

7HR03
STRATEGIC REWARD MANAGEMENT

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Task 1 – Report

Discussion of the importance of aligning reward framework to wider organizational context and strategy

Organizational goals help in setting a direction for the company to achieve business success. The financial objectives of the business can be achieved with greater profit when a steady focus can be kept to achieve the business goals. According to Greene (2018), organizational strategies are designed to provide a better structure to the required resources to properly conduct business activities. It is analyzed that the decision-making processes can be strengthened when a particular strategy is followed to achieve common goals.

For example, **Saudi German Hospital** likes to provide quality products and services to its customers.

~~It has several brands to serve customers with their lifestyle choices and fulfil demands in fashion, food, home furnishing, pharmacy, and other sectors(Alshaya, 2022)~~ **It serves its customers by providing medical facilities being one of the biggest private hospitals in the Middle East (Sghdubai, 2022).** This company is focused on fulfilling the changing and diverse needs of its customers and going along with the innovations and changing environment. It is observed that to properly maintain the choices of the customers **Saudi German Hospital** has considered inclusive working culture ~~(Alshaya, 2022)~~ **(Sghdubai, 2022)**. They focus on creating a trustworthy and loyal workforce. They have kept their people with proper integrity, honesty, and support to foster a better cultural force in the organization. However, it is observed that they support the personal growth and achievement of the employees in the organization. The people professionals of the organization organize employee training programs, soft skill training, work-from-home facilities, education assistance, and other benefits **(Ambitionbox, 2022)**.

Moreover, the company is particularly focused on driving better performance of the employees to achieve the organizational goals. Therefore, people professionals have developed structured learning opportunities, transparent communications, and others. A regular employee survey is conducted to get employees' opinions and feedback that can help improve the organizational process and bring innovation ~~(Alshaya, 2022)~~ **(Sghdubai, 2022)**. It is analyzed that supporting the learning and growth of the employees helps in meeting the organizational goal of satisfying customers with changing needs. The inclusive culture of **Saudi German Hospital** helps in getting diverse views of the employees to satisfy the diverse needs of the customers. These types of

rewards fall into the category of intangible rewards where the employees are satisfied intrinsically. They are empowered, valued, and their personal goals are supported by the organization. As supported by Warrick (2017), intrinsic rewards help in motivating employees to achieve bigger and progress effectively by fulfilling their own and organizational goals.



Figure 1: Saudi German Hospital reviews

(Source: Ambitionbox, 2022)

On the other hand, the tangible rewards of the company are observed to be rated lower than the intangible rewards. Salary and other financial benefits are rated lower than the intrinsic motivational factors (Ambitionbox, 2022). It is analyzed that it can be disadvantageous for the company in the long term. As followed by Cameron and Green (2019), experienced employees would not be satisfied by intrinsic motivation only if they do not receive financial benefits matching their skills and knowledge. It would foster employee turnover and lower productivity in the organization.

For example, in our organization, we used to focus more on the intangible rewards of the employees to keep them motivated. We ignored increasing salaries or financial incentives for the employees after evaluating performance. As a result, we experienced increased turnover and absenteeism affecting work productivity. At last, we solved the situation by investigating and improving tangible reward approaches. Organizational people are the most important resources for a business to successfully reach its goals and achieve growth. As supported by Warrick (2017), organizational members should be kept satisfied and happy so that they can help achieve the goals by being motivated.

~~Therefore, it is necessary to arrange reward programs in organizations.~~ As an advantage of keeping employees happy they put in increased effort and it also improves their performance. It helps the employees to be competitive, appropriate and focused toward goals. As observed by Coccia and Igor (2018), reward programs help employees to be encouraged to put their best

efforts forward to fulfil the organizational objectives. On the other hand, the inadequate monitoring system may induce employee dissatisfaction as unfair treatment of employees can be observed. As highlighted by Greene (2018), employees when rewarded only by extrinsic processes and managers do not support their growth; eventually degrade the positive outcome of reward management. It is analyzed that a total reward strategy that is the combination of extrinsic and intrinsic rewards should be designed effectively.

As mentioned by Greene (2018), the total reward strategy meets the expectations of the employees properly and encourages them to work harder. To align the organizational objectives with the reward strategy the vision should be divided into clear stages. Inclusive working has also been observed in Saudi German Hospital which is another satisfactory factor for the employees to achieve organizational goals. It helps in developing positive interrelationships among employees which is intrinsically rewarding. On the other hand, people professionals should be careful about monitoring the processes so that conflicts do not arise.

As a recommendation for Saudi German Hospital, they must improve their financial benefits for the employees to support long-term growth. They must focus on a regular performance evaluation process to provide tangible rewards to the employees. Proper technological implementation to support the reward strategy can help in improving it.

Critical evaluations of the impact of organizational reward strategies to attract, motivate and retain talent

Attracting talent

Reward strategies help in attracting talent by showing the culture of taking care of people. As stated by Thibault Landry, Schweyer, and Whillans (2017), reward culture helps in demonstrating the practice of appreciation and respect towards the employees. It is analyzed that the true efforts of the employees can be acknowledged properly by providing rewards suitable to the needs of the employees. Proper rewards can help in improving employee performance which, in turn, helps in improving organizational performance. The employees tend to stick to the organization for a long time by being satisfied with the reward approaches and work processes of the organization (Ngwa *et al.* 2019). It makes a positive reputation for the company in the marketplace and improves its competitive advantage. ~~This, in turn, helps in attracting greater talents in the organization and fostering the workplace culture.~~ On the other hand, lack of employee engagement cannot make the reward strategies successful and, thereby, making it

difficult to achieve the organizational goals. In the year 2017, Gallup surveyed employees in organizations across the world (Thanksben, 2022).

The survey resulted that only 15% of the total workforce worldwide is properly engaged in the workplace (Thanksben, 2022). This is analyzed that this lower employee engagement in the organization would result in lower productivity. Thereby, it is analyzed that the employees should be provided with proper work-life balance, wellness programs, and corporate culture to be satisfied. These reflect the need for intrinsic rewards in the organization that can be provided by the people professionals and the hierarchy of the employees. ~~It is also understood that~~ the contrary; a poorly engaged workforce would make a negative reputation for a company in the marketplace (Bussin, Pregnolato, and Schlechter, 2017). Thereby, reducing the attractive force of the company several candidates cannot apply for employment in the same organization. It is recommended that organizations must focus on total reward strategies to satisfy the existing workforce who would create a good reputation in the market. As supported by Fernando and Nishanthi (2021), total reward strategies help in properly recognizing and acknowledging the effort of the employees.

Motivate talent

Reward strategy can help in motivating employees by acknowledging their hard work for the organization. According to Afolabi, Fernando, and Bottiglieri (2018), employees feel trusted and valued by their employers that are supportive of the employees. On the other hand, an increased rate of turnover, absenteeism, and lower productivity can be seen when the employees do not receive proper rewards justifying their hard work. Mayfield, Mayfield, and Neck (2021) highlighted that employees cannot provide their best effort when they are not recognized by their employers. Following Maslow's hierarchy of needs, there are five basic levels of needs fulfilling which the employees can be satisfied. Physiological, safety, love and belongingness, self-esteem, and self-actualization needs of the individuals should be fulfilled to keep them motivated (Abbas, 2020).

In this case, it is analyzed that rewards and recognition help in fulfilling the self-esteem and self-actualization needs of the employees. As addressed by Ngwa *et al.* (2019), fulfilling the needs of the employees tends to feel valued and empowered in the organization which motivates them to work harder. This also makes a positive impact on the overall organizational performance and creates a better reputation. For example, in Saudi German Hospital, it is

observed that the people professionals focus on keeping the employees satisfied by providing flexible working, and work-life balance, creating learning and growth opportunities, and others (~~Alshaya, 2022~~) (Sghdubai, 2022). Therefore, the employees are motivated and their personal goals are also achieved.

Retain talent

Employee talent retention is possible by rewarding and recognizing employees for their hard work. It also shows the people-oriented culture of the organization and respect for employees. Following Matongolo, Kasekende, and Mafabi (2018), acknowledging employees for rewards helps in creating job satisfaction and a sense of community. It is analyzed that the employees tend to get a sense of belonging to the organization which makes them feel homely. Therefore, the tenure of their retention in the organization tends to increase and they contribute more to the workplace. In this case, the benefit of the total reward strategy which is intrinsic and extrinsic rewards cannot be denied (Mabaso and Dlamini, 2018). The employees can only feel belonged and are empowered when they are appreciated both by tangible and non-tangible rewards.

For example, in **Saudi German Hospital**, the people professionals are more focused on the intrinsic benefits of the employees. Therefore, the rating for financial benefits is lower than the intrinsic benefits in the company (Ambitionbox, 2022). ~~It is understood that~~ **On the other hand;** the employees may leave the organization by being dissatisfied with unjustified financial rewards.

Taking insights from Saudi German Hospital, it is recommended that the people professionals of an organization should be careful while preparing reward strategies. They must provide a balanced extrinsic and intrinsic reward to the employees to properly acknowledge their talent and hard work. Moreover, employers should support employee voice in the workplace to get their opinions. As defined by Victor and Hoole (2017), employee voice helps in knowing the views of the employees and implementing them to achieve better practices in the organization. It makes the employees feel empowered and valued by their employers.

Critical evaluation of the significance of a total rewards approach

The total reward approach is defined as bringing together all of the organizational investments in the workforce to achieve better performance. **This is a coordinated reward approach taken by employers including different types of benefits extrinsic and intrinsic to motivate employees (Więcek, 2017).** This includes pay schemes, pensions, career development opportunities, and

others to create value for the employees and organization. According to Więcek (2017), the total rewards approach helps in making employees feel freedom and autonomy in the workplace. ~~It helps in treating the employees fairly to create value for them and achieve success in the organization.~~ On the contrary, unfair treatment is provided to the employees, which degrades their performance and morale to work in the organization. The total reward approach consists of financial and non-financial benefits for the employees. On the other hand, Cavazos-Cadena, Rodríguez-Gutiérrez, and Sánchez-Guillermo (2021) highlighted that missing one aspect of the total reward strategy would not help to motivate employees. The employees can feel encouraged only when they are acknowledged intrinsically and extrinsically.

People professionals should keep a balanced approach with monetary and non-monetary rewards. Following Tshukudu (2020), monetary rewards the employees can be recognized for their excellent performance. The employees can measure the extent to which they have performed well in the organization. On the other hand, non-monetary rewards do not help in providing the exact measurement to the employees to calculate the level of their performance. As addressed by Wamweru and Makokha (2018), non-monetary rewards help in providing mental and emotional satisfaction to the employees for contributing to the workplace. Employees need for achieving job satisfaction intrinsically and extrinsically. As opined by Tshukudu (2020), monetary benefits help in providing safety and security to the employees to live a better life whereas non-monetary benefits help in understanding their worth.

Looking over the contemporary reward approaches for employees it is understood that they must be treated fairly and equally. It is the perceived fairness of the employees while working in the organization to be well treated for their performance (AGWAE, 2021). It is analyzed that the employees should not be treated differently due to any of their protected characteristics. However, organizations should also be careful about the modern reward systems to foster the performance of employees. However, modern reward systems include real-time reward decision-making on continuous feedback, using the automated digital platform, career development, innovation and progress, and others (Dundon and Rafferty, 2018). In this case, the people professionals should be careful about the fair treatment of the employees by implementing automated digital reward systems. Moreover, timely and proactive recognition of the right employee in the organization would help in acknowledging the hard work of the employees. ~~The modern reward system of employee-centric leadership should be fostered well to~~

~~support contemporary reward practices to treat employees better (Samanta and Lamprakis, 2018).~~ On the other hand, the absence of employee-centric leadership would not support contemporary reward practices to treat employees better (Samanta and Lamprakis, 2018).

The five components of the total reward strategy are benefits, compensation, flexibility, career development, and performance recognition. It is analyzed that the employees must be provided with proper compensation following the legal framework and industrial trends (Victor and Hoole, 2017). Flexibility in work should be supported as it enhances work-life balance. Employee benefits should be carefully handled as it would help in keeping employees motivated. Performance recognition helps the employees to feel their worth and encourage more to perform harder. Career development opportunities would help in achieving the personal goals of the employees as well as supporting organizational goals (Meyer, 2018). These are consisted of both tangible and intangible rewards to support a total reward system. In this case, workplace flexibility, career development opportunities, and performance recognition are intangible rewards carrying personal value. On the other hand, compensation and other employee benefits are tangible rewards that are visible and measured easily (Wamweru and Makokha, 2018).

Analysis of the advantages and disadvantages of the chosen organization's pay progression decisions

Pay progression refers to the movement of employees to higher pay scales which is also termed wage growth. The advantages of the pay progression decision for the employees are to encourage desired behaviours of the employees (Cipd, 2022). It helps in rewarding the employees for their positive influence on the organization. Moreover, salary competitiveness can be maintained by controlling payroll costs (Cipd, 2022). It supports transparent and fair reward management processes to understand the rate of increase in individual wages. On the other hand, the disadvantage includes that an automatic pay progression of the employees may cost the employer higher. It increases the automation of the employees in the organization if they are retained for a long time (Cipd, 2022).

Moreover, having particular employees for a long time in the organization would hamper the creative and innovative decision-making processes. On the contrary, a condition-based pay progression can play a more positive role compared to an automatic system. According to Perry, Engbers, and Jun (2017), performance-related pay can encourage employees to perform better to achieve better rewards and recognition. Employees' morale and focus can be increased while

working in the organization and achieving more goals. It encourages the employees to accept more challenging roles to achieve better financial rewards (Gebauer *et al.* 2017). On the other hand, performance-related pay often creates a blurred line between compensation and job expectations.

Employees may misinterpret the system of performance-related pay and confusion can be generated about the compensation and job expectations. Additionally, a condition-based pay progression system may have a positive effect on improving productivity and performance but it is only effective in the short term (Rasool *et al.* 2019). Providing more money for better performance can only be a short-term fix but cannot support motivation for the long term. In **Saudi German Hospital** it is observed that automatic and condition-based pay progression schemes are present. Employees are provided with salaries that are worth their value based on performance evaluation. It supports the employee-oriented culture of the organization to achieve organizational as well as personal goals. On the other hand, though this condition-based pay progression is satisfying the employees financially it does not decrease work stress or pressure.

Benefits and challenges of using performance appraisal to guide pay progression decisions

Performance-related pay (PRP) enables businesses to establish a connection between salary and the progression of performance of an individual. It is measured usually with the pre-agreed objectives. PRP concept has grown since the 1980s as businesses such as Saudi German Hospital look for ways to improve their business performance (CIPD, 2022). However, the implementation of PRP is quite difficult and businesses have difficulty obtaining the required business objectives. The traditional performance review process usually includes a scale that measures the performance of workers from ‘unsatisfactory’ to ‘superior’ and often translates those scales to pay rise levels. Nawaz and Pangil (2016) have acknowledged the issue of objectivity and subjective measures of performance in terms of appraisal-related pay progression which needs to be considered by Saudi German Hospital before incorporating performance appraisal to guide pay progression decisions within the organisation.

Benefits of using pay-for-performance policies

Retaining talent

Nawaz and Pangil (2016) observed that fairness of performance appraisal and related pay are crucial for retaining workers and improving employee engagement. An effective and fair performance appraisal system will allow Saudi German Hospital to enhance employee

performance and develop its capabilities by identifying its strengths and weaknesses. It enables the firm to recognise high achievers to distribute rewards such as promotion and merit pay apart from salaries which helps the brand to establish psychological contracts with the workers ensuring their retention (Helmold and Samara, 2019).

Motivating workers

It is often difficult to understand why workers remain within the organisation. Many workers find satisfaction in doing meaningful work; however, most workers are motivated by financial concerns. Workers are likely to perform better at Saudi German Hospital if they know that meeting certain firm objectives will improve their compensation. Low levels workers might work hard and improve their skills and capabilities to gain better allowances with the pay-for-performance policy (Peterson, 2019).

Challenges of using pay-for-performance policies

Subjective performance measurement

Despite having several advantages of the pay-for-performance policy, it is not without limitations. The performance of many workers such as salesperson can be quantified and therefore, can be linked with pay, however, most workers, particularly, in administrative roles plays a crucial role in organisational development and survival but their performance can't be quantified which creates difficulty for Saudi German Hospital to measure their performance and their performance evaluations become more subjective (Nawaz and Pangil, 2016). It also allows bias in the measurement of performance as personal conflict with the supervisor can reduce compensation as the supervisor is responsible for evaluating the performance.

Pay-for-performance policy becoming out of favour and demotivation among employees

According to Peterson, (2019), a pay-for-performance policy depends on the annual performance review of workers which employers are finding ineffective and defeats the purpose of performance-related pay. Employers are more interested in feedback provided by managers and immediate supervisors in improving employee performance. Employees feel de-motivated to work when they can't meet certain difficult objectives set by the organisation before understanding the strengths and weaknesses of each worker. Saudi German Hospital needs to look for a new approach to performance appraisal rather than an annual performance review to establish a pay-for-performance policy (Murphy, 2020).

Task 2 – Response to Information Request

2.1 Key legal requirements relating to pay and reward and the implications of non-compliance

Pay and rewards are essential for attracting, engaging, and retaining employees, however, there are certain legal requirements employers at Saudi German Hospital must follow to avoid legal repercussions, employee dissatisfaction, and the destruction of brand image.

Legal requirements relating to pay

Employers of Saudi German Hospital must meet equal pay following the national minimum wage, and the national living wage obligation to avoid any legal repercussions. Following the “Equal Pay Act of 1970”, Saudi German Hospital can avoid the issue of unfair treatment of female workers within the workplace while doing business in the UK (CIPD, 2021). It enables equal pay for both male and female workers who are doing the same job in similar roles or doing different jobs but with similar roles and abilities (Clemens, 2021). However, it puts an extra burden on the hospital to bear putting it in financial distress. The management also has difficulty in measuring the performance of workers, particularly, for workers in the hospitality sector who are providing services, and is often subjective (Peterson, 2019). Engagedly (2022) mentioned that it might bring unwanted regulations and lawsuits to the organisation if envious or unsatisfied workers bring the salary detail to the court putting the organisation at risk. Therefore, Saudi German Hospital has to evaluate its existing pay structure and determine the pros and cons of a transparent and fair pay and reward system before its implementation at the organisation while maintaining an equal pay system for workers.

Legal requirements relating to reward

Saudi German Hospital must ensure their pay and reward system are equal for workers who are doing the same job regardless of their gender or cultural differences. According to CIPD (2022), people professionals in organisations must have a better understanding of the “regulatory background and corporate governance standards” while setting standards for reward management for senior workers. Regulatory requirements relating to pay and reward allow the organisation to reduce conflicts and make workers feel confident in their abilities. The hospital can put a notice board highlighting the salary structure and other benefits to workers based on their organisational roles to increase transparency. However, it can lead to internal resentment if the organisation fails

to ensure equal distribution of pay or reward within the organisation and develops tension among employees (Engagedly, 2022).

Implications of non-compliance with legal requirements of pay and reward

A lack of fair and transparent pay at Saudi German Hospital and a reward system can harm employee morale and productivity. Non-compliance with legal requirements of pay and reward not only brings legal repercussions upon the firm by referring to the employment tribunal or courts case but also damages the brand reputation where stakeholders lose trust in the firm and workers start to look for alternative employment opportunities (Bhatti, 2019). 59% of workers who witness non-compliant practices start searching resulting in high turnover (Ascentis, 2021). It discourages workers to follow the ethical guidelines established by the firm and increases operation costs due to new recruitments. Rawling *et al.*, (2021), however, have highlighted that while regulating the pay and reward system, the firm needs to ensure that workers are well aware of their responsibilities and the success level that determines their pay scale. The workers, otherwise, might feel not good enough to perform to attain the pay or reward goal set by the firm resulting in low motivation and high turnover. Saudi German Hospital can implement HR compliance software to help the business avoid non-compliance and monitor employee performance meeting the pay and reward goals.

2.2 Merits and impact of transparency and fairness in approaches to reward

Saudi German Hospital needs to focus on fair and transparent pay and reward system within the organisation as the awareness of being fairly rewarded encourages workers to improve their performance and stay with the organisation. Rai *et al.* (2019) have acknowledged that pay alone cannot motivate workers highlighting the need for a fair and transparent reward approach. Unfair pay and reward system serves as a de-motivator factor for workers. Saudi German Hospital must ensure that workers are that they are competitively and fairly rewarded through a transparent and systematic reward management system to reduce the potential for employee turnover.

Benefits of a fair and transparent reward approach

Any elements of discretion in the reward system can be viewed as biased which might influence the attitude or the behaviour of workers. With a fair and transparent reward approach, the workers will have a better understanding of their pay rate (Mani and Mishra, 2020). This competitiveness allows the firm to use the skills of workers to improve business performance at

Saudi German Hospital. The transparent and fair reward management system allows workers to acknowledge their behaviours and actions essential for being recognised. Another merit of having a transparent and fair reward management system is that it allows the firm to ensure true employee engagement where workers are well aware of the fact that what their job role entails and how they affect the business performance (Reward and Employee Benefits Association, 2020). However, it brings an extra burden on firm management, particularly on managers to maintain transparency in reward approaches. Although the firm can implement a reward management system, the adaptation of software is costly and the hospital needs to prepare its workforce to use the system by providing them with appropriate training approaches

Impact of a fair and transparent reward approach

The significance of a fair and transparent reward approach lies in the fact that it promotes positive behaviour among workers in the workplace resulting in a positive workplace that not only promotes employee engagement but also increases employee productivity where workers feel free to communicate and be creative within the organisation (Reward and Employee Benefits Association, 2020). Saudi German Hospital, thus, must focus on establishing a fair and transparent reward approach to establish a positive work environment. Job evaluation is a part of salary benchmarking which helps in accurate and straightforward salary benchmarking. It reduces the potential for conflict within the organisation. However, the firm has to determine appropriate benchmarking that meets organisational needs which can be quite difficult (Sherf *et al.* 2019). Performance appraisals conducted by Saudi German Hospital will help the firm in identifying the skill requirements within the organisation, while the transparent reward system will help in acknowledging the hard work of workers and encouraging workers to perform better (Wenzel *et al.*, 2019).

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