Compensation And Reward Management By B D Singh

Strategic Reward Systems draws together in one volume the latest thinking and practice in reward management. It highlights the theoretical links between reward and other fields of academic interest, including motivation and labour economics.

Dr. Martocchio delivers a thoroughly modern approach to compensation and its role in promoting companies' competitive advantages. He not only addresses the traditional aspects of compensation, such as job analysis, salary surveys, and pay structure, but also tackles up-to-the-minute topics like knowledge-based pay, compensation for contingent workers, and executive compensation.

In this work, acclaimed management expert Edward Lawler tells companies what they can do to meet today's "rewards systems challenge"--attracting and retaining talented employees in a market where the employees hold the upper hand. Here, Lawler outlines a creative compensation system that recognizes employee knowledge and skill as a critical aspect of an organization's net worth. In basing his system on the individual employee's value to the organization, Lawler introduces an approach to compensation that simultaneously motivates employees to higher levels of performance and increases shareholder value. To read the introduction from this book, click here.

Evidence-Based Reward Management presents an analysis of the current failure of organisations to assess the effectiveness of pay and reward practices. It considers the reasons for this and outlines the damaging consequences of it. By examining recent developments in human capital information and measurement it looks at how HR can construct effective reward for improved performance, both for the individual and organization. The authors present the tools and techniques which can be applied to practice evidence-based reward management including a 4 step model, which sets strategic goals, reviews current policies, looks at how to pilot and make changes and improvements and explains how to monitor and adapt on an ongoing basis.

This is a comprehensive textbook on compensation and reward management. In a competitive environment the most important task is to attract and retain the right resource. It is therefore necessary to design an attractive compensation package; otherwise the growth of the organisation will be adversely affected. This new area has emerged as a separate discipline. Earlier, salary administration was a part of Human Resource Management. The book deals with concepts, tools, techniques and designs of salary administration. The text is written in accordance with the UGC syllabus for MBA students of our universities. The text is divided into 24 chapters, each chapter discusses a specific problem in the light of modern developments.

Innovative Reward Systems for the Changing Workplace explains the compensation and reward strategies successful companies use to focus, encourage, and achieve high performance. Reward systems authority Thomas Wilson has made this updated edition much more "how-to" and covers important new pay strategies such as "flex compensation," stock options, 360 feedback, and employee ranking. The book includes dozens of creative suggestions and ideas for compensation strategies in any organization. For more than fifty years, human resources departments have turned to HayGroup for concrete, practical advice on how to

structure compensation programs. Also the authority behind leading books on compensation, HayGroup renders all others obsolete with this publication -- the new last word on compensation. The Executive Handbook on Compensation speaks directly to businesses' most important concerns, highlighting dramatic changes in the world of business over the past decade -- changes caused by the globalization of the economy, the diversification of the workforce, new work habits including flexible time and telecommuting, and organizational shifts that require that compensation packages maximize employee-employer partnerships like never before. The Executive Handbook on Compensation shows managers how to: -- Reward and retain key people -- Determine affordable, appropriate pay scales -- Evaluate employee expectations and boost morale -- Develop nontraditional and contingency-based compensation -- Use the latest electronic media to improve the way businesses document, evaluate, price, and plan jobs Compensation: Effective Reward Management fully integrates compensation techniques with compensation theory and research, providing the reader with a unique understanding of the interrelationship between theory and practice. This edition continues to provide coverage of unique Canadian issues, a solid grounding in motivational and expectancy theories, as well as an integrating model that further reinforces the connection between theory and practice. New Features A new chapter on the influence of unions. A new discussion on the impact of culture on compensation. New coverage of person-based pay. An updated diagnostic tool for evaluating the effectiveness of reward programs. A new design with improved graphics and charts. Other Features Instructor's manual with transparency masters.

The definitive guide to improving performance through reward and recognition policies and processes by leading human resource management expert Michael Armstrong.

HOW TO IMPLEMENT REWARD METHOD MORE EFFECTIVELY?In fact, traditionally companies have always adopted the base pay strategy. It pays the legal minimum wages and salaries. However, it does not adequate in new work cultures and in terms of attracting, retaining and motivating top performers for strategic purposes, but still very commonly for lower level employees. The new reward strategic options include as below:1.Knowledge and skills based strategy, because of the proven relation job performance, organizations have sought to encourage continuous skills development by trying it to rewards. A organization simply varies its pay structure according to one's level of knowledge and skill (job evaluation systems. It can define which skills, it values and will pay for and must have a supportive training and development strategy. It is based pay with an equal base pay and a variation based on skills and knowledge. It may be costly in the short-term, but it is beneficial from a knowledge HR base through increased productivity and quality of product.2.Performance based (varied pay based structure strategy), employees should be rewarded only for the value they create. A company will reward employee in the same grade variably depending on each employee's performance.3.Incentive based pay structure strategy, it measures but being different in that it focuses on group performance rather than individual performance. The starting point in strategy is to define group performance targets, such as productivity sale volumes or profitability.

Fast track route to mastering performance and reward management Covers the key areas of performance and reward

management, from conducting performance appraisals effectively and recognizing outstanding work when money is in short supply to learning how today's companies are using reward systems to achieve corporate missions and strategies Examples and lessons from some of the world's most successful businesses, including Johnson & Johnson, Hewlett Packard, Royal Dutch Shell, TRW, and Motorola, and ideas from the smartest thinkers, including Abraham Maslow, Frederick Herzberg, Peter Drucker, Henry Mintzberg, Tom Peters, and Jac Fitz-enz Includes a glossary of key concepts and a comprehensive resources guide.

Master's Thesis from the year 2020 in the subject Leadership and Human Resource Management - Employee Motivation, grade: 3.87, Addis Ababa University (College of Business and Economics), course: Business Administration, language: English, abstract: The aim of this study was to examine the effect of reward management system on employee performance in the case of IE Network Solution PLC. in Addis Ababa. In a current highly competitive business environment, having well performing and inspired employees are the main success factor for any organization. In realizing that, in one hand researchers argue well-designed reward strategy plays the major role through enhancing the performance of employees. On the other hand, other scholars claim that rewards have nothing to do with employees' performance. This study was conducted through a mixed research approach with in both a descriptive and explanatory research design. A total of 80 self-administered questionnaires were distributed to the all staff members of the company. 77 questionnaires were returned. It was valid to run the data analysis. Therefore, the descriptive, correlation and multiple regression analysis were computed through SPSS version 23. The correlation analysis result shows that promotion and employee recognition positively and moderately associated with performance of employees. However, work condition salary have a positive but weak relation with employee performance. The multiple regression analysis revealed promotion (?=0.313), employee recognition (?=0.319), work condition (?=0.256), and salary (?=0.189) has a significant effect on employee performance. However, benefit packages have no significant effect on performance of employees. Additionally, the regression analysis shows, $(R^2=0.579, p$

The contents of this book center around the management of strategic reward systems. In particular, the book focuses in on the following elements of managing a reward system: design, implementation, and evaluation. It is my belief that too much time is spent on the administration of strategic reward systems at the expense of these other activities that add more value than does administration to the organization. Moreover, it is very important to remember that the management of reward systems takes place in a larger context that must be accommodated when designing, implementing, and evaluating strategic reward systems. This larger context includes the business environment, business strategy, and compensation strategy. Elements of the environment include the internal environment (organizational structure, business processes, HR systems) and external environment (laws and regulations, labor markets, and unions). The collection of articles presented throughout the book is very concerned with the fit of strategic reward management with the business environment, business strategy, and compensation strategy. Research has clearly documented the importance of this "fit" to organizational effectiveness (Gomez-Mejia & Balkin, 1992). A practical illustration makes the point as well. Taco Bell was found guilty in a class action suit by current and former employees. In order to keep the number of

labor hours low in a productivity formula used to grant bonuses to managers, employee time sheets failed to account for overtime hours by employees. Failure to pay attention to the legal context in designing, implementing, and evaluating a strategic reward program cost Taco Bell millions of dollars (Gatewood, 2001). Although all of the readings in the book focus in on the management of strategic rewards in the larger business context, the readings are organized by topical area. The selection of topics is simply based on my writing interests and do not reflect the entire domain of important topics in strategic reward management.

South African Human Resource Management focuses on the knowledge and skills that managers at all levels need. The authors integrate contemporary international research and implementation with a South African perspective.

Introduction The question of what is compensation is important to both the employer and employee and is important to be answered in their relationship. Compensation is the total cash and non-cash payment that is exchanged between employee and organization for the work done by the employee for the organization. Compensation is more than an employee's regular paid wages. It mainly include base pay, sales commission, overtime wages, bonus pay, recognition or merit pay, benefits (insurances, standard, vacation policy, retirement, stock option, other non- cash benefits). The compensation helps in motivating employees and ensuring that they are committed in achieving the company goals. The level of compensation offered is dependent on a number of factors, including salaries paid by similar companies for similar roles, the employee's skill set and productivity and projected financial strength of the company. There are numerous ways to decide the appropriate compensation of an employee.

Understand how to design and implement reward management in the workplace

Why does reward system of McDonald need to be changed?Beccause Mc Donald's organizations are expanding to global, so its employees and customers number must increase. In order to adopt its organizational change. It must need to change its reward system in order to satisfy its employees' psychological and reward needs. For McDonald's Corporation U.S. employees at corporate, division and region offices, McDonald benefits are organized into four Performance management includes processes that effectively communicate, company aligned goals, evaluate employee performance and reward them fairly.Your Pay and Rewards (ref from McDonald's reward system).Attractive program follows a "pay for appearance" beliefs: The better your results, the greater your pay opportunities.?Base PaySince employees' bottom pay is the most important portion of their recompense, McDonald's maintain the competitiveness of our base pay through an annual review of both external market data and interior peer data. In our business, division and region offices, McDonald's has a broad banding compensation system. Broad banding allows for suppleness in terms of pay, movement and growth.?Incentive PayInducement pay gives our workers with the possibility to earn spirited total compensation when performance meets and exceed goals. For our corporate, parting and region office, the Target

Incentive Plan (TIP) links employee presentation with the presentation of the business they hold up. TIP pays a gratuity on top of employees' base salaries base on business presentation and their person appearance.?Long Term IncentivesLong term incentives are granted to entitled workers to both prize and retain key employees who have shown continued presentation and can crash long-term value creation at McDonald's. for the befits of employees the long term incentives are very helpful because when the organization has a policies of incentives or long term incentives then the employees of the organization feel secured and work hardly for the organization. Similar like this any company or any Originations rewarding system always brought positive crash.?Recognition ProgramsMc Donald's recognition programs are intended to reward and recognize physically powerful performers. For our corporate, separation and region offices, these take in the president Award (given to the top 1% of individual performers worldwide) and the Circle of fineness Award (given to top teams worldwide to be familiar with their aid for advancing our vision). Once start to hesitation your honesty, and then no one is leaving to alter their activities Appraisal system is also very helpful and makes a positive competition and encouragement in between the employees of the organization. Promotions will be appraisal based which encourage employees for hard work.?Company Car ProgramMc Donald's company car program provides entitled employees with a company car for both business and individual / personal use. If entitled, employees can decide from. This is also very encouraging and motivating incentive for employees. It creates competition between employees and they work hard to get this incentive.In conclusion, the assumptions the company is creation about their prospect service and its intention to support their progress. Practical processes for deploy people and delivering enlargement which are consistent with these intention. The reserve and promise for taking these types of program used. If we see in past we can get that simple ways in which the company could use the out test for the planed strategies and special and important clues for the good results.

This book outlines a new way of looking at rewards-a holistic approach that uses measurement to determine what an organization actually valuses (in terms of skills, knowledge, experience and behaviors).Further it analyzes the impact of the braod spectrum of reward programs (pay benefits and carrers) on human capital and, in turn, on an organization's profitability.It discusses variable pay programmes, competency models to employee reward, talent management for business optimization, compenation in Not-For-Profit Organizations, designing the annual management incentive plan etc.

The tools are also available to download from the Kogan Page website, and they can be adapted for your use. --Book Jacket.

Revised and rewritten to take account of the new academic standards that will be taught from September 2002, this text

examines the many forces influencing decisions about pay - market forces, economics, corporate culture and strategy, to name a few. It provides clear guidance on all remuneration issues, including job evaluation, grading structures, performance management, profit-related pay, benefits and reward for particular groups. By starting from first principles and adopting an integrated approach, Employee Reward provides a definitive overview of the whole process. The Compensation and Benefits Manual is a detailed illustration of Total Rewards, an advanced model of Human Resource management that goes beyond employee remuneration, which helps organizations to not only attract, motivate and retain, but also ensure building engaged employees, enhancing their performance and improving their competitiveness in the global workforce market.WHAT YOU WILL LEARN1.Fundamental concepts of compensation, benefits, rewards & total rewards.2.Link your compensation philosophies & strategies to your organization goals & HR objectives.3.About job evaluations & job pricing, and their significance in setting salaries & employee rewards.4.About the key statistical methodologies used in compensation research & data analysis.5.How to design appropriate & relevant total compensation plans & reward programs.6.About the principles of evaluating performance and linking performance to effective rewards.7.About market compensation & benefits benchmarking surveys & how to use the market data results in determining your internal salary levels.8.How to develop performance-based pay systems & other variable pay programs.9.How to design compensation structures & flexible pay plans based on tax laws and statutory compliances.10.How to design effective reward communication programs for your business successCONTENT AND COVERAGE1.CHAPTER 1 : COMPENSATION SYSTEMSIntroduction, Understanding of the Fundamentals of Compensation, Benefits, Rewards, Total Rewards, Components of Compensation Systems, Compensation Systems in the Indian Environment, Compensation Approach and Framework. 2.CHAPTER 2: REWARD CONCEPTS Reward Philosophy, Reward Strategy, Total Reward Programs, Factors Affecting Rewards, Statutory Compliances, Environmental Factors, Impact of Globalization on Compensation Programs.3.CHAPTER 3 : JOB EVALUATION AND PRICINGJob Evaluation, Aspects of Job Evaluation, Job Evaluation Methodologies, Job Design, Point Rating Method, Hay Guide Chart Profile, Job Evaluation and Pay Determination, Job Pricing, Broad Banding, Linking Job Points to Pay Points.4.CHAPTER 4 : COMPENSATION SURVEYS & DATA ANALYSISCompensation Surveys, Types of Surveys, Job Equivalence, Survey Data Analysis, Job Evaluation and Salary Data, Grade Point and Market Salary, Median Pay, Percentiles, Compensation Ratios, Salary Rates, Salary Equity, Market Parity.5.CHAPTER 5 : DEVELOPING COMPENSATION STRUCTURESEvolution of Compensation Structures, Types of Employee Rewards, Standard Reward Practices, Flexible Pay Programs, Developing Different Compensation Structures in a Global Environment, Communicating of Compensation and Benefits Structures as 'Employee Value Proposition'.6.CHAPTER 6 : VARIABLE

PAY PLANSVariable Pays, Types of Variable Pays (STI, MTI, LTI), Trends in Variable Pays, Designing Variable Pays, Steps in Introducing Variable Pays, Rewarding Critical Roles & Hot Skills, Different Types of Variable Pay Programs. 7.CHAPTER 7 : LINKING REWARDS TO PERFORMANCE Defining Performance Parameters, Measuring Performance, Basic Guidelines for Rewarding, Typical Reward Models, Linking Rewards to Performance, Pay for Performance, Integrating Total Rewards with Job, Market & Performance.8.CHAPTER 8 : REWARD COMMUNICATIONCommunication of Reward Programs, Changing Approach to Reward Communications, Steps in Effective Reward Communication, Implementation Guidelines for Reward Programs in Organizations.9.CHAPTER 9 : CASE STUDIESMeritt has trained more than 1,000 HR, Line and Business Professionals from over 500 Organizations from India and Middle East Countries. Meritt delivers these Trainings through its dedicated Training Division, called "MERITT LEARNING CENTER". For details contact -Meritt Learning Center9810557518; 7428466822;info@merittconsultants.comwww.merittconsultants.com

This major textbook meets the clear need for a substantial but accessible introduction to the practice of human resource management (HRM) within the context of relevant theory and current debates. In a discussion that ranges from the strategic and policy aspects of HRM to the day-to-day processes of employee management, the author identifies and explores key concepts and skills. Distinctive features of the book include: a focus on issues of direct relevance to all line managers, not just to human resource specialists; a combination of a knowledge-based approach with a practical introduction to the most important skills; numerous examples, encapsulating concepts and techniques in clear tables, and a teaching appendix of discuss

We all respond to incentives to perform. This handy reference looks at the link between the way a business remunerates its employees and that business's ability to gain competitive advantage. It explains practical performance-based strategies, including profit sharing, gain sharing, merit pay, share ownership, goal-based plans and how to design a system. Containing examples and case studies to help illustrate points, this user-friendly resource is a must-have for business owners, managers, HR professionals and students.

Making Incentive Compensation Management - ICM - projects and operations more successful.

Scholarly Research Paper from the year 2005 in the subject Business economics - Personnel and Organisation, grade: 5, University of Cooperative Education Mannheim (International Business Administration), course: Leadership, 4 entries in the bibliography, language: English, comment: This report has been written during my semester abroad in Finland. The university where I studied is called "Turku Polytechnic." Normally, I study at the University of Cooperative Education (= Berufsakademie) in Mannheim. The grades in Finland are from 1 to 5 where 5 is the best one. This report was marked

with a 5, comparable to a German 1 (= sehr gut) Besides the report, I also attached a presentation (11 slides) which was held by my collegue and me., abstract: This essay deals with the reward management of companies. Compensation and remuneration are important issues in human resource management. In the following chapters, we will describe the reward management in detail in order to give a basic understanding about this topic. First, the different levels of remuneration are presented which is a necessary background information. Furthermore we would like to concentrate on the practical work in the human resource department. We will describe how the operational tasks in compensation management are separated between the staff and how these tasks changed in the last decades due to changes in the business environment. In the following part we will name and explain more in detail important factors which influence the compensation and rewarding strategy. We add a short excursus concerning legal minimum wages. This topic is one significant force to control and manipulate the strategic decisions in the reward and compensation strategy. Moreover we will focus on performance related payment systems. This issue became more and more important in the last year and there are many employees who argue against such a system. We will explain it and afterwards we would like to name some argument

Make Your Pay System Pay Off A comprehensive look at not only the choices surrounding the development of a pay system but also the pros and cons associated with each choice....Thorough. --HR Magazine In this seminal work, acclaimed compensation expert Edward Lawler III shows companies that the way they pay can be an important source of competitive advantage. He reveals how pay strategies that draw a clear connection between pay and performance can support an organization's strategic objectives by communicating unmistakably what that organization values most. Moreover, he examines a wide range of performance-based pay practices--from piecework incentive systems to merit pay and skill-based pay--to demonstrate how compensation systems can be tailored to fit a variety of business strategies and management styles. Both traditional and nontraditional pay strategies are examined, with special emphasis given to designing pay systems that support participatory management and other innovative practices.

This second edition has been completely updated to provide guidance on the various approaches to use in developing and managing reward strategies, policies, and processes.

This thoroughly revised edition adopts a critical and theoretical perspective on remuneration policy and practices in the UK, from the decline of collective bargaining to the rise of more individualistic systems based on employee performance. It tackles the conceptual issues missing from existing texts in the field of HRM by critically examining the latest academic literature on the topic. Fully updated to cover the Chartered Institute of Personnel and Development's reward syllabus, and offering a less prescriptive alternative to current texts for HR practitioners and MBA students, this new edition

includes: new chapters on executive reward, pensions and benefits clear routes to assist the student reader in the journey through this complex area a strong contextual framework to enable better understanding The second edition of Reward Management is an essential read for all those studying or with an interest in human resource management, performance management and reward.

What factors can influence organization's past traditional and present reward strategy changes ? What is reward management strategic principle to employment relationship? employees needs to pay tangibles (salary, wage, cars, educational, holiday allowance etc.) or/and intangible (recognition, career development growth etc.) rewards to employees aim. Individual balance to achieve tangible output, sales and/or intangibles loyalty, service performance, commitment. Hence, reward management forms the employment relationship, if an HR manager is to succeed in successfully managing the employment relationship, he/she will have to do well in reward management.The reward management principle includes simplicity, it must be easily understood by everyone in the organization, fairness and equitability, every component of the system must be justifiable applied. This element is arguably the most challenging to implement and is the cause of most reward management related problems, such as strike, turnover, dissatisfaction etc. Hence, an attractive communication and training to the low skillful labour to have chance to upgrade high skillful which is needed, a participatory chance is effective one should ideally be negotiated and agreed between management and employees.In fact, traditionally companies have always adopted the base pay strategy. It pays the legal minimum wages and salaries. However, it does not adequate in new work cultures and in terms of attracting, retaining and motivating top performers for strategic purposes, but still very commonly for lower level employees. The new reward strategic options include as below:1.Knowledge and skills based strategy, because of the proven relation job performance, organizations have sought to encourage continuous skills development by trying it to rewards. A organization simply varies its pay structure according to one's level of knowledge and skill (job evaluation systems. It can define which skills, it values and will pay for and must have a supportive training and development strategy. It is based pay with an equal base pay and a variation based on skills and knowledge. It may be costly in the short-term, but it is beneficial from a knowledge HR base through increased productivity and quality of product.2.Performance based (varied pay based structure strategy), employees should be rewarded only for the value they create. A company will reward employee in the same grade variably depending on each employee's performance.3.Incentive based pay structure strategy, it measures but being different in that it focuses on group performance rather than individual performance. The starting point in strategy is to define group performance targets, such as productivity sale volumes or profitability.

Compensation and Reward ManagementExcel Books IndiaCompensation and Reward ManagementStrategic Reward ManagementDesign, Implementations, and EvaluationIAP

Reward is an important element in information technology industry. The IT industry had been needing a leader in changing traditional compensation strategy. Pay for performance needs to be designed effective reward system to encourage IT employee

to work hardly in order to reward and contribute the most to an IT organization's technological productivity and profits. The compensation mix depends on deliverable and the impact it has on the IT business. Consequently higher the responsibility greater the variable content in the pay package. IT industry has many IT professionals , such as programmers, software or hardware engineers, e-commerce website designer etc. different IT professionals. Hence, different IT professionals need have different skills to evaluate pay performance level fairly. However, performance related pay plans, it is a motivator the improves productivity. It helps in improving IT product productivity and performance levels when making every IT professional individual equally to encourage or motivate them to work to hardly in their IT unique professional aspects. It is a greater motivator for top performances and teams as they can get fair and reasonable reward and pay according to their contributions.In fact, there is no standard formula for a performance -related incentive plan, it is unique for each IT professional. However, the incentive plan should need to be design to each IT professional with an organization's objectives. They include, communication and understanding of objectives, consideration of different IT professional performance against objectives, translating evaluation into the kid of IT professional performance rating, a link between ratings and pay to the kind of IT unique professional skill.

Why does organization need reward management system?In compensation and benefits reward management aspect, it is not possible to imagine an offer of employment that does not indicate a salary or wage and possibly other terms of compensation as well as description of the various benefits available with the employment. So, a candidat accepts ot rejects the job offer, he/she will regard how a compensation package with a monetary of non-monetary value, such as a fair exchange for whose labor. So, the award management plan will include monetary reward and non-monetary reward both is better than monetary reward only. For example, piece rate py is good for factory workers, commissions have long been a major part of the compensation of salepeople and merit pay and bonuses are well established methods of rewarding good performance for car salepeople. So, the variable or incentive pay is a good reward implementation plan for salespeople, insurance agents.How to evaluate the base pay level is the more accurate? Leon, M. (2002) indicated that when a company needs to determine levels of base pay, the best companies have several objectives. The most important, in a global business environment characteristized by strong demand for talented experienced employees is to be competitive. The determination of base pay level does not depend on only in one's own industry, but also in other industries competing for the same talent. In fact, a firm's closes competition for human resources often is not its closet industrial competitor. In addition, the best companies are attractive to the levels of compensation appropriate to the different regions and countries where facilites are located or where workers originate. At the same time, some are developing truly global talent managers, whose pay scales are most pay level to similar manager in other companies than they are with typical rate of pay in either the firm's headquarter country or its overseas locations.Is one company achieves higher profits, it needs to raise higher wage to its all employees? I feel that it depends on whether situations to make decisions to raise all employees' wages, due to it has higher profit reason in the year. Robert, P.V. (2006) summarized these rules in dealing with subordinates, their performance should be enhanced. These rules includes using fair differential rewarding, it means that many managers try to treat all

subordinates alike. When all employees receive equal rewards, superior performers begin to feel that their efforts are unappreciated, when poorer recognize that they won't be penalized for minimal effort. In response, over time, most above-average performers will drop their performance to the minimal level.A few superior performers may persist absolutely, but most will lower their efforts to the level that they feel equals their rewards. So, when rewards are commensurate with performance, however, subordinates receive a quite different message. Superior performers get the signal that their efforts are valued, and potentially high performers are encouraged to try harder, identifying valued rewards for individual, it means that if a maneger hopes to influence an employee's behavior through the use of rewards, the rewards must have value to the employee. One of the best ways to obtain such infomation is simply to ask employees what rewards they could like to receive. Younger workers may perfer more paid vacation days, (non-monetary value reward) or greater participation in decision making (high position management role) .

This book was written to bring together a summary of the current knowledge on merit pay and to further advance understanding of this type of incentive pay plan. When the writing of the first edition was begun in 1989, there were no books devoted exclusively to the subject of merit pay. Thus, this book was written to fill a void in the compensation literature. Since then, surveys have shown that merit pay remains a frequently used method of incentive compensation, and research into the merit pay process continues to grow. However, other forms of incentive pay, such as gainsharing, continue to receive the most attention, as evidenced by the number of books and articles on this topic in the popular press. In response to the frequent use of merit pay in organizations and the growing body of research, a book-length treatment of merit pay was needed. What we hope to do with this second edition, beyond updating, is to link merit pay with the many changes going on in total compensation or "reward management" (R. Heneman, 2001a, 2002). We also will argue that, even among all the challenges and changes that organizations currently face, there is still "merit" in appropriately conceived and implemented merit pay plans (Bates, 2003c).

Judged "the undisputed 'bible on the topic" by the "Journal of Administrative Management," the definitive book on the subject explains reward management, which is concerned with implementing policies and strategies that aim to reward people fairly, equitably, and consistently.

Copyright: 453e1c1a7b4c44c0badc96c729433e06