

REPORT FOR REWARD FOR PERFORMANCE AND CONTRIBUTION

EMILY LANE 1700382



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Introduction

This report showcases research and analysis on understanding the context and approaches to reward and how these impact a range of organisational and psychological factors. Additionally, it further details and clarifies the role of people professionals in supporting line managers make reward decisions effectively in line with policies and legislation.

Task One

Principles of Reward and its importance to organisational culture and performance management (AC 1.1)

Reward is defined as all financial provisions including pay and the wider benefits package. Additionally inclusive of wider provisions encompassing the term 'total reward' including non-pay benefits such as flexible working opportunities (McCartney, 2023). Organisations recognise the importance of reward in attracting, retaining, and engaging employees. The most effective reward packages meet the needs of the organisation and their employees. This gains to achieve a balance between offering competitive wages and attracting and retaining employees (Almarwan, 2019).

The principles of rewards outline how organisations should establish strategies for rewarding employees. Firstly, with fairness which is impartial treatment or lack of favouritism towards one party (Merriam-Webster, 2023). Research indicates that employees' perceptions of fairness is a core driver of retention, engagement, and performance (Ceplenski, 2013). Additionally, their needs to be consistency which is the degree in which initiatives occur in the same reoccurring way. Furthermore, it needs to be transparent where all employees should understand the system and the criteria to gain the reward.

Additionally, there is the principles of intrinsic and extrinsic rewards. Intrinsic reward is an internal award that employees achieve upon completion of a specific task. This is psychological and is based on effort and create a positive emotional reaction and motivates them to continual improve (Manzoor et al., 2021). Whilst extrinsic rewards are tangible covering pay and bonuses which tend to be financial (Armstrong, 2007). Traditionally bureaucratic jobs purely relied on pay to motivate staff (Hajduk, 2017). A combination of both incentives is critical as it boosts employee motivation and engagement in turn leading to enhanced employee performance.

This enhances organisational performance as it recognises and incentivises individuals with good performance and continues to incentivise employees to perform well. Organisations also need to consider what happens if rewards that are offered are ineffective.

Policies and practices implemented into reward (AC 1.2)

Organisational reward policies should be devised based on the principles as previously discussed in AC 1.1. It must be evident what the rules of the reward package are and what employees need to achieve to gain the rewards (Suff and Reilly, 2007). This is proven in the equity theory developed by Adams (1965) where he suggests that individuals are better motivated if they feel they are being treated equitably and consistently. This relates to the need to be felt fair by all employees involved in the reward scheme. Jacques (1961) developed the 'felt-fair' principle which means rewards that is only considered fair if employees feel that it is fair. When devising policies relating to reward it should be competitive with the external labour market to attract and retain the talent workforce, whilst still bearing in mind that it needs to be a reasonable cost to the business. When devising a policy, the consideration of assimilation policies where there is already an existing policy in place for rewarding good performance. An organisation would need to consider how they would move from one policy to another for rewarding individuals and the impact this has.

Reward policies face challenges of demonstrating external competitiveness whilst maintaining internal quality. If organisations base their reward packages solely on financial elements, this will inevitably incur increased costs. For example, an organisation that offers non-competitive salaries is less likely to attract and retain a highly talented workforce and may outsource workers through agencies which may come at a higher cost. One way to overcome this is to develop pay ranges for different disciplines that are aligned with market pay levels (Greene, 2018).

Engaging line managers is a fundamental role in reward management due to having the most contact with employees and are normally responsible for making pay decision set out by HR professionals. It is essential that line managers communicate reward effectively, develop reward strategy and regularly review reward and update accordingly to ensure it meets the evolving needs of employees (Quilliam, 2023). This can help improve employee engagement, increase retention, and reinforce the organisational values.

People and organisational performance impacting the approach to reward (AC 1.3)

People can have a huge impact on the approach to reward, this can be reflected on an individual basis. People's performance can be directly used to influence reward, high performing individuals are usually rewarded with incentives or bonuses. By rewarding those with excellent performance, organisations can encourage and motivate them to continue performing to that standard and ensuring they are recognised for this. A positive impact of evaluating employee's performance reveals improvement areas and establishes what other factors of rewards can be implemented into a reward package that would interest employees. This includes flexible working hours, recognition schemes and training development programmes (Armstrong, 2021).

Additionally, it is vital to understand what motivates individuals to perform well. Maslow's hierarchy of human motivation suggests that the basic needs are to be fulfilled (psychological) then shift to addressing the higher-level needs of (self-actualisation). There has been wide recognition that individuals are motivated by different things and organisations need to understand that others may be driven by other motivating factors (Waite et al., 2021). This reveals that there is no one size that fits all approach in relation to reward, what incentives one group of individuals may have little impact on another group of individuals. This supports that employee have different expectations and needs depending on the demographic. Organisations need to recognise over time individuals needs and priorities may change, therefore the way they want to be rewarded changes (McLeod, 2023). In today's climate this is very apparent due to events such as the pandemic and cost of living crisis where employee's priorities are to have flexible or hybrid working.

Furthermore, to this, organisational performance can additionally impact on the approach to reward. The organisations performance can be measured in various ways and the rewards given to employees must reflect performance. Some of these ways include the current business lifecycle stage and organisational strategy. Performance based rewards can be applied to motivate employees to reach set targets. By providing employees rewards for achieving their targets this ensures they are motivated, engaged to operate and keep attaining their goals (Armstrong, 2021). This has a high probability of increasing productivity and morale of the employees which in turn enhances organisational performance.

Benefits offered by organisation and their merits (AC 1.4)

One benefit is performance-related pay (PRP), this is a way of managing pay by linking salary to an employees' individual performance measured against pre-agreed objectives through commission or bonus (Cotton, 2022c). This can increase employee performance and effectiveness with the help of goal setting desire to achieve increased pay, leading to the improvement in motivation, morale, and a focused workforce (Waite et al., 2021). Furthermore, to this Unison (2019) states that PRP adds value to an organisation as it clarifies objectives and engages employees directly with the organisational goals and establishes greater fairness by providing tangible reward for those who put in greater time and effort. Additionally acknowledging and rewarding those creates a motivated and happier workforce by aligning employee efforts with organisational goals which helps improve staff retention and the organisation becomes attractive to new candidates (Health Assured, 2020). Although, setting unachievable goals can result in demotivation and if turns too competitive morale can be reduced.

Another benefit is opportunities and policies that support a healthy work-life balance. This term will mean different things to different individuals and considers splitting your time between work and leisure (Mental Health Foundation, 2021). Therefore, organisations need to provide an approach that supports work-life balance to employees through the consideration of flexibility (Sarkar et al., 2021). This can be achieved by considering flexible working which is a way of working that suit employee needs with a degree of flexibility on how, when, where and what times they work (GOV UK, 2023b) this enables them to choose the best work schedule that suits them. This improves mental health and wellbeing benefiting individuals and organisations producing more effective, productive, and motivated individuals increasing employee morale. Research conducted revealed that flexible working has a high level of job satisfaction, commitment and more likely to increase discretionary effort compared to those who have no flexibility and (Kelliher and Anderson, 2010). Further research indicated work-life balance was more prevalent than pay, with 56% of employee willing to accept a lower-paid job (Mayne, 2023). This has indicated that the most effective reward package would encompass a variety of intrinsic and extrinsic rewards creating competitive advantage.

Extrinsic and intrinsic reward to improving employee contribution and sustained organisational performance (AC 1.5)

Extrinsic rewards fulfil employees' extrinsic factors, there is a wealth of research that statically proves that there are significant relationships between extrinsic rewards and employee motivation and satisfaction. Munir et al., (2016) emphasis additionally that organisations should implement an effective extrinsic reward system to retain the high perform and relate rewards to their performance and productivity. This indicates that when employees' basic needs such as pay are met their motivation increases and so their performance improves. Despite this, there is evidence that argues that extrinsic rewards are not as motivational as initially believed and can in fact be counterproductive to employee contribution (Kohn, 1993) as they perform well on the short-term to earn the materialistic compensation. Hajduk (2017) supports this where he claims that money can be a demotivator for employees who believe they are paid unfairly therefore reducing their contribution to organisational performance.

Whilst intrinsic rewards are psychological based on effort creating emotional reactions and motivating to continual improve (Manzoor et al., 2021). Employees are motivated to contribute to organisational performance because they enjoy completing tasks successfully, receiving recognition and being treated with care and consideration, giving job satisfaction, autonomy, and psychological fulfilment (Munir et al., 2016). Balokhra (2013) comments that extrinsic rewards can be effective although intrinsic rewards are essential to keeping employees committed and motivated, as they are powerful motivators that value and respect employees whilst inspiring them to perform better. To further support this, research founded that intrinsic rewards make an individual more likely to be motivated and perform well as opposed to those that were extrinsically motivated due to intrinsic rewards increase satisfaction, commitment and are less susceptible to the external factors of financial incentives (Ryan, and Deci, 2000). This positively impacts sustained organisational performance as intrinsic rewards positively contribute to employees perceiving their workplace to be supportive and caring (Chiang and Birtch, 2011). However, this can be inconsistent as it relies on an individual's internal drive to achieve these rewards.

Both extrinsic and intrinsic rewards contribute positively to employee contribution and sustained organisational performance although comes with its limitations. For an organisation to reward their employees effectively a combination of both types of rewards is required.

Business context of the reward environment (AC 2.1)

The reward environment of any organisation seeks to ensure that the rewards offered are motivating to encourage employees to increase their productivity and output, to achieve the organisational objectives set. An organisations reward system is profoundly influenced by the internal and external business contexts.

The external environment shapes the reward environment such as globalisation and cost of living. This means many organisations react accordingly to the external environment change in the economy to decide on their reward strategies which in turn affects the level of rewards offered to employees. For example, a thriving economy may encourage organisations to enhance the rewards they offer. However, when the opposite occurs with a recession in the economy may cause organisations to reduce the rewards they offer to employees (Bostan et al., 2022) In addition to this another crucial external factor that impacts reward is legislation and government regulations. This is significantly important as there is some legislation which can impact on reward for example, National Minimum Wage and National Living Wage where they are minimum rates set by the government which must be paid to employees (GOV UK, 2023d).

Whilst there are also internal factors where they need to change their rewards offered based on what's happening within the internal environment. One major factor of this is changing needs and expectations of employees. This has been more prevalent in recent times through the pandemic and the cost-of-living crisis. For example, younger employees have different needs and expectations from those who are older, one of the most wanted needs today is to have a work life balance and the flexibility to work from home (Sarkar et al., 2021). This idea of hybrid working has created organisations to consider additional ways of working as opposed to the more traditional methods originally implemented where flexibility is essential (GOV UK, 2023b). This demonstrates that organisations need to re-think their reward packages to ensure they align with what their employees desire. This is because the world changes and so do the needs of the employees within it.

Ways in which benchmarking data can be gathered and measured to develop insight (AC 2.2)

Benchmarking data is the process of measuring the performance of an organisation against a competitor in the same or another industry (Stevenson, 1996) by collecting and analysing data to provide information that can be insightful and assist in decision-making. This is critical for organisations because it assists in making evidence-based decisions to enhance accuracy (Willmington et al., 2022). Internal benchmarking is where comparison occurs within an organisation such as the profitability of two departments. Whereas external benchmarking happens between two competing organisations seeking to determine its position in relation to its competitors.

Payroll data is one way to benchmark data to develop insight into reward systems. This data includes all the information available in the payroll process including salaries, overtime, benefits, annual leave, and other employee demographics relating to the payment process (Grinstein et al., 2021). Payroll data is an important benchmarking tool which enhances an organisation's ability to understand their rewards strategies and enables people professionals to make insightful decisions based on reward.

Second method to benchmark data includes government reports on the current position of the job market. This may include information and data on employment and unemployment figures, and skills.

Unemployment data is where those who are without a job, been actively seeking work within the last four weeks or out of work and are awaiting to start a job in the next two weeks (Office for National Statistics, 2021). The information from unemployment data can be crucial to organisations as it gives them an understanding of the supply of labour resources relevant to that specific sector or industry their organisation is within.

Although the data needs to be relevant to ensure it reflects the industry and roles of the organisation you are benchmarking with. Also, the size of the sample needs to be significant to support the findings, for example if one report is used this won't be useful as looking at several reports and may not be a true reflection. Additionally ensuring the information is current and up to date to ensure it reflects the current circumstances of the economic climate on reflecting the external factors.

Using insight to develop reward packages and approaches (AC 2.3)

Organisations are required to develop and design organisational reward packages and approaches based on insight. The most beneficial approach is through collecting and analysing the relevant benchmark data to understand the existing market and react accordingly. This is highly important for organisations to understand the current market conditions. This enables organisations to develop their reward package with relevancy and appropriateness to the current market (Grinstein et al., 2021).

Additionally, job evaluation can enhance insightful development of reward packages and approaches. This process involves understanding the value of different roles in an organisation to determine reward. The purpose of this is to identify different jobs, ranking them, and determining which job roles would receive more than others (El Balshy and Ismael, 2021). This may include phases such as point factor, factor comparison, job classification and job ranking to determine the reward package to be offered for each role in the organisation (Cotton, 2023b). So, if an organisation was to implement job evaluation of different roles this would enhance the understanding of the relative value to devise a fair rewards package. This is crucial as it increases the likelihood of employee satisfaction and organisational performance.

Furthermore, there is also job grades which is a system that groups together job positions with similar skills, knowledge and experience and establishing job duties and authority levels from that group. This allows organisations to develop a hierarchy, recognise the level of expertise in different positions and compensate them appropriately. Each job will be determined a pay or wage bracket depending on the level of the job and the responsibility that job entails, this will ensure people professionals can ensure transparency, consistency, and fairness in pay equity in rewarding those with different skill sets and knowledge. This approach is common within public sector organisations where they are banded by roles and each year, this is reviewed. For example, Cardiff Council have grades 1-10 which detail pay scales within each band. Such as pay grade 4 is between £23,00 and £26,000 (Cardiff Council, 2019).

Task Two

Legislative requirement that impacts reward practices (AC 2.4)

Reward practices are governed by legislative requirements to ensure that organisations develop reward strategies that protect organisations from making the wrong decisions and protecting employees from exploitation.

One piece of legislation that organisations are required to adhere to is The National Minimum Wage Act (1998). This legislation outlines the minimum wage per hour to be paid that an employee is entitled to (GOV UK, 2023c). This ensures that organisations compensate their employees that are reasonable and liveable according to the current existing living conditions. Therefore, employees can receive financial reward that is dignified and allows them to survive in the current economic climate. To ensure that the pay is reflected of the current climate, this is regularly reviewed (ACAS, 2023). Organisations are expected to strictly follow this legislation when developing their reward packages to ensure they do not exploit their workforce by paying them fairly. As best practice many organisations offer more than the minimum wage to retain employees and attract new candidates and have a competitive advantage. Failure to follow the legislation can result in severe consequences as outlined in Butler (2023) discusses several top retailers fined due to pay breaches.

Additionally, there is the consideration of equal pay with the Equality Act 2010 requires organisations to compensate all individuals equally working within similar roles and duties. The legislation protects individuals from discrimination in the workplace and wider society covering the nine protected characteristics (GOV UK, 2023a). Employers must ensure they do not unfairly discriminate, take all reasonable steps to prevent discrimination and ensure a duty of care to all employees (ACAS, 2023). By compensating employees equally this will improve employee motivation as they will feel appreciated. When offering reward packages, the protected characteristics need to be considered when implementing a policy. This legislation also encompasses equal pay whereby law men and women must receive equal pay for equal work. This is where it is classified as work, work rates as equivalent or equal value (ACAS, 2023b). Therefore, this means an individual must not receive less pay compared to someone who is doing equal work for the same employer. Furthermore, there is a requirement on organisations with over 250 employees to report their data on the gender pay gap which is the difference between the average pay of men and women (GOV UK, 2023).

Approaches to performance management (AC 3.1)

Performance management is not a single activity but a group of practices that should be approached holistically which enables organisations to establish objectives, improve their performance and hold individuals accountable (Cotton, 2023c).

Formal performance management refers to the process of line managing individuals to engage and motivate them on a day-to-day basis through a structured and documented process by setting, measuring, and evaluating employee performance against predefined objectives. Research conducted that revealed strong evidence across public and private sector organisations that 23% more productive when there were formal performance management practices implemented (Bloom et al., 2012). One approach is through 360-degree feedback is where employees receive ratings and feedback from several stakeholders such as managers, peers, subordinates, any reports they manage and internal and external customers. This can give employees a bigger picture on their performance from a wide pool of candidates who know or work with the appraisee (Waite et al., 2021). This approach is effective in acknowledging their weakness and how this impact organisational activities. When appropriately used, it can result in reducing employee turnover as well as helping line manager make better decisions around reward (Fleenor et al., 2019). Although there are practical issues associated with the delivery of feedback to individuals and skills required to process this (Taylor and Woodhams, 2022).

Informal performance management process refers to ongoing, spontaneous interaction and communications between the employee and line manager. This approach is useful for building trust and engagement by allowing for flexibility and adaptiveness to changing situations (Mbombera, 2023). One approach is through coaching and mentoring through one-to-one conversations to enhance an individual's skills, knowledge, or performance. There are some distinctions between the two, however the terms are interchangeably (Hayden, 2023). These approaches are very beneficial for both the organisation and employee and is revealed through the GROW framework. This looks at establishing goals, examining the reality, exploring the options, and establishing the will. This is significantly beneficial as it allows the experienced mentor or coach to support the individual through their personal growth and development and contributes effectively to the team (Waite et al., 2021). Despite this, it can be a very costly and time-consuming process, as there are coaching and learning techniques that need to be considered.

Role of people practice in supporting line managers to make consistent and appropriate reward judgements (AC 3.2)

People professionals are crucial in performance management and strengthen the link between line managers and employee performance by providing feedback and holding them accountable for their actions. They assist line managers in carrying out the human resource function whilst being aware that they may not have the necessary skills and knowledge (Armstrong and Taylor, 2020). Therefore, it is crucial that line managers are supported in making consistent and appropriate judgements based on reward. They support line managers in ensuring fairness in reward practice to ensure that individuals are rewarded effectively in line with all employees through an impartial manner without favouritism or bias. People professionals can support by ensuring all line managers within the organisation are consistently rating in the same methods as other line managers within the same organisation. Therefore, they can calibrate performance management ratings and scores across the organisation, this will reveal if a particular manager is scoring unfavourably and can be challenged to evidence their decision to ensure consistency. The role of people professionals is to ensure line managers are following and consistently applying the policies effectively.

For line managers to implement the above that has been discussed they need to have the necessary tools and resources so they can take on leadership roles and carry out duties supporting the HR function including conducting fair employee appraisals. This will ensure they do not make poor judgements and they should receive relevant training and development opportunities to differentiate between various performance levels and understand how to have difficult conversations with underperforming employees. This is supported where it is suggested that HR and line managers should collaborate, so people professionals can impart their knowledge and expertise in areas such as providing employees with feedback, conducting unbiased and fair employee performance appraisals, and avoiding rewards fairly without favouritism or bias (Mayhew, 2023). People professionals need to ensure line managers are trained in collection of performance data to assist in making reward decisions.

How line managers make reward judgements based on organisational approaches to reward (AC 3.3)

Line managers in organisations play a critical role during an employee's employment with an organisation. Therefore, they tend to have responsibility of making reward judgements based on organisational approaches to reward. One approach is for line managers to understand any approaches, policies and guidelines that are based around the organisational approaches. As a result, they will be able to make clear informed decisions regarding reward and follow best practice as they have a clear understanding from the policies where it outlines the expectations of gaining the reward from the policy. This can be supported through coaching, and establishing goals, which in turn can effectively determine how to reward employees (Butt and Ahmad, 2019). By rewarding individuals in a fair and consistent manner can enhance organisational performance by ensuring the appropriate decisions are made and recognising those who deserve praise. Additionally, the role of line managers means they are directly interacting with their team members; therefore, they can be actively involved in managing the performance of employees through appraisal systems. This can be achieved by setting clear standards and objectives that align with the organisational strategy and objectives.

This means that line managers can make relevant judgements concerning reward approaches. It is critically important that organisations enable line managers to establish the set performance standards which need to be reached which will justify the appropriate reward packages offered in the organisation. This can be done by making performance assessments of the workforce. Line managers often evaluate employee's performance against set goals and objectives, this can be collected through data and feedback such as performance appraisals, continuous feedback, and work against key performance indicators (Fleenor et al., 2020). This reveals that organisations need to ensure line managers are involved and engaged in this process to identify the relevant rewards offered based on performance and emphasising the need for decisions to be made in line with the values and purpose of the organisation.

Reference List

ACAS (2023a) *Discrimination and the Equality Act 2010*. Available at:

<https://www.acas.org.uk/discrimination-and-the-law> (Accessed: 18th November 2023).

ACAS (2023b) *Equal pay and the law*. Available at: <https://www.acas.org.uk/equal-pay/equal-pay-law>

(Accessed: 18th November 2023).

ACAS (2023c) *National Minimum Wage*. Available at: [https://www.acas.org.uk/national-minimum-wage-](https://www.acas.org.uk/national-minimum-wage-entitlement)

[entitlement](https://www.acas.org.uk/national-minimum-wage-entitlement) (Accessed: 18th November 2023).

Adams, J. (1965) *Equity Theory – Toward a General Theory of Social Interaction*. London: Academic Press.

Almarwan, M. (2019) *Evaluate the principles of total rewards and its importance to reward strategy*.

Available at: <https://www.linkedin.com/pulse/evaluate-principle-total-rewards-its-importance-marwan/>

(Accessed: 23rd October 2023).

Armstrong, M. (2021) *Performance Management: Key Strategies and Practical Guidelines*. London: Kogan Page.

Armstrong, M. (2007) *A Handbook of Employee Reward Management and Practice*. 2nd Edn. London: Kogan Page.

Balokhra, V. (2023) *The Power of Intrinsic Rewards: How to Drive Employee Engagement*. Available at:

<https://www.linkedin.com/pulse/power-intrinsic-rewards-how-drive-employee-engagement-vivek/>

(Accessed: 11th November 2023).

Bloom, N., Sadun, R., and Reenen, J.V. (2012) 'Does Management Really Work', *Harvard Business Review*,

November 2012. Available at: <https://hbr.org/2012/11/does-management-really-work> (Accessed: 19th

November 2023).

Bostan, I., Toma, C., Aevoae, G., Robu, I.B., Mardiros, D.N. and Topliceanu, S.C. (2022) 'Effects of Internal and External Factors on Economic Growth in Emerging Economies: Evidence from CEE Countries', *Eastern European Economics*, 61(1), pp. 66-85. Available at:

<https://www.tandfonline.com/doi/epdf/10.1080/00128775.2022.2109489?needAccess=true> (Accessed:

26th November 2023).

Butler, S. (2023) 'UK's best known retailers top list of firms fined £7million over pay breaches, *The Guardian*, 21 June 2023. Available at: <https://www.theguardian.com/society/2023/jun/21/uks-best-known-retailers-top-list-of-firms-fined-7m-over-pay-breaches> (Accessed: 18th November 2023).

Butt, A.S., and Ahmad, A.B. (2019) 'Are there any antecedents of top-down knowledge hiding in firms? Evidence from the United Arab Emirates', *Journal of Knowledge Management*, 1(1), pp.1-24. Available at: https://www.researchgate.net/publication/335095754_Are_there_any_antecedents_of_top-down_knowledge_hiding_in_firms_Evidence_from_the_United_Arab_Emirates (Accessed: 22nd November 2023).

Cardiff Council (2019) *Salary*. Available at: https://www.jobscardiffcouncil.co.uk/internal/salary/?lang=en_GB (Accessed: 25th November 2023).

Ceplenski, C. (2013) *Employee Rewards: The Importance of Perceived Fairness*. Available at: <https://hrdailyadvisor.blr.com/2013/06/29/employee-rewards-the-importance-of-perceived-fairness/> (Accessed: 4th November 2023).

Chiang, F.F.T., and Birtch, T.A. (2011) 'Reward climate and its impact on service quality orientation and employee attitudes', *International Journal of Hospitality Management*, 30(1), pp.3-9. Available at: <https://zero.sci-hub.se/1665/3a683003d8418b389cddf185cebdafa/chiang2011.pdf> (Accessed: 13th November 2023).

Cotton, C. (2023a) 'Job evaluation and market pricing', *Chartered Institute of Personnel and Development*, 12 June 2023. Available at: <https://www.cipd.org/uk/knowledge/factsheets/market-pricing-factsheet/#:~:text=Job%20evaluation%20and%20market%20pricing%20help%20you%20gather%20internal%20and,pay%20is%20fair%20and%20competitive> (Accessed: 25th November 2023).

Cotton, C. (2023c) 'Reward: an introduction', *Chartered Institute of Personnel and Development*, 9 May 2023. Available at: <https://www.cipd.org/uk/knowledge/factsheets/reward-factsheet/#gref> (Accessed: 3rd November 2023).

Cotton, C. (2022) 'Performance-related pay', *Chartered Institute of Personnel and Development*, 6 December 2022. Available at: [https://www.cipd.org/uk/knowledge/factsheets/pay-performance-factsheet/#:~:text=Performance%2Drelated%20pay%20\(PRP\),measured%20against%20pre%2Dagreed%20objectives](https://www.cipd.org/uk/knowledge/factsheets/pay-performance-factsheet/#:~:text=Performance%2Drelated%20pay%20(PRP),measured%20against%20pre%2Dagreed%20objectives). (Accessed: 10th November 2023).

El Balshy, S.A.E.M., and Ismael, M. (2021) 'Job evaluation as a mechanism for achieving the fairness of a wage structure in the administrative system: theoretical perspectives', *Journal of Humanities and Applied Social Sciences*, 5(1), pp. 3-19. Available at:

<https://www.emerald.com/insight/content/doi/10.1108/JHASS-02-2021-0038/full/html> (Accessed: 25th November 2023).

Fleenor, J.W. (2019) 'Delivering 360-Degree Feedback', *Feedback at Work*, Chapter 12, pp. 227-247.

Available at: https://link.springer.com/chapter/10.1007/978-3-030-30915-2_12 (Accessed: 19th November 2023).

Fleenor, J.W., Taylor, S., and Chappelow, C. (2020) *Leveraging the Impact of 360-Degree Feedback*. San Francisco: Wiley Imprint.

GOV UK (2023a) *Equality Act 2010: guidance*. Available at: <https://www.gov.uk/guidance/equality-act-2010-guidance> (Accessed: 18th November 2023).

GOV UK (2023b) *Gender pay gap reporting: guidance for employers*. Available at: <https://www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers/overview> (Accessed: 18th November 2023).

GOV UK (2023c) *Flexible Working*. Available at: <https://www.gov.uk/flexible-working> (Accessed: 11th November 2023).

GOV UK (2023d) *The National Minimum Wage and Living Wage*. Available at: <https://www.gov.uk/national-minimum-wage> (Accessed: 18th November 2023).

Greene, R. (2018) *Internal Equity or External Competitiveness: Can You Have Both?* Available at: <https://www.linkedin.com/pulse/internal-equity-external-competitiveness-can-you-have-robert-greene/> (Accessed: 17th November 2023).

Grinstein, Y., Lauterbach, B., and Yosef, R. (2021) 'Benchmarking of Pay Components in CEO Compensation Design', *Journal of Corporate Finance – European Corporate Governance Finance Working Paper No 768/2021*. Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3856026 (Accessed: 25th November 2023).

Hayden, D. (2023) 'Coaching and mentoring', *Chartered Institute of Personnel and Development*, 2 August 2023. Available at: <https://www.cipd.org/uk/knowledge/factsheets/coaching-mentoring-factsheet/> (Accessed: 19th November 2023).

Health Assured (2020) *Performance Related Pay*. Available at: <https://www.healthassured.org/blog/performance-related-pay/> (Accessed: 10th November 2023).

Hajduk, P. (2017) 'What's the real value of reward', *People Management*, 6 May 2017. Available at: <https://www.peoplemanagement.co.uk/article/1743866/real-value-reward> (Accessed: 3rd November 2023).

Jacques, E. (1961) *Equitable payment*. Wiley: New York.

Kelliher, C., and Anderson, D. (2010) 'Doing more with less? Flexible working practices and the intensification of work', *Human Relations*, 63(1), pp. 83-106. Available at: <https://www.som.cranfield.ac.uk/som/media/images/research/wbl/moreless.pdf> (Accessed: 11th November 2023).

Kohn, A. (1993). 'Why incentive plans do not work', *Harvard Business Review*. Available at: <https://hbr.org/1993/09/why-incentive-plans-cannot-work> (Accessed: 11th November 2023).

Mayhew, R. (2023) *Why should HR and line managers work together?* Available at: <https://smallbusiness.chron.com/should-hr-line-managers-work-together-10377.html> (Accessed: 25th November 2023).

Manzoor, F., Wei, L., and Asif, M. (2021) 'Intrinsic Rewards and Employee Performance With the Mediating Mechanism of Employee's Motivation', *Frontiers in Psychology*, 12(1), pp. 1-13. Available at: <https://www.frontiersin.org/articles/10.3389/fpsyg.2021.563070/full> (Accessed: 19th November 2023).

Mayne, M. (2023) 'Is work-life balance becoming more important than pay', *People Management*, 19 January 2023. Available at: <https://www.peoplemanagement.co.uk/article/1810688/work-life-balance-becoming-important-pay> (Accessed: 10th November 2023).

McCartney, C. (2023) 'Flexible working practices', *Chartered Institute of Personnel and Development*, 21 July 2023. Available at: <https://www.cipd.org/uk/knowledge/factsheets/flexible-working-factsheet/#title2> (Accessed: 11th November 2023).

McLeod, S. (2023) *Maslow's Hierarchy of Needs*. Available at:
<https://www.simplypsychology.org/maslow.html> (Accessed: 11th November 2023).

Mental Health Foundation (2021) '*Work-life balance*'. Available at:
<https://www.mentalhealth.org.uk/explore-mental-health/a-z-topics/work-life-balance> (Accessed: 10th November 2023).

Merriam-Webster (2023) *Fairness*. Available at: <https://www.merriam-webster.com/dictionary/fairness>
(Accessed: 20th October 2023).

Munir, R., Lodhi, M.E., Sabir, H.M. and Khan, N. (2016) 'Impact of Rewards (Intrinsic and Extrinsic) on Employee Performance with Special Reference to Courier Companies of Faisalabad City', *European Journal of Business and Management*, 8(25), pp. 88-97. Available at:
<https://core.ac.uk/download/pdf/234627487.pdf> (Accessed: 13th November 2023).

Office for National Statistics (2021) *A guide to labour market statistics*. Available at:
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/methodologies/aguidetolabourmarketstatistics#unemployment> (Accessed: 25th November 2023).

Quilliam, G.G. (2023) 'Line managers' role in supporting the people profession', *Chartered Institute of Personnel and Development*, 15 February 2023. Available at:
<https://www.cipd.org/uk/knowledge/factsheets/line-managers-factsheet/#line> (Accessed: 19th November 2023).

Ryan, R.M., and Deci, E.L. (2000) 'Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions', *Contemporary Educational Psychology*, 25(1), pp. 54-67. Available at:
<https://www.sciencedirect.com/science/article/pii/S0361476X99910202#section-cited-by> (Accessed: 13th November 2023).

Sarkar, J., Jena, L.K., and Sahoo, K. (2021) 'Mediating role of need satisfaction on total reward management towards retention: a conceptual framework', *XIMB Journal of Management*, 20(2), pp. 210-222. Available at: <https://www.emerald.com/insight/content/doi/10.1108/XJM-03-2021-0083/full/pdf?title=mediating-role-of-need-satisfaction-on-total-reward-management-towards-retention-a-conceptual-framework>
(Accessed: 11th November 2023).

Stevenson, W.J. (1996) *Production/Operations Management*. Chicago: Irwin Publishing Company.

Suff, P., Reilly, P., and Cox, A. (2007) *Paying for Performance: New trends in performance-related pay*. Brighton: Institute for Employment Studies.

Taylor, S., and Woodham, C. (2022) *Human Resource Management People and Organisations*. London: Kogan Page.

Unison (2019) *Performance-Related Pay*. Available at:
<https://www.unison.org.uk/content/uploads/2019/05/Performance-related-pay-1.pdf> (Accessed: 10th November 2023).

Waite, K., Beevers, K., Small, N., Tomlinson, K., and Hussain, S. (2021) *People Practice: A Complete Guide*. London: Kogan Page.

Willmington, C., Belardi, P., Murante, A.M., and Vaineri, M. (2022) 'The contribution of benchmarking to quality improvement in healthcare. A systematic literature review', *BMC Health Services Research*, 22(1), pp. 1-20. Available at: <https://pubmed.ncbi.nlm.nih.gov/35109824/> (Accessed: 19th November 2023).