



**Reward and Compensation Management on Performance of
Health Care Workers in India**

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ISSN: 2616-8421

Reward and Compensation Management on Performance of Health Care Workers in India

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How to cite this article: Zafar, S. V., & Sudiardhita, B. M. (2022). Reward and Compensation Management on Performance of Health Care Workers in India. Journal of Human Resource & Leadership 6(4), 1-10. <https://doi.org/10.53819/81018102t50108>

Abstract

Reward and compensation management comes under human resource management. It is concerned with implementing and formulating policies and strategies that aspire to reward employees equitably, fairly and regularly in accordance with their performance and value to the company. Thus, the study sought to examine the impact of reward and compensation management on the performance of healthcare workers in India. The study was literature based. The conclusions and inferences were based on previous studies. Based on the reviewed literature, it was found that reward and compensation management have a significant impact on performance. The reward and compensation system highlights a central attribute of the employment relation. The success or failure of the company primarily relies on its workers. The rewards provided to the workers can raise their performance, dedication, and effectiveness. The study concluded that suitable and regular rewards to workers increase their motivation to work harder and boost general performance. Reward and compensation management's effectiveness positively impacts the health care workers' performance in India. In the lack of appropriate reward and compensation, employees tend to show dissatisfaction through poor performance. The study recommended that hospitals establish effective reward and compensation management systems to motivate employees, thus producing excellent results. The workers' reward and compensation should be made equitable. There should be no favor when it comes to rewarding the employee. Salaries and other compensation payments should be reviewed based on market value and other fundamental requirements.

Keywords: *Reward and compensation management, performance, health care workers, India*

<https://doi.org/10.53819/81018102t50108>

1.0 Introduction

Reward and compensation management comes under human resource management. It is concerned with implementing and formulating policies and strategies that aspire to reward employees equitably, fairly and regularly following their performance and value to the company (Mahapatro, 2022). Various institutions are created to properly use available human and non-human resources to attain a particular goal. Among these resources in human, that is generally regarded as the most beneficial asset an institution can use to have a competitive advantage and attain its goal; therefore, there is a need for human resources management to make sure high productivity and continuous institutional existence (Malik, Cao, Mughal, Kundi, Mughal & Ramayah, 2020). Human resources have been identified as the most valued asset of any firm (Chakraborty & Biswas, 2019). Its strategic method emphasizes a "tight fit" between individual demands, rights, ambitions, and objectives within the firm that make the compensation system main in the events of upcoming learners, scholars and HRM practitioners worldwide. The emergence of human resource management posed a great risk to conventional workers management and industrial relation since it came from the core approach or firm relationship (Ansari, Farrukh & Raza, 2021). As firms make every effort to attain one or several goals through an exhaustive application of human capital, the worker also aims toward attaining individual goals while working for the firm.

Reward and compensation are interested in workers and firm performance advancement through which better outcomes may be attained by understanding and regulating reward and compensation within an agreed structure, set goals, and basic and competency needs. The Reward system boosts workers' performance (Francis, Zirra & Mambula, 2020). It aims to draw in and maintain appropriate workers, encourages good management, worker relationship and dedication and reduces stress and problems as it handles all types of final returns, tangible service and mechanisms for good relationships. In addition, the main cause of the industrial dispute is anchored on the fact that workers feel their benefits are rejected or about to be denied; therefore, the advantage of the compensation system is to provide a proper system for equity and fairness (Rao, Raghunathan & Solis, 2019). The compensation system ensures that intrinsic and extrinsic requirements of an employee at all levels are properly provided for compensation, creating firm integrity, policy, procedures and methods with the ability to enhance performance (Tarigan, Cahya, Valentine, Hatane & Jie, 2022). These provide a challenging environment and enhance the performance of workers.

Lazear (2018) noted that one of the best means to invest in workers and inspire them is via a compensation and reward system that consists of extrinsic rewards such as pay, fringe benefits, appreciation and promotion, and inherent rewards, e.g., a sense of being a part of the institution, important participant of a group, variety in job content, enhanced duty and autonomy, sense of achievement, feedback information, acknowledgment and opportunities to learn and grow. It aims to attract and maintain skilled workers and motivate good worker-management relationships and institutional dedication (Arif, Syaifani, Siswadi & Jufrizen, 2019). Compensation is expressed as good and fair remuneration in the form of financial returns and tangible benefits for workers for their contribution to the attainment of firm goals as part of an employment relationship (Mulugeta & Mekonnin, 2018). In different institutions, compensation is required to be effective; it should

<https://doi.org/10.53819/81018102t50108>

be: sufficient, equitable, balanced, cost-effective, security pay, incentive providing pay, and acceptable to the workers.

Reward and compensation management's effectiveness positively impacts the health care workers' performance in India. In the lack of appropriate reward and compensation, employees tend to show dissatisfaction through poor performance (Strine & Smith, 2020). The study discovered that a compensation and reward system is necessary to attract, maintain and inspire ideal workers for a particular firm. It plays an essential duty in the performance of workers and the firm. Workers are the important resources for any company and in the event of managing individuals, the reward and compensation system highlights a center attribute of the employment relation (Hopenhayn, Neira & Singhanian, 2018). The success or failure of the company primarily relies on its workers. In every institution, the performance of the workers is essential to enhance the institution's effectiveness in the environment in which it operates. The workers' reward and compensation should be made equitable. There should be no favor when it comes to rewarding the employee. Salaries and other compensation payments should be reviewed based on market value and other fundamental requirements (Hemmer, Cross, Cheng, Kim, Kohlbacher, Kotosaka & Zheng, 2019)

Sudiardhita, Mukhtar, Hartono, Sariwulan and Nikensari (2018) argued that the reward and compensation system highlights a central attribute of the employment relation. The success or failure of the company primarily relies on its workers. In the lack of appropriate reward and compensation, employees will tend to show dissatisfaction through poor performance and non-dedication to their tasks. The research also noted that suitable and regular rewards increase workers' motivation to work harder and boost general firm performance. The rewards provided to the workers can raise their performance, dedication, and effectiveness. The study concluded that suitable and regular rewards increase workers' motivation to work harder and boost general performance (Yeh, 2022). The rewards provided to the workers can raise their performance, dedication and effectiveness. The rewards exist as tangible and intangible financial benefits and services are given to workers for playing their part well in a firm. Rewards are there at the workplace, workers are encouraged, their work performance is enhanced, and those initiatives are reflected in the overall performance.

To achieve a competitive advantage, a compensation and reward system should be taken keenly (Strine & Smith, 2020). Compensation is primarily in terms of monetary terms after a given period or after a conclusion of a particular activity. Additionally, compensation is the outcome and benefit that workers get in the form of pay, that is, wage/salary, bonus wages to enhance performance. Workers reward workers for their remarkable performance or when a firm achieves its target or goals. The rewards exist as tangible and intangible financial benefits and services are given to workers for playing their part in a firm (Emmanuel & Nwuzor, 2021). Health care employees are required to attain both local and global health standards. The workforce is critical to improving health at the center of every health system. There should be a maximum number and expert mix of human resources for the efficient treatment and worth of the required services. Health services are labor intensive and individual. Rewarding and compensations engage in leisure as a crucial function in the performance of health care workers (Sadeghi, Jafari, Rouhani, Zhianifard & Siavashi, 2019).

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2.0 Literature Review

A study by Martono, Khoiruddin and Wulansari (2018) argued that compensation is necessary to attract, maintain and inspire ideal workers for a particular firm. It plays an essential duty in the performance of workers and the firm. The theory of compensation as an essential variable is extremely appropriate in the scenario of financial institutions as effective, skilled and inspired human resources are required in the financial industry, the same as other industries of the economy. Consequently, the research was carried out to examine the effect of the compensation and reward system on the firm performance of Kotak Mahindra Bank in India. From the research, it was discovered that compensation and reward approaches have a substantial positive effect on the financial institution's performance. The research suggested that financial institutions should adopt both extrinsic and intrinsic rewards and various other methods and incorporate them with overall banks' methods to have a competitive advantage in the sector. The health facilities need to revamp their reward system and its salary scale and payment framework, especially on the workload of workers, the inflation rate and market conditions. The hospitals ought to perform a regular evaluation according to their vision and goal to recognize the existing level of performance by both external and internal professionals and properly execute the areas of enhancement raised by its workers in both private and public hospitals.

Zafar, Sarwar, Zafar and Sheeraz (2020) conducted study work embracing the cross-sectional study technique to examine the effect of the compensation and reward system on the performance of a financial institution firm. Primary data was gathered with the help of tools like questionnaires. Questionnaires were created to gather information from randomly sampled participants from 5 financial institutions that comprise the research sample. The research, therefore, took on a simple random sampling method to choose 200 workers from 10 deposit money banks (DMBs) in Garanti Bank performance was the dependent variable, while other factors such as health; compensation framework; worker's promotion; motivation/ incentives were the independent variables for the study. Analytical strategies such as Pearson correlation and regression evaluation were used to assess the information accumulated for the research. The results exposed that poor employee health in the financial market is counter-productive to the banks. The results showed that the current compensation system is risky to the bank's increased performance. It was discovered that employee promotion has a favorable impact on bank performance. The results also disclosed that financial institution reward systems enhance banks' increased performance. It additionally indicated that the BSC versions utilized by some of the banks are not enough. According to the results of this research, it was suggested that financial institutions need to develop a compensation framework created from a performance administration model that is highly committed to determining and compensating performance. The financial institutions should redesign the BSC version to fix the identified insufficiencies. There ought to be regular promotions when due and additionally urge employees to place their very best to their work. Likewise, financial institutions ought to stress gratifying and encouraging peak performance.

Sudiardhita, Mukhtar, Hartono, Sariwulan and Nikensari (2018) noted that reward and compensation system highlights a central attribute of the employment relation. The success or failure of the company primarily relies on its workers. The rewards provided to the workers can raise their performance, dedication, and effectiveness. The study concluded that suitable and

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regular rewards to workers increase their motivation to work harder and boost general performance. The rewards provided to the workers can raise their performance, dedication and effectiveness. The rewards exist as tangible and intangible financial benefits and services are given to workers for playing their part well in a firm. Rewards are there at the workplace, workers are encouraged, their work performance is enhanced, and those initiatives are reflected in the overall performance. In the lack of appropriate reward and compensation, employees will tend to show dissatisfaction through poor performance and non- dedication to their tasks. The research also noted that suitable and regular rewards to workers increase their motivation to work harder and boost general firm performance. Compensation is primarily in terms of monetary terms after a given period or after a conclusion of a particular activity. Additionally, compensation is the outcome and benefit that workers get in the form of pay, that is, wage/salary, bonus wages to enhance performance. Workers reward workers for their remarkable performance or when a firm achieves its target or goals. The rewards exist as tangible and intangible financial benefits and services are given to workers for playing their part in a firm (Emmanuel & Nwuzor, 2021).

Koo, Yu, Chua, Lee and Han (2020) reported that a reward system is key criterion management uses to channel employee motivation in preferred ways like better functionality and improve firm performance. The study aimed to investigate the effect of reward systems on firm performance in commercial banks in Salzburg, Austria. The following objectives guided the study: to determine the reward systems currently used in commercial banks in Salzburg, to investigate employees' perspectives of reward system used by commercial banks in Salzburg, to study the effect of extrinsic rewards (remuneration, bonus, salary and promotion) in firm performance and to analyze the impact of intrinsic rewards (appreciation and recognition) on firm performance in commercial banks of Salzburg. The research utilized a descriptive study style that integrated both quantitative and qualitative techniques. The research evaluated 450 workers from 10 commercial banks in Salzburg, utilizing self-administered questionnaires. It additionally interviewed chosen workers. The data was examined using descriptive statistics, i.e., SPSS and results were presented as frequency distribution tables and pie charts. The research results revealed that the three commercial banks in Salzburg offer extrinsic (salary, incentive, and promotion) and intrinsic (recognition and authentic appreciation) rewards to their workers. Furthermore, the outcomes discovered that workers were not pleased with the existing reward packages and the salary level was noted to be low and did not show the cost of living in Salzburg. The research also revealed that the intrinsic (non-financial) rewards were not satisfying the workers.

Taba (2018) researched the effect of the compensation and reward system on worker performance at Liv Hospital in Besiktas, Turkey. The research goals included examining the impacts of wage, promotion, recognition, fringe benefits and the level to which the 4 components of compensation had influenced worker performance at Liv Hospital. Different theories were used in the research. These were the expectancy-reinforcement concept, equity concept and agency concept. The research embraced a descriptive study style that sought to explain the current state of events. A stratified random sampling method was used to choose a sample of 90 participants from a target population of 200 workers of Liv Hospital in Besiktas. A combined technique of quantitative/qualitative technique was utilized. The research utilized both primary and secondary information. Primary information was gathered through questionnaires and monitoring of the

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actions of workers concerning the phenomenon under examination. The data was evaluated utilizing descriptive and inferential statistics. A multiple linear regression design was utilized to examine the value of the effect of every independent variable on the dependent variable. Pearson's bivariate correlation evaluation exposed the level to which the numerous aspects of compensation (wage, promotion, fringe benefit, and acknowledgment) affected workers' performance at Liv Hospital. Descriptive statistics exposed that Liv Hospital had not fulfilled its health services targets, as exposed by 80% of the participants. In addition, 89% of the participants suggested that inspiration is crucial to worker performance at Liv Hospital. The mean of the responses for the numerous independent variables was 4.51 for wage, 4.84 for promotion, 4.87 for acknowledgment, and 4.57 for fringe benefit. The results show a favorable link between the 4 components of the compensation and reward system and worker performance at Liv Hospital. Inferential statistics validated that salary ($p=0.05$). The result concludes that Liv Hospital has established a reasonable compensation and reward system even though the system has not motivated worker performance highly. As a result, it is suggested that Liv Hospital ought to offer due consideration to employees' compensation and reward packages to ensure high performance. Liv Hospital should likewise develop a remuneration system that covers every worker. It is important to balance incomes in all staff and sensitize workers on criteria utilized for promotion. Also, Liv Hospital should simplify its fringe benefits system for fairness and recognize workers regularly when they have high performance.

A study by Hassan (2022) noted that workers are important resources for any company, and in the event of managing individuals, the reward and compensation system highlights a center attribute of the employment relation. The success or failure of the company primarily relies on its workers. To be effective or obtain proper conducted activities or accomplish the firm's wanted objectives, workers ought to be inspired, attracted and maintained in the firm. The crucial instruments for this are the reward and compensation management systems of the firm. The general goal of the research is to evaluate the effect of reward and compensation on worker performance in private and public hospitals in Malmo, Sweden. A cross-sectional survey including 20 human resource workers of the public and private hospitals in Malmo region was executed from February to May 2018. Participants from every private and public general and primary Healthcare facility were chosen utilizing simple random sampling and the study was enhanced by structured questionnaire adopted from literature reviews. The gathered information was entered in SPSS version 20, cleansed and examined. The outcomes were summarized as unrefined and adjusted odds ratios at 95% confidence intervals. The results indicated that there was effect of worker reward compensations in public and private hospitals in Malmo, Sweden.

Sudiardhita, Mukhtar, Hartono, Sariwulan and Nikensari (2018) reported that in each firm, the productivity and performance of the workers are essential to enhance the effectiveness of the firm in the environment it is operating. Moreover, the rewards and other rewards provided to the workers can raise the productivity, dedication and effectiveness in their performance. The purpose of the research was to determine the impact of reward systems on worker performance at Brentwood suppliers Ltd; examine the efficiency of present reward system and whether there was a relationship in between reward system in the firm and an increase in the performance of the workers. It was empirical research. The non-probability and probability sampling method were

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used i.e. arbitrary and purposive sampling was the requirements included to make sure sample representativeness and hence validity, reliability and generalizability of results. The sample size utilized was 40 out of a population of 60 workers. In the research the inductive strategy was utilized due to the fact that the information was gathered and analyzed prior to making final conclusion and suggestions. Utilizing both the primary and secondary approaches of data gathering as analyzed utilizing SPSS, the results exposed that the current reward system of Brentwood suppliers was inefficient and need to be reviewed; there was an association between rewards systems and worker performance. Research suggested that management should balance the reward system in the firm, compensation packages should be reviewed regularly as a response to the rapid changing environmental needs of the employees and the entire world in an employer-employee participatory manner.

3.0 Findings

It was found that reward and compensation management significantly impact performance. The reward and compensation system highlights a central attribute of the employment relation. The success or failure of the company primarily relies on its workers. The rewards provided to the workers can raise their performance, dedication, and effectiveness. The study concluded that suitable and regular rewards to workers increase their motivation to work harder and boost general performance. Reward and compensation management's effectiveness positively impacts the health care workers' performance in India. In the lack of appropriate reward and compensation, employees tend to show dissatisfaction through poor performance. The study discovered that a compensation and reward system is necessary to attract, maintain and inspire ideal workers for a particular firm. It plays an essential duty in the performance of workers and the firm. Workers are the important resources for any company and in the event of managing individuals, the reward and compensation system highlights a center attribute of the employment relation. The success or failure of the company primarily relies on its workers. In every institution, the performance of the workers is essential to enhance the institution's effectiveness in the environment in which it operates. Moreover, the rewards provided to the workers can raise their performance, dedication and effectiveness. The rewards exist as tangible and intangible financial benefits and services are given to workers for playing their part well in a firm. Rewards are there at the workplace, workers are encouraged, their work performance is enhanced, and those initiatives are reflected in the overall performance. In the lack of appropriate reward and compensation, employees will tend to show dissatisfaction through poor performance and non- dedication to their tasks. The research also noted that suitable and regular rewards to workers increase their motivation to work harder and boost general firm performance. In reward and compensation, the tasks that reveal the disparities between the public and private hospitals stipulate paying attractive wages and compensation between the public and private hospitals.

4.0 Recommendations

The study recommended that hospitals establish effective reward and compensation management systems to motivate employees, thus producing excellent results. The workers' reward and compensation should be made equitable. There should be no favor when it comes to rewarding the employee. Salaries and other compensation payments should be reviewed based on market value

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and other fundamental requirements. The health facilities need to revamp their reward system and its salary scale and payment framework, especially on the workload of workers, the inflation rate and market conditions. The hospitals ought to perform a regular evaluation according to their vision and goal to recognize the existing level of performance by both external and internal professionals and properly execute the areas of enhancement raised by its workers in both private and public hospitals.

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