	MATCHING BLOCK 339/376	W
that there is an incentive level of performance and that the incentive payment is guaranteed in advance,		
100%	MATCHING BLOCK 340/376	W
that there is an incentive level of performance and that the incentive payment is guaranteed in advance,		
thereby putting the employee under an		
100%	MATCHING BLOCK 343/376	W
obligation to perform at the effort level required. ? In contrast, a conventional work-measured incentive scheme allows employees discretion		
100%	MATCHING BLOCK 345/376	W
obligation to perform at the effort level required. ? In contrast, a conventional work-measured incentive scheme allows employees discretion		
88%	MATCHING BLOCK 341/376	W
to perform at the effort level required. ? In contrast, a conventional work-measured incentive scheme allows employees discretion		
88%	MATCHING BLOCK 342/376	W
to perform at the effort level required. ? In contrast, a conventional work-measured incentive scheme allows employees discretion		
88%	MATCHING BLOCK 344/376	W
to perform at the effort level required. ? In contrast, a conventional work-measured incentive scheme allows employees discretion		
on		
100%	MATCHING BLOCK 346/376	W
their effort level but relates their pay directly to the results they achieve. ? Between these two extremes there		
100%	MATCHING BLOCK 347/376	W
their effort level but relates their pay directly to the results they achieve. ? Between these two extremes there		
94%	MATCHING BLOCK 348/376	W
their effort level but relates their pay directly to the results they achieve. ? Between these two extremes there are a variety of alternatives, including banded incentives, stepped schemes, and various forms of high day rate.		

94%**MATCHING BLOCK 349/376****W**

their effort level but relates their pay directly to the results they achieve. ? Between these two extremes there are a variety of alternatives, including banded incentives, stepped schemes, and various forms of high day rate.

94%**MATCHING BLOCK 351/376****W**

their effort level but relates their pay directly to the results they achieve. ? Between these two extremes there are a variety of alternatives, including banded incentives, stepped schemes, and various forms of high day rate.

100%**MATCHING BLOCK 350/376****W**

a variety of alternatives, including banded incentives, stepped schemes, and various forms of high day rate.

100%**MATCHING BLOCK 352/376****W**

a variety of alternatives, including banded incentives, stepped schemes, and various forms of high day rate.

Example Mediocrity has no place at Netflix. In fact, adequate performance gets a generous severance package. If an employee does not pass the Keeper Test which is applied as a judgement of someone's overall expected contribution, they are offered a generous severance package, and respectfully asked to move on to their next opportunity. Source: ICFAI Research Center 14.6.2 Sales Force Incentive Schemes Sales are where the revenues are generated for an organization – hence it is necessary that sales compensation itself be well designed. Sales personnel tend to have different roles that vary from giving cold-calls to promoting the firm's products. They have to resort to various approaches from hard selling to relationship building. The design of a sales force pay plan becomes a sensitive issue as the motivation of the sales force generally has immediate and strong impact on the business results. However, developing performance standards for sales employees is a difficult task, as their performance is often affected by external factors beyond their control. The sales volume alone, therefore, may not be an accurate indicator of the effort sales people have expended.

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Reasons for designing effective sales force incentive program are: ? To motivate the direct sales force of the company ? To get people to focus on the products over the competitors. To build team spirit internally or externally ? To capitalize on the competitive nature of the sales team ? To reward the best sales teams and build a strong customer relationship 14.7 Team-based Pay Team-based pay provides rewards to teams or groups of employees carrying out similar and related work which is linked to the performance of the team. Performance may be measured in terms of outputs and/or the achievement of service delivery standards. The quality of the output and the opinion of customers are also often taken into consideration. Team pay is usually paid in the form of a bonus which is shared amongst team members in proportion to their base rate of pay (much less frequently, it is shared equally). The individual team members may be eligible for competence related pay or skill-based pay but not for performance-related pay. There are various advantages to team-based pay: ? It encourages effective team working and cooperative behavior. ? It clarifies team goals and priorities. ? It enhances flexible working conditions within team. ? It encourages multi-skilling. ? It provides an incentive for the team collectively to improve performance. ? It encourages less effective team members to improve and meet the standards. There are some disadvantages to team-based pay as well: ? It only works in cohesive and mature teams. ? Individuals dislike the fact that their own efforts are not rewarded specifically. ? Peer pressure, may compel the employees to conform to group notions and this can sometimes have undesirable effects. In this section, we will discuss various team-based pay systems that are being used in organizations: ? Profit sharing which distributes a portion of corporate profits among designated employees. ? Gain sharing which divides a portion of cost reductions or productivity increases between groups covered by the plan ? Employee stock ownership plan that distributes stocks and stock options to employees based on corporate performance measures such as return on equity.

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All the three types are designed to establish a link between the pay and performance, but performance is measured at the group, unit, or company level. 14.7.1

100%**MATCHING BLOCK 353/376****W**

Profit Sharing Profit sharing is regarded as a stepping stone to industrial democracy.

It is a plan under which an employee receives an additional remuneration to their regular pay a special sum in the form of cash or shares in the company

80%**MATCHING BLOCK 354/376****W**

related to the profit of the business. The amount shared is determined either by an established formula, or

80%**MATCHING BLOCK 355/376****W**

related to the profit of the business. The amount shared is determined either by an established formula, or

91%**MATCHING BLOCK 356/376****W**

related to the profit of the business. The amount shared is determined either by an established formula, or

80%**MATCHING BLOCK 357/376****W**

related to the profit of the business. The amount shared is determined either by an established formula, or

91%**MATCHING BLOCK 358/376****W**

related to the profit of the business. The amount shared is determined either by an established formula, or

is at the discretion of management.

The theory behind profit sharing is that employees will fulfill their responsibilities with renewed vigor if they find that their efforts will yield higher profits through profit sharing. Profit sharing serves the following objectives: ? It facilitates enhanced awareness and interest in the performance of the organization, and possibly creating an impression of ownership of the business. ? It encourages long-term commitment and loyalty to the company. ? Profit sharing ensures that employees benefit from company profitability and share in the wealth they helped to create. ? It ensures that labor costs are responsive to the performance, and hence profits, of the company. ? It helps in retaining existing employees and attracting talent. ? It promotes harmonious industrial relations. ? It facilitates employees and employers to take advantage of tax breaks. ? It follows the principle of equity to reward good performance. Advantages of Profit Sharing The advantages of profit sharing are enumerated below: ? Many firms use profit sharing as a tool to control employee turnover because the idea of sharing the profits inspires the management and the workers to be sincere, devoted, and loyal to the firm. ? It brings groups of employees to work together towards a common goal (the success/benefit of the company). ? The costs of implementing the plan rise and fall with the company's revenues, which mean that profit sharing does not become a burden on the firm. ? It helps in supplementing the remuneration of workers and enables them to lead a richer life. ? Workers become self-motivated and do not require close supervision. It attracts talented people to join the ranks of the firm with a view to sharing the profits.

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Profit sharing has been criticized as being remote and perceptually unrelated to individual performance. Following are the disadvantages of profit sharing: ? The profit sharing schemes are like a fair-weather plan. Workers may not get anything in case the business does not do well and does not generate profit. Employees would dislike their base pay getting affected negatively by the profit sharing provision. ? Profit sharing sometimes hurts solidarity towards the trade unions, as the workers develop a greater sense of belonging with the enterprise. ? Fixing the share in the profit of the firm is sometimes a very difficult task as it may happen that the management may want to give away a smaller share than the workers are willing to accept. ? The overall focus of the firm turns out to be that of profit, which comes at the costs of other goals such as quality of production. In case of small business units, there is a high likelihood of a fluctuation in earnings of firms causing drastic shifts in the earnings of employees. ? The pay for each employee moves up or down together, depending on the overall performance of the firm, at the cost of individual difference in merit. 14.7.2 Gain Sharing Gain sharing can be conceived as an incentive plan that engages many or all employees in a common effort for achieving the productivity objectives of the organization. It can also be perceived as a

93%**MATCHING BLOCK 359/376****W**

factory-wide bonus plan that provides for employees to share the gains made by a company

93%**MATCHING BLOCK 360/376****W**

factory-wide bonus plan that provides for employees to share the gains made by a company

93%**MATCHING BLOCK 361/376****W**

factory-wide bonus plan that provides for employees to share the gains made by a company

80%**MATCHING BLOCK 362/376****W**

factory-wide bonus plan that provides for employees to share the gains made by a company with its improved performance.

80%**MATCHING BLOCK 363/376****W**

factory-wide bonus plan that provides for employees to share the gains made by a company with its improved performance.

Gain-sharing plans are tailored to the company's requirements. Advantages of Gain Sharing ? There is a greater involvement of employees in the functioning of the organization. ? Employees share the benefits of improved functioning. There is improvement of various measures of company performance such as teamwork, product quality, etc. ? It stresses greater promotion of communication about issues concerning work and productivity. ? There is an increased attention of the employees on key issues that affect organizational performance. Through gain sharing, the entire organization has, increases in productivity. ? There is an enhanced commitment to organizational goals.

Block 4: Compensation and Reward Management 104

Disadvantages of Gain Sharing ? Compliance with legal formalities may require the calculation of a regular rate of pay of the employees. As a consequence, the employers may not go in for this type of compensation. ? The gain sharing formulation would require a more team-oriented leadership style. 14.7.3 Employee Stock Ownership Plan (ESOP) ESOP enables employees to turn into owners of the company. The plan is based on payment of equity. Features of ESOP are: ? Generally, full-time employees of the company participate in the plan. ? The allocations of shares are usually made on the basis of relative pay or some other formula. ? Over time, as the employees accumulate seniority, they have an increasing right over shares in their account. ?

Further, it should be noted that ESOPs are also used as savings plan where the company contributes on par with the employee contribution with stock from ESOP instead of cash. Refer to Exhibit 14.1 that illustrates ESOP at SAP Inc. Exhibit 14.1: Employee Stock Ownership Plan (ESOP) of SAP SAP offers an award-winning employee share purchase plan, enabling employees to own a part of SAP and build long term value. Employees become shareholders, are entitled to voting right at the Annual Shareholders Meetings and receive dividends. SAP has a long tradition in sharing company success with its employees. In this spirit, SAP announced to dedicate an additional budget of €400 million to launch a new equity program "Grow SAP" from 2020–2023. Besides acknowledging everyone's commitment to past achievements, the focus of Grow SAP is to unite all employees behind achieving SAP's 2023 ambitions. As SAP CEO Christian Klein has put it "SAP wouldn't be the company it is without the commitment and passion each colleague brings to work every day". The Executive Board is committed to the investment in its employees even more so in the Covid-19 crisis! This program will support employees to stand together to sustain and grow their success. Contd....

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Grow SAP is offered on top of the already existing equity plans "Own SAP", an award-winning share purchase plan that enables all employees to become shareholders at preferred conditions, and "Move SAP", a Restricted Stock Unit plan offered to employees who have a significant sustained impact on business success. Source: <https://sap.com/2020/06/16/sap-launches-additional-equity-plan-to-deepen-employees-participation-in-company-performance/> (accessed on 25/4/2022) Activity 14.2 Upgrading skills at the former electronics marvel Makhailovich Electronics has been making consumer electronics ever since private capital came into Russia after the fall of the USSR. Although they have factories all over Russia, the plant in Moscow is the crowning glory. It has the best engineers from the former Soviet Union who made cathode ray tube based TVs. There was a good demand for their television sets all over Russia. However, the plant has not seen major innovations even though the Makhailovich group as a whole has gone in for major improvements and the launch of new LCD viewing systems. Much of these innovations have come from other plants. Today, the Moscow-based plant stands at the bottom of the ladder in its contribution to the profits of the Makhailovich Group. Sadly, no one wants a cathode ray based TV anymore! The senior management of the group has been thinking of closing down the plant and laying off the workers. However, they realize that the fault lies with the senior management, since no one was interested in giving proper direction to the Moscow plant; it was conceived as a cash cow. The management also knows that the workers at the plant are among the most qualified, honest, and dedicated. The senior management wants to give the Moscow plant one fair chance. It has sent Ivan Vitaly, the new Human Resources director, in his additional role as the chief manager of the plant. What problems do you foresee for Ivan at this plant? How can Ivan help the plant regain its former glory? Answer:

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Check Your Progress - 3 9. What are the three major types of group-based incentives? i. Profit sharing plans ii. Employee gain sharing plans iii. Employee stock option plans iv. Employee pay a. i, iii, and iv b. i, ii, and iii c. i and ii d. i and iii e. ii, iii and iv 10. Under profit sharing, a special sum is kept in the form of cash or shares in the company related to the profit of the business. Which of the following are the objectives of profit sharing? i. To increase the responsiveness of the labor force to the profit and hence performance of the company. ii. To attract and retain employees. iii. To reduce the role of trade unions. iv. To increase long-term loyalty toward the company.

a. i and iv b. iii and iv c. ii and iii d. i, ii, iii,

and iv e. i and ii 14.8 Summary ? A salary is deemed to be adequate and fair only to the extent that it matches the individual's ability and performance to achieve an adequate level of rewards. ? Financial reward processes use base pay and variable pay, plus the provision of employee's benefits and pensions. ? The performance-based pay can be categorized into

62%

MATCHING BLOCK 370/376

W

piecework, payment by results, organization wide incentives, merit pay, individual performance related pay, profit related pay,

and commission.

Unit 14: Performance, Competence and Skill Based Pay 107 ?

Firms are increasingly going in for a system that has elements of both base pay and variable pay. Certain companies prefer going in for fixed pay. However, there is an increasing proportion of total compensation that goes in the form of variable pay that fluctuates according to some pre-established criteria. ? Competence-related pay provides for pay progression to be linked to assessments of the levels of performance that people have achieved. ?

100%

MATCHING BLOCK 364/376

W

Skill-based pay refers to a pay system in which pay increases are linked to the number or depth of skills an employee acquires and applies. ?

Team-based pay provides rewards to teams or groups of employees carrying out similar and related work which is linked to the performance of the team.

Performance may be measured in terms of outputs and/or the achievement of service delivery standards. ? Team pay is usually paid in the form of a bonus which is shared amongst team members in proportion to their base rate of pay. The individual team members may be eligible for competence related pay or skill-based pay but not for performance related pay. 14.9 Glossary Commission: This refers to percentage payments on sales or turnover. Competence related pay: This pay system provides for pay progression to be linked to assessments of the levels of performance that people have achieved. Employees stock ownership plan: An ESOP is an employee benefit plan which enables employees to turn into owners of stock in the company in which they work. Gain sharing: Gain sharing is an incentive plan that engages many or all employees in a common effort to achieve a company's productivity objectives, with any resulting cost-savings gains being shared among employees and the company. Individual Performance Related Pay (IPRP): This is based on the notion that employees will be motivated if they believe that

76%

MATCHING BLOCK 365/376

W

they will be rewarded for improving their contribution to the success of the

enterprise. Individual piece work: In individual or straight piecework, a uniform price is paid per unit of production. Measured day work schemes:

90%

MATCHING BLOCK 367/376

W

Measured day work schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance. However, the pay does not fluctuate

90%**MATCHING BLOCK 368/376****W**

Measured day work schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance. However, the pay does not fluctuate

90%**MATCHING BLOCK 371/376****W**

Measured day work schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance. However, the pay does not fluctuate

77%**MATCHING BLOCK 366/376****W**

schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance. However, the pay does not

89%**MATCHING BLOCK 369/376****W**

schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance. However, the pay does not fluctuate

in the short-term with their performance.

Block 4: Compensation and Reward Management 108

Merit pay: Merit pay is usually based on the general assessment of an employee's contributions to performance Payment by Results: These are bonus earnings which depend on measured qualities or values of output for individuals or groups. Performance-based pay: A salary can be deemed to be adequate and fair only to the extent it matches an individual's ability and performance with adequate rewards. Piecework: A price is paid for each unit of output. Profit related pay: This is bonus or share options based on the organization's profit. Profit sharing:

Profit sharing holds that workers will fulfil their responsibilities more diligently if they realize that their efforts may result in higher profits which will be returned to the workers.

Shop-floor incentives: Shop-floor incentive schemes relate to the pay or part of the pay received by employees to the number of items they produce or process, the time they take to do a certain amount of work, and/or some other aspect of their performance.

Skill based pay:

100%**MATCHING BLOCK 372/376****W**

Skill-based pay refers to a pay system in which pay increases are linked to the number or depth of skills an employee acquires and applies.

Team based pay: Team-based pay provides rewards to teams or groups of employees carrying out similar and related work which is linked to the performance of the team. Work-measured schemes: In a work-measured scheme, the job or its component task is timed and the incentive payment is related to performance above the standard time allowed for the job. 14.10 Self-Assessment Test 1. How would you differentiate between performance and competence-based pay? 2.

Skill-based pay practices are becoming increasingly common. What are the pros and cons of a skill-based pay system for an organization? 3. Describe in detail the various types of incentive or pay or payment-by-result schemes. 4. What is gain sharing? What are the advantages that flow from gain sharing? 5. Organizations are going to be increasingly under pressure to have good pay packages in order to retain star employees. Do you agree or disagree with this statement. Give reasons.

Unit 14: Performance, Competence and Skill Based

Pay 109 14.11

Suggested Readings/Reference Material 1. John Shields, Jim Rooney, Michelle Brown, Sarah Kaine; Managing Employee Performance and Reward: Systems, Practices and Prospects, 3rd Edition, Cambridge University Press, 2020 2. Susan L. Verhulst, David A. DeCenzo, Rama Shankar Yadav; Human Resource Management, 13th Edition, Wiley, 2021 3. Durai Pillai, Total Reward Strategy: Retain Your Best Talent, 1st Edition, Notion Press, 2020 4. Stephen J Perkins, Sarah Jones, Reward Management: Alternatives, Consequences and Contexts, 4th Edition, Kogan Page, 2020 5. Kevin R. Murphy, Jeanette N. Cleveland, Madision E. Hanscom, Performance Appraisal and Management, Sage Publications, 2020 14.12 Answers to Check Your Progress Questions 1. (

b)

i, iii and iv There are three crucial assumptions that are the basis of performance-based pay. First, it is held that

48%**MATCHING BLOCK 373/376****W**

employees and work teams differ in how much they contribute to the firm not only in what they do, but also in how well they do it. Second, the overall performance

of the organization depends largely on the performance of individuals and groups. Third, in order to attract, retain, and motivate high performers, it is essential

100%**MATCHING BLOCK 374/376****W**

to reward employees on the basis of their relative performance.

This happens as the good performers would both expect and require more pay in order to retain their good performance. 2. (b) i, iii and iv Bonus earnings or pay levels are usually based on the general assessment of an employee's contributions to performance. Further, individual performance related pay works on the assumption that employees will be motivated if they believe that

76%	MATCHING BLOCK 375/376	W
they will be rewarded for improving their contribution to the success of the		

enterprise. Last, a commission is paid on the basis of percentage payments on sales or turnover, which are paid on an individual or group basis. 3. (c) Organization-wide incentives Organization-wide incentives are plans that encourage employees to subordinate personal goals for that of the organization or the department. 4. (b) Individual performance related pay Individual performance related pay is based on the notion that employees will be motivated if they believe that

76%	MATCHING BLOCK 376/376	W
they will be rewarded for improving their contribution to the success of the		

enterprise.

Block 4: Compensation and Reward Management 110

The pay would be in the nature of bonus earnings which are based on the assessment or appraisal of an employee's or team's performance against previously set objectives. It usually falls under the performance management system. 5. (d) Fixed pay Fixed pay is not incorporated into variable pay plans, Instead incentives, bonuses, goal plans, and gain sharing are components of the variable pay plans. 6. (b) Competence related pay makes considerable demands on the abilities of line managers The competency related pay makes considerable demands on the commitment and skills of line managers. 7. (e) It increases attrition rate Skill-based pay helps in reducing attrition. So option 'e' is not an advantage of skill-based pay. 8. (d) i, ii, iii and iv Among other things, skill-based pay enables organizations to adapt to change and become more flexible. It also enables organizations to have a quest for commitment and produce better quality products. 9. (b) i, ii and iii The three major types of group payment schemes are profit sharing, gain sharing and Employee Stock Ownership Plans (ESOPs). 10. (d) i, ii, iii, and iv Profit sharing enables an increase in the responsiveness of the labour force to the profit and hence performance of the company. It enables the organization to attract and retain employees. It reduces the role of trade unions and also increases long-term loyalty towards the company.

Performance Management and Reward

Systems Course Structure Block 1: Foundations of Performance Management Unit 1 Introduction to Performance Management Unit 2 Performance Appraisals Unit 3 360 0 Feedback Block 2: Performance Management Framework Unit 4 Developing the Performance Management Framework Unit 5 Designing and Launching the Performance Management System Unit 6 Evaluation and Maintenance of Performance Management Block 3: Performance Measurement of Individuals, Teams and Organizations Unit 7 Measuring Individual Performance Unit 8 Measuring Team Performance Unit 9 Measuring Organizational Performance

Block 4: Compensation and Reward Management Unit 10 Rewards and Recognition Unit 11 Reward Management Unit 12 Performance Management and Compensation Unit 13 Job Evaluation and Pay Structure Unit 14 Performance Competence and Skill Based Pay

Block 5: Performance Development Unit 15 Performance Management and Employee Development Unit 16 Motivation and Performance Improvement Unit 17 Emerging Trends in Performance Management

Hit and source - focused comparison, Side by Side

Submitted text	As student entered the text in the submitted document.
Matching text	As the text appears in the source.

1/376	SUBMITTED TEXT	23 WORDS	71% MATCHING TEXT	23 WORDS
traditional quantifiable elements like salary, variable pay, and benefits, with intangible non-cash elements such as scope to achieve and exercise responsibility, career		traditional, quantifiable elements like salary, variable pay and benefits, but also more intangible non-cash elements such as scope to achieve and exercise responsibility, career		
W	http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			

2/376	SUBMITTED TEXT	23 WORDS	71% MATCHING TEXT	23 WORDS
traditional quantifiable elements like salary, variable pay, and benefits, with intangible non-cash elements such as scope to achieve and exercise responsibility, career		traditional, quantifiable elements like salary, variable pay and benefits, but also more intangible non-cash elements such as scope to achieve and exercise responsibility, career		
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3/376	SUBMITTED TEXT	23 WORDS	89% MATCHING TEXT	23 WORDS
traditional quantifiable elements like salary, variable pay, and benefits, with intangible non-cash elements such as scope to achieve and exercise responsibility, career		traditional, quantifiable elements like salary, variable pay and benefits, but also more intangible non-cash elements such as scope to achieve and exercise responsibility, career		
W	https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			

4/376	SUBMITTED TEXT	23 WORDS	71% MATCHING TEXT	23 WORDS
	traditional quantifiable elements like salary, variable pay, and benefits, with intangible non-cash elements such as scope to achieve and exercise responsibility, career		traditional, quantifiable elements like salary, variable pay and benefits, but also more intangible non-cash elements such as scope to achieve and exercise responsibility, career	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
5/376	SUBMITTED TEXT	23 WORDS	76% MATCHING TEXT	23 WORDS
	traditional quantifiable elements like salary, variable pay, and benefits, with intangible non-cash elements such as scope to achieve and exercise responsibility, career		traditional, quantifiable elements like salary, variable pay and benefits, but also more intangible non-cash elements such as scope to achieve and exercise responsibility, career	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
6/376	SUBMITTED TEXT	15 WORDS	100% MATCHING TEXT	15 WORDS
	personal blend of base pay, bonus and equity is tailored to the market where		personal blend of base pay, bonus and equity is tailored to the market where	
	W https://www.accenture.com/us-en/careers/local/total-rewards			
7/376	SUBMITTED TEXT	27 WORDS	100% MATCHING TEXT	27 WORDS
	families at Accenture are supported by a robust offering of benefits including fertility benefits, support for adoption and surrogacy and caregiver concierge services. ?		families at Accenture are supported by a robust offering of benefits – including fertility benefits, support for adoption and surrogacy, and caregiver concierge services.	
	W https://www.accenture.com/us-en/careers/local/total-rewards			
8/376	SUBMITTED TEXT	62 WORDS	93% MATCHING TEXT	62 WORDS
	Subsidized back-up dependent care, as well as a concierge service, is available for children, spouses or elderly family members. ? Primary caregivers, both men and women, may work locally for one year following their return from the birth or adoption of a child. ? Flexible work arrangements help employees achieve work/life balance while also meeting Accenture's business needs. ? Paid time		Subsidized back-up dependent care, as well as a concierge service, is available for children, spouses or elderly family members. Work locally Primary caregivers, both men and women, may work locally for one year following their return from the birth or adoption of a child. Flexible work arrangements Flexible work arrangements help employees achieve work/life balance while also meeting Accenture's business needs. Your time	
	W https://www.accenture.com/us-en/careers/local/total-rewards			
9/376	SUBMITTED TEXT	19 WORDS	82% MATCHING TEXT	19 WORDS
	encompasses traditional vacation time along with paid sick leave with days varying based on level and tenure. ?		encompasses traditional vacation time along with paid sick leave; days vary based on level and tenure	
	W https://www.accenture.com/us-en/careers/local/total-rewards			
10/376	SUBMITTED TEXT	38 WORDS	100% MATCHING TEXT	38 WORDS
	Accenture offers additional benefits and programs including free annual flu shots, a legal services plan, personal excess liability insurance, identity theft insurance, pet insurance, gym membership discounts, and an online mall providing discounts on various retail offerings.		Accenture offers additional benefits and programs including free annual flu shots, a legal services plan, personal excess liability insurance, identity theft insurance, pet insurance, gym membership discounts, and an online mall providing discounts on various retail offerings.	
	W https://www.accenture.com/us-en/careers/local/total-rewards			

11/376	SUBMITTED TEXT	23 WORDS	86% MATCHING TEXT	23 WORDS
market rates, in accordance with the policy of the organization on how it wants its own rates to relate to market levels.		market rates in accordance with the policy of the organization on how it wants its pay levels to relate to market levels		
W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf				
12/376	SUBMITTED TEXT	23 WORDS	86% MATCHING TEXT	23 WORDS
market rates, in accordance with the policy of the organization on how it wants its own rates to relate to market levels.		market rates in accordance with the policy of the organization on how it wants its pay levels to relate to market levels		
W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html				
13/376	SUBMITTED TEXT	25 WORDS	43% MATCHING TEXT	25 WORDS
the policy of the organization on how it wants its own rates to relate to market levels. It also depends on the amount of		the pay policy of the organization or its 'market stance' – that is, how it wants its pay levels to relate to market levels. Effective rate analysis depends on understanding the concept of		
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14/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
a comprehensive suite of programs to make it easier to stay physically, emotionally and financially healthy.		a comprehensive suite of programs to make it easier to stay physically, emotionally and financially healthy. •		
W https://www.accenture.com/us-en/careers/local/total-rewards				
15/376	SUBMITTED TEXT	25 WORDS	43% MATCHING TEXT	25 WORDS
the policy of the organization on how it wants its own rates to relate to market levels. It also depends on the amount of		the pay policy of the organization or its 'market stance' – that is, how it wants its pay levels to relate to market levels. Effective rate analysis depends on understanding the concept of		
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16/376	SUBMITTED TEXT	25 WORDS	43% MATCHING TEXT	25 WORDS
the policy of the organization on how it wants its own rates to relate to market levels. It also depends on the amount of		the pay policy of the organization or its 'market stance' – that is, how it wants its pay levels to relate to market levels. Effective rate analysis depends on understanding the concept of		
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17/376	SUBMITTED TEXT	11 WORDS	100% MATCHING TEXT	11 WORDS
labour markets are determined by supply and demand considerations. Other		labour markets are determined by supply and demand considerations. Other		
W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf				
18/376	SUBMITTED TEXT	11 WORDS	100% MATCHING TEXT	11 WORDS
labour markets are determined by supply and demand considerations. Other		labour markets are determined by supply and demand considerations. Other		
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19/376	SUBMITTED TEXT	16 WORDS	80% MATCHING TEXT	16 WORDS
	used as a justification for concentrating on external competitiveness at the expense of internal equity,		used as a justification for 'market' pricing rather than job evaluation, concentrating on external competitiveness at the expense of internal equity.	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
20/376	SUBMITTED TEXT	16 WORDS	80% MATCHING TEXT	16 WORDS
	used as a justification for concentrating on external competitiveness at the expense of internal equity,		used as a justification for 'market' pricing rather than job evaluation, concentrating on external competitiveness at the expense of internal equity.	
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21/376	SUBMITTED TEXT	19 WORDS	83% MATCHING TEXT	19 WORDS
	classical theory is used as a justification for concentrating on external competitiveness at the expense of internal equity,		Classical theory is used as a justification for 'market' pricing rather than job evaluation, concentrating on external competitiveness at the expense of internal equity.	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
22/376	SUBMITTED TEXT	16 WORDS	80% MATCHING TEXT	16 WORDS
	used as a justification for concentrating on external competitiveness at the expense of internal equity,		used as a justification for 'market' pricing rather than job evaluation, concentrating on external competitiveness at the expense of internal equity.	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
23/376	SUBMITTED TEXT	19 WORDS	75% MATCHING TEXT	19 WORDS
	classical theory is used as a justification for concentrating on external competitiveness at the expense of internal equity,		Classical theory is used as a justification for 'market' pricing rather than job evaluation, concentrating on external competitiveness at the expense of internal equity.	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
24/376	SUBMITTED TEXT	15 WORDS	100% MATCHING TEXT	15 WORDS
	the belief that 'a job is worth what the market says it is worth'.		the belief that 'a job is worth what the market says it is worth'.	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
25/376	SUBMITTED TEXT	15 WORDS	100% MATCHING TEXT	15 WORDS
	the belief that 'a job is worth what the market says it is worth'.		the belief that 'a job is worth what the market says it is worth'.	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
26/376	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
	reducing labour turnover and persuading workers that they are being treated fairly.		reducing labour turnover and persuading workers that they are being treated fairly.	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			

27/376	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
	reducing labour turnover and persuading workers that they are being treated fairly.		reducing labour turnover and persuading workers that they are being treated fairly.	
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28/376	SUBMITTED TEXT	16 WORDS	100% MATCHING TEXT	16 WORDS
	workers as embodying a set of skills which can be 'rented out' to employers. The		workers as embodying a set of skills which can be 'rented out' to employers. The	
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29/376	SUBMITTED TEXT	16 WORDS	100% MATCHING TEXT	16 WORDS
	workers as embodying a set of skills which can be 'rented out' to employers. The		workers as embodying a set of skills which can be 'rented out' to employers. The	
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30/376	SUBMITTED TEXT	16 WORDS	100% MATCHING TEXT	16 WORDS
	workers as embodying a set of skills which can be 'rented out' to employers. The		workers as embodying a set of skills which can be 'rented out' to employers. The	
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31/376	SUBMITTED TEXT	18 WORDS	97% MATCHING TEXT	18 WORDS
	workers as embodying a set of skills which can be 'rented out' to employers. The knowledge, skills		workers as embodying a set of skills which can be "rented out" to employers. The and skills	
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32/376	SUBMITTED TEXT	18 WORDS	97% MATCHING TEXT	18 WORDS
	workers as embodying a set of skills which can be 'rented out' to employers. The knowledge, skills		workers as embodying a set of skills which can be "rented out" to employers. The and skills	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
33/376	SUBMITTED TEXT	14 WORDS	100% MATCHING TEXT	14 WORDS
	value to the firm. Individuals expect a return on their own investment, and		value to the firm. Individuals expect a return on their own investment, and	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
34/376	SUBMITTED TEXT	14 WORDS	88% MATCHING TEXT	14 WORDS
	value to the firm. Individuals expect a return on their own investment, and		value to the firm. Individuals expect a return on their own investment, and	
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35/376	SUBMITTED TEXT	33 WORDS	78% MATCHING TEXT	33 WORDS
	theory recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principal may not have complete control over their agents. The		theory, states that in most firms there is a separation between the owners (the principals) and the agents (the managers). Because the principals may not have complete control over their agents, the	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
36/376	SUBMITTED TEXT	33 WORDS	78% MATCHING TEXT	33 WORDS
	theory recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principal may not have complete control over their agents. The		theory, states that in most firms there is a separation between the owners (the principals) and the agents (the managers). Because the principals may not have complete control over their agents, the	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
37/376	SUBMITTED TEXT	32 WORDS	95% MATCHING TEXT	32 WORDS
	recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principal may not have complete control over their agents. The		recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principals may not have complete control over their agents. The	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
38/376	SUBMITTED TEXT	33 WORDS	78% MATCHING TEXT	33 WORDS
	theory recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principal may not have complete control over their agents. The		theory, states that in most firms there is a separation between the owners (the principals) and the agents (the managers). Because the principals may not have complete control over their agents, the	
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39/376	SUBMITTED TEXT	32 WORDS	90% MATCHING TEXT	32 WORDS
	recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principal may not have complete control over their agents. The		recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principals may not have complete control over their agents. The	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
40/376	SUBMITTED TEXT	42 WORDS	82% MATCHING TEXT	42 WORDS
	Agency Theory also indicates that it is desirable to operate a system of incentives to motivate its employees. This process of 'incentives distribution consists of paying for measurable results that are deemed to be in the best interests of the owners.		Agency theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour. This process of 'incentive alignment' consists of paying for measurable results that are deemed to be in the best interests of the owners.	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
41/376	SUBMITTED TEXT	42 WORDS	82% MATCHING TEXT	42 WORDS
	Agency Theory also indicates that it is desirable to operate a system of incentives to motivate its employees. This process of 'incentives distribution consists of paying for measurable results that are deemed to be in the best interests of the owners.		Agency theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour. This process of 'incentive alignment' consists of paying for measurable results that are deemed to be in the best interests of the owners.	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			

42/376	SUBMITTED TEXT	42 WORDS	76% MATCHING TEXT	42 WORDS
<p>Agency Theory also indicates that it is desirable to operate a system of incentives to motivate its employees. This process of 'incentives distribution consists of paying for measurable results that are deemed to be in the best interests of the owners.</p> <p>W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf</p>		<p>Agency theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour. This process of 'incentive alignment' Factors Affecting Levels of Pay 111 consists of paying for measurable results that are deemed to be in the best interests of the owners.</p>		
43/376	SUBMITTED TEXT	42 WORDS	82% MATCHING TEXT	42 WORDS
<p>Agency Theory also indicates that it is desirable to operate a system of incentives to motivate its employees. This process of 'incentives distribution consists of paying for measurable results that are deemed to be in the best interests of the owners.</p> <p>W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab</p>		<p>Agency theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour. This process of 'incentive alignment' consists of paying for measurable results that are deemed to be in the best interests of the owners.</p>		
44/376	SUBMITTED TEXT	42 WORDS	76% MATCHING TEXT	42 WORDS
<p>Agency Theory also indicates that it is desirable to operate a system of incentives to motivate its employees. This process of 'incentives distribution consists of paying for measurable results that are deemed to be in the best interests of the owners.</p> <p>W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html</p>		<p>Agency theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour. This process of 'incentive alignment' Factors Affecting Levels of Pay 111 consists of paying for measurable results that are deemed to be in the best interests of the owners.</p>		
45/376	SUBMITTED TEXT	19 WORDS	91% MATCHING TEXT	19 WORDS
<p>performance, such as: earning per share rather than being concerned with the behaviour that led up to them.</p> <p>W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf</p>		<p>performance such as earnings per share, rather than being concerned with the behaviour that led up to them.</p>		
46/376	SUBMITTED TEXT	19 WORDS	91% MATCHING TEXT	19 WORDS
<p>performance, such as: earning per share rather than being concerned with the behaviour that led up to them.</p> <p>W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf</p>		<p>performance such as earnings per share, rather than being concerned with the behaviour that led up to them.</p>		
47/376	SUBMITTED TEXT	19 WORDS	91% MATCHING TEXT	19 WORDS
<p>performance, such as: earning per share rather than being concerned with the behaviour that led up to them.</p> <p>W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab</p>		<p>performance such as earnings per share, rather than being concerned with the behaviour that led up to them.</p>		
48/376	SUBMITTED TEXT	21 WORDS	85% MATCHING TEXT	21 WORDS
<p>performance, such as: earning per share rather than being concerned with the behaviour that led up to them. Example The</p> <p>W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf</p>		<p>performance such as earnings per share rather than being concerned with the behaviour that led up to them. The</p>		

49/376	SUBMITTED TEXT	21 WORDS	85% MATCHING TEXT	21 WORDS
performance, such as: earning per share rather than being concerned with the behaviour that led up to them. Example The		performance such as earnings per share rather than being concerned with the behaviour that led up to them. The		
W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html				
50/376	SUBMITTED TEXT	14 WORDS	88% MATCHING TEXT	14 WORDS
pay levels in labour markets are determined by supply and demand considerations. Other		pay levels are prices that in labour markets are determined by supply and demand considerations. Other		
W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf				
51/376	SUBMITTED TEXT	14 WORDS	88% MATCHING TEXT	14 WORDS
pay levels in labour markets are determined by supply and demand considerations. Other		pay levels are prices that in labour markets are determined by supply and demand considerations. Other		
W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html				
52/376	SUBMITTED TEXT	16 WORDS	76% MATCHING TEXT	16 WORDS
theory focuses its attention on external pressure and the perceived need for 'competitive pay' that		theory focuses attention on external pressures and the •• perceived need for 'competitive pay': pay that		
W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
53/376	SUBMITTED TEXT	16 WORDS	76% MATCHING TEXT	16 WORDS
theory focuses its attention on external pressure and the perceived need for 'competitive pay' that		theory focuses attention on external pressures and the •• perceived need for 'competitive pay': pay that		
W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
54/376	SUBMITTED TEXT	16 WORDS	76% MATCHING TEXT	16 WORDS
theory focuses its attention on external pressure and the perceived need for 'competitive pay' that		theory focuses attention on external pressures and the •• perceived need for 'competitive pay': pay that		
W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab				
55/376	SUBMITTED TEXT	21 WORDS	92% MATCHING TEXT	21 WORDS
attention on external pressure and the perceived need for 'competitive pay' that is, pay that matches or exceeds market rates.		attention on external pressures and the perceived need for 'competitive pay', that is, pay that matches or exceeds market rates.		
W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf				
56/376	SUBMITTED TEXT	21 WORDS	92% MATCHING TEXT	21 WORDS
attention on external pressure and the perceived need for 'competitive pay' that is, pay that matches or exceeds market rates.		attention on external pressures and the perceived need for 'competitive pay', that is, pay that matches or exceeds market rates.		
W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html				

57/376	SUBMITTED TEXT	23 WORDS	86% MATCHING TEXT	23 WORDS
	market rates, in accordance with the policy of the organization on how it wants its own rates to relate to market levels.		market rates in accordance with the policy of the organization on how it wants its pay levels to relate to market levels	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
58/376	SUBMITTED TEXT	23 WORDS	86% MATCHING TEXT	23 WORDS
	market rates, in accordance with the policy of the organization on how it wants its own rates to relate to market levels.		market rates in accordance with the policy of the organization on how it wants its pay levels to relate to market levels	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
59/376	SUBMITTED TEXT	25 WORDS	43% MATCHING TEXT	25 WORDS
	the policy of the organization on how it wants its own rates to relate to market levels. It also depends on the amount of		the pay policy of the organization or its 'market stance' – that is, how it wants its pay levels to relate to market levels. Effective rate analysis depends on understanding the concept of	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
60/376	SUBMITTED TEXT	25 WORDS	43% MATCHING TEXT	25 WORDS
	the policy of the organization on how it wants its own rates to relate to market levels. It also depends on the amount of		the pay policy of the organization or its 'market stance' – that is, how it wants its pay levels to relate to market levels. Effective rate analysis depends on understanding the concept of	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
61/376	SUBMITTED TEXT	25 WORDS	43% MATCHING TEXT	25 WORDS
	the policy of the organization on how it wants its own rates to relate to market levels. It also depends on the amount of		the pay policy of the organization or its 'market stance' – that is, how it wants its pay levels to relate to market levels. Effective rate analysis depends on understanding the concept of	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
62/376	SUBMITTED TEXT	33 WORDS	78% MATCHING TEXT	33 WORDS
	theory recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principals may not have complete control over their agents. The		theory, states that in most firms there is a separation between the owners (the principals) and the agents (the managers). Because the principals may not have complete control over their agents, the	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
63/376	SUBMITTED TEXT	33 WORDS	78% MATCHING TEXT	33 WORDS
	theory recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principals may not have complete control over their agents. The		theory, states that in most firms there is a separation between the owners (the principals) and the agents (the managers). Because the principals may not have complete control over their agents, the	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			

64/376	SUBMITTED TEXT	32 WORDS	100% MATCHING TEXT	32 WORDS
recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principals may not have complete control over their agents. The		recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principals may not have complete control over their agents. The		
W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf				
65/376	SUBMITTED TEXT	33 WORDS	78% MATCHING TEXT	33 WORDS
theory recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principals may not have complete control over their agents. The		theory, states that in most firms there is a separation between the owners (the principals) and the agents (the managers). Because the principals may not have complete control over their agents, the		
W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab				
66/376	SUBMITTED TEXT	32 WORDS	95% MATCHING TEXT	32 WORDS
recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principals may not have complete control over their agents. The		recognizes that in most firms there is a separation between the owners (the principals) and the agents (the managers). However, the principals may not have complete control over their agents. The		
W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html				
67/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
Agency Theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.		Agency theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.		
W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
68/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
Agency Theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.		Agency theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.		
W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
69/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
Agency Theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.		Agency theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.		
W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf				
70/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
Agency Theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.		Agency theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.		
W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab				
71/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
Agency Theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.		Agency theory also indicates that it is desirable to operate a system of incentives to motivate and reward acceptable behaviour.		
W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html				

72/376	SUBMITTED TEXT	31 WORDS	81% MATCHING TEXT	31 WORDS
	that high pay levels will contribute to an increase in productivity by motivating superior performance, attracting better candidates, reducing labour turnover, and persuading workers that they are being treated fairly.		that high levels of pay will contribute to increases in productivity by motivating superior performance, attracting better candidates, reducing labour turnover and persuading workers that they are being treated fairly.	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
73/376	SUBMITTED TEXT	31 WORDS	81% MATCHING TEXT	31 WORDS
	that high pay levels will contribute to an increase in productivity by motivating superior performance, attracting better candidates, reducing labour turnover, and persuading workers that they are being treated fairly.		that high levels of pay will contribute to increases in productivity by motivating superior performance, attracting better candidates, reducing labour turnover and persuading workers that they are being treated fairly.	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
74/376	SUBMITTED TEXT	46 WORDS	87% MATCHING TEXT	46 WORDS
	Ehrenberg and Smith (1994) conceptualized workers as embodying a set of skills which can be 'rented out' to employers. The knowledge and skills a worker has, which comes from education and training, including the training that experience brings generate a certain stock of productive capital.		Ehrenberg and Smith (1994) human capital theory: 'conceptual- izes workers as embodying a set of skills which can be 'rented out' to employers. The knowl- edge and skills a worker has – which comes from education and training, including the training that experience brings – generate a certain stock of productive capital.'	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
75/376	SUBMITTED TEXT	46 WORDS	87% MATCHING TEXT	46 WORDS
	Ehrenberg and Smith (1994) conceptualized workers as embodying a set of skills which can be 'rented out' to employers. The knowledge and skills a worker has, which comes from education and training, including the training that experience brings generate a certain stock of productive capital.		Ehrenberg and Smith (1994) human capital theory: 'conceptual- izes workers as embodying a set of skills which can be 'rented out' to employers. The knowl- edge and skills a worker has – which comes from education and training, including the training that experience brings – generate a certain stock of productive capital.'	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
76/376	SUBMITTED TEXT	49 WORDS	96% MATCHING TEXT	49 WORDS
	human capital theory: Ehrenberg and Smith (1994) conceptualized workers as embodying a set of skills which can be 'rented out' to employers. The knowledge and skills a worker has, which comes from education and training, including the training that experience brings generate a certain stock of productive capital.		Human capital theory, as stated Ehrenberg and Smith (4), 'conceptualizes workers as embodying a set of skills which can be "rented out" to employers. The knowledge and skills a worker has – which comes from education and training, including the training that experience brings – generate a certain stock of productive capital.' 110	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
77/376	SUBMITTED TEXT	46 WORDS	87% MATCHING TEXT	46 WORDS
	Ehrenberg and Smith (1994) conceptualized workers as embodying a set of skills which can be 'rented out' to employers. The knowledge and skills a worker has, which comes from education and training, including the training that experience brings generate a certain stock of productive capital.		Ehrenberg and Smith (1994) human capital theory: 'conceptual- izes workers as embodying a set of skills which can be 'rented out' to employers. The knowl- edge and skills a worker has – which comes from education and training, including the training that experience brings – generate a certain stock of productive capital.'	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			

78/376	SUBMITTED TEXT	49 WORDS	96% MATCHING TEXT	49 WORDS
	human capital theory: Ehrenberg and Smith (1994) conceptualized workers as embodying a set of skills which can be 'rented out' to employers. The knowledge and skills a worker has, which comes from education and training, including the training that experience brings generate a certain stock of productive capital.		Human capital theory, as stated Ehrenberg and Smith (4), 'conceptualizes workers as embodying a set of skills which can be "rented out" to employers. The knowledge and skills a worker has – which comes from education and training, including the training that experience brings – generate a certain stock of productive capital.' 110	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
79/376	SUBMITTED TEXT	26 WORDS	88% MATCHING TEXT	26 WORDS
	the implication for Human Capital Theory is that investment in people adds value to the firm. Individuals expect a return on their own investment, and		the implication of human capital theory, which is that investment in people adds to their value to the firm. Individuals expect a return on their own investment, and	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
80/376	SUBMITTED TEXT	26 WORDS	82% MATCHING TEXT	26 WORDS
	the implication for Human Capital Theory is that investment in people adds value to the firm. Individuals expect a return on their own investment, and		the implication of human capital theory, which is that investment in people adds to their value to the firm. Individuals expect a return on their own investment, and	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
81/376	SUBMITTED TEXT	13 WORDS	83% MATCHING TEXT	13 WORDS
	the effectiveness of reward policies and practices. The aims of reward management		the effectiveness of reward policies and practices are: 442 The Practice of Reward Management	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
82/376	SUBMITTED TEXT	13 WORDS	83% MATCHING TEXT	13 WORDS
	the effectiveness of reward policies and practices. The aims of reward management		the effectiveness of reward policies and practices are: 442 The Practice of Reward Management	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
83/376	SUBMITTED TEXT	13 WORDS	83% MATCHING TEXT	13 WORDS
	the effectiveness of reward policies and practices. The aims of reward management		the effectiveness of reward policies and practices are: 442 The Practice of Reward Management	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
84/376	SUBMITTED TEXT	1 WORDS	100% MATCHING TEXT	1 WORDS
	https://www.academia.edu/32280546/ARMSTRONGS_HANDBOOK_OF_HUMAN_RESOURCE_MANAGEMENT_PRACTICE_		https://www.academia.edu/32280546/ARMSTRONGS_HANDBOOK_OF_HUMAN_RESOURCE_MANAGEMENT_PRACTICE_	
	W https://www.academia.edu/32280546/ARMSTRONGS_HANDBOOK_OF_HUMAN_RESOURCE_MANAGEMENT_PRACTICE_i			
85/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
	differentials and the number of steps or grades that should exist in the pay hierarchy. 11.7.2		differentials and the number of steps or grades that should exist in the pay hierarchy.	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			

86/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
	differentials and the number of steps or grades that should exist in the pay hierarchy. 11.7.2		differentials and the number of steps or grades that should exist in the pay hierarchy.	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
87/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
	differentials and the number of steps or grades that should exist in the pay hierarchy. 11.7.2		differentials and the number of steps or grades that should exist in the pay hierarchy.	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
88/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
	differentials and the number of steps or grades that should exist in the pay hierarchy. 11.7.2		differentials and the number of steps or grades that should exist in the pay hierarchy.	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
89/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
	differentials and the number of steps or grades that should exist in the pay hierarchy. 11.7.2		differentials and the number of steps or grades that should exist in the pay hierarchy.	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
90/376	SUBMITTED TEXT	20 WORDS	73% MATCHING TEXT	20 WORDS
	market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the		market rates are therefore high may, to a degree, have to sacrifice their ideals (if they have them) of internal equity to the realism of the	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
91/376	SUBMITTED TEXT	20 WORDS	65% MATCHING TEXT	20 WORDS
	market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the		market rates are therefore high may, to a degree, have to sacrifice their ideals (if they have them) of internal equity to the realism of the	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
92/376	SUBMITTED TEXT	22 WORDS	76% MATCHING TEXT	22 WORDS
	market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the market-place. 11.7.3		market rates are therefore high, may, to a degree, have to sacrifice their ideals (if they have them) of internal equity to the realism of the market place.	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
93/376	SUBMITTED TEXT	22 WORDS	76% MATCHING TEXT	22 WORDS
	market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the market-place. 11.7.3		market rates are therefore high, may, to a degree, have to sacrifice their ideals (if they have them) of internal equity to the realism of the market place.	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			

94/376	SUBMITTED TEXT	22 WORDS	76% MATCHING TEXT	22 WORDS
	market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the market-place. 11.7.3		market rates are therefore high, may, to a degree, have to sacrifice their ideals (if they have them) of internal equity to the realism of the market place.	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
95/376	SUBMITTED TEXT	30 WORDS	87% MATCHING TEXT	30 WORDS
	Rewards The policy will need to maintain whether or not the organization wants to pay for performance, competence or contribution, and if so, how much and under what circumstances.		rewards The policy will need to determine whether or not the organization wants to pay for performance, competence, contribution or skill and, if so, how much and under what circumstances.	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
96/376	SUBMITTED TEXT	30 WORDS	87% MATCHING TEXT	30 WORDS
	Rewards The policy will need to maintain whether or not the organization wants to pay for performance, competence or contribution, and if so, how much and under what circumstances.		rewards The policy will need to determine whether or not the organization wants to pay for performance, competence, contribution or skill and, if so, how much and under what circumstances.	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
97/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
	The policy may also indicate the approach to be used in relating pay to individual, team, or organizational performance. 11.7.4		The policy may also indicate the approach to be used in relating pay to individual, team or organizational performance.	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
98/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
	The policy may also indicate the approach to be used in relating pay to individual, team, or organizational performance. 11.7.4		The policy may also indicate the approach to be used in relating pay to individual, team or organizational performance.	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
99/376	SUBMITTED TEXT	36 WORDS	60% MATCHING TEXT	36 WORDS
	employees will feel that the reward management processes of an organization are fair if they know how they are rated and evaluated for their pay and rewards. Lack of understanding only breeds suspicion and hostility.		Employees will only feel that the reward management processes of an organization are fair if they know what they are and how they are used to determine their level of pay and methods of pay progression. Lack of understanding breeds suspicion and hostility.	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
100/376	SUBMITTED TEXT	36 WORDS	60% MATCHING TEXT	36 WORDS
	employees will feel that the reward management processes of an organization are fair if they know how they are rated and evaluated for their pay and rewards. Lack of understanding only breeds suspicion and hostility.		Employees will only feel that the reward management processes of an organization are fair if they know what they are and how they are used to determine their level of pay and methods of pay progression. Lack of understanding breeds suspicion and hostility.	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			

101/376	SUBMITTED TEXT	12 WORDS	95% MATCHING TEXT	12 WORDS
	make a deeper and longer-lasting impact on motivation and commitment. 11.8.3		make a deeper •• and longer-lasting impact on the motivation and commitment	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
102/376	SUBMITTED TEXT	12 WORDS	95% MATCHING TEXT	12 WORDS
	make a deeper and longer-lasting impact on motivation and commitment. 11.8.3		make a deeper •• and longer-lasting impact on the motivation and commitment	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
103/376	SUBMITTED TEXT	12 WORDS	95% MATCHING TEXT	12 WORDS
	make a deeper and longer-lasting impact on motivation and commitment. 11.8.3		make a deeper and longer-lasting impact on the motivation and commitment	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
104/376	SUBMITTED TEXT	12 WORDS	95% MATCHING TEXT	12 WORDS
	make a deeper and longer-lasting impact on motivation and commitment. 11.8.3		make a deeper •• and longer-lasting impact on the motivation and commitment	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
105/376	SUBMITTED TEXT	12 WORDS	95% MATCHING TEXT	12 WORDS
	make a deeper and longer-lasting impact on motivation and commitment. 11.8.3		make a deeper and longer-lasting impact on the motivation and commitment	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
106/376	SUBMITTED TEXT	12 WORDS	95% MATCHING TEXT	12 WORDS
	between actual and policy rates of pay as a percentage. The		between actual and policy rates of pay as a percentage. If the	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
107/376	SUBMITTED TEXT	12 WORDS	95% MATCHING TEXT	12 WORDS
	between actual and policy rates of pay as a percentage. The		between actual and policy rates of pay as a percentage. If the	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
108/376	SUBMITTED TEXT	49 WORDS	90% MATCHING TEXT	49 WORDS
	ratio measures the relationship in a graded pay structure between actual and policy rates of pay as a percentage. The policy value is the midpoint or reference point in a pay range which represents the 'target rate' for a fully competent individual in any job in the grade.		ratio') measures the relationship in a graded pay struc- ture between actual and policy rates of pay as a percentage. policy value used is the mid- point or reference point in a pay range, which represents the 'target rate' for a fully competent individual in any job in the grade.	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			

109/376	SUBMITTED TEXT	49 WORDS	90% MATCHING TEXT	49 WORDS
	ratio measures the relationship in a graded pay structure between actual and policy rates of pay as a percentage. The policy value is the midpoint or reference point in a pay range which represents the 'target rate' for a fully competent individual in any job in the grade.		ratio') measures the relationship in a graded pay struc- ture between actual and policy rates of pay as a percentage. policy value used is the mid- point or reference point in a pay range, which represents the 'target rate' for a fully competent individual in any job in the grade.	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
110/376	SUBMITTED TEXT	49 WORDS	90% MATCHING TEXT	49 WORDS
	ratio measures the relationship in a graded pay structure between actual and policy rates of pay as a percentage. The policy value is the midpoint or reference point in a pay range which represents the 'target rate' for a fully competent individual in any job in the grade.		ratio') measures the relationship in a graded pay struc- ture between actual and policy rates of pay as a percentage. policy value used is the mid- point or reference point in a pay range, which represents the 'target rate' for a fully competent individual in any job in the grade.	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
111/376	SUBMITTED TEXT	13 WORDS	87% MATCHING TEXT	13 WORDS
	used to define where an individual is placed in a pay range.		used to measure where an individual is placed in a pay range,	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
112/376	SUBMITTED TEXT	13 WORDS	87% MATCHING TEXT	13 WORDS
	used to define where an individual is placed in a pay range.		used to measure where an individual is placed in a pay range,	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
113/376	SUBMITTED TEXT	13 WORDS	87% MATCHING TEXT	13 WORDS
	used to define where an individual is placed in a pay range.		used to measure where an individual is placed in a pay range,	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
114/376	SUBMITTED TEXT	23 WORDS	80% MATCHING TEXT	23 WORDS
	have to be taken if compa-ratios are too high or too low compared with the policy level. This process is sometimes called '		have to be taken to slow down or accelerate increases if compa-ratios are too high or too low compared with the policy level. This is sometimes called '	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
115/376	SUBMITTED TEXT	23 WORDS	80% MATCHING TEXT	23 WORDS
	have to be taken if compa-ratios are too high or too low compared with the policy level. This process is sometimes called '		have to be taken to slow down or accelerate increases if compa-ratios are too high or too low compared with the policy level. This is sometimes called '	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
116/376	SUBMITTED TEXT	23 WORDS	80% MATCHING TEXT	23 WORDS
	have to be taken if compa-ratios are too high or too low compared with the policy level. This process is sometimes called '		have to be taken to slow down or accelerate increases if compa-ratios are too high or too low compared with the policy level. This is sometimes called '	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			

117/376	SUBMITTED TEXT	20 WORDS	90% MATCHING TEXT	20 WORDS
A compa-ratio of 100 per cent means that actual and policy pay are the same. Compa-ratios which are higher		A compa-ratio of 100 per cent means that actual pay and policy pay are the same. Compa- ratios that are higher		
W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
118/376	SUBMITTED TEXT	20 WORDS	90% MATCHING TEXT	20 WORDS
A compa-ratio of 100 per cent means that actual and policy pay are the same. Compa-ratios which are higher		A compa-ratio of 100 per cent means that actual pay and policy pay are the same. Compa- ratios that are higher		
W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
119/376	SUBMITTED TEXT	20 WORDS	90% MATCHING TEXT	20 WORDS
A compa-ratio of 100 per cent means that actual and policy pay are the same. Compa-ratios which are higher		A compa-ratio of 100 per cent means that actual pay and policy pay are the same. Compa- ratios that are higher		
W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab				
120/376	SUBMITTED TEXT	13 WORDS	95% MATCHING TEXT	13 WORDS
lower than 100 per cent mean that pay is above or below		lower than 100 per cent mean that, respectively, pay is above or below		
W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
121/376	SUBMITTED TEXT	13 WORDS	95% MATCHING TEXT	13 WORDS
lower than 100 per cent mean that pay is above or below		lower than 100 per cent mean that, respectively, pay is above or below		
W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
122/376	SUBMITTED TEXT	13 WORDS	95% MATCHING TEXT	13 WORDS
lower than 100 per cent mean that pay is above or below		lower than 100 per cent mean that, respectively, pay is above or below		
W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab				
123/376	SUBMITTED TEXT	15 WORDS	89% MATCHING TEXT	15 WORDS
rather than opinion, on understanding rather than assumption, on grounded theory rather than dogma.		rather than opinion, on understanding rather than assumptions, on grounded theory rather than dogma.		
W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
124/376	SUBMITTED TEXT	15 WORDS	89% MATCHING TEXT	15 WORDS
rather than opinion, on understanding rather than assumption, on grounded theory rather than dogma.		rather than opinion, on understanding rather than assumptions, on grounded theory rather than dogma.		
W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
125/376	SUBMITTED TEXT	15 WORDS	89% MATCHING TEXT	15 WORDS
rather than opinion, on understanding rather than assumption, on grounded theory rather than dogma.		rather than opinion, on understanding rather than assumptions, on grounded theory rather than dogma.		
W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab				

126/376	SUBMITTED TEXT	116 WORDS	94% MATCHING TEXT	116 WORDS
	reward management is not just a soft art but requires scientific and evidence-based methodologies. Many companies though use balanced score card and benchmarking, yet do not have concrete evidence to justify their reward practices. Evidence-Based Reward Management (EBRM), researched by Armstrong et al, is based on facts rather than opinion, on understanding rather than assumption, on grounded theory rather than dogma. EBRM model illustrates what can be done to increase the effectiveness of reward systems, which follows the following steps: ? Setting objectives and success criteria ? Conducting reward reviews ? Measuring the impact of reward ? Evaluating the impact ? Developing, implementing and applying reward policies and practices on the basis of evidence		reward management is not just a soft art but requires scientific and evidenced-based methodologies. Many companies though use balanced score card and benchmarking, yet do not have concrete evidence to justify their reward practices. 25 Performance Management and Reward Systems- Pay Structures Evidence-Based Reward Management (EBRM), researched by Armstrong et al is based on rather than opinion, on understanding rather than assumption. On grounded theory rather than dogma. EBRM model illustrates what can be done to increase the effectiveness of reward systems, which follows the following steps: ? Setting objectives and success criteria ? Conducting reward reviews ? Measuring the impact of reward ? Evaluating the impact ? Developing, implementing and applying reward policies and practices on the basis of evidence	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
127/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
	one best method for reward management and only the needs and circumstances of organizations determine the best reward policy. The		one best method for reward management and only the needs and circumstances of organizations determine the best reward policy. The	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
128/376	SUBMITTED TEXT	34 WORDS	100% MATCHING TEXT	34 WORDS
	Competitive externally to recruit and retain ? Convergent with business strategies ? Contribution and performance rewarded ? Customized to needs of different employees ? Communicated well and understood and valued by employees ?		Competitive externally to recruit and retain ? Convergent with business strategies ? Contribution and performance rewarded ? Customized to needs of different employees ? Communicated well and understood and valued by employees ?	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
129/376	SUBMITTED TEXT	27 WORDS	93% MATCHING TEXT	27 WORDS
	employees ? Cost effective and affordable ? Changes in response to different needs ? Controlled-efficient to manage and administer ? Compliant legally, internally, equitable, fair		employees ? Cost effective and affordable ? Changes in response to different needs ? Controlled-efficient to manage and administer ? Complaint legally, internally, equitable, fair	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
130/376	SUBMITTED TEXT	30 WORDS	89% MATCHING TEXT	30 WORDS
	The EBRM approach emphasizes evidence based methodology for reward management. It further establishes that each organization is unique and reward policy should be based on their needs and circumstances.		The EBRM approach emphasizes evidence based methodology for reward management. It also says that each organization is unique and reward policy should be based on their needs and circumstances	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
131/376	SUBMITTED TEXT	17 WORDS	70% MATCHING TEXT	17 WORDS
	The relationship between the actual and policy rates of pay as a percentage b. The '		the relationship actual and policy rates of pay as a percentage. If the	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			

132/376	SUBMITTED TEXT	17 WORDS	70% MATCHING TEXT	17 WORDS
The relationship between the actual and policy rates of pay as a percentage b. The '		the relationship actual and policy rates of pay as a percentage. If the		
W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html				
133/376	SUBMITTED TEXT	22 WORDS	57% MATCHING TEXT	22 WORDS
actual and policy rates of pay as a percentage b. The 'mid-point' pay range c. Target rate for a competent		actual and policy rates of pay as a percentage. The policy value used is mid-point or reference point in a pay range, which represents the 'target rate' for a fully competent		
W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
134/376	SUBMITTED TEXT	22 WORDS	57% MATCHING TEXT	22 WORDS
actual and policy rates of pay as a percentage b. The 'mid-point' pay range c. Target rate for a competent		actual and policy rates of pay as a percentage. The policy value used is mid-point or reference point in a pay range, which represents the 'target rate' for a fully competent		
W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
135/376	SUBMITTED TEXT	22 WORDS	57% MATCHING TEXT	22 WORDS
actual and policy rates of pay as a percentage b. The 'mid-point' pay range c. Target rate for a competent		actual and policy rates of pay as a percentage. The policy value used is mid-point or reference point in a pay range, which represents the 'target rate' for a fully competent		
W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab				
136/376	SUBMITTED TEXT	16 WORDS	100% MATCHING TEXT	16 WORDS
EBRM model illustrates what can be done to increase the effectiveness of reward systems. ?		EBRM model illustrates what can be done to increase the effectiveness of reward systems,		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				
137/376	SUBMITTED TEXT	22 WORDS	80% MATCHING TEXT	22 WORDS
Compa-ratio: A compa-ratio measures the relationship in a graded pay structure between actual and policy rates of pay as a percentage		Compa-ratio analysis A compa-ratio (short for 'comparative ratio') measures the relationship in a graded pay struc- ture between actual and policy rates of pay as a percentage.		
W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
138/376	SUBMITTED TEXT	22 WORDS	80% MATCHING TEXT	22 WORDS
Compa-ratio: A compa-ratio measures the relationship in a graded pay structure between actual and policy rates of pay as a percentage		Compa-ratio analysis A compa-ratio (short for 'comparative ratio') measures the relationship in a graded pay struc- ture between actual and policy rates of pay as a percentage.		
W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
139/376	SUBMITTED TEXT	11 WORDS	100% MATCHING TEXT	11 WORDS
between actual and policy rates of pay as a percentage		between actual and policy rates of pay as a percentage.		
W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf				

140/376	SUBMITTED TEXT	22 WORDS	80% MATCHING TEXT	22 WORDS
	Compa-ratio: A compa-ratio measures the relationship in a graded pay structure between actual and policy rates of pay as a percentage		Compa-ratio analysis A compa-ratio (short for 'comparative ratio') measures the relationship in a graded pay structure between actual and policy rates of pay as a percentage.	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
141/376	SUBMITTED TEXT	11 WORDS	100% MATCHING TEXT	11 WORDS
	between actual and policy rates of pay as a percentage		between actual and policy rates of pay as a percentage.	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
142/376	SUBMITTED TEXT	20 WORDS	73% MATCHING TEXT	20 WORDS
	market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the		market rates are therefore high, may, to a degree, have to sacrifice their ideals (if they have them) of internal equity to the realism of the	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
143/376	SUBMITTED TEXT	20 WORDS	73% MATCHING TEXT	20 WORDS
	market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the		market rates are therefore high, may, to a degree, have to sacrifice their ideals (if they have them) of internal equity to the realism of the	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
144/376	SUBMITTED TEXT	20 WORDS	73% MATCHING TEXT	20 WORDS
	market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the		market rates are therefore high, may, to a degree, have to sacrifice their ideals (if they have them) of internal equity to the realism of the	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
145/376	SUBMITTED TEXT	24 WORDS	75% MATCHING TEXT	24 WORDS
	market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the marketplace. 7. (market rates are therefore high may, to a degree, have to sacrifice their ideals (if they have them) of internal equity to the realism of the marketplace.	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
146/376	SUBMITTED TEXT	24 WORDS	67% MATCHING TEXT	24 WORDS
	market rates may, to a degree, have to sacrifice its ideals of internal equity to the realism of the marketplace. 7. (market rates are therefore high may, to a degree, have to sacrifice their ideals (if they have them) of internal equity to the realism of the marketplace.	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
147/376	SUBMITTED TEXT	23 WORDS	61% MATCHING TEXT	23 WORDS
	can be described. 10. (a) The relationship between the actual and policy rates of pay as a percentage		can be used to measure the relationship between actual and policy rates of pay as a percentage.	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			

148/376	SUBMITTED TEXT	23 WORDS	61% MATCHING TEXT	23 WORDS
can be described. 10. (a) The relationship between the actual and policy rates of pay as a percentage		can be used to measure the relationship between actual and policy rates of pay as a percentage.		
W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html				
149/376	SUBMITTED TEXT	19 WORDS	78% MATCHING TEXT	19 WORDS
measure the relationship between the actual and policy rates of pay as a percentage.		measure the relationship between actual and policy rates of pay as a percentage.		
W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf				
150/376	SUBMITTED TEXT	19 WORDS	78% MATCHING TEXT	19 WORDS
measure the relationship between the actual and policy rates of pay as a percentage.		measure the relationship between actual and policy rates of pay as a percentage.		
W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html				
151/376	SUBMITTED TEXT	21 WORDS	66% MATCHING TEXT	21 WORDS
Compensation refers to the returns employees receive for their contributions to the company and can be both financial and non-financial.		Compensation refers to the returns employees receive for their contributions to the company. These returns are of different types that include both financial and non-financial.		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				
152/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
both financial and non-financial. Compensation management is also known as wage and salary administration, reward management and remuneration management.		both financial and non-financial. Compensation Management is also known as Wage and Salary administration, Reward management and Remuneration management.		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				
153/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
Management 44 The basic aim of compensation management is to establish and implement sound policies with regard to employee compensation.		management. The basic aim of compensation management is to establish and implement sound policies with regard to employee compensation.		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				
154/376	SUBMITTED TEXT	54 WORDS	100% MATCHING TEXT	54 WORDS
compensation. The objectives of performance management are closely related to reward systems. The important objectives of performance management are to provide valid information regarding employees, to take managerial decisions with respect to employees' salary adjustments, promotions, retention or termination, recognition of excellent performance, identification of poor performers, layoffs and giving merit incentives.		compensation. The objectives of performance management are closely related to reward systems. The important objectives of performance management are to provide valid information regarding employees, to take managerial decisions with respect to employees' salary adjustments, promotions, retention or termination, recognition of excellent performance, identification of poor performers, layoffs and giving merit incentives.		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				

155/376	SUBMITTED TEXT	23 WORDS	84% MATCHING TEXT	23 WORDS
Components and Objectives of Compensation Management Different people view pay in different ways. For some pay is a measure of justice, for		Components and Objectives of Compensation Management: 10 Performance Management and Reward Systems- Pay Structures Different people view pay in different ways. For some pay is a measure of justice, for		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				
156/376	SUBMITTED TEXT	27 WORDS	100% MATCHING TEXT	27 WORDS
employers it is an expense and for employees it is a return for the services rendered. Some consider it as a reward for the job done		employers it is an expense and for employees it is a return for the services rendered. Some consider it as a reward for the job done.		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				
157/376	SUBMITTED TEXT	15 WORDS	92% MATCHING TEXT	15 WORDS
compensation is all forms of financial returns, tangible services and benefits employees receive as		Compensation, it all forms of financial returns and tangible services and benefits employees receive as		
W https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_CRM_NOTES.pdf				
158/376	SUBMITTED TEXT	69 WORDS	100% MATCHING TEXT	69 WORDS
Compensation is what employees receive for their contribution to the organization. The generally accepted meaning of compensation is all forms of financial returns, tangible services and benefits employees receive as a part of an employment relationship. These returns are two types - total compensation, which includes cash compensation and benefits; the second one is relational returns that include recognition, security, challenging work and learning opportunity 12.3.1		Compensation is what employees receive for their contribution to the organization. The generally accepted meaning of compensation is all forms of financial returns, tangible services and benefits employees receive as a part of an employment relationship. These returns are two types- Total compensation, which includes cash compensation and benefits; the second one is Relational returns that include recognition, security, challenging work and learning opportunity (
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				
159/376	SUBMITTED TEXT	68 WORDS	100% MATCHING TEXT	68 WORDS
each person should be paid fairly and fair treatment is to be given for all employees, taking in to consideration their efforts, abilities and training. ? Compensation should be such that it attracts and retains talented employees. ? Balanced-pay benefits and other rewards should provide a justifiable reward package. It should strike a balance between the needs of the employees and the capabilities of the organization.		Each person should be paid fairly and fair treatment is to be given for all employees, taking in to consideration their efforts, abilities and training. ? Compensation should be such that it attracts and retains talented employees. ? Balanced-Pay benefits and other rewards should provide a justifiable reward package. It should strike a balance between the needs of the employees and the capabilities of the organization. ?		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				
160/376	SUBMITTED TEXT	86 WORDS	85% MATCHING TEXT	86 WORDS
pay should be such that it is within the affordability range of the company. It should be optimum with a linkage to performance and affordability. ? Compensation should be able to meet the basic needs of the employee and secure enough to lead a dignified life. ? Compensation should be such that it enhances performance and efficiency of the employee and increases quality of the products and services. ? Compensation should be in compliance with government laws and regulations, and if global, compliance with all		Pay should be such that it is within the affordability range of the company. It should be optimum with a linkage to performance and affordability. ? Secure- Compensation should be able to meet the basic needs of the employee and secure enough to lead a dignified life. ? Efficiency- Compensation should be such that it enhances performance of the employee and increase quality of the products and services. ? Compliance- Compensation should be in compliance with government laws and regulations, and if global, compliance with all		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				

161/376	SUBMITTED TEXT	14 WORDS	95% MATCHING TEXT	14 WORDS
	countries. ? Compensation should motivate employees for superior performance and productive work. ?		countries ? Motivating- Compensation should motivate employees for superior performance and productive work. ?	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
162/376	SUBMITTED TEXT	46 WORDS	64% MATCHING TEXT	46 WORDS
	should take into consideration the internal factors like the criticality of the job and performance of the employee and externally it should be at par with industry. The employee should feel that the compensation is reasonable and worthy. Figure 12.1 shows total returns for work.		should take into consideration the internal and external factors- internally, has to look in to the criticality of the job and performance of the employee and externally, it should be par with similar job in similar organizations. The employee should feel that the compensation is reasonable and worthy. 11 Performance Management and Reward Systems- Pay Structures Total Returns for Work-	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
163/376	SUBMITTED TEXT	16 WORDS	100% MATCHING TEXT	16 WORDS
	additional payments to employee besides wages and salary often linked with productivity and performance.		additional payments to employee besides wages and salary often linked with productivity and performance ?	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
164/376	SUBMITTED TEXT	38 WORDS	88% MATCHING TEXT	38 WORDS
	Total Returns Total Compensation Cash Compensationn Benefits Relational Returns Base Merit/Cost of Living Short-term Incentives Long-term Incentives Work/Life Focus Allowances Income Protection Employment Security Challenging Work Learning Opportunities Recognition and Status Block 4: Compensation and Reward		Total Returns Total Compensation Cash Compensation Benefits Relational Returns Base Merit/Cost of Living Short-term Incentives Long-term Incentives Work/Life Focus Allowances Income Protection Employment Security Challenging Work Learning Opportunities Recognition and Status 12 Performance Management and Reward	
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165/376	SUBMITTED TEXT	25 WORDS	100% MATCHING TEXT	25 WORDS
	fringe benefits include provident fund, gratuity and pension, medical benefits, accident relief, health, life insurance, job uniforms, canteen facility and the like. ? Perquisites:		Fringe Benefits include Provident Fund, Gratuity and Pension, Medical benefits, Accident Relief, Health, Life Insurance, Job uniforms, Canteen facility and the like. ? Perquisites-	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
166/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
	perks include company car, residential accommodation, paid holiday trips, stock options, club membership and the like.		Perks include company car, residential accommodation, paid holiday trips, stock options, club membership and the like.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
167/376	SUBMITTED TEXT	23 WORDS	100% MATCHING TEXT	23 WORDS
	Work Analysis - Work Evaluation in Deciding Compensation Work analysis also known as job analysis, plays a vital role in compensation management		Work Analysis- Work Evaluation In Deciding Compensation Work analysis also known as job analysis plays a vital role in compensation management.	
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168/376	SUBMITTED TEXT	20 WORDS	100% MATCHING TEXT	20 WORDS
	Work analysis is the systematic process of collecting information that identifies similarities and differences in the work. Work Analysis		Work analysis is the systematic process of collecting information that identifies similarities and differences in the work'. Work Analysis	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
169/376	SUBMITTED TEXT	45 WORDS	87% MATCHING TEXT	45 WORDS
	It tries to identify the content of a job in terms of activities involved and attributes or job requirements needed to perform the activities ? It provides information to organizations which helps to determine which employees are best fitted for specific jobs. ?		It tries to identify the content of a job in terms of activities involved and attributes or job requirements needed to perform the activities - Job analyses provide information to organizations which helps to determine which employees are best fit for specific jobs. -	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
170/376	SUBMITTED TEXT	18 WORDS	100% MATCHING TEXT	18 WORDS
	helps to understand what the important tasks of the job are, how they are carried out ?		Helps to understand what the important tasks of the job are, how they are carried out -	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
171/376	SUBMITTED TEXT	125 WORDS	82% MATCHING TEXT	125 WORDS
	necessary human qualities needed to complete the job successfully ? Job analysis involves the analyst describing the duties of the incumbent ? Job analysis deals with the nature and conditions of work Unit 12: Performance Management and Compensation 47 ? Job analysis is crucial for first, helping individuals develop their careers, and also for helping organizations develop their employees in order to maximize talent. ? The outcomes of job analysis are key influences in designing learning, developing performance interventions, and improving processes. ? It helps to develop programs to recruit, select, train, and appraise people for the job as it will exist in the future. In simple terms, the deliverables of job analysis are job specification and job description		necessary human qualities needed to complete the job successfully - Job analysis involves the analyst describing the duties of the incumbent, - Job analysis deals with the nature and conditions of work, - Job analysis is crucial for first, helping individuals develop their careers, and also for helping organizations develop their employees in order to maximize talent. - The outcomes of job analysis are key influences in designing learning, developing performance interventions, and improving processes. - It helps to develop programs to recruit, select, train, and appraise people for the job as it will exist in the future. Job analysis explains job specification and job description. -	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
172/376	SUBMITTED TEXT	131 WORDS	97% MATCHING TEXT	131 WORDS
	The purpose of the job ? The physical and mental activities the worker undertakes ? The nature of the job - The tasks and activities to be performed by the job holder ? The qualifications required by the job holder to perform the job All this helps in fixing compensation for each job. The three Ps of Compensation Management are: 1. Compensation for Position - Takes into account the qualifications, education and training one possesses to offer a particular position 2. Compensation for Person - To determine the pay structure that is both equitable and competitive. The competencies of the person are important here. 3. Compensation for Performance - The basis for fixing a pay is the performance of the person-how well he/she performed or reached the targets.		The purpose of the job - The physical and mental activities the worker undertakes - The nature of the job- The tasks and activities to be performed by the job holder - The qualifications required by the job holder to perform the job - All this helps in fixing compensation for each job. The three Ps of Compensation Management are: o Compensation for Position- Takes into account the qualifications, education and training one possesses to offer a particular position o Compensation for Person- to determine the pay structure that is both equitable and competitive. The competencies of the person are important here. o Compensation for Performance- The basis for fixing a pay is the performance of the person-how well he performed or reached the targets.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			

173/376	SUBMITTED TEXT	148 WORDS	97% MATCHING TEXT	148 WORDS
	<p>Work Evaluation in Deciding Compensation Different wages/salaries are paid to different worth of jobs. The relative worth of a job means relative value produced. Depending upon different responsibilities, skills, efforts, and working conditions, compensation is decided. Job is evaluated on the basis of the following factors: ? Know-how - Includes technical, human and managerial know-how ? Problem-solving and Accountability - How much accountability rests with the job ? Education - How much knowledge is required ? Experience - How much experience is required to handle the job ? Complexity of the job - How much time is taken for learning and adapting to the work and how complex the job is to handle ? Scope of job - The length and breadth of the job ? Supervision received - How much guidance is required ? Authority exercised - How much authority is vested with the job</p> <p>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</p>		<p>Work evaluation in deciding compensation Different wages/salaries are paid to different worth of jobs. The relative worth of a job means relative value produced. Depending upon different responsibilities, skills, efforts, and working conditions, compensation is decided. Job is evaluated on the basis of the following factors ? Know-how- Includes technical, human and Managerial Know-how ? Problem-solving and Accountability- How much accountability rests with the job ? Education- How much knowledge is required ? Experience- How much experience is required to handle the job ? Complexity of the job- How much time is taken for learning and adapting to the work and how complex the job is to handle 14 Performance Management and Reward Systems- Pay Structures ? Scope of job- The length and breadth of the job ? Supervision received- How much guidance is required ? Authority exercised- How much authority is vested with the job</p>	
174/376	SUBMITTED TEXT	119 WORDS	100% MATCHING TEXT	119 WORDS
	<p>Job Evaluation Techniques There are three ways in which jobs are generally evaluated. 1. The Point Method - In point method each factor is defined and assigned certain points based on the value the factor carries to the company. The relative importance of each factor is weighted to know the worth of the job. 2. Simple Ranking Plans - In this method each component is ranked from lowest to highest to know the worth of the job. 3. Paired Comparisons - Two jobs are paired and compared and if there are many jobs, a comparison will be made for every two jobs and valued. Jobs with higher scores/points are considered more valuable than jobs with lesser scores/points.</p> <p>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</p>		<p>Job Evaluation Techniques- There are three ways in which jobs are generally evaluated. 1. The Point Method- In point method each factor is defined and assigned certain points based on the value the factor carries to the company. The relative importance of each factor is weighted to know the worth of the job. 2. Simple Ranking Plans- In this method each component is ranked from lowest to highest to know the worth of the job. 3. Paired Comparisons- Two jobs are paired and compared and if there are many jobs, a comparison will be made for every two jobs and valued. Jobs with higher scores/points are considered more valuable than jobs with lesser scores/points.</p>	
175/376	SUBMITTED TEXT	22 WORDS	92% MATCHING TEXT	22 WORDS
	<p>compensation is all forms of financial returns, tangible services and benefits employees receive as a part of an employment relationship.</p> <p>W http://www.dspmuranchi.ac.in/pdf/Blog/unit%203%20p1.pdf</p>		<p>Compensation is all forms of financial returns, tangible services and benefits employees receive as part of an employment relationship."</p>	
176/376	SUBMITTED TEXT	105 WORDS	100% MATCHING TEXT	105 WORDS
	<p>Cost to Company- CTC is the amount that costs the company or the amount the company spends – directly or indirectly – because of employing the person. Thus, CTC is the money given to employee plus the money spent by the company because of employing the person, which is inclusive of salary paid to the employee plus deductions. To understand clearly, let us explain the terms associated with CTC: ? Gross Salary - Amount of salary paid after adding all benefits and allowances before deducting tax. ? Net salary - It is generally the take home salary after deductions made by the employer.</p> <p>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</p>		<p>Cost to Company- CTC is the amount that costs the company or the amount the company spends – directly or indirectly – because of employing the person. Thus, CTC is the money given to employee plus the money spent by the company because of employing the person, which is inclusive of salary paid to the employee plus deductions. To understand clearly, let us explain the terms associated with CTC: ? Gross Salary- Amount of salary paid after adding all benefits and allowances before deducting tax. ? Net salary- It is generally the take home salary after deductions made by the employer. ?</p>	
177/376	SUBMITTED TEXT	24 WORDS	100% MATCHING TEXT	24 WORDS
	<p>CTC - The cost incurred by the employer, in other words, all the costs associated with an employment contract. CTC includes compulsory deductions</p> <p>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</p>		<p>CTC- The cost incurred by the employer, in other words, all the costs associated with an employment contract. CTC includes compulsory deductions</p>	

178/376	SUBMITTED TEXT	16 WORDS	100% MATCHING TEXT	16 WORDS
	like Provident Fund, Medical Insurance and expenses incurred for hiring, maintaining and retaining the employee.		like Provident Fund, Medical Insurance and expenses incurred for hiring, maintaining and retaining the employee.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
179/376	SUBMITTED TEXT	132 WORDS	90% MATCHING TEXT	132 WORDS
	the components of CTC: ? Basic Pa y - Fixed compensation paid as basic salary ? Dearness Allowance (DA) - refers to allowances paid to employees in order to face the increasing dearness of essential commodities ? Allowances - include Incentives or bonuses, Conveyance allowance, House Rent Allowance (HRA). Medical allowance, Leave Travel Allowance or Concession (LTA/LTC), Vehicle Allowance, Telephone / Mobile Phone Allowance and Special Allowances All the above are a part in-hand salary, and therefore, are a part of CTC pay as well. ? Deductions - Include deductions like Provident Fund, Medical Insurance. Generally, an employee has to contribute 12% of basic salary towards provident fund (PF). Employer makes an equal contribution (12% of the basic). PF is an expense that a company incurs on the employee every month.		the employee. Components of CTC: ? Basic Pay- Fixed compensation paid as basic salary ? Dearness Allowance (DA)- refers to allowances paid to employees in order to face the increasing dearness of essential commodities ? Allowances-include Incentives or bonuses, Conveyance allowance, House Rent Allowance (HRA). Medical allowance, Leave Travel Allowance or Concession (LTA / LTC), Vehicle Allowance, Telephone / Mobile Phone Allowance and Special 15 Performance Management and Reward Systems- Pay Structures Allowances All the above are a part in-hand salary, and therefore, are a part of CTC pay as well. ? Deductions- include deductions like Provident Fund, Medical Insurance. It is mandatory for an employee to contribute 12% of basic salary towards provident fund (PF). Employer makes an equal contribution (12% of the basic). PF is an expense that a company incurs on the employee every month. ?	
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180/376	SUBMITTED TEXT	25 WORDS	100% MATCHING TEXT	25 WORDS
	Performance-Linked Pay - Many companies pay their employees, generally annually, on the basis of productivity and performance of the employee. ? Taxes - Deductions		Performance -Linked Pay- many companies pay their employees, generally annually, on the basis of productivity and performance of the employee. ? Taxes-Deductions	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
181/376	SUBMITTED TEXT	14 WORDS	100% MATCHING TEXT	14 WORDS
	amount of salary paid after adding all benefits and allowances before deducting tax?		Amount of salary paid after adding all benefits and allowances before deducting tax. ?	
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182/376	SUBMITTED TEXT	42 WORDS	100% MATCHING TEXT	42 WORDS
	Preparing Compensation Revision Plans After making market comparisons, compensation revision plans are to be prepared. Comparisons tell the gaps in compensation components. One has to identify not only the financial aspects but also the existing gaps in skills, knowledge and competencies.		Preparing Compensation Revision Plans After making market comparisons, compensation revision plans are to be prepared. Comparisons tell the gaps in compensation components. One has to identify not only the financial aspects but also the existing gaps in skills, knowledge and competencies.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
183/376	SUBMITTED TEXT	14 WORDS	100% MATCHING TEXT	14 WORDS
	After assessing the existing gaps, revision plans are to be prepared.		After assessing the existing gaps, revision plans are to be prepared.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			

184/376	SUBMITTED TEXT	65 WORDS	100% MATCHING TEXT	65 WORDS
<p>Efforts should be made to attract talented people by offering competitive compensation and retain the existing talented pool by revising their compensation. Compensation revision plans should contain best in class compensation which is fair and equitable. The word of caution is revision plans should not only match with the goals and objectives of the company but also company's financial capabilities. 12.8.1 Communicating</p>		<p>Efforts should be made to attract talented people by offering competitive compensation. And retain the existing talented pool by revising their compensation. Compensation Revision plans should contain best in class compensation which is fair and equitable. The word of caution is revision plans should not only match with the goals and objectives of the company but also company's financial capabilities. Communicating</p>		
<p>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</p>				
185/376	SUBMITTED TEXT	30 WORDS	90% MATCHING TEXT	30 WORDS
<p>Compensation Revision Plans After revising the plans, all revision plans should be communicated to all stake- holders. Communication should go through varied channels so that it reaches the potential candidates.</p>		<p>Compensation revision Plans After revising the plans, all revision plans should be communicated to all stakeholders. Communication should go through varied channels so that it reaches the potential candidates.</p>		
<p>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</p>				
186/376	SUBMITTED TEXT	191 WORDS	98% MATCHING TEXT	191 WORDS
<p>Tax considerations are those allowances which are exempted from paying taxes. They are known as tax exemptions or applicable deductions or tax benefits. Pay packets are restructured in such a way that they are exempted from paying taxes. For instance, expenses like house rent, medical, transport, education, house loans, insurances are various examples which warrant tax concessions. The purpose of providing tax considerations is to enable employees to have maximum value for the given compensation package. Government stipulates rules and regulations from time to time either to add or delete provisions for tax payment. Taxes are major revenue for any government. Individuals, corporate, estates, trusts are required to pay income taxes. Taxable income is the difference between the gross income and deductions. From time to time, the calculations of income tax are changing. The Finance Minister while presenting annual budget underlines the tax exemptions, which are applicable for that financial year, which starts from 1 st of April. Tax exemption calculations vary depending on gender, marital status and number of dependents. Likewise, nature of capital gains and also nature of business/work undertaken also impact tax deductions.</p>		<p>Tax considerations are those allowances which are exempted from paying taxes. They are known as tax exemptions or applicable deductions or tax benefits. Pay packets are restructured in such a way that they are exempted from paying taxes. For instance, expenses like house rent, medical, transport, education, house loans, insurances are various examples which warrant tax concessions. The purpose of providing tax considerations is to enable employees to have maximum value for the given compensation package. Government stipulates rules and regulations from time to time either to add or delete provisions for tax payment. Taxes are major revenue for any government. Individuals, corporate, estates, trusts are required to pay income taxes. Taxable income is the difference between the gross income and 16 Performance Management and Reward Systems- Pay Structures deductions. From time to time, the calculations of income tax are changing. The Finance Minister while presenting annual budget underlines the tax exemptions, which are applicable for that financial year, which starts from 1 st of April. Tax exemption calculations vary depending on gender, marital status and number of dependents. Likewise, nature of capital gains and also nature of business/work undertaken also impact tax deductions.</p>		
<p>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</p>				
187/376	SUBMITTED TEXT	29 WORDS	90% MATCHING TEXT	29 WORDS
<p>The Employee Retirement Income Security Act of 1974, or ERISA, is a federal law that sets minimum standards for pension plans in private industry. The benefits of</p>		<p>The Employee Retirement Income Security Act of 1974, or ERISA, is a federal law that sets minimum standards for pension plans in private industry. It protects the assets of</p>		
<p>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</p>				

188/376	SUBMITTED TEXT	202 WORDS	98% MATCHING TEXT	202 WORDS
	<p>It protects the assets of millions of Americans so that funds placed in retirement plans during their working lives will be there when they retire. ? It sets minimum standards for participation and the law specifies minimum number of years of service to become eligible for participation. ? It gives participants the right to sue for benefits and breaches if violated. It guarantees payment of certain benefits if a defined plan is terminated. There are three kinds of retirement plans. 1. Pension Plans Pension plans are deferred arrangements. They are in existence for a long time in civil service and government organizations. They provide payments over a prescribed schedule. The actual amount of the pension depends on the employee's base pay and length of service. Pension plans are two types - defined benefits plan and defined contribution plan. ? Defined benefits plan – Under this plan an employee's pension is calculated on average earnings in the highest 3 years of employment multiplied with 2% times the total years of service. It is not unusual for an employee with around 30 years of service to receive 50 to 60% of his salary as pension under this plan.</p>		<p>It protects the assets of millions of Americans so that funds placed in retirement plans during their working lives will be there when they retire. ERISA provides information about the Plan. It sets minimum standards for participation and the law specifies minimum number of years of service to become eligible for participation. It gives participants the right to sue for benefits and breaches if violated. It guarantees payment of certain benefits if a defined plan is terminated. There are three kinds of retirement plans 1. Pension Plans Pension plans are deferred arrangements. They are in existence for a long time in Civil Service and government organizations. They provide payments over a prescribed schedule. The actual amount of the pension depends on the employee's base pay and length of service. Pension plans are two types- Defined benefits plan and defined contribution plan. ? Defined benefits plan – Under this plan an employee's pension is calculated on average earnings in the highest 3 years of employment multiplied with 2% times the total years of service. It is not unusual for an employee with around 30 years of service to receive 50 to 60% of his salary as pension under this plan. ?</p>	
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189/376	SUBMITTED TEXT	32 WORDS	100% MATCHING TEXT	32 WORDS
	<p>Defined contribution plan ? Under this plan, an employee's pension depends on the actual amount contributed and the increased earnings of the invested funds. For example, if an employee contributed 5%</p>		<p>Defined contribution plan- Under this plan, an employee's pension depends on the actual amount contributed and the increased earnings of the invested funds. For example, if an employee contributed 5%</p>	
	<div>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</div>			
190/376	SUBMITTED TEXT	18 WORDS	100% MATCHING TEXT	18 WORDS
	<p>his salary with around 30 years of service, he will receive 15% of his salary as pension.</p>		<p>his salary with around 30 years of service, he will receive 15% of his salary as pension.</p>	
	<div>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</div>			
191/376	SUBMITTED TEXT	122 WORDS	94% MATCHING TEXT	122 WORDS
	<p>Profit-sharing It is a plan that gives employees a share in the profits of the company and under the plan each employee receives a percentage of the profits earned by the company. It provides a sense of ownership in the company to the employees. For exceeding financial goals, profits are distributed equally among all employees in proportion to their incomes. Profit sharing plans can be a powerful tool in promoting financial security to employees after retirement. 3. Stock-bonus Plans In a qualified stock bonus plan, employer contributes stock to the plan, similar to that of a defined contribution plan. Many pension plans permit an employee to receive pension to the spouse after his death as reduced pension.</p>		<p>Profit-sharing - It is a plan that gives employees a share in the profits of the company and under the plan each employee receives a percentage of the profits earned by the company. It provides a sense of ownership in the company to the employees. For exceeding financial goals, profits are distributed equally among all employees in proportion to their incomes. Profit sharing plans can be a powerful tool in promoting financial security to employee retirement. 17 Performance Management and Reward Systems- Pay Structures 3. Stock-bonus plans In a qualified stock bonus plan, employer contributes stock to the plan, similar to that of a defined contribution plan. Many pension plans permit an employee to receive pension to the spouse after his death as reduced pension.</p>	
	<div>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</div>			

192/376	SUBMITTED TEXT	122 WORDS	97% MATCHING TEXT	122 WORDS
	<p>Employee Stock Ownership Plan (ESOP) An employee stock ownership plan (ESOP) is an employee-owner method that provides ownership to employees with an interest in the company in an ESOP. It is a contributory retirement plan, where employees participate in corporate ownership. Companies provide their employees with stock ownership, often at no up-front cost to the employees. ESOP shares, however, are part of employees' remuneration for work performed. Shares are allocated to employees and may be held in an ESOP trust until the employee retires or leaves the company. Under ESOP, employer contributes stock to an employee stock bonus trust (ESOT). ESOPs are two types - Stock bonus ESOP: In a stock bonus ESOP, employee contributes company stock to the ESOT.</p> <p>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</p>		<p>Employee Stock ownership Plan (ESOP) An employee stock ownership plan (ESOP) is an employee-owner method that provides ownership to employees with an interest in the company in an ESOP. It is a contributory retirement plan, where employees participate in corporate ownership. Companies provide their employees with stock ownership, often at no up-front cost to the employees. ESOP shares, however, are part of employees' remuneration for work performed. Shares are allocated to employees and may be held in an ESOP trust until the employee retires or leaves the company. Under ESOP, employer contributes stock to an employee stock bonus trust (ESOT). ESOPs are two types-stock bonus ESOP and leveraged or leverageable ESOP. In a stock bonus ESOP, employee contributes company stock to the ESOT.</p>	
193/376	SUBMITTED TEXT	67 WORDS	100% MATCHING TEXT	67 WORDS
	<p>In a leveraged ESOP, the employer uses the special privileges granted to an ESOT to obtain funding for various purposes. The stock becomes part of an employee profit-sharing or retirement program. Employees receive the stock upon retirement along with special tax credits for the value of the stock the company bought for the employees. Savings or Thrift Plan Many organizations have developed savings or thrift plans</p> <p>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</p>		<p>In a leveraged ESOP, the employer uses the special privileges granted to an ESOT to obtain funding for various purposes. The stock becomes part of an employee profit-sharing or retirement program. Employees receive the stock upon retirement along with special tax credits for the value of the stock the company bought for the employees. Savings or Thrift Plan Many organizations have developed savings or Thrift Plans</p>	
194/376	SUBMITTED TEXT	56 WORDS	100% MATCHING TEXT	56 WORDS
	<p>employees. Under these plans, employees set aside certain amounts of earnings in order to have a secure and happy retirement. The organization contributes 50-100% amount saved by the employee. These amounts are eligible for tax exemptions. There will be a ceiling on savings, which should not exceed 25% of the salary of the employees.</p> <p>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</p>		<p>employees. Under these plans, employees set aside certain amounts of earnings in order to have a secure and happy retirement. The organization contributes 50-100% amount saved by the employee. These amounts are eligible for tax exemptions. There will be a ceiling on savings, which should not exceed 25% of the salary of the employees.</p>	
195/376	SUBMITTED TEXT	111 WORDS	96% MATCHING TEXT	111 WORDS
	<p>Individual Retirement Account (IRA) Individuals who do not participate in any retirement plans are eligible for IRA. The employee can contribute up to \$3000 under this plan and the amount increases year by year. The contributions under IRA are tax deductible. The IRA owner has the freedom to select his own investment plan. Simplified Employee Pension Plans (SEP) SEP permits employers to establish a qualified IRA program for employees of 25 years age. These plans are similar to qualified plans Savings Incentive Match Plan for Employees (SIMPLE) SIMPLE is meant for employees with less than \$5000 income per month and in</p> <p>W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...</p>		<p>Individual Retirement Account (IRA) Individuals who do not participate in any retirement plans are eligible for IRA. The employee can contribute up to \$3000 under this plan and the amount increases year by year.. 18 Performance Management and Reward Systems- Pay Structures The contributions under IRA are tax deductible. The IRA owner has the freedom to select his own investment plan. Simplified Employee Pension Plans (SEP) SEP permits employers to establish a qualified IRA program for employees of 25 years age. These plans are similar to qualified plans Savings Incentive Match Plan for Employees (SIMPLE) SIMPLE is meant for employees with less than \$5000 income per month and in</p>	

196/376	SUBMITTED TEXT	122 WORDS	100% MATCHING TEXT	122 WORDS
	with less than 100 employees. Employee using SIMPLE plan should not contribute to any other qualified plan. Both employee and employer contribute to the saving with lot of flexibility. Keogh (HR-10) Plan This is meant for self-employed persons such as partners or sole proprietors for themselves or their employees. There are three types in this plan: ? Profit-sharing plan ? Money-purchase plan ? Paired-plan Roth and Education IRAs All incomes under this plan are tax free and there is no age limit to contribution. The money is to be used only for education purposes. College Savings Plan This plan also provides enhanced options for education savings and earnings on these plans are tax free. There are no income restrictions to participation.		with less than 100 employees. Employee using SIMPLE plan should not contribute to any other qualified plan. Both employee and employer contribute to the saving with lot of flexibility. Keogh (HR-10) Plan This is meant for self-employed persons such as partners or sole proprietors for themselves or their employees. There are three types in this plan ? Profit-sharing plan ? Money-purchase plan ? Paired-plan Roth and Education IRAs All incomes under this plan are tax free and there is no age limit to contribution. The money is to be used only for education purposes. College Savings Plan This plan also provides enhanced options for education savings and earnings on these plans are tax free. There are no income restrictions to participation.	
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197/376	SUBMITTED TEXT	14 WORDS	100% MATCHING TEXT	14 WORDS
	Executive Compensation Executives play a vital role in organization development; hence, their compensation		Executive Compensation Executives play a vital role in organization development, hence their compensation	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
198/376	SUBMITTED TEXT	40 WORDS	100% MATCHING TEXT	40 WORDS
	decision-making group such as CEOs, full-time Directors, Senior Managers etc. In India and all other countries, executive compensation is a point of discussion- how much it should be, what their components are and how it is to be fixed.		decision-making group such as CEOs, Full-time Directors, Senior Managers etc. In India and all other countries executive compensation is a point of discussion-how much it should be, what their components are and how it is to be fixed.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
199/376	SUBMITTED TEXT	82 WORDS	95% MATCHING TEXT	82 WORDS
	Complexity of the job they hold - This complexity entails them for higher compensation. ? Competencies required - Executives have to handle crucial situations and are responsible for the overall development of the organization, requiring superior competencies. ? Capacity to pay - Higher executive pay is directly related to the affordability of the company. ? Organizational philosophy - Executive compensation depicts the image and philosophy of the company. ? International impact - Many of the international companies look at executive compensation		Complexity of the job they hold- This complexity entails them for higher compensation 19 Performance Management and Reward Systems- Pay Structures Competencies required- Executives have to handle crucial situations and are responsible for the overall development of the organization, requiring superior competencies. Capacity to pay- Higher executive pay is directly related to the affordability of the company. Organizational philosophy- Executive compensation depicts the image and philosophy of the company. International impact- Many of the international companies look at executive compensation	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
200/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
	tie-up with the organizations. ? Legal implications - Several legal implications are involved with executive compensation.		tie up with the organizations. Legal implications- Several legal implications are involved with executive compensation.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
201/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
	Seniority pay: It is a traditional practice to fix employee's pay on the basis of seniority or length of service.		Seniority pay- It is a traditional practice to fix employee's pay on the basis of seniority or length of service.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			

202/376	SUBMITTED TEXT	2 WORDS	100% MATCHING TEXT	2 WORDS
	technology/exclusive- google-drops-engineering-residency-after-protests-over-inequities-2021-06- 22/ (Technology EXCLUSIVE Google drops engineering residency after protests over 'inequities'	
	W https://www.reuters.com/technology/exclusive-google-drops-engineering-residency-after-protests-ov...			
203/376	SUBMITTED TEXT	88 WORDS	100% MATCHING TEXT	88 WORDS
	This is the essence of human capital theory which states that employee's knowledge and skills generate productive capital known as human capital. ? Merit Pay: Wage increase granted to employees on the basis of performance. It is based on subjective appraisal of employee performance. Only when performance appraisals are conducted efficiently, merit pay has certain value. This helps in retaining company's valued employees. ? Lump-sum bonus: Granted for performance as one-time payment ? Incentive pay: Incentive pay or variable pay rewards employees for partially or completely attaining		This is the essence of Human capital Theory which states that employee's knowledge and skills generate productive capital known as human capital. ? Merit Pay- Wage increase granted to employees on the basis of performance. It is based on subjective appraisal of employee performance. Only when performance appraisals are conducted efficiently, merit pay has certain value. This helps in retaining company's valued employees. ? Lump-sum Bonus- Granted for performance as one-time payment ? Incentive Pay- Incentive pay or variable pay rewards employees for partially or completely attaining	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen...			
204/376	SUBMITTED TEXT	17 WORDS	82% MATCHING TEXT	17 WORDS
	human capital theory which states that employee's knowledge and skills generate productive capital known as human		human capital theory,4which states that employees' knowledge and skills generate productive capital known as human... 19	
	W https://www.slideshare.net/SusmoyDas2/term-paperdocx-12			
205/376	SUBMITTED TEXT	16 WORDS	100% MATCHING TEXT	16 WORDS
	Incentive pay: Incentive pay or variable pay rewards employees for partially or completely attaining a		Incentive pay Incentive pay or variable pay rewards employees for partially or completely attaining a	
	W https://www.slideshare.net/SusmoyDas2/term-paperdocx-12			
206/376	SUBMITTED TEXT	111 WORDS	100% MATCHING TEXT	111 WORDS
	paid to employees for company's performance over a period of time ? Pay for performance: These are generally rewarded to employees for acquiring job related competencies, knowledge or skills rather than for demonstrating successful job performance. There are two types in it- pay for knowledge and skill based pay. Both skill and knowledge based pay programs reward employees when they apply their knowledge and skills productively in their jobs. ? Gain sharing: Gains made by companies (as depicted by increased productivity, increased customer satisfaction or better safety records) are distributed to departments that contributed to the gains. Gain sharing is given to the employees, usually as a lump sum bonus.		paid to employees for company's performance over a period of time ? Pay for performance- These are generally rewarded to employees for acquiring job related competencies, knowledge or skills rather than for demonstrating successful job performance. There are two types in it-Pay for knowledge and skill based pay. Both skill and knowledge based pay programs reward employees when they apply their knowledge and skills productively in their jobs. ? Gain sharing- Gains made by companies as depicted by increased productivity, increased customer satisfaction or better safety records; are distributed to departments that contributed to the gains. Gain sharing is given to the employees, usually as a lump-sum bonus.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen...			
207/376	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	There are three major types of gain sharing: ? Scanlon plan:		There are three major types of gain sharing: ? Scanlon Plan:	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen...			
208/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
	paid on the basis of labour costs, raw materials and monthly service costs. ? Improshare:		paid on the basis of labour costs, raw materials and monthly service costs ? Improshare:	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen...			

209/376	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	paid for completing the work at or sooner than production standard.		paid for completing the work at or sooner than production standard.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
210/376	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
	federal law that sets minimum standards for pension plans in private industry?		federal law that sets minimum standards for pension plans in private industry.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
211/376	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
	Individuals who do not participate in any retirement plans are eligible for		Individuals who do not participate in any retirement plans are eligible for	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
212/376	SUBMITTED TEXT	39 WORDS	100% MATCHING TEXT	39 WORDS
	Compensation management is an important component of performance management. Compensation should be fair and equitable so that employees lead a dignified life. ? It should be cost effective and attract and retain talented people. ? Compensation		Compensation management is an important component of performance management. Compensation should be fair and equitable so that employees lead a dignified life. It should be cost effective and attract and retain talented people. Compensation	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
213/376	SUBMITTED TEXT	19 WORDS	100% MATCHING TEXT	19 WORDS
	of two types- monetary and relational. ? Compensation includes wage/salary, incentives, fringe benefits and perquisites.		of two types- monetary and relational. Compensation includes wage/salary, incentives, fringe benefits and perquisites.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
214/376	SUBMITTED TEXT	78 WORDS	91% MATCHING TEXT	78 WORDS
	In addition to salaries companies offer several benefits to employees while at work and also at retirement. - ? As executives are responsible for the major growth of the organizations, special emphasis is given to their compensation. ? The whole unit is concentrated on the various implications of compensation system. 12.14 Glossary Cost to Company - CTC is the money given to employee plus the money spent by the company because of employing the person.		In addition to salaries companies offer several benefits to employees while at work and also at retirement. As executives are responsible for the major growth of 21 Performance Management and Reward Systems- Pay Structures the organizations, special emphasis is given to their compensation. The whole unit is concentrated on the various implications of compensation system. Terms to Consider 1. Cost to Company- CTC is the money given to employee plus the money spent by the company because of employing the person. 2.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
215/376	SUBMITTED TEXT	24 WORDS	100% MATCHING TEXT	24 WORDS
	Employee Retirement Income Security Act or ERISA - It is a federal law that sets minimum standards for pension plans in private industry		Employee Retirement Income Security Act or ERISA- It is a federal law that sets minimum standards for pension plans in private industry 8.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
216/376	SUBMITTED TEXT	24 WORDS	100% MATCHING TEXT	24 WORDS
	Employee Stock Ownership Plan (ESOP) - An employee stock ownership plan (ESOP) is a contributory retirement plan, where employees participate in corporate ownership		Employee Stock ownership Plan (ESOP)- An employee stock ownership plan (ESOP) is a contributory retirement plan, where employees participate in corporate ownership 7.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			

217/376	SUBMITTED TEXT	27 WORDS	100% MATCHING TEXT	27 WORDS
	sharing - Gains made by companies as depicted by increased productivity, increased customer satisfaction or better safety records; are distributed to departments that contributed to the		sharing- Gains made by companies as depicted by increased productivity, increased customer satisfaction or better safety records; are distributed to departments that contributed to the	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
218/376	SUBMITTED TEXT	14 WORDS	76% MATCHING TEXT	14 WORDS
	is an organized statement of the duties and responsibilities of a specific job.		is an organized factual statement of job contents in the form of duties and responsibilities of a specific job.	
	W https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_CRM_NOTES.pdf			
219/376	SUBMITTED TEXT	78 WORDS	90% MATCHING TEXT	78 WORDS
	the gains. Job Analysis - Process of studying and collecting information relating to the operations and responsibilities of a specific job. Job Description - It tells what is to be done, how it is to be done and why. It is an organized statement of the duties and responsibilities of a specific job. Job Evaluation - It is a systematic and orderly process of determining the worth of a job in relation to other jobs.		the person. 2. Job Analysis- Process of studying and collecting information relating to the operations and responsibilities of a specific job. 3. Job Specification- It specifies the minimum qualities required for acceptable performance. 4. Job description- It tells what is to be done, how it is to be done and why. It is an organized statement of the duties and responsibilities of a specific job. 5. Job Evaluation- 'it is a systematic and orderly process of determining the worth of a job in relation to other jobs'. 6.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
220/376	SUBMITTED TEXT	17 WORDS	78% MATCHING TEXT	17 WORDS
	employees for acquiring job related competencies, knowledge or skills rather than for demonstrating successful job performance.		employees for acquiring job-related, knowledge, skills, or competencies rather than for demonstrating successful job performance.	
	W https://www.sweetstudy.com/files/bus681chapter5-pdf			
221/376	SUBMITTED TEXT	20 WORDS	72% MATCHING TEXT	20 WORDS
	is a systematic and orderly process of determining the worth of a job in relation to other jobs.		is a systematic way of determining the value/worth of a job in relation to other jobs	
	W https://en.wikipedia.org/wiki/Job_evaluation			
222/376	SUBMITTED TEXT	24 WORDS	92% MATCHING TEXT	24 WORDS
	Job Evaluation - It is a systematic and orderly process of determining the worth of a job in relation to other jobs.		Job evaluation is a systematic and orderly process of determining the worth of a job in relation to other jobs." •	
	W https://www.whatishumanresource.com/job-evaluation			
223/376	SUBMITTED TEXT	25 WORDS	68% MATCHING TEXT	25 WORDS
	job. Job Evaluation - It is a systematic and orderly process of determining the worth of a job in relation to other jobs.		Job Evaluation Job is a systematic way of determining the value/worth of a job in relation to other jobs	
	W https://www.iedunote.com/job-evaluation			

224/376	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
Job Specification - It specifies the minimum qualities required for acceptable performance.		Job Specification- It specifies the minimum qualities required for acceptable performance. 13		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				
225/376	SUBMITTED TEXT	35 WORDS	100% MATCHING TEXT	35 WORDS
Profit-sharing - It is a plan that gives employees a share in the profits of the company and under the plan each employee receives a percentage of the profits earned by the company 12.15		Profit-sharing - It is a plan that gives employees a share in the profits of the company and under the plan each employee receives a percentage of the profits earned by the company.		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				
226/376	SUBMITTED TEXT	23 WORDS	91% MATCHING TEXT	23 WORDS
Perquisites (Perks) Perks include company car, residential accommodation, paid holiday trips, stock options, club membership and the like. 3. (Perquisites- Perks include company car, residential accommodation, paid holiday trips, stock options, club membership and the like.		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				
227/376	SUBMITTED TEXT	36 WORDS	100% MATCHING TEXT	36 WORDS
Job description It tells what is to be done, how it is to be done and why. It is an organized statement of the duties and responsibilities of a specific job. 4. (Job description- It tells what is to be done, how it is to be done and why. It is an organized statement of the duties and responsibilities of a specific job.		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				
228/376	SUBMITTED TEXT	16 WORDS	76% MATCHING TEXT	16 WORDS
is an organized statement of the duties and responsibilities of a specific job. 4. (is an organized factual statement of job contents in the form of duties and responsibilities of a specific job.		
W https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_CRM_NOTES.pdf				
229/376	SUBMITTED TEXT	20 WORDS	100% MATCHING TEXT	20 WORDS
Gross Salary Amount of salary paid after adding all benefits and allowances before deducting tax. 5. (Gross Salary- Amount of salary paid after adding all benefits and allowances before deducting tax. ?		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				
230/376	SUBMITTED TEXT	22 WORDS	100% MATCHING TEXT	22 WORDS
ESOP An employee stock ownership plan (ESOP) is a contributory retirement plan, where employees participate in corporate ownership		ESOP)- An employee stock ownership plan (ESOP) is a contributory retirement plan, where employees participate in corporate ownership 7.		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				
231/376	SUBMITTED TEXT	25 WORDS	100% MATCHING TEXT	25 WORDS
IRA Individuals who do not participate in any retirement plans are eligible for IRA.		IRA) Individuals who do not participate in any retirement plans are eligible for IRA.		
W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...				

232/376	SUBMITTED TEXT	15 WORDS	88% MATCHING TEXT	15 WORDS
	process of determining the worth of a job in relation to other jobs.		process of evaluating the worth of a job in relation to other jobs	
	W https://www.economicsdiscussion.net/human-resource-management/job-evaluation/job-evaluation/32350			
233/376	SUBMITTED TEXT	18 WORDS	100% MATCHING TEXT	18 WORDS
	the duties of a job, authority relationships, skills required, conditions of work, and additional relevant information. Job		the duties of a job, authority relationships, skills required, conditions of work, and additional relevant information. Job	
	W https://www.yourarticlelibrary.com/hrm/job-evaluation/job-evaluation-meaning-steps-importance-and ...			
234/376	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	Job evaluation is a process of determining the relative worth of		Job evaluation is a process of determining the relative worth of	
	W https://www.whatishumanresource.com/job-evaluation			
235/376	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	Job evaluation is a process of determining the relative worth of		Job evaluation is a process of determining the relative worth of	
	W https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_CRM_NOTES.pdf			
236/376	SUBMITTED TEXT	30 WORDS	89% MATCHING TEXT	30 WORDS
	Job evaluation is a process of determining the relative worth of the various jobs within the organization, so that differential wages may be paid to jobs of different worth.		Job evaluation as "a process of determining the relative worth of the various jobs within the organisation so that differential wages may be paid to jobs of different worth".	
	W https://www.economicsdiscussion.net/human-resource-management/job-evaluation/job-evaluation/32350			
237/376	SUBMITTED TEXT	30 WORDS	98% MATCHING TEXT	30 WORDS
	Job evaluation is a process of determining the relative worth of the various jobs within the organization, so that differential wages may be paid to jobs of different worth.		Job evaluation is a process of determining the relative worth of the various jobs within the organization, so that differential wages may be paid to the jobs of different worth".	
	W http://www.dspmuranchi.ac.in/pdf/Blog/unit%203%20p1.pdf			
238/376	SUBMITTED TEXT	26 WORDS	54% MATCHING TEXT	26 WORDS
	job evaluation is explained below: ? It rates jobs in order to determine their position in the job hierarchy. This evaluation may be achieved through		Job evaluation is the evaluation or rating of jobs to determine their position in the job hierarchy. The evaluation may be achieved through	
	W http://www.dspmuranchi.ac.in/pdf/Blog/unit%203%20p1.pdf			
239/376	SUBMITTED TEXT	15 WORDS	100% MATCHING TEXT	15 WORDS
	the duties of different positions in terms of their different responsibilities and other requirements.		the duties of different positions in terms of their different responsibilities and other requirements. 6.	
	W https://www.economicsdiscussion.net/human-resource-management/job-evaluation/job-evaluation/32350			

240/376	SUBMITTED TEXT	13 WORDS	95% MATCHING TEXT	13 WORDS
	an attempt to determine and compare demands which the normal performance of		an attempt to determine and compare the demands which the normal performance of	
	W https://www.whatishumanresource.com/job-evaluation			
241/376	SUBMITTED TEXT	16 WORDS	86% MATCHING TEXT	16 WORDS
	job evaluation is an attempt to determine and compare demands which the normal performance of		Job Evaluation An attempt to determine and compare the demands which the normal performance of	
	W http://www.dspmuranchi.ac.in/pdf/Blog/unit%203%20p1.pdf			
242/376	SUBMITTED TEXT	21 WORDS	89% MATCHING TEXT	21 WORDS
	particular job makes on normal workers – without taking into account the individual abilities or performance of the workers concerned.		particular job makes on normal workers without taking account of the individual abilities or performance of the workers concerned." •	
	W https://www.whatishumanresource.com/job-evaluation			
243/376	SUBMITTED TEXT	18 WORDS	96% MATCHING TEXT	18 WORDS
	on normal workers – without taking into account the individual abilities or performance of the workers concerned.		on normal workers without taking into account of the individual abilities or performance of the workers concerned." (
	W http://www.dspmuranchi.ac.in/pdf/Blog/unit%203%20p1.pdf			
244/376	SUBMITTED TEXT	17 WORDS	80% MATCHING TEXT	17 WORDS
	and comparing the demands which the normal performance of a job makes on normal workers.		and compare the demands which the normal performance of particular job makes on normal workers	
	W https://www.whatishumanresource.com/job-evaluation			
245/376	SUBMITTED TEXT	38 WORDS	87% MATCHING TEXT	38 WORDS
	Job analysis describes the duties of a job, authority relationships, skills required, conditions of work, and additional relevant information. Job evaluation, on the other hand, uses the information derived through job analysis to evaluate each job –		Job analysis the duties of a job, authority relationships, skills, required, conditions of work, and additional relevant information. Job evaluation, on the other hand, uses the information in job analysis to evaluate each job-	
	W http://www.stet.edu.in/SSR_Report/Study%20Material/PDF/MBA/5-1.pdf			
246/376	SUBMITTED TEXT	17 WORDS	80% MATCHING TEXT	17 WORDS
	The process of determining the wage differentials for different jobs becomes standardized through job evaluation. ?		The process of determining the salary differentials for different jobs become standardized through job evaluation.	
	W https://www.whatishumanresource.com/job-evaluation			
247/376	SUBMITTED TEXT	17 WORDS	80% MATCHING TEXT	17 WORDS
	The process of determining the wage differentials for different jobs becomes standardized through job evaluation. ?		The process of determining the salary differentials for different jobs become standardized through job evaluation.	
	W https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_CRM_NOTES.pdf			

248/376	SUBMITTED TEXT	38 WORDS	91% MATCHING TEXT	38 WORDS
	Non-analytical method in which whole jobs are examined and compared without being analyzed into their constituent parts or elements. ? Analytical method in which jobs are analyzed by reference to one or more criteria, factors, or elements.		Non- analytical methods in which whole jobs are examined and compared, without being analyzed into their constituent parts or elements. 2. Analytical methods in which jobs are analyzed by reference to one or more criteria, factors or elements.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
249/376	SUBMITTED TEXT	13 WORDS	87% MATCHING TEXT	13 WORDS
	The comparison is made on a whole job basis without analyzing the		The comparison is made on a whole job basis without analysing the	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
250/376	SUBMITTED TEXT	13 WORDS	87% MATCHING TEXT	13 WORDS
	The comparison is made on a whole job basis without analyzing the		The comparison is made on a whole job basis without analysing the	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
251/376	SUBMITTED TEXT	17 WORDS	78% MATCHING TEXT	17 WORDS
	The comparison is made on a whole job basis without analyzing the job factor by factor.		The comparison is made on a whole-job basis without ana- lysing jobs factor by factor.	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
252/376	SUBMITTED TEXT	17 WORDS	78% MATCHING TEXT	17 WORDS
	The comparison is made on a whole job basis without analyzing the job factor by factor.		The comparison is made on a whole-job basis without ana- lysing jobs factor by factor.	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
253/376	SUBMITTED TEXT	17 WORDS	78% MATCHING TEXT	17 WORDS
	The comparison is made on a whole job basis without analyzing the job factor by factor.		The comparison is made on a whole-job basis without ana- lysing jobs factor by factor.	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
254/376	SUBMITTED TEXT	18 WORDS	67% MATCHING TEXT	18 WORDS
	the wages of the lowest paid employees and the concept of equal pay for work of equal		the income of lowest paid employees, protecting real wages (purchasing power), the concept of equal pay for work of equal	
	W http://www.dspmuranchi.ac.in/pdf/Blog/unit%203%20p1.pdf			
255/376	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	the different levels of pay for jobs or groups of jobs.		the different levels of pay for jobs or groups of jobs	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			

256/376	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	the different levels of pay for jobs or groups of jobs.		the different levels of pay for jobs or groups of jobs	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
257/376	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	the different levels of pay for jobs or groups of jobs.		the different levels of pay for jobs or groups of jobs	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
258/376	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	the different levels of pay for jobs or groups of jobs.		the different levels of pay for jobs or groups of jobs	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
259/376	SUBMITTED TEXT	40 WORDS	53% MATCHING TEXT	40 WORDS
	Pay Structure The pay structure provides a framework within which an organization defines the different levels of pay for jobs or groups of jobs. The pay structure is based on the assessment of the relative internal valuation and external		Pay Structure? A pay structure provides a framework within which an organization defines the different levels of pay for jobs or group of job, the basis of assessments of their relative internal value and of external	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
260/376	SUBMITTED TEXT	16 WORDS	90% MATCHING TEXT	16 WORDS
	of a sequence of job grades in which jobs of broadly equivalent value are placed.		of a sequence of job grades into which jobs of broadly equivalent value are placed.	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
261/376	SUBMITTED TEXT	16 WORDS	90% MATCHING TEXT	16 WORDS
	of a sequence of job grades in which jobs of broadly equivalent value are placed.		of a sequence of job grades into which jobs of broadly equivalent value are placed.	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
262/376	SUBMITTED TEXT	16 WORDS	90% MATCHING TEXT	16 WORDS
	of a sequence of job grades in which jobs of broadly equivalent value are placed.		of a sequence of job grades into which jobs of broadly equivalent value are placed.	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
263/376	SUBMITTED TEXT	16 WORDS	90% MATCHING TEXT	16 WORDS
	of a sequence of job grades in which jobs of broadly equivalent value are placed.		of a sequence of job grades into which jobs of broadly equivalent value are placed.	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			

264/376	SUBMITTED TEXT	16 WORDS	90% MATCHING TEXT	16 WORDS
	of a sequence of job grades in which jobs of broadly equivalent value are placed.		of a sequence of job grades into which jobs of broadly equivalent value are placed.	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
265/376	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
	of incremental pay points extending from the lowest to the highest-paid jobs		of incremental 'pay points' extending from the lowest •• to the highest-paid jobs	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
266/376	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
	of incremental pay points extending from the lowest to the highest-paid jobs		of incremental 'pay points' extending from the lowest •• to the highest-paid jobs	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
267/376	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
	of incremental pay points extending from the lowest to the highest-paid jobs		of incremental 'pay points' extending from the lowest- to the highest-paid jobs	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
268/376	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
	of incremental pay points extending from the lowest to the highest-paid jobs		of incremental 'pay points' extending from the lowest •• to the highest-paid jobs	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
269/376	SUBMITTED TEXT	16 WORDS	87% MATCHING TEXT	16 WORDS
	of incremental pay points extending from the lowest to the highest-paid jobs in the structure.		of incremental 'pay points' extending from the lowest- to the highest-paid jobs by the structure.	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
270/376	SUBMITTED TEXT	16 WORDS	83% MATCHING TEXT	16 WORDS
	of points or the use of some systematic methods for essential job requirements, such as		of points or the use of some other systematic rating method for essential job requirements such as	
	W https://www.whatishumanresource.com/job-evaluation			
271/376	SUBMITTED TEXT	49 WORDS	62% MATCHING TEXT	49 WORDS
	Job evaluation is the evaluation or rating of jobs to determine the position of the job in the job hierarchy. ? Job evaluation may be achieved through the assignment of points or the use of some systematic methods for essential job requirements, such as skills, experiences, and		Job evaluation is the evaluation or rating of jobs to determine their position in the job hierarchy. The evaluation may be achieved through the of points or the use of some other systematic method for essential job requirements, such as skills experience and	
	W http://www.dspsmuranchi.ac.in/pdf/Blog/unit%203%20p1.pdf			

272/376	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	the different levels of pay for jobs or groups of jobs.		the different levels of pay for jobs or groups of jobs	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
273/376	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	the different levels of pay for jobs or groups of jobs.		the different levels of pay for jobs or groups of jobs	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
274/376	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	the different levels of pay for jobs or groups of jobs.		the different levels of pay for jobs or groups of jobs	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
275/376	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	the different levels of pay for jobs or groups of jobs.		the different levels of pay for jobs or groups of jobs	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
276/376	SUBMITTED TEXT	37 WORDS	50% MATCHING TEXT	37 WORDS
	pay structure gives a framework within which an organization defines the different levels of pay for jobs or groups of jobs. The pay structure is based on the assessment of the relative internal valuation and external		pay structure provides a framework within which an organization defines the different levels of pay for jobs or group of job, the basis of assessments of their relative internal value and of external	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
277/376	SUBMITTED TEXT	16 WORDS	78% MATCHING TEXT	16 WORDS
	spot rate structures, pay spines, pay structure for manual workers, and integrated pay structures. ?		Spot Rate Structures ? Pay Spines ? Pay Structures for manual workers ? Integrated pay structures ?	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
278/376	SUBMITTED TEXT	14 WORDS	84% MATCHING TEXT	14 WORDS
	of a sequence of jobs into which jobs of broadly equivalent value are		of a sequence of job grades into which jobs of broadly equivalent value are	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
279/376	SUBMITTED TEXT	14 WORDS	84% MATCHING TEXT	14 WORDS
	of a sequence of jobs into which jobs of broadly equivalent value are		of a sequence of job grades into which jobs of broadly equivalent value are	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
280/376	SUBMITTED TEXT	14 WORDS	84% MATCHING TEXT	14 WORDS
	of a sequence of jobs into which jobs of broadly equivalent value are		of a sequence of job grades into which jobs of broadly equivalent value are	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			

281/376	SUBMITTED TEXT	14 WORDS	84% MATCHING TEXT	14 WORDS
	of a sequence of jobs into which jobs of broadly equivalent value are		of a sequence of job grades into which jobs of broadly equivalent value are	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
282/376	SUBMITTED TEXT	14 WORDS	84% MATCHING TEXT	14 WORDS
	of a sequence of jobs into which jobs of broadly equivalent value are		of a sequence of job grades into which jobs of broadly equivalent value are	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
283/376	SUBMITTED TEXT	23 WORDS	84% MATCHING TEXT	23 WORDS
	Job analysis: Job analysis describes the duties of a job, authority relationships, skills required, conditions of work, and additional relevant information. Job		job analysis. Job analysis is the process describing the duties of a job, authority relationships, skills required, conditions of work, and additional relevant information. Job	
	W https://www.yourarticlelibrary.com/hrm/job-evaluation/job-evaluation-meaning-steps-importance-and-...			
284/376	SUBMITTED TEXT	21 WORDS	92% MATCHING TEXT	21 WORDS
	Job analysis describes the duties of a job, authority relationships, skills required, conditions of work, and additional relevant information. Job		Job analysis explains the duties of a job, authority relationships, skills, required, conditions of work, and additional relevant information. Job	
	W http://www.stet.edu.in/SSR_Report/Study%20Material/PDF/MBA/5-1.pdf			
285/376	SUBMITTED TEXT	23 WORDS	63% MATCHING TEXT	23 WORDS
	Job evaluation: Job evaluation uses information from job analysis to evaluate each job. It evaluates its components and ascertaining relative job worth.		job analysis. Job evaluation uses the information of job analysis to evaluate job and valuing its components and ascertaining relative job worth	
	W http://www.dspmuranchi.ac.in/pdf/Blog/unit%203%20p1.pdf			
286/376	SUBMITTED TEXT	21 WORDS	97% MATCHING TEXT	21 WORDS
	of a series of incremental pay points extending from the lowest to the highest-paid jobs covered by the structure. Pay		of a series of incremental 'pay points' extending from the lowest- to the highest-paid jobs covered by the structure. pay	
	W https://quicforce.ibsindia.org/pluginfile.php/347451/mod_folder/content/0/Performance%20Managemen ...			
287/376	SUBMITTED TEXT	21 WORDS	97% MATCHING TEXT	21 WORDS
	of a series of incremental pay points extending from the lowest to the highest-paid jobs covered by the structure. Pay		of a series of incremental 'pay points' extending from the lowest- to the highest-paid jobs covered by the structure. pay	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
288/376	SUBMITTED TEXT	21 WORDS	97% MATCHING TEXT	21 WORDS
	of a series of incremental pay points extending from the lowest to the highest-paid jobs covered by the structure. Pay		of a series of incremental 'pay points' extending from the lowest- to the highest-paid jobs covered by the structure. pay	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			

289/376	SUBMITTED TEXT	22 WORDS	100% MATCHING TEXT	22 WORDS
	of a series of incremental pay points extending from the lowest to the highest-paid jobs covered by the structure. Pay structures:		of a series of incremental 'pay points' extending from the lowest •• to the highest-paid jobs covered by the structure. Pay structures	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
290/376	SUBMITTED TEXT	22 WORDS	100% MATCHING TEXT	22 WORDS
	of a series of incremental pay points extending from the lowest to the highest-paid jobs covered by the structure. Pay structures:		of a series of incremental 'pay points' extending from the lowest •• to the highest-paid jobs covered by the structure. Pay structures	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
291/376	SUBMITTED TEXT	22 WORDS	100% MATCHING TEXT	22 WORDS
	of a series of incremental pay points extending from the lowest to the highest-paid jobs covered by the structure. Pay structures:		of a series of incremental 'pay points' extending from the lowest •• to the highest-paid jobs covered by the structure. Pay structures	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
292/376	SUBMITTED TEXT	15 WORDS	89% MATCHING TEXT	15 WORDS
	provide scope for pay progression in accordance with performance, competence, contribution, skill, or service.		provide scope for pay progression in accordance with performance, competence, contribution or service.	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
293/376	SUBMITTED TEXT	15 WORDS	89% MATCHING TEXT	15 WORDS
	provide scope for pay progression in accordance with performance, competence, contribution, skill, or service.		provide scope for pay progression in accordance with performance, competence, contribution or service.	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
294/376	SUBMITTED TEXT	15 WORDS	89% MATCHING TEXT	15 WORDS
	provide scope for pay progression in accordance with performance, competence, contribution, skill, or service.		provide scope for pay progression in accordance with performance, competence, contribution or service.	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
295/376	SUBMITTED TEXT	15 WORDS	89% MATCHING TEXT	15 WORDS
	provide scope for pay progression in accordance with performance, competence, contribution, skill, or service.		provide scope for pay progression in accordance with performance, competence, contribution or service.	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
296/376	SUBMITTED TEXT	15 WORDS	89% MATCHING TEXT	15 WORDS
	provide scope for pay progression in accordance with performance, competence, contribution, skill, or service.		provide scope for pay progression in accordance with performance, competence, contribution or service.	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			

297/376	SUBMITTED TEXT	15 WORDS	100% MATCHING TEXT	15 WORDS
	to attract, retain, and motivate high performers and to be fair to all employees,		To attract, retain, and motivate high performers and to be fair to all employees,	
	W https://www.slideshare.net/SusmoyDas2/term-paperdocx-12			
298/376	SUBMITTED TEXT	16 WORDS	70% MATCHING TEXT	16 WORDS
	they will be rewarded for improving their contribution to the success of the enterprise. The		they will be given rewards for improving and enhancing their contribution to the success of the firm. The	
	W http://researchkorner.blogspot.com/2013/11/strengths-and-weaknesses-individual.html			
299/376	SUBMITTED TEXT	14 WORDS	76% MATCHING TEXT	14 WORDS
	they will be rewarded for improving their contribution to the success of the		they will be given rewards for improving and enhancing their contribution to the success of the	
	W http://researchkorner.blogspot.com/2013/11/strengths-and-weaknesses-individual.html			
300/376	SUBMITTED TEXT	14 WORDS	76% MATCHING TEXT	14 WORDS
	they will be rewarded for improving their contribution to the success of the		they will be given rewards for improving and enhancing their contribution to the success of the	
	W http://researchkorner.blogspot.com/2013/11/strengths-and-weaknesses-individual.html			
301/376	SUBMITTED TEXT	14 WORDS	100% MATCHING TEXT	14 WORDS
	It is a means of developing broader and deeper skills among the workforce.		it is a means of developing broader and deeper skills among the workforce.	
	W https://www.whatishumanresource.com/skill-based-pay			
302/376	SUBMITTED TEXT	25 WORDS	100% MATCHING TEXT	25 WORDS
	three types of skills. ? Horizontal skills which involve a broadening of skills in terms of the range of tasks. ? Vertical skills which		three types of skills: horizontal skills, which involve a broadening of skills in terms of the range of tasks • vertical skills, which	
	W https://www.whatishumanresource.com/skill-based-pay			
303/376	SUBMITTED TEXT	24 WORDS	79% MATCHING TEXT	24 WORDS
	a high level of skills in specialized areas relating to the same job. Skill-based pay differs in various ways from traditional pay systems.		a high level of skills in specialised areas relating to the same job. differs in the following respects from traditional pay systems	
	W https://www.whatishumanresource.com/skill-based-pay			
304/376	SUBMITTED TEXT	16 WORDS	86% MATCHING TEXT	16 WORDS
	differences in a structure consisting of rates of pay for unskilled, semiskilled, and skilled workers.		differences in a structure consisting of rates of pay for unskilled, semi-skilled and skilled workers:	
	W https://www.whatishumanresource.com/skill-based-pay			

305/376	SUBMITTED TEXT	27 WORDS	90% MATCHING TEXT	27 WORDS
	Skill-based pay is a person-based and not a job-based system. It rewards a person for what he/she possesses, rather than the job's worth. Job worth is		Skill-based pay is a person-based and not a job-based, system. It rewards a person for what he/she, rather than the job, is worth. Job worth is	
	W https://www.whatishumanresource.com/skill-based-pay			
306/376	SUBMITTED TEXT	32 WORDS	73% MATCHING TEXT	32 WORDS
	for minimum skills, but pay progression is connected to skills acquisition. ? It rewards a broad range of skills which makes the employee multi-skilled and therefore flexible. ? It positively encourages		for minimum skills, but pay progression is directly linked to skills acquisition (rather than to general pay increases applicable to all) . • It rewards (and therefore emphasizes) a broad range of skills which makes the employee multi-skilled and therefore flexible. • It positively encourages	
	W https://www.whatishumanresource.com/skill-based-pay			
307/376	SUBMITTED TEXT	27 WORDS	100% MATCHING TEXT	27 WORDS
	development. ? A skill-based pay system may not necessarily reflect how well the skill is used as this falls within the performance component of pay. But		development. • A skill-based pay system may not necessarily reflect how well the skill is used, as this falls within the performance component of pay. But	
	W https://www.whatishumanresource.com/skill-based-pay			
308/376	SUBMITTED TEXT	21 WORDS	84% MATCHING TEXT	21 WORDS
	by opportunities for training which is critical to its success. The traditional structure is not dependent on such opportunities. 14.5.1		by opportunities for training which is critical to the success of the system. The traditional structure is not dependent on such opportunities.	
	W https://www.whatishumanresource.com/skill-based-pay			
309/376	SUBMITTED TEXT	62 WORDS	81% MATCHING TEXT	62 WORDS
	The pay increases are usually tied to these three types of skills. ? Horizontal skills which involve a broadening of skills in terms of the range of tasks. ? Vertical skills which refer to the skills of a higher level. ? Depth skills which refer to a high level of skills in specialized areas relating to the same job. Skill-based pay		The pay increases are usually tied to three types of skills: horizontal skills, which involve a broadening of skills in terms of the range of tasks. Vertical skills, which involve acquiring skills of a higher level depth skills, which a high level of skills in specialised areas relating to the same job. Because skill-based pay	
	W https://indiafreenotes.com/3-ps-compensation-concept/			
310/376	SUBMITTED TEXT	21 WORDS	76% MATCHING TEXT	21 WORDS
	Advantages of Skill-based Pay The system of skill-based pay provides the following advantages: ? It contributes to job enlargement and		Advantages Of Skill-Based Pay Among the advantages of skill-based pay are the following: • • It contributes to job enlargement and	
	W https://www.whatishumanresource.com/skill-based-pay			
311/376	SUBMITTED TEXT	19 WORDS	100% MATCHING TEXT	19 WORDS
	and job enlargement through the broadening of skills, tend to reduce staff turnover. ? Elimination of unnecessary jobs		and job enlargement through the broadening of skills, tend to reduce staff turnover. • Elimination of unnecessary jobs	
	W https://www.whatishumanresource.com/skill-based-pay			

312/376	SUBMITTED TEXT	38 WORDS	85% MATCHING TEXT	38 WORDS
	reduces the need for supervision. ? Job satisfaction is engendered through employees having greater control over the planning and execution of jobs. ? Broadening of skills develop a better perspective of operations as a whole. ? It		reduces the need for supervision. • Job satisfaction is engendered through employees having greater control over the planning • and implementation of their work. Broadening of skills leads employees to develop a better perspective of operations as a whole. • It	
	W https://www.whatishumanresource.com/skill-based-pay			
313/376	SUBMITTED TEXT	17 WORDS	96% MATCHING TEXT	17 WORDS
	the reward flows from the application of a skill and does not reduce opportunities for others		the reward flows from the application of a skill and it does not reduce opportunities for others	
	W https://www.whatishumanresource.com/skill-based-pay			
314/376	SUBMITTED TEXT	10 WORDS	100% MATCHING TEXT	10 WORDS
	performance appraisals and individual-based performance-related pay is avoided. 14.5.4		performance appraisals and individual-based performance-related pay, is avoided	
	W https://www.whatishumanresource.com/skill-based-pay			
315/376	SUBMITTED TEXT	16 WORDS	78% MATCHING TEXT	16 WORDS
	Broadening of skills develop a better perspective of operations as a whole e. It		Broadening of skills leads employees to develop a better perspective of operations as a whole. • It	
	W https://www.whatishumanresource.com/skill-based-pay			
316/376	SUBMITTED TEXT	23 WORDS	52% MATCHING TEXT	23 WORDS
	according to the number of pieces they produce or process, so pay is directly proportional to results. Most piecework schemes provide a		according to their output or the number of 'pieces' they Pay is directly proportional to output, although most piecework schemes provide a	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
317/376	SUBMITTED TEXT	23 WORDS	52% MATCHING TEXT	23 WORDS
	according to the number of pieces they produce or process, so pay is directly proportional to results. Most piecework schemes provide a		according to their output or the number of 'pieces' they 452 Reward Management for Special Groups Pay is directly proportional to output, although most piecework schemes provide a	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
318/376	SUBMITTED TEXT	14 WORDS	84% MATCHING TEXT	14 WORDS
	pay is directly proportional to results. Most piecework schemes provide a fallback rate		Pay is directly proportional to output, although most piecework schemes provide a fallback rate	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
319/376	SUBMITTED TEXT	14 WORDS	84% MATCHING TEXT	14 WORDS
	pay is directly proportional to results. Most piecework schemes provide a fallback rate		Pay is directly proportional to output, although most piecework schemes provide a fallback rate	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			

320/376	SUBMITTED TEXT	14 WORDS	84% MATCHING TEXT	14 WORDS
pay is directly proportional to results. Most piecework schemes provide a fallback rate		Pay is directly proportional to output, although most piecework schemes provide a fallback rate		
W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab				
321/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
The difference between the actual time taken to perform the task and the standard time allowed		the difference between the actual time taken to perform the task and the standard time allowed.		
W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
322/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
The difference between the actual time taken to perform the task and the standard time allowed		the difference between the actual time taken to perform the task and the standard time allowed.		
W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
323/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
The difference between the actual time taken to perform the task and the standard time allowed		the difference between the actual time taken to perform the task and the standard time allowed.		
W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf				
324/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
The difference between the actual time taken to perform the task and the standard time allowed		the difference between the actual time taken to perform the task and the standard time allowed.		
W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab				
325/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
The difference between the actual time taken to perform the task and the standard time allowed		the difference between the actual time taken to perform the task and the standard time allowed.		
W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html				
326/376	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
If a task is done in less than the standard time, then		If a task is done in less than the standard time, then		
W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
327/376	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
If a task is done in less than the standard time, then		If a task is done in less than the standard time, then		
W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
328/376	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
If a task is done in less than the standard time, then		If a task is done in less than the standard time, then		
W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf				

329/376	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
If a task is done in less than the standard time, then		If a task is done in less than the standard time, then		
W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab				
330/376	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
If a task is done in less than the standard time, then		If a task is done in less than the standard time, then		
W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html				
331/376	SUBMITTED TEXT	23 WORDS	90% MATCHING TEXT	23 WORDS
performance. The arrangement depends on work measurement to define the required level of performance and to monitor the actual level. The		performance. The arrangement depends on work meas- urement to define the required level of performance and to monitor the actual level. The		
W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
332/376	SUBMITTED TEXT	23 WORDS	90% MATCHING TEXT	23 WORDS
performance. The arrangement depends on work measurement to define the required level of performance and to monitor the actual level. The		performance. The arrangement depends on work meas- urement to define the required level of performance and to monitor the actual level. The		
W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				
333/376	SUBMITTED TEXT	23 WORDS	100% MATCHING TEXT	23 WORDS
performance. The arrangement depends on work measurement to define the required level of performance and to monitor the actual level. The		performance. The arrangement depends on work measurement to define the required level of performance and to monitor the actual level. The		
W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf				
334/376	SUBMITTED TEXT	23 WORDS	90% MATCHING TEXT	23 WORDS
performance. The arrangement depends on work measurement to define the required level of performance and to monitor the actual level. The		performance. The arrangement depends on work meas- urement to define the required level of performance and to monitor the actual level. The		
W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab				
335/376	SUBMITTED TEXT	23 WORDS	92% MATCHING TEXT	23 WORDS
performance. The arrangement depends on work measurement to define the required level of performance and to monitor the actual level. The		performance. The arrangement depends on work measurement to define the required level of performance and to monitor the actual level. The		
W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html				
336/376	SUBMITTED TEXT	18 WORDS	100% MATCHING TEXT	18 WORDS
that there is an incentive level of performance and that the incentive payment is guaranteed in advance,		that there is an incentive level of performance and that the incentive payment is guaranteed in advance,		
W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf				

337/376	SUBMITTED TEXT	18 WORDS	100% MATCHING TEXT	18 WORDS
	that there is an incentive level of performance and that the incentive payment is guaranteed in advance,		that there is an incentive level of performance and that the incentive payment is guaranteed in advance,	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
338/376	SUBMITTED TEXT	18 WORDS	100% MATCHING TEXT	18 WORDS
	that there is an incentive level of performance and that the incentive payment is guaranteed in advance,		that there is an incentive level of performance and that the incentive payment is guaranteed in advance,	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
339/376	SUBMITTED TEXT	18 WORDS	100% MATCHING TEXT	18 WORDS
	that there is an incentive level of performance and that the incentive payment is guaranteed in advance,		that there is an incentive level of performance and that the incentive payment is guaranteed in advance,	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
340/376	SUBMITTED TEXT	18 WORDS	100% MATCHING TEXT	18 WORDS
	that there is an incentive level of performance and that the incentive payment is guaranteed in advance,		that there is an incentive level of performance and that the incentive payment is guaranteed in advance,	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
341/376	SUBMITTED TEXT	20 WORDS	88% MATCHING TEXT	20 WORDS
	to perform at the effort level required. ? In contrast, a conventional work-measured incentive scheme allows employees discretion		to perform at the effort level required. In contrast, a conventional work-measured incen- tive scheme allows employees discretion	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
342/376	SUBMITTED TEXT	20 WORDS	88% MATCHING TEXT	20 WORDS
	to perform at the effort level required. ? In contrast, a conventional work-measured incentive scheme allows employees discretion		to perform at the effort level required. In contrast, a conventional work-measured incen- tive scheme allows employees discretion	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
343/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
	obligation to perform at the effort level required. ? In contrast, a conventional work-measured incentive scheme allows employees discretion		obligation to perform at the effort level required. In contrast, a conventional work-measured incentive scheme allows employees discretion	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
344/376	SUBMITTED TEXT	20 WORDS	88% MATCHING TEXT	20 WORDS
	to perform at the effort level required. ? In contrast, a conventional work-measured incentive scheme allows employees discretion		to perform at the effort level required. In contrast, a conventional work-measured incen- tive scheme allows employees discretion	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			

345/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
	obligation to perform at the effort level required. ? In contrast, a conventional work-measured incentive scheme allows employees discretion		obligation to perform at the effort level required. In contrast, a conventional work-measured incentive scheme allows employees discretion	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
346/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
	their effort level but relates their pay directly to the results they achieve. ? Between these two extremes there		their effort level but relates their pay directly to the results they achieve. Between these two extremes there	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
347/376	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
	their effort level but relates their pay directly to the results they achieve. ? Between these two extremes there		their effort level but relates their pay directly to the results they achieve. Between these two extremes there	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
348/376	SUBMITTED TEXT	38 WORDS	94% MATCHING TEXT	38 WORDS
	their effort level but relates their pay directly to the results they achieve. ? Between these two extremes there are a variety of alternatives, including banded incentives, stepped schemes, and various forms of high day rate.		their effort level but relates their pay directly to the results they achieve. Between these two extremes there are a variety of alternatives, includ- ing banded incentives, stepped schemes and various forms of high day rate.	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
349/376	SUBMITTED TEXT	38 WORDS	94% MATCHING TEXT	38 WORDS
	their effort level but relates their pay directly to the results they achieve. ? Between these two extremes there are a variety of alternatives, including banded incentives, stepped schemes, and various forms of high day rate.		their effort level but relates their pay directly to the results they achieve. Between these two extremes there are a variety of alternatives, includ- ing banded incentives, stepped schemes and various forms of high day rate.	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
350/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
	a variety of alternatives, including banded incentives, stepped schemes, and various forms of high day rate.		a variety of alternatives, including banded incentives, stepped schemes and various forms of high day rate. 454	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
351/376	SUBMITTED TEXT	38 WORDS	94% MATCHING TEXT	38 WORDS
	their effort level but relates their pay directly to the results they achieve. ? Between these two extremes there are a variety of alternatives, including banded incentives, stepped schemes, and various forms of high day rate.		their effort level but relates their pay directly to the results they achieve. Between these two extremes there are a variety of alternatives, includ- ing banded incentives, stepped schemes and various forms of high day rate.	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
352/376	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
	a variety of alternatives, including banded incentives, stepped schemes, and various forms of high day rate.		a variety of alternatives, including banded incentives, stepped schemes and various forms of high day rate. 454	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			

353/376	SUBMITTED TEXT	14 WORDS	100% MATCHING TEXT	14 WORDS
	Profit Sharing Profit sharing is regarded as a stepping stone to industrial democracy.		Profit Sharing Profit-sharing is regarded as a stepping stone to industrial democracy.	
	W http://www.stet.edu.in/SSR_Report/Study%20Material/PDF/MBA/5-1.pdf			
354/376	SUBMITTED TEXT	19 WORDS	80% MATCHING TEXT	19 WORDS
	related to the profit of the business. The amount shared is determined either by an established formula, or		related to the profits of the business. The amount shared is either determined by an established formula or	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
355/376	SUBMITTED TEXT	19 WORDS	80% MATCHING TEXT	19 WORDS
	related to the profit of the business. The amount shared is determined either by an established formula, or		related to the profits of the business. The amount shared is either determined by an established formula or	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
356/376	SUBMITTED TEXT	19 WORDS	91% MATCHING TEXT	19 WORDS
	related to the profit of the business. The amount shared is determined either by an established formula, or		related to the profits of the business. The amount shared is determined either by an established formula or	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
357/376	SUBMITTED TEXT	19 WORDS	80% MATCHING TEXT	19 WORDS
	related to the profit of the business. The amount shared is determined either by an established formula, or		related to the profits of the business. The amount shared is either determined by an established formula or	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
358/376	SUBMITTED TEXT	19 WORDS	91% MATCHING TEXT	19 WORDS
	related to the profit of the business. The amount shared is determined either by an established formula, or		related to the profits of the business. The amount shared is determined either by an established formula or	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
359/376	SUBMITTED TEXT	16 WORDS	93% MATCHING TEXT	16 WORDS
	factory-wide bonus plan that provides for employees to share the gains made by a company		factory-wide bonus plan that provides for employees to share in the financial gains made by a company	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
360/376	SUBMITTED TEXT	16 WORDS	93% MATCHING TEXT	16 WORDS
	factory-wide bonus plan that provides for employees to share the gains made by a company		factory-wide bonus plan that provides for employees to share in the financial gains made by a company	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			

361/376	SUBMITTED TEXT	16 WORDS	93% MATCHING TEXT	16 WORDS
	factory-wide bonus plan that provides for employees to share the gains made by a company		factory-wide bonus plan that provides for employees to share in the financial gains made by a company	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
362/376	SUBMITTED TEXT	20 WORDS	80% MATCHING TEXT	20 WORDS
	factory-wide bonus plan that provides for employees to share the gains made by a company with its improved performance.		factory-wide bonus plan that provides for employees to share in the financial gains made by a company as a of its improved performance	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
363/376	SUBMITTED TEXT	20 WORDS	80% MATCHING TEXT	20 WORDS
	factory-wide bonus plan that provides for employees to share the gains made by a company with its improved performance.		factory-wide bonus plan that provides for employees to share in the financial gains made by a company as a of its improved performance	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
364/376	SUBMITTED TEXT	28 WORDS	100% MATCHING TEXT	28 WORDS
	Skill-based pay refers to a pay system in which pay increases are linked to the number or depth of skills an employee acquires and applies. ?		Skill-based pay refers to a pay system in which pay increases are linked to the number or depth of skills an employee acquires and applies	
	W https://www.whatishumanresource.com/skill-based-pay			
365/376	SUBMITTED TEXT	14 WORDS	76% MATCHING TEXT	14 WORDS
	they will be rewarded for improving their contribution to the success of the		they will be given rewards for improving and enhancing their contribution to the success of the	
	W http://researchkorner.blogspot.com/2013/11/strengths-and-weaknesses-individual.html			
366/376	SUBMITTED TEXT	28 WORDS	77% MATCHING TEXT	28 WORDS
	schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance. However, the pay does not		schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance, but in the short term pay does not	
	W https://epdf.tips/a-handbook-of-employee-reward-management-and-practice.html			
367/376	SUBMITTED TEXT	32 WORDS	90% MATCHING TEXT	32 WORDS
	Measured day work schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance. However, the pay does not fluctuate		measured day work schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance, but in the short term pay does not fluctuate	
	W http://117.240.231.117:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			
368/376	SUBMITTED TEXT	32 WORDS	90% MATCHING TEXT	32 WORDS
	Measured day work schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance. However, the pay does not fluctuate		measured day work schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance, but in the short term pay does not fluctuate	
	W http://103.38.12.142:8081/jspui/bitstream/123456789/519/1/REWARD_MANAGEMENT.pdf			

369/376	SUBMITTED TEXT	29 WORDS	89% MATCHING TEXT	29 WORDS
	schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance. However, the pay does not fluctuate		schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance, but in the short term pay does not fluctuate	
	W https://chools.in/wp-content/uploads/2021/03/EMPLOYEE-REWARD-MANAGEMENT-AND-PRACTICE.pdf			
370/376	SUBMITTED TEXT	17 WORDS	62% MATCHING TEXT	17 WORDS
	piecework, payment by results, organization wide incentives, merit pay, individual performance related pay, profit related pay,		piecework, payment by results in the form of bonus earnings, merit pay, individual performance-related pay, profit-related pay,	
	W https://ejbm.sites.apiit.edu.my/files/2021/10/Paper-8-Country-of-origin-and-competitive-advantage ...			
371/376	SUBMITTED TEXT	32 WORDS	90% MATCHING TEXT	32 WORDS
	Measured day work schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance. However, the pay does not fluctuate		measured day work schemes provide for the pay of employees to be fixed on the understanding that they will maintain a specified level of performance, but in the short term pay does not fluctuate	
	W https://lms2.iba.edu.pk/vol3/2021/012/07/e5315b76-a292-4ed4-b1e7-ab19115b10ab			
372/376	SUBMITTED TEXT	26 WORDS	100% MATCHING TEXT	26 WORDS
	Skill-based pay refers to a pay system in which pay increases are linked to the number or depth of skills an employee acquires and applies.		Skill-based pay refers to a pay system in which pay increases are linked to the number or depth of skills an employee acquires and applies	
	W https://www.whatishumanresource.com/skill-based-pay			
373/376	SUBMITTED TEXT	32 WORDS	48% MATCHING TEXT	32 WORDS
	employees and work teams differ in how much they contribute to the firm not only in what they do, but also in how well they do it. Second, the overall performance		employees and work teams differ in how much they contribute to the company, both in what they do as well as in how well they do it. ❖ The company's overall performance	
	W https://www.slideshare.net/SusmoyDas2/term-paperdocx-12			
374/376	SUBMITTED TEXT	11 WORDS	100% MATCHING TEXT	11 WORDS
	to reward employees on the basis of their relative performance.		to reward employees on the basis of their relative performance. 3.6.	
	W https://www.slideshare.net/SusmoyDas2/term-paperdocx-12			
375/376	SUBMITTED TEXT	14 WORDS	76% MATCHING TEXT	14 WORDS
	they will be rewarded for improving their contribution to the success of the		they will be given rewards for improving and enhancing their contribution to the success of the	
	W http://researchkorner.blogspot.com/2013/11/strengths-and-weaknesses-individual.html			
376/376	SUBMITTED TEXT	14 WORDS	76% MATCHING TEXT	14 WORDS
	they will be rewarded for improving their contribution to the success of the		they will be given rewards for improving and enhancing their contribution to the success of the	
	W http://researchkorner.blogspot.com/2013/11/strengths-and-weaknesses-individual.html			