

**A STUDY ON THE EFFECT OF REMUNERATION ON EMPLOYEE
PERFORMANCE BEHAVIOUR WITH SPECIAL REFERENCE TO
COCHIN CITY.**

Dissertation

Submitted by

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Under the guidance of

Smt. LIYA XAVIER

**In partial fulfillment of the requirement for the Degree of
MASTER OF COMMERCE**



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CERTIFICATE

This is to certify that the project titled "A study on the effect of remuneration on employee performance behaviour with special reference to cochin city" submitted to Mahatma Gandhi University in partial fulfillment of the requirement for the award of Degree of Master of Commerce is a record of the original work done by Ms. Fathima Nourin, under my supervision and guidance during the academic year 2022-24.

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DECLARATION

I, Fathima Nourin, final year M.Com student, Department of Commerce (SF), St. Teresa's College (Autonomous) do hereby declare that the project report entitled “A study on the effect of remuneration on employee performance behaviour with special reference to cochin city” submitted to Mahatma Gandhi University is a bonafide record of the work done under the supervision and guidance of Smt. Liya Xavier, Assistant Professor of Department of Commerce (SF), St. Teresa's College (Autonomous) and this work has not previously formed the basis for the award of any academic qualification, fellowship, or other similar title of any other university or board.

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CHAPTER – I
INTRODUCTION

1.1 INTRODUCTION

Paying employees is one way to boost morale, inspire more creativity, and foster teamwork. Remuneration does not always have to be compensation-based, although it can encourage workers to be more productive. For most people, money is a basic need and a primary source of motivation. A large pay guarantees that workers receive just compensation for their knowledge, abilities, and experience. Praise or recognition is other forms of compensation. Paid compensation, such as a raise or promotion, might, nevertheless, be beneficial in the long run for productivity and motivation. Pay has a significant impact on how employees feel about their jobs, employers, and co-workers. A just and equitable compensation structure can promote a good outlook on work. Employees who believe they are receiving fair compensation are more likely to be driven to put in more effort and produce more. However, unjust and unequal compensation practices might result in unfavourable perceptions of the organization. Additionally, a worker who consistently experiences gender discrimination at work will be depressed and unenthusiastic. Within the organization, they will never be inventive and creative. Gender discrimination can have a negative impact on an organization's ability to develop supportive connections and improve work-related abilities. As a result, it may affect a person's aptitude, drive, and ability to accomplish their work as effectively. Remuneration provides basic attraction to an employee to perform job efficiently and effectively. Employee motivation and overall work satisfaction are greatly impacted by employee compensation, which is a crucial component of human resource management.

1.2 STATEMENT OF THE PROBLEM

Remuneration is a reward from organisation for their employees. This study aims to examine the influence of motivation and remuneration on performance. The study is conducted to analyse the effect of remuneration on employee performance behaviour. Conducting research in this particular environment may yield significant insights for local businesses, enabling them to customise their compensation plans to more effectively address the demands and expectations of their employees.

1.3 SIGNIFICANCE OF THE STUDY

Remuneration is important because it is one of the main ways that organisations can attract and retain talented employees. A well remunerated employee tends to work hard while a poorly remunerated worker does not put such effort in their job because such individual is not motivated. Thus in this study the importance of remuneration on employee performance behaviour is analysed.

1.4 OBJECTIVES

- To identify whether there is any relationship between remuneration and gender.
- To identify whether there is any relationship between remuneration and age.
- To know whether there is any relationship between remuneration offered and employee performance behaviour.
- To identify the factors that motivates the employees.
- To find out the various modes of remuneration in organisation.

1.5 RESEARCH METHODOLOGY

Research methodology is a way to systematically solve research problem. Research methodology not only talks about research methods but also considers logic behind the method used in the context of the study. A descriptive and analytical study is performing in this project in order to get a clear image of “A study on the effect of remuneration on employee performance behaviour”.

1.5.1 TYPE OF RESEARCH

The type of research design followed in this study is descriptive and analytical research. In this research facts and information already available is analysed to critically evaluate it and then arrive at meaningful conclusions.

1.5.2 COLLECTION OF DATA

In this study, data is collected from both primary and secondary data

- **Primary Data-** It is collected through the responses of questionnaires which were specially prepared for this study.
- **Secondary Data-** There is extensive uses of secondary information in the form of articles published in magazines, journals, websites, circulars etc.

1.5.3 RESEARCH DESIGN

- **Population:** Entire employees of Cochin City.
- **Sample Size:** 100 employees were selected from the population.
- **Sample Method:** Convenient sampling method is followed.

1.5.4 TOOLS USED FOR ANALYSIS

The data collected were classified and analysed considering the objectives of the study. Data collected through questionnaire are analysed using simple statistical techniques of percentage, ranking and chi-square test. Tables and graphs are used for presentation of data.

1.5.5 HYPOTHESIS

- **Objective 1:** To identify whether there is any relationship between remuneration and gender.
H0: There is no significant relationship between gender and satisfaction of remuneration.
H1: There is significant relationship between gender and satisfaction of remuneration.
- **Objective 2:** To identify whether there is any relationship between remuneration and age.
H0: There is no significant relationship between age and satisfaction of remuneration.
H1: There is significant relationship between age and satisfaction of remuneration.

1.6 SCOPE OF THE STUDY

The aim of the study is to understand the effect of remuneration on employee and their attitude towards the organisation specifically in Cochin City. The study explains various method of remuneration in an organisation. The study also analyses the satisfaction level of employees in the organisation.

1.7 LIMITATION OF THE STUDY

- One of the limitations of the study is that sample size is small.
- Lack of availability of time.
- Biased responses from the employees.

CHAPTER – II
REVIEW OF LITERATURE

- **Kwang Bin Bae (2023)** published on International review on administrative science. The purpose of the study is to examine the differing effects of pay for performance on organisational commitment and job satisfaction in the public private and non-profit organisations. The data was collected from the Korean labour and income panel study, this study came to the point that pay for performance has positive relationship with job satisfaction and organisational commitment in private sector and negative impact on public and non-profit organisations.
- **P Paulus (2022)** published on Golden ratio of human resource management. The success and failure of an organisation's activities are based on the performance of employees. This study analyses the factors that affects the performance of the employees at office of Syahbandar and port authority (KSOP). Census method is used in this research with a total of 70 respondents from the employees at office of Syahbandar and port authority. The result of the study proves that remuneration, work discipline and motivation have a positive and significance influence on employee performance.
- **S Sudarti, PB Setiadi, S Rahayu (2022)** published an article on world journal of advanced research and reviews. This study was to determine the effect of remuneration and motivation on performance of government agency employees at the state court of sidoarjo Indonesia. Sampling technique used in this research was non probability sampling technique. The result shows that remuneration and motivation have an effect on employee performance.
- **Hamad AlDhaheri, Mohd Faiz Hilmi, Anas Abudaqa, Rashed A. Alzahmi and Gouher Ahmed (2022)** published on an online platform called Inderscience. This study examines the impact of human resources practice like salary, training and development, performance appraisal and along with remuneration and employee attitude on employee productivity among the government employees in United Arab Emirates. The data were collected from group of respondents through a structured questionnaire; the respondents were from different government entities. The findings found that there is a positive

impact on salary, training and development, performance appraisal remuneration and employee attitude, and innovation on employee productivity of government entities in UAE. This research was helpful for the HR managers, policymakers and other stakeholders to make some strategic decisions to improve productivity of employees.

- **Zita Nurfitri Pajrin, Abd. Rasyid Syamsuri, Lukman Nasution, Reza Nurul Ichsan (2022)** article was published in International journal of business, technology and organisational behaviour. This study is to ascertain how the wage system, workplace conditions, and welfare allowances affect the productivity of PT. Samawood Utama Work Industries Tanjung Morawa. Validity and reliability tests, the classical assumption test, multiple regression analysis, partial tests (t), simultaneous tests (F), and coefficient of determination were the tests used in this study. This research states that employee job productivity is positively and significantly impacted by the wage system, work environment, and welfare allowance at the same time.
- **D Agusra, L Febrina, E O Lussianda, A R Susanti (2021)** article was published on husnayain business review. This study states that the effect of compensation and motivation on employee performance behaviour. The census sampling technique was used in the study. This was conducted for 40 people. The result of the study states that compensation has significant impact on employee performance.
- **A Gudda, CT Vanishree, D Asokk P Bhati (2021)** published in European journal of molecular and clinical medicine. This study states that efficient reward system helps the organisation to become success and improves job satisfactions. Employee remuneration promotes the pursuit of operational and simple organisational priorities. In order to ensure better and reliable outcomes for the workers and businesses, the paper analyses the effects of remuneration on the work of the workers and their relationships. Thus this study concludes that remuneration has significant role in employee performance.

- **VS Reddy (2020)** published in IOSR journal of humanities and social science. This study states the impact of compensation and benefits on employee performance and organisational effectiveness. Employees should be managed properly and need to be motivated by providing best remuneration and compensation as per industry standards. The study understood that all the employees need high pay and benefits with a positive and more productive attitude. Employees will be more concentrated on their remuneration. Thus this study states that remuneration has positive impact on employee performance.
- **I Ismail (2020)** published in SHS web of conference. The study explains the role of remuneration among employees. This uses qualitative method for 17 people. Based on the study most employees demand remuneration thus study concludes that remuneration has significant impact on employee performance.
- **OJ Kayode, AJ Adeyinka, AJ Abiodun (2019)** published in international journal of business and management future. This Study focus at assessing the Effects Employees' Remunerations on Productivity in the Nigerian Breweries plc. This study has three main objectives to identify and discuss various forms of remuneration package in use, to examine the effects of remuneration packages on employee's performance and to establish the relationship between improved remuneration and productivity in the Nigeria breweries. Descriptive research was used in this study. This study concludes that remuneration has positive impact on employee performance.
- **A Rapsanjani, S Johannes (2019)** published in international humanities and applied sciences journal. This study analyse the effects of remuneration, work motivation and job satisfaction. The research was analysed using multiple linear regression. It was conducted to 153 respondents. The result of this study concludes that there is significant impact on employee performance.
- **A Kadir, AH AIHosani, F Ismail, N Sehan (2019)** published in faculty of technology management and business. The aim of the study is to establish the effect of compensation in employee performance. This study used the survey research method where 100 questionnaires were given to the

respondents and after analysing it concluded that compensation has positive impact on employee performance.

- **SE Kangiro, Dr. EN Makokha (2019)** published in international journal of recent research in commerce economics and management. The purpose of the study is to analyse the influence of remuneration on employee's performance in public service in Turkana country. The data was presented using tables and graphs. The descriptive research designs were used in this research. Thus the study found that remuneration affects the employee performance.
- **Adari Tulasee Naidu, Prof. G. Satyanarayana (2018)** published in research gate. The purpose of the study is to find out the compensation affecting employee performance behaviour. The money an employee receives as payment for their services to the company is known as compensation. This structured approach entails offering employees monetary as well as non-monetary perks in order to maintain a balance in the work-employee relationship. Payments made as part of compensation include such as commissions on sales, bonuses, profit-sharing, overtime compensation, and recognition awards. Pay is a crucial component of human resource management that boosts employee motivation and increases the efficiency of the company. Health benefits and salary payments usually comprise direct compensation. Compensation management personnel are mostly in charge of creating pay scales and wage ranges for various roles within the organization. Employees are guaranteed a fair salary when they get direct remuneration that complies with industry norms.
- **S Nahar, NM Zayed (2019)** published in international journal of family business and management. The purpose of the study is to understand the impact of remuneration and employee performance. The study also helps to understand which remuneration factor influences employee's desire level. Study also evaluates the relationship between remuneration and motivation. Thus the study concludes that there is significant relationship between remuneration and employee performance.

- **Mohammad Nashwan Alwaki (2018)** Published in International Journal of academic research in business and social sciences. Study investigates whether remuneration influences employees' performance through influencing employees' attitudes. Study proposes that remuneration influences employees' performance while employee's attitude mediates the relationship between these two. A sample of 200 respondents from listed companies of Amman stock exchange is studied and implementing structural equation modeling it is found that in manufacturing organizations remuneration significantly influences employees' attitude that ultimately influences their performance. Hence, remuneration has significant influence on employees' performance but by influencing their attitudes towards their jobs.
- **S Martono, M Khoiruddin, NA Wulansari (2018)** published in international journal of business and society. This study is to examine the influence of remuneration reward system, motive, and satisfaction either directly or indirectly on performance of employees. The result shows that there is positive influence on employee performance.
- **AH Ramli (2018)** published in business and entrepreneurial review. The objective of the study is to analyse job satisfaction and employee performance of rumah sakit sawasta. The quantitative research is used in this research. Data was collected from 82 employees of rumah sakit sawasta in Jakarta through questionnaire. The research demonstrated that the compensation has positive impact on job satisfaction and employee performance.
- **D Uwimpuhwe, D Mushabe, KS Bally (2018)** published on international journal of advanced academic research. The study states that compensation has impact on employee performance. Researchers used questionnaires as method of data collection. A random sampling technique is used to analyse the research. The research concluded that compensation has positive impact on employee performance.

- **A Mahmud, R Hidayah, R Widhiastuti (2018)** KnE Social Sciences, Remuneration is a reward from company/ institution for their employees. There are some conflicts between employee and employer. Therefore, this research aims to examine the influence of motivation and remuneration on performance from employee perspective. The sample technique is convenience sampling. The result shows motivation significantly influence employee performance. Hence the rise of employee motivation will leads to better performance. Therefore the research concludes that remuneration has significant influence on employee performance.
- **NM Mangale (2017)** published in core site. This study aims at effects of compensation and employee productivity with specific focus on Kenya literature bureau. The objective of this study is to investigate the effects of compensation on employee productivity. The findings of the study makes the Kenya literature bureau to formulate acceptable and better compensation strategies in order to enhance and increase employee motivation and uplifting their morale and have a positive attitude towards work and also they will gain high productivity which results to a high competitive advantage. The study analyses through quantitatively and qualitatively through the use of SPSS and put on tables and figures. The result proved that there is positive relationship of remuneration on employee performance.
- **KN Jean, TK Ngui, A Robert (2017)** published in international journal of innovative social sciences and humanities research. This study aims at the effect of compensation on employee performance. The study understood that there are three objectives. The first being to determine the effect of salary on the performance of employees, secondly, to find out the effect of benefits on the performance of employees and to establish the effect of recognition on the performance of employees. Survey research method was used in this research. Stratified sampling technique was used in this research. The Quantitative data was collected and analysed, presented and interpreted using descriptive statistics. Thus this study concluded that there is positive impact on employee performance.

- **A Cahyanugroho, M Hubeis, H Wijayanto (2016)** published in Indonesia journal of business and entrepreneurship. The research was focused on PT XYZ foreign investment company. The aim of the study was to identify whether remuneration effect towards employee motivation and its implication to employee performance on PT XYZ foreign investment company. The samples were taken from 132 people. The sampling technique used in this research was stratified with purposive and convenience sampling method with the analytical method using structural equation method. The result of the study understood that remuneration has significant effect towards employee performance.
- **A Naji (2014)** published in International Journal of Arts & Science. The objective of research is to examine the relationship between employee satisfaction and the remuneration structure. They draw on a literature survey to elaborate a questionnaire to measure the link among the different dimensions of remuneration, and those that measure employment satisfaction. The questionnaire has been administered to a sample of 200 employees in a Canadian call centre. The correlation and regression analyses show different satisfaction levels regarding direct (fixed and variables) and indirect remuneration components. These results can be used as a tool in order to ameliorate employee performance. Moreover, the ensemble of remuneration components exhibit very limited satisfaction levels.
- **M Rizal, MS Idrus, MR Djumahir (2014)** published in international journal of business and management invention. This study analyse the compensation on motivation organizational commitment on employee performance. Study population was employees working in local apparatus work unit. Random sampling technique was used in this study. Data analysis used was structural equation model. The study concludes that compensation cannot directly improve employee performance but can improve motivation and strengthen organisational commitment among employees.

CHAPTER – III
THEORETICAL FRAMEWORK

REMUNERATION

Remuneration or other financial compensation given to employees in exchange for their rendered services is known as remuneration. Pay is a component of the system that serves as a motivating factor and yields particular results in organizations. The possible effects of organizational culture and policy on performance were also detected by the system. It was acknowledged that performance could be impacted by one's degree of expertise. In addition to compensation, there are many other perks that are becoming more and more common forms of compensation. It is among the elements of reward administration. Remuneration is the entire amount of money that an employee gets paid. It covers base pay, commissions, bonuses, payments, overtime, and any other financial perks that a firm provides to staff members. Employers and employees frequently give and receive a variety of forms of compensation. There are two typical forms of payment. There are two types of compensation: non-financial remuneration and financial remuneration. The term "financial remuneration" describes the kind of pay that one receives in exchange for services done. Salary, signing bonus, hourly pay, retirement pay, tips, overtime pay, bonus pay, commission pay, etc. is a few instances of financial compensation. In addition, there is non-financial compensation, which includes things like stocks, employee discounts, paid time off, health and dental insurance, paid vacation days, paid sick leave, and so on. The total amount of money someone is paid in return for their labour or services rendered to a business or organization is referred to as remuneration. It also covers non-cash benefits that employees receive, such as free or heavily subsidized food and beverages, company automobiles, mobile phones, and travel allowances. Businesses are allowed to design their pay plans in a way that complies with legal requirements. Companies must also treat all of their employees fairly, regardless of their sex, religion, or caste. Talent recruitment, retention, and motivation within a business are all dependent on effective compensation methods. They have a big impact on how engaged and satisfied employees are with their jobs and how well an organization performs as a whole. In order to ensure fairness and competitiveness, compensation packages are frequently customized to individual jobs, experience levels, market conditions, and organizational goals.

Employers and employees frequently give and receive a variety of forms of compensation. There are two typical forms of compensation, as was previously mentioned. There are two categories of compensation: non-financial compensation

and monetary pay. What is remuneration pay? The monetary or financial recompense received for services done is referred to as this type of payment. The primary categories of monetary recompense are listed below.

SALARY

The base pay that employees receive is called their basic salary, which typically makes up 35 percent to 50 percent of their entire compensation. It is a fixed sum paid in advance of any adjustments or decreases.

WAGES

Employees receive wages, which are sums of money, in return for finishing tasks or rendering services. For each work that needs to be finished, the payment can be set (either as a task wage or piece rate).

In addition, wages may be paid on an hourly or daily basis (wage labour) or in accordance with any other quantifiable amount of finished work.

COMMISSION

Some employers may provide their employees sales commissions in addition to their regular salaries. Only commission-based positions, whose pay is contingent on several work factors (often set by the employers), may be offered by some companies. For instance, the commission might be based on sales volume, sales frequency, new clients acquired, and performance. Generally speaking, the commission is expressed as a percentage of the pre-set variable.

BONUS

Bonuses are typically payments made to employees in excess of their yearly salary or compensation. This sum is given to the employees in addition to their base pay and could be used as a bonus or acknowledgement for their accomplishments. Although they might be variable, bonuses are often performance-based. This implies that firms give out bonuses in accordance with each worker's success or the contributions of the team.

The majority of bonuses are capricious, meaning that the management determines who qualifies and how much is awarded. Unconditional bonuses are stipulated in the employment contract.

INCENTIVES

Employees are encouraged to increase their performance through incentives. These may be included in the managerial compensation package and might be either monetary or non-monetary incentives. Non-cash incentives can take many forms, such as stock options, vacations, and wellness initiatives.

SPECIAL ALLOWANCE

In order to fulfil certain predetermined requirements, employees receive a certain sum of money in addition to their base monthly compensation. The special allowances offered by different companies differ.

Some businesses provide it to their employees as an allowance to cover certain costs for carrying out their jobs well.

DIVIDENDS

This sum is disbursed to the company's shareholders as a means of allocating earnings to them. Businesses with steady profitability over time frequently distribute dividends to their investors, boosting their faith in the businesses. Either cash or more shares are given as dividends. In conclusion, remuneration refers to the total amount of compensation that is given to employees and might include commissions, bonuses, incentives, base salary or hourly pay, and other payments. It is the total of all taxable income as well as various advantages and allowances. As previously said, there are other forms of compensation that are not monetary. The non-monetary benefits that are frequently provided to employees are enumerated in the list below.

- Health insurance: This benefit entails a contract in which the employer and employee commit to contributing a specific sum to health insurance. The employer receives a premium rate for health care because they are also covering the cost of the insurance.
- Dental insurance: This benefit relates to dental care and operates in the same manner as health insurance.
- Paid vacation days: The amount of vacation days granted to an employee is referred to as this benefit.
- Paid sick leave: The amount of sick days that an employee is entitled to is referred to as this benefit.

- **Employee discounts:** This benefit is a percentage off that staff members can take advantage of while making purchases from the business.
- **Stocks:** This kind of benefit may or may not be monetary in nature, and it may be part of a contracted employment.

Companies are free to create their own pay systems for their employees as long as they follow all laws and regulations. Here are a few of these:

- 1) States may have different minimum and maximum work hours; nevertheless, the federal standard is nine hours per day and 48 hours per week; extra hours work are paid at twice the regular rate.
- 2) The maximum amount of overtime that workers should put in each day is two hours.
- 3) The national minimum wage in 2021 is INR 176 per day; however, some state and local governments may impose their own minimum wage rates in accordance with the industries and skill levels of their workforce.
- 4) A number of employees qualify for statutory bonuses; those who work for a company with 20 or more employees and make less than INR 10,000 a month might receive bonuses ranging from 8.33% to 20% of their annual income.
- 5) Employees who have been employed by a company for five years or longer are entitled to severance pay, which is equivalent to fifteen days' salary for each year of service.

QUALITIES OF A GOOD REMUNERATION PLAN

Some of the most important qualities of a good remuneration plan are as follows:

- **Provision for Adequate Income:**
It needs to be sufficient to cover living costs. Salespeople who aren't paid enough often go elsewhere to supplement their income.
- **Provision for Incentives:**
Offers of variable commission rates, fringe perks, awards, bonuses, and other appealing incentives are necessary to entice salesmen to execute their jobs actively and with interest.
- **Flexibility:**

A flexible remuneration system is necessary to accommodate helpful adjustments. It needs to be adjusted on a regular basis to fit the changing environment.

- **Simplicity:**

A sales force remuneration strategy should be easy to create, comprehend, and carry out. It shouldn't include extraneous details that could cause misunderstandings or confusion.

- **Regularity:**

Regular payment of compensation is required. Salespeople must be paid according to the predetermined schedule.

- **Suitability:**

A company's pay plan needs to be generally appropriate. In other words, it must be appropriate for the goals of the firm, its rules, the state of the industry, and the nature of the work, as well as the requirements, responsibilities, credentials, and experience of sales people.

- **Competitiveness:**

The compensation structure for salespeople needs to be competitive. To keep salespeople interested in working for the company, it needs to be on par with or even more appealing than its rivals.

- **Consideration of Legal Provisions:**

The compensation plan needs to be developed in compliance with the current legal regulations. It must comply with all legal requirements or standards.

- **Fair and Economic:**

Compensation must be equitable for the firm and the salespeople. It shouldn't be more than the business can afford to pay. Its formulation and administration must come with fair prices.

- **Provision for Security:**

Sales people desire security in addition to higher compensation. They desire stable employment. Their emotions and sense of self-worth must be protected in addition to their employment security.

- **Motivating Salesman:**

A pay plan that incentivizes salespeople to perform harder is ideal. Salespeople need to be inspired to take an interest in their work and give it their all. It must result in contentment at work.

- **Attractiveness:**

It needs to be appealing. Salespeople with aptitude, credentials, and experience may be drawn to join the team. Similar to this, a competitive pay plan guarantees the stability of the sales force.

Compensation, often known as remuneration, is a crucial component of employment contracts and has several benefits for both employers and employees.

- **Attraction and Retention:** Competitive compensation plans aid in luring talented workers into the company and keeping them there. Pay that meets or above industry norms increases the likelihood that workers will stick with their positions.
- **Motivation and Morale:** Equitable remuneration upholds the notion that workers' efforts are significant, which raises motivation and morale. Employee engagement and productivity are more likely to persist when they perceive that their efforts have been fairly compensated.
- **Performance Enhancement:** Employees may be motivated to aim for greater performance levels by incentive-based compensation, such as commission schemes or bonuses. People are more likely to surpass expectations and accomplish organizational goals when they are aware of how their work directly affects their income.
- **Job Satisfaction:** Overall job satisfaction is influenced by adequate salary. Workers are more likely to feel satisfied with their jobs, which increases commitment and decreases turnover, when they believe they are being appropriately compensated for their labour.
- **Competitive Advantage:** In the labour market, firms can gain a competitive advantage by providing competitive compensation packages. Attracting top talent is essential for preserving a competitive edge in fields where there is a great demand for qualified workers.
- **Employee Well-being:** Encouraging pay makes it possible for workers to achieve their basic necessities, which lessens the stress that comes with money worries. This can therefore have a favourable effect on workers' well-being, raising their levels of productivity and job satisfaction.
- **Employee Loyalty:** When employees feel fairly compensated and valued by their organization, they are more likely to develop a sense of loyalty. This

loyalty can translate into long-term commitment to the organization, reducing turnover and associated hiring costs.

- **Legal Compliance:** Ensuring that remuneration packages comply with labour laws and regulations is essential for avoiding legal issues and penalties. Adhering to legal standards in compensation practices helps maintain the organization's reputation and credibility.

Overall, remuneration plays a critical role in shaping the employer-employee relationship, influencing employee motivation, satisfaction, and organizational performance.

Remuneration, while essential for motivating employees and ensuring their financial well-being, can also have its downsides:

- **Cost implications:** Higher remuneration often means increased costs for the organization, especially if it includes benefits like health insurance, retirement plans, etc. This can impact the company's bottom line, particularly if the budget is tight.
- **Potential for inequality:** If remuneration policies are not transparent or equitable, it can lead to feelings of unfairness and inequality among employees. This can result in demotivation, decreased morale, and even internal conflicts.
- **Risk of incentivizing wrong behaviours:** Incentive-based remuneration structures might encourage employees to prioritize activities that are beneficial for short-term gains rather than focusing on long-term objectives or ethical considerations. This can lead to unethical behaviour or actions that prioritize personal gain over organizational success.
- **Limited impact on intrinsic motivation:** While remuneration can be a powerful motivator, it may not address other important factors that drive employee satisfaction and engagement, such as opportunities for growth, meaningful work, or a positive organizational culture. Over-reliance on monetary rewards may overlook these aspects, leading to decreased overall job satisfaction.

- **Resistance to change:** Once established, remuneration structures can be challenging to modify. This rigidity can hinder adaptability to changing market conditions, shifts in organizational strategy, or evolving employee needs and expectations.
- **Administrative complexities:** Managing remuneration packages, especially in large organizations with diverse workforce needs and legal requirements, can be administratively burdensome. This includes tasks such as salary negotiations, payroll management, compliance with tax laws, and addressing individual compensation inquiries or disputes.
- **Potential for budget constraints:** In times of economic uncertainty or financial downturns, organizations may face constraints in maintaining competitive remuneration packages. This could result in difficulties attracting and retaining top talent, leading to talent drain and decreased competitiveness in the market.

Addressing these disadvantages requires careful planning, transparent communication, and a balance between monetary rewards and other non-monetary incentives to foster a supportive and equitable work environment.

EMPLOYEE PERFORMANCE

Employee performance refers to the level of effectiveness, productivity, and contribution of an individual within an organization toward achieving its goals and objectives. It encompasses the quality and quantity of work performed by an employee, as well as their behaviour, attitude, and adherence to organizational values and standards.

Key aspects of employee performance include:

- **Quality of Work:** The extent to which an employee meets or exceeds the established standards of quality in their work output. This may include factors such as accuracy, attention to detail, and consistency in delivering results.

- **Quantity of Work:** The volume or amount of work completed by an employee within a given period. This can be measured in terms of output, tasks completed, or goals achieved.
- **Efficiency and Timeliness:** The ability of an employee to complete tasks and assignments in a timely manner while utilizing resources effectively. Efficiency involves optimizing processes and workflows to achieve desired outcomes with minimal waste or delay.
- **Initiative and Proactiveness:** The willingness of an employee to take initiative, show creativity, and actively seek opportunities to contribute beyond their assigned responsibilities. Proactive employees often identify problems, suggest improvements, and take action to address challenges without waiting for instructions.
- **Adaptability and Flexibility:** The capacity of an employee to adapt to changing circumstances, priorities, and demands within the work environment. This includes being open to new ideas, learning new skills, and adjusting to evolving organizational needs.
- **Interpersonal Skills and Collaboration:** The ability to communicate effectively, builds positive relationships with colleagues, and collaborates with others to achieve common goals. Strong interpersonal skills contribute to a supportive work environment and enhance teamwork and cooperation.
- **Attendance and Reliability:** The consistency and reliability of an employee in attending work as scheduled and fulfilling their commitments. This includes factors such as punctuality, adherence to work schedules, and reliability in meeting deadlines.
- **Alignment with Organizational Goals and Values:** The extent to which an employee's actions and behaviours align with the mission, vision, and values of the organization. Employees who demonstrate alignment with organizational objectives contribute to a cohesive and unified workplace culture.

Effective performance management involves setting clear expectations, providing regular feedback and coaching, recognizing and rewarding achievements, and

addressing areas for improvement. By monitoring and evaluating employee performance, organizations can identify strengths, address weaknesses, and support continuous growth and development.

Employee performance has several advantages for both the individual employee and the organization:

- **Achievement of Organizational Goals:** When employees perform well, they contribute to the achievement of organizational objectives and targets. Their efforts directly impact the success of the company, leading to increased profitability, growth, and competitiveness.
- **Higher Productivity:** Employees who perform at high levels are more productive, completing tasks efficiently and effectively. This increased productivity translates to greater output and better utilization of resources within the organization.
- **Improved Quality of Work:** High-performing employees tend to produce work of higher quality. They pay attention to detail, strive for excellence, and consistently meet or exceed quality standards, leading to improved products or services and enhanced customer satisfaction.
- **Enhanced Innovation and Creativity:** When employees are motivated to perform at their best, they are more likely to contribute innovative ideas and solutions. Their creativity can lead to process improvements, new products or services, and competitive advantages for the organization.
- **Positive Work Environment:** A culture of high performance fosters a positive work environment characterized by teamwork, collaboration, and mutual support. When employees see their colleagues achieving success, it motivates them to strive for excellence as well, creating a cycle of continuous improvement.
- **Increased Employee Engagement and Satisfaction:** High-performing employees are often more engaged in their work and satisfied with their jobs. They derive a sense of fulfilment and pride from their accomplishments, leading to higher levels of job satisfaction and retention.

- **Career Advancement Opportunities:** Employees who consistently perform well are more likely to be considered for career advancement opportunities within the organization. Their track record of success makes them attractive candidates for promotions, leadership roles, and special projects.
- **Better Employee-Manager Relationships:** Effective performance management involves regular feedback and coaching from managers. When employees receive constructive feedback and support from their managers, it strengthens the relationship between them and fosters trust and communication.
- **Financial Rewards and Recognition:** High-performing employees may be eligible for financial rewards, such as bonuses, salary increases, or profit-sharing opportunities. Additionally, recognition programs can acknowledge and celebrate their achievements, reinforcing desired behaviors and motivating others to excel.

Overall, prioritizing employee performance benefits both individuals and organizations by driving success, fostering a positive work culture, and supporting continuous growth and development.

While employee performance is generally beneficial, there are some potential disadvantages to consider:

- **Pressure and Stress:** High performance expectations can create pressure and stress for employees, leading to burnout, anxiety, and decreased well-being. When employees feel constantly under pressure to meet targets or exceed expectations, it can negatively impact their mental and physical health.
- **Unfair Comparisons:** Comparing individual performance can sometimes create resentment and unhealthy competition among employees. It may lead to feelings of inadequacy or unfairness if employees perceive that their performance is being unfairly evaluated or compared to others.
- **Narrow Focus:** Overemphasis on performance metrics may lead employees to focus narrowly on achieving short-term goals or meeting quantitative targets, potentially overlooking long-term objectives, creativity, and

innovation. This can stifle creativity and limit opportunities for experimentation and exploration.

- **Risk of Bias:** Performance evaluation processes may be susceptible to bias, resulting in unfair assessments and decisions. Factors such as implicit bias, favouritism, or subjective judgments by managers can influence performance evaluations, leading to disparities in rewards, recognition, and career advancement opportunities.
- **Demotivation and Disengagement:** Unrealistic performance expectations or perceived lack of recognition for efforts can demotivate employees and lead to disengagement. When employees feel that their efforts are not valued or rewarded appropriately, they may become apathetic and less committed to their work.
- **Negative Impact on Team Dynamics:** Individual performance goals may conflict with team collaboration and cohesion, especially if employees prioritize personal achievements over collective goals. This can undermine teamwork, communication, and trust within the team, ultimately affecting overall organizational performance.
- **Complacency and Resistance to Change:** Employees who consistently meet performance targets may become complacent and resistant to change, especially if they perceive that their job security or status quo is threatened by new initiatives or organizational changes. This can hinder organizational agility and innovation.
- **One-Size-Fits-All Approach:** Performance evaluation systems that use standardized metrics and criteria may not adequately account for the unique circumstances and contributions of each employee. A one-size-fits-all approach to performance management may overlook individual strengths, development needs, and personal circumstances.
- **Legal and Ethical Concerns:** Inaccurate or unfair performance evaluations can lead to legal and ethical challenges for organizations, including claims of discrimination, wrongful termination, or breach of contract. It's essential for organizations to ensure that performance evaluation processes are fair, transparent, and compliant with relevant laws and regulations.

Addressing these disadvantages requires organizations to adopt a balanced approach to performance management, taking into account the well-being and development of employees, fostering a supportive work culture, and ensuring fairness and transparency in performance evaluation processes.

MOTIVATION

Motivation is the driving force behind behaviour, actions, and choices. It refers to the internal or external factors that stimulate individuals to pursue and achieve their goals, needs, desires, or aspirations. Motivation influences how individuals allocate their time and energy, guiding their efforts toward specific outcomes or objectives.

Key aspects of motivation include:

- **Desire or Incentive:** Motivation often involves a desire or incentive that compels individuals to act in a certain way. This could be the pursuit of rewards, such as recognition, financial gain, or personal satisfaction, or the avoidance of negative consequences, such as failure or disappointment.
- **Goals and Objectives:** Motivation is typically directed toward achieving specific goals or objectives. These goals can be short-term or long-term, tangible or intangible, and may vary in significance and priority for different individuals.
- **Drive and Persistence:** Motivation involves a sense of drive or determination to overcome obstacles and persist in the pursuit of goals, even in the face of challenges or setbacks. It fuels individuals' efforts and perseverance, enabling them to stay focused and committed to their objectives.
- **Internal and External Factors:** Motivation can be influenced by both internal factors, such as personal values, beliefs, and aspirations, as well as external factors, such as social norms, expectations, rewards, and incentives from the environment.
- **Emotions and Needs:** Emotions play a significant role in motivation, as individuals are often driven by feelings of pleasure, satisfaction, pride, or

fear, anxiety, and other emotions associated with the pursuit of goals. Motivation is also closely linked to fulfilling basic human needs, such as the need for autonomy, competence, relatedness, and self-actualization.

- **Individual Differences:** Motivation can vary greatly among individuals due to differences in personality, experiences, cultural backgrounds, and personal circumstances. What motivates one person may not necessarily motivate another, highlighting the importance of understanding individual differences in motivation.
- **Dynamic and Contextual:** Motivation is dynamic and can fluctuate over time and across different situations. External factors such as changes in the environment, organizational culture, or personal circumstances can influence individuals' motivation levels and behaviours.

Understanding motivation is essential for individuals, leaders, and organizations alike, as it plays a crucial role in driving behaviour, performance, and achievement of goals. By identifying and harnessing the factors that motivate individuals, organizations can cultivate a supportive work environment, enhance employee engagement, and facilitate personal and professional growth.

Motivation to work in an organization can stem from various factors, including:

- **Purpose and Meaning:** Employees are often motivated when they find their work meaningful and aligned with their values and personal goals. Understanding how their contributions contribute to the organization's mission and larger societal impact can instill a sense of purpose and motivation.
- **Recognition and Appreciation:** Feeling valued and appreciated for their contributions is a powerful motivator for employees. Recognition can come in various forms, including praise from supervisors, acknowledgment from peers, or formal reward and recognition programs.
- **Opportunities for Growth and Development:** Employees are motivated when they have opportunities to learn new skills, develop professionally, and advance their careers within the organization. Providing access to training,

mentorship programs, and career advancement opportunities can enhance motivation and engagement.

- **Autonomy and Empowerment:** Employees are often motivated when they have a degree of autonomy and control over their work. Empowering employees to make decisions, take ownership of projects, and contribute ideas can foster a sense of autonomy and intrinsic motivation.
- **Challenging and Meaningful Work:** Employees are motivated when they are engaged in work that is challenging, interesting, and intellectually stimulating. Providing opportunities for employees to tackle meaningful projects, solve complex problems, and exercise their creativity can increase motivation and job satisfaction.
- **Positive Work Environment:** A supportive and inclusive work environment can enhance motivation by fostering positive relationships, teamwork, and collaboration. Creating a culture of trust, respect, and open communication can contribute to employee morale and motivation.
- **Fair and Transparent Policies:** Employees are motivated when they perceive that organizational policies and practices are fair, transparent, and equitable. Ensuring fairness in areas such as compensation, performance evaluation, and decision-making processes can build trust and confidence among employees.
- **Work-Life Balance:** Supporting employees' well-being and promoting work-life balance can increase motivation and job satisfaction. Offering flexible work arrangements, promoting mindfulness and stress management practices, and encouraging time off can help employees recharge and maintain their motivation.
- **Sense of Belonging and Community:** Employees are motivated when they feel a sense of belonging and connection to their colleagues and the organization. Fostering a sense of community through team-building activities, social events, and inclusive practices can enhance employee engagement and motivation.

By addressing these factors and creating a work environment that prioritizes employee motivation and well-being, organizations can cultivate a motivated and engaged workforce that is committed to achieving organizational goals.

EMPLOYER-EMPLOYEE RELATIONSHIP

The employer-employee relationship is a crucial aspect of the workplace and refers to the dynamic and often contractual connection between an employer (organization or business) and an employee (individual performing work for the employer). This relationship is characterized by several key elements:

- **Employment Contract:** In many cases, the employer-employee relationship is formalized through an employment contract. This contract outlines the terms and conditions of employment, including job responsibilities, compensation, benefits, working hours, and any other relevant details.
- **Mutual Agreement:** The relationship is based on mutual agreement, where the employer agrees to provide certain resources, such as compensation, benefits, and a work environment, in exchange for the employee's commitment to perform specific duties and responsibilities.
- **Rights and Responsibilities:** Both employers and employees have rights and responsibilities. Employers are responsible for providing a safe and legal working environment, fair compensation, and opportunities for professional development. Employees are responsible for performing their job duties, adhering to company policies, and contributing to the overall success of the organization.
- **Communication:** Effective communication is essential in the employer-employee relationship. Clear communication helps in setting expectations, providing feedback, addressing concerns, and fostering a positive work environment.
- **Performance Expectations:** Employers set performance expectations for employees, outlining the standards and goals they are expected to meet. This may include key performance indicators (KPIs), project deadlines, and other performance metrics.

- **Feedback and Performance Reviews:** Regular feedback and performance reviews are integral to the employer-employee relationship. Employers provide constructive feedback to help employees improve their performance, while employees may seek feedback to understand expectations and areas for development.
- **Compensation and Benefits:** Employers provide compensation, which may include salaries, wages, bonuses, and benefits such as health insurance, retirement plans, and other perks. Compensation is a critical element of the relationship and is often tied to performance and market standards.
- **Professional Development:** Employers may support employees' professional growth and development through training programs, educational opportunities, and career advancement opportunities. This contributes to employee satisfaction and loyalty.
- **Work-Life Balance:** Maintaining a healthy work-life balance is essential for a positive employer-employee relationship. Employers may offer flexibility in work hours, remote work options, and time-off policies to support employees' well-being.
- **Legal and Ethical Considerations:** The relationship is governed by legal and ethical standards, including labour laws, employment regulations, and ethical business practices. Employers are expected to comply with these standards to ensure fair treatment of employees.
- A positive employer-employee relationship is crucial for a healthy and productive work environment. It contributes to employee satisfaction, engagement, and overall organizational success. Effective communication, mutual respect, and a commitment to a shared vision are essential for fostering a strong and positive employer-employee relationship.

Studies examining the effect of remuneration on employee performance are abundant in organizational psychology and human resource management literature. Here's an overview of the findings from such studies:

- **Motivation and Performance:** Remuneration is often linked to motivation, which, in turn, affects employee performance. When employees perceive that their compensation is fair and aligned with their efforts and contributions, they are more likely to be motivated to perform well.
- **Incentive Structures:** Research suggests that incentive structures within remuneration packages, such as bonuses and commissions tied to performance metrics can enhance employee productivity and job satisfaction. These incentives provide clear goals and rewards for achieving them, motivating employees to exert effort and perform at higher levels.
- **Fairness and Equity:** The perceived fairness of remuneration systems is crucial for their impact on employee performance. When employees believe that compensation decisions are fair and equitable, they are more likely to be committed to their work and organization, leading to higher performance levels.
- **Retention and Engagement:** Competitive remuneration packages are essential for attracting and retaining top talent. Organizations offering higher salaries, comprehensive benefits, and performance-based incentives are more likely to retain skilled employees and maintain high levels of engagement and performance.
- **Organizational Culture:** Remuneration practices can influence organizational culture by signalling the values and priorities of the company. Organizations that prioritize meritocracy and performance-based rewards tend to foster a culture of excellence and high performance among employees.
- **Job Satisfaction:** Studies have shown a positive correlation between remuneration and job satisfaction. Employees who receive adequate compensation for their work are more likely to feel valued and satisfied with their jobs, leading to increased motivation and performance.
- **Individual Differences:** It's essential to consider individual differences when examining the impact of remuneration on employee performance. Factors such as job role, industry, level of experience, and personal values can

influence how individuals respond to different types of compensation packages.

Overall, while remuneration is a critical factor in influencing employee performance, it is just one component of a complex set of factors that contribute to workplace motivation and productivity. Organizations should carefully design remuneration systems that align with their goals, values, and the needs of their employees to maximize their impact on performance.

In conclusion, the impact of remuneration on employee performance provides valuable insights into the complex relationship between compensation practices and workforce productivity. Through the lens of various motivational theories, such as expectancy theory, equity theory, and reinforcement theory, we gain a deeper understanding of how different aspects of remuneration can influence employee behaviour, motivation, and performance.

Remuneration, encompassing elements such as salary, bonuses, benefits, and incentives, serves as a significant motivator for employees, aligning their efforts with organizational goals and objectives. Competitive compensation packages not only attract top talent but also incentivize employees to perform at their best, driving productivity, efficiency, and innovation within the organization.

Moreover, the perceived fairness and transparency of remuneration systems play a critical role in shaping employee perceptions of organizational justice and equity. When employees believe that compensation decisions are fair and equitable, they are more likely to be motivated, engaged, and committed to achieving high levels of performance.

However, it's essential to recognize that remuneration is just one component of a multifaceted approach to performance management. While monetary rewards can serve as powerful incentives, they must be complemented by non-monetary factors, such as opportunities for growth, recognition, and a positive work environment, to fully engage and motivate employees.

Furthermore, organizations must consider individual differences, organizational culture, and external factors when designing and implementing remuneration practices. A one-size-fits-all approach may not effectively address the diverse needs

and preferences of employees, potentially leading to disparities in performance and satisfaction.

In summary, remuneration and employee performance underscores the importance of strategic and holistic approaches to compensation management. By aligning remuneration practices with organizational objectives, fostering fairness and transparency, and addressing individual needs, organizations can leverage remuneration as a powerful tool for driving employee performance, engagement, and organizational success.

CHAPTER – IV
DATA ANALYSIS AND INTERPRETATION

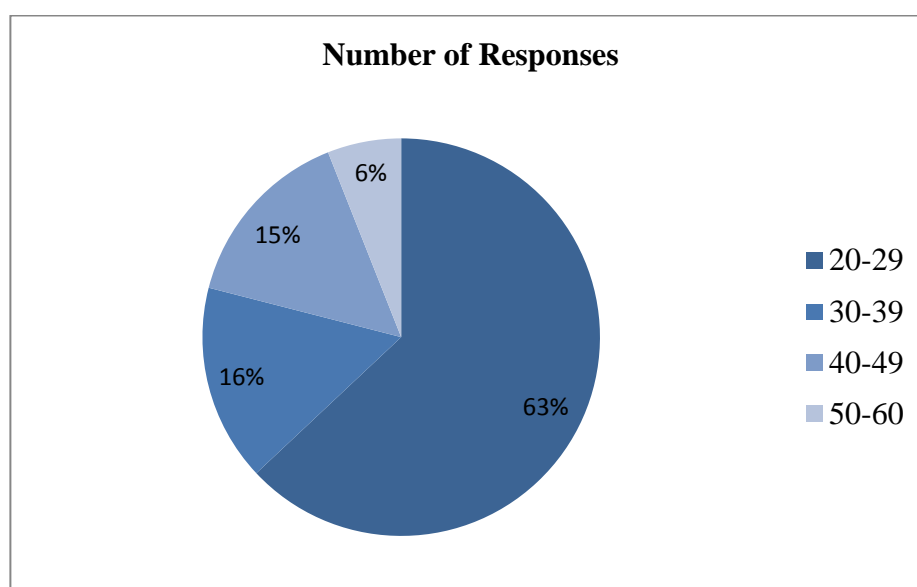
4.1 AGE OF THE RESPONDENTS:

Table 4.1 showing Age of the respondents-

Age Group	Number of Responses	Percentage
20-29	63	63
30-39	16	16
40-49	15	15
50-60	6	6
Total	100	100

Source: Primary Data

Chart 4.1 showing Age of the respondents-



INTERPRETATION: Chart 4.1 shows that majority (63%) of the respondents belongs to the age group of 20-29. 16% of the respondents belongs to the age group of 30-39. 15% of the respondents belongs to the age category of 40-49 and rest belongs to the age group of 50-60.

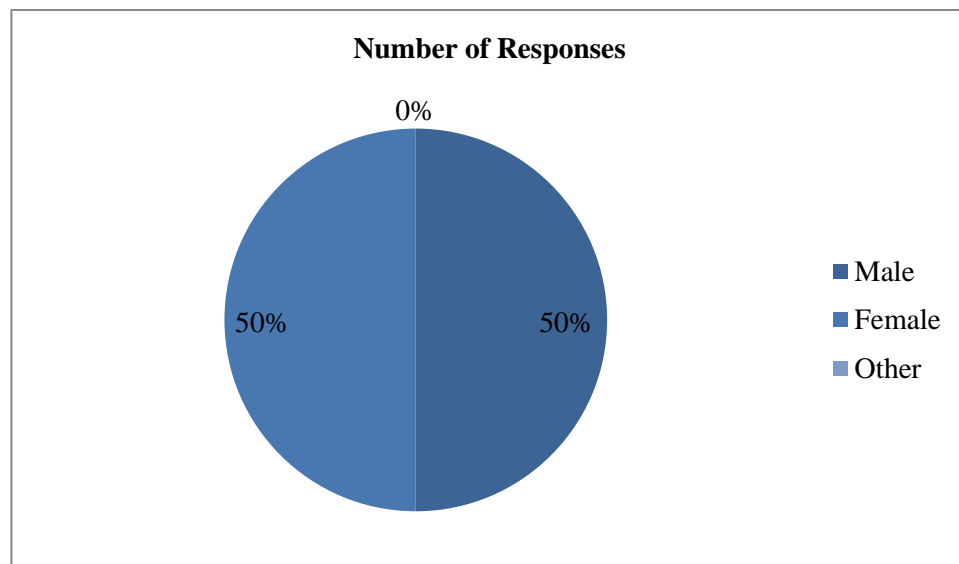
4.2 GENDER OF THE RESPONDENTS:

Table 4.2 showing Gender of the respondents-

Gender	Number of Responses	Percentage
Male	50	50
Female	50	50
Other	0	0
Total	100	100

Source: Primary Data

Chart 4.2 showing Gender of the respondents-



INTERPRETATION: Chart 4.2 depicts that number of respondents represents male is 50% and number of respondent's represents female is 50%.

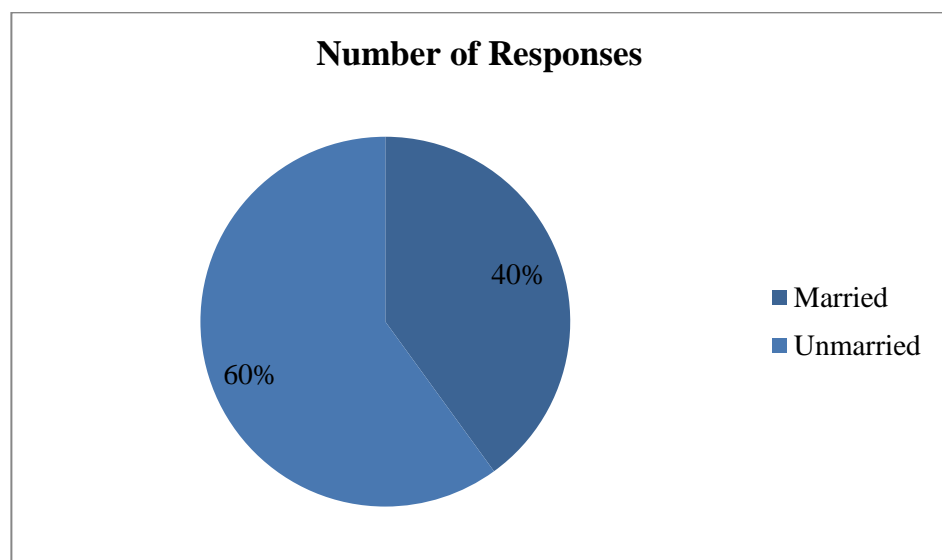
4.3 MARITAL STATUS OF THE RESPONDENTS:

Table 4.3 showing Marital Status of the respondents-

Marital Status	Number of Responses	Percentage
Married	40	40
Unmarried	60	60
Total	100	100

Source: Primary Data

Chart 4.3 showing Marital Status of the respondents-



INTERPRETATION: Chart 4.3 depicts that out of 100 respondents 40% of them are married and 60% of them are unmarried.

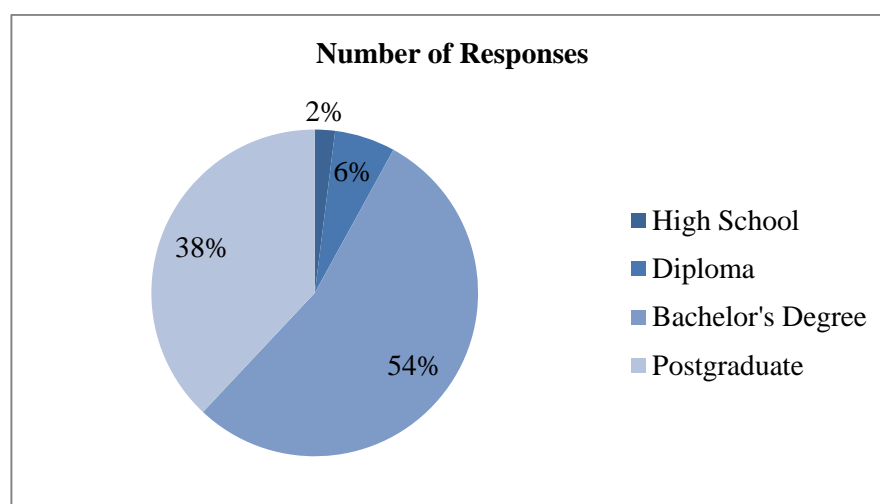
4.4 EDUCATION LEVEL OF THE RESPONDENTS:

Table 4.4 showing Education Level of the respondents-

Education Level	Number of Responses	Percentage
High School	2	2
Diploma	6	6
Bachelor's Degree	54	54
Postgraduate	38	38
Total	100	100

Source: Primary Data

Chart 4.4 showing Education Level of the respondents-



INTERPRETAION: Chart 4.4 depicts the education level of the respondents. Out of the 100 respondents, 54% of them have bachelor's degree educational qualification, 38% of them possess postgraduate qualification, 6% of them have diploma qualification and rest of them have high school educational qualification.

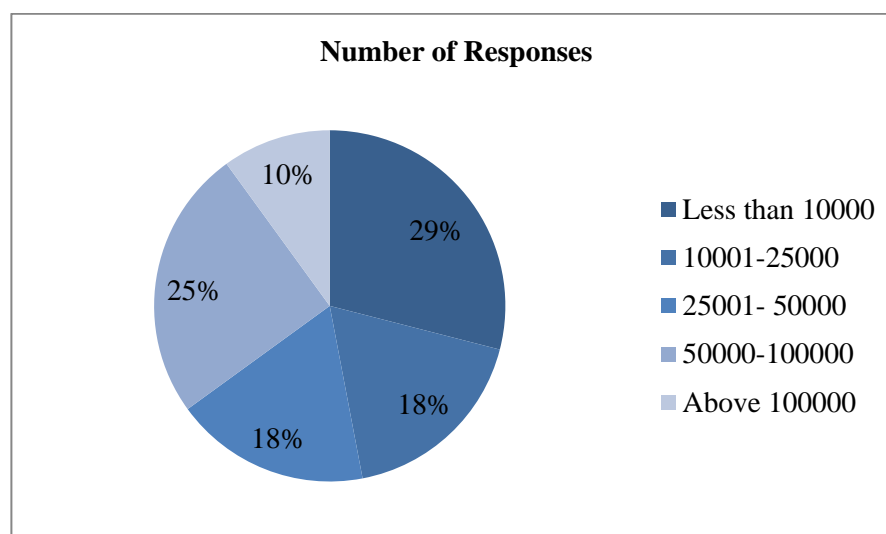
4.5 MONTHLY INCOME OF THE RESPONDENTS:

Table 4.5 showing Monthly Income of the respondents-

Monthly Income	Number of Responses	Percentage
Less than 10000	29	29
10001-25000	18	18
25001- 50000	18	18
50000-100000	25	25
Above 100000	10	10
Total	100	100

Source: Primary Data

Chart 4.5 Showing Monthly Income of the respondents-



INTERPRETATION: Chart 4.5 depicts the monthly income of the respondents. Out of 100 respondents 29of the respondents have income level less than 25000, 25% of the respondents have income between 50000 to 100000, 18% of the respondents have income level of 25001- 50000 and 50000-100000 and rest of the respondents comes under income level of above 100000.

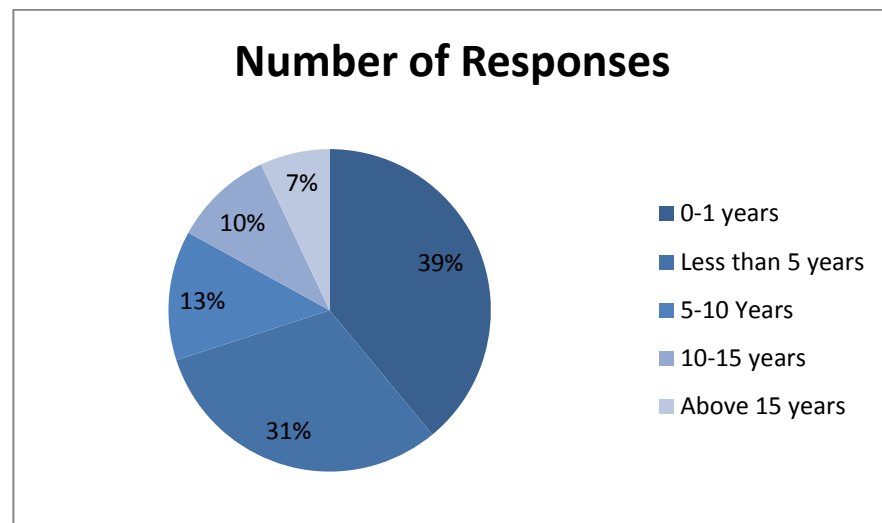
4.6 WORK EXPERIENCE OF THE RESPONDENTS:

Table 4.6 showing Work Experience of the respondents-

Work Experience	Number of Responses	Percentage
0-1 years	39	39
Less than 5 years	31	31
5-10 years	13	13
10-15 years	10	10
Above 15 years	7	7
Total	100	100

Source: Primary Data

Chart 4.6 Showing Work Experience of the respondents-



INTERPRETATION: 4.6 chart shows the work experience of the respondents where 39% of the respondents are having work experience of 0-1 year, 31% of the respondents have work experience of less than 5 years, 13% of them having 5-10 years of work experience, 10% of the respondents are having 10-15 years and rest of the respondents are having work experience of above 15 years.

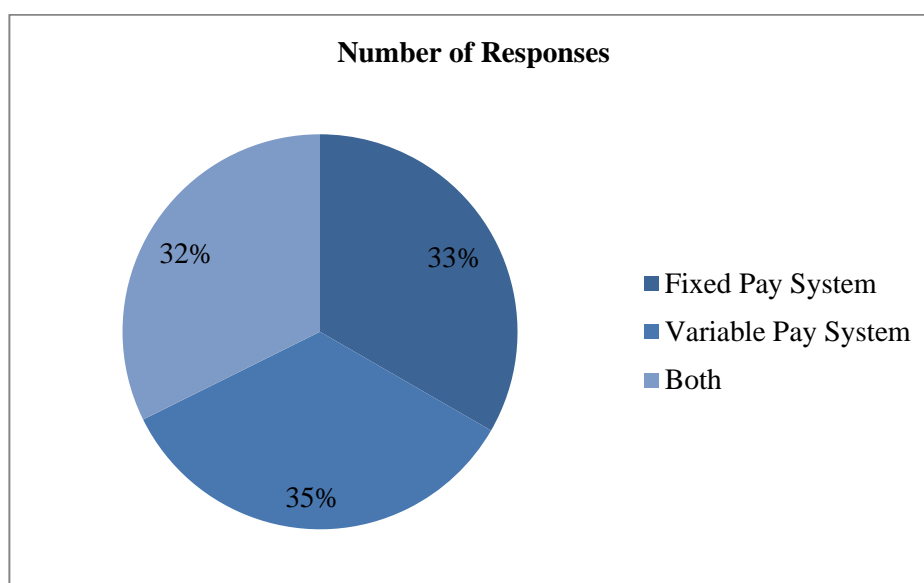
4.7 PAYMENT METHOD OF COMPANY OF THE RESPONDENTS:

Table 4.7 showing the payment method of company of the respondents-

Payment Method	Number of Responses	Percentage
Fixed Pay System	33	33
Variable Pay System	35	35
Both	32	32
Total	100	100

Source: Primary Data

Chart4.7 showing payment method of company of the respondents-



INTERPRETATION: 4.7 Chart depicts the payment method of the company of the respondents. Out of 99 responses 34.3% of the respondents have variable pay system, 33.3% of them having fixed pay system and rest 35% of the respondents are having both fixed and variable pay system.

4.8 IMPORTANCE OF JOB TO BE COMPETITIVE TO THE RESPONDENTS:

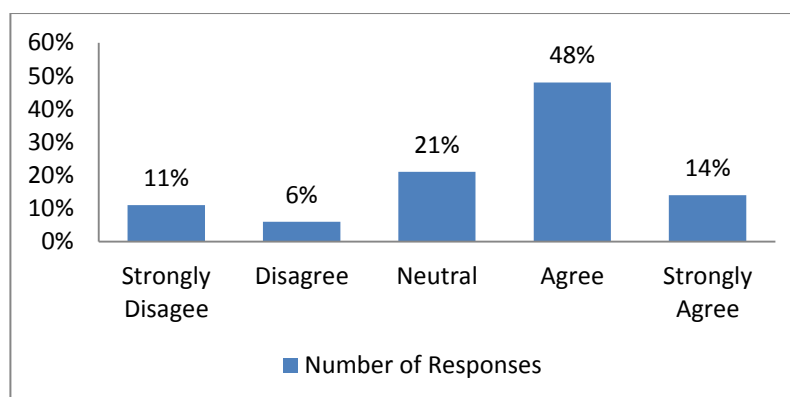
Table 4.8(1) showing the importance of job to be competitive to the respondents-

Base Salary

Importance	Number of Responses	Percentage
Strongly Disagree	11	11
Disagree	6	6
Neutral	21	21
Agree	48	48
Strongly Agree	14	14
Total	100	100

Source: Primary Data

Chart 4.8(1) showing the importance of job to be competitive to the respondents-



INTERPRETATION: The chart depicts that out of 100 responses, 48% of the respondents agree that base salary is important for a job to be competitive, 21% of them are neutrally supporting base salary to be competitive, 14% of them strongly agree, 11% of them strongly disagree and 6% disagree that base salary is important for a job.

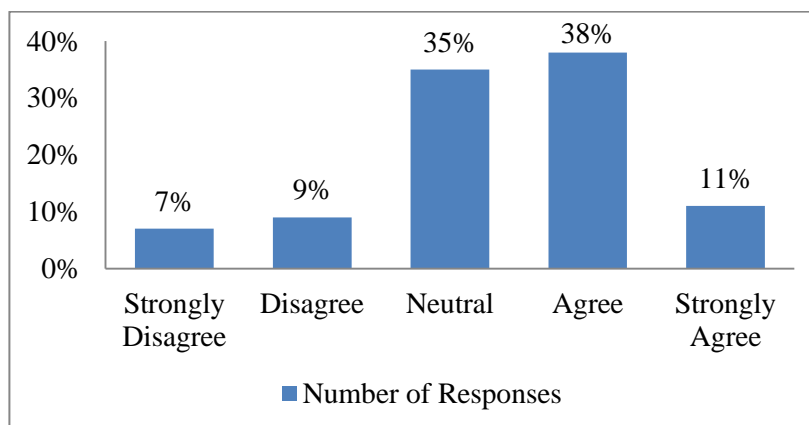
Table 4.8(2) showing the importance of job to be competitive to the respondents-

Bonus Structure

Importance	Number of Responses	Percentage
Strongly Disagree	7	7
Disagree	9	9
Neutral	35	35
Agree	38	38
Strongly Agree	11	11
Total	100	100

Source: Primary Data

Chart 4.8(2) showing the importance of job to be competitive to the respondents-



INTERPRETATION: The chart depicts that out of 100 responses, 38% of the respondents agree that bonus structure is important for a job to be competitive, 35% of them are neutrally supporting bonus structure to be competitive, 11% of them strongly agree, 9% of them disagree and 7% strongly disagree that bonus structure is important for a job.

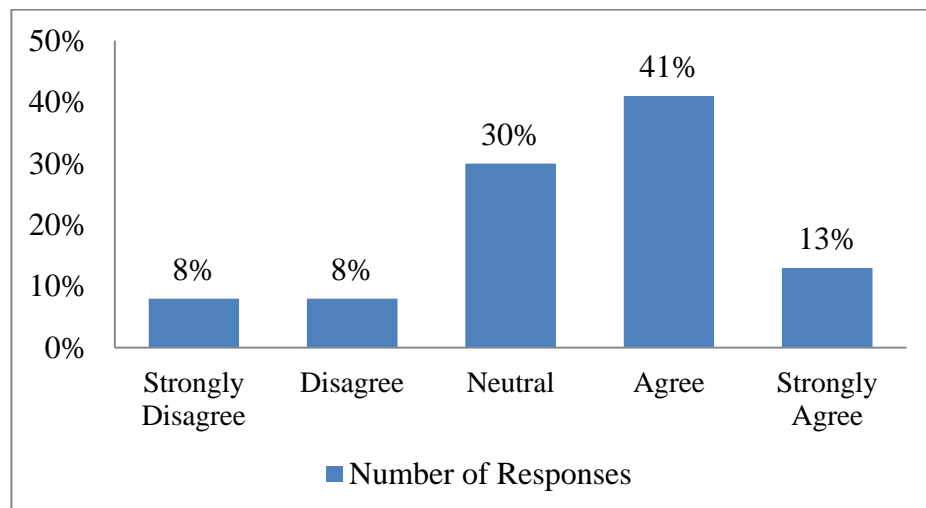
Table 4.8(3) showing the importance of job to be competitive to the respondents-

Health Benefits

Importance	Number of Responses	Percentage
Strongly Disagree	8	8
Disagree	8	8
Neutral	30	30
Agree	41	41
Strongly Agree	13	13
Total	100	100

Source: Primary Data

Chart 4.8(3) showing the importance of job to be competitive to the respondents-



INTERPRETATION: The chart depicts that out of 100 responses, 41% of the respondents agree that health benefits are important for a job to be competitive, 30% of them are neutrally supporting health benefits to be competitive, 13% of them strongly agree, 8% of them disagree and 8% strongly disagree that health benefits important for a job.

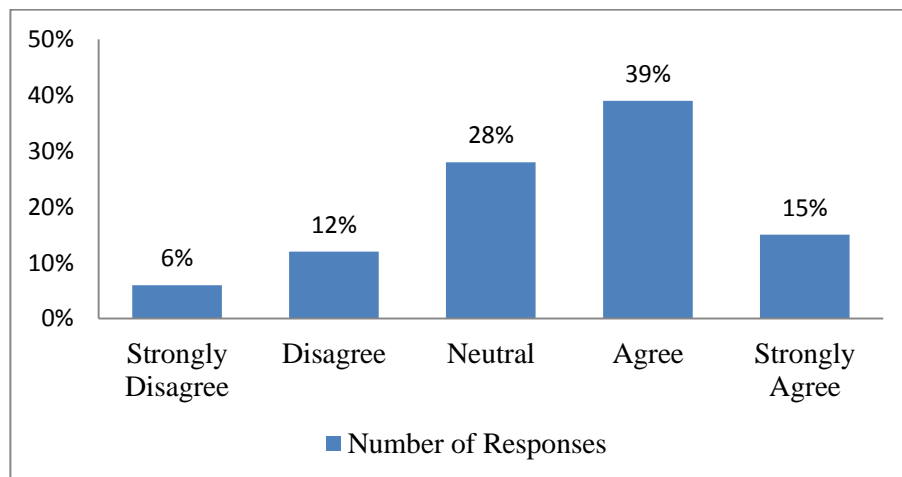
Table 4.8(4) showing the importance of job to be competitive to the respondents-

Leave Policy

Importance	Number of Responses	Percentage
Strongly Disagree	6	6
Disagree	12	12
Neutral	28	28
Agree	39	39
Strongly Agree	15	15
Total	100	100

Source: Primary Data

Chart 4.8(4) showing the importance of job to be competitive to the respondents-



INTERPRETATION: The chart depicts that out of 100 responses, 39% of the respondents agree that leave policy are important for a job to be competitive, 28% of them are neutrally supporting leave policy to be competitive, 15% of them strongly agree, 12% of them disagree and 6% strongly disagree that leave policy is important for a job.

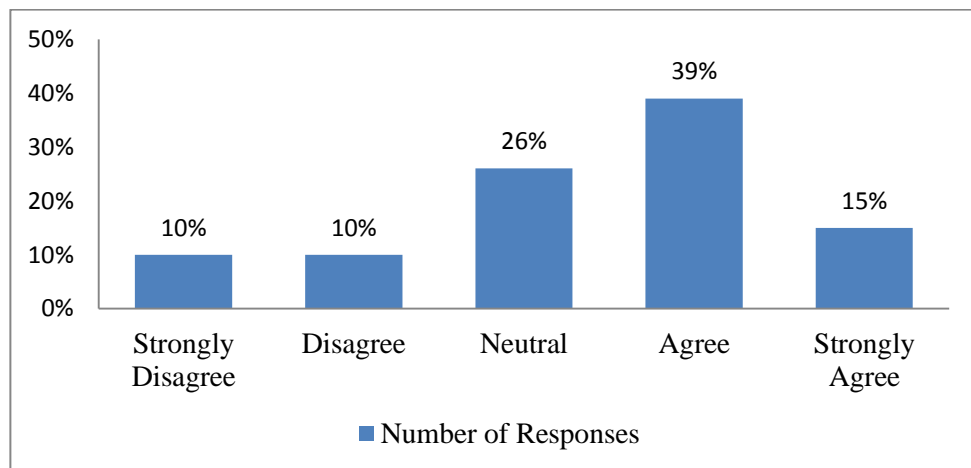
Table 4.8(5) showing the importance of job to be competitive to the respondents-

Flexible Work Arrangements

Importance	Number of Responses	Percentage
Strongly Disagree	10	10
Disagree	10	10
Neutral	26	26
Agree	39	39
Strongly Agree	15	15
Total	100	100

Source: Primary Data

Chart 4.8(5) showing the importance of job to be competitive to the respondents-



INTERPRETATION: The chart depicts that out of 100 responses, 39% of the respondents agree that flexible work arrangements are important for a job to be competitive, 26% of them are neutrally supporting flexible work arrangements to be competitive, 15% of them strongly agree, 10% of them disagree and 10% strongly disagree that leave policy is important for a job.

4.9 THOUGHTS ON COMPENSATION OF THE RESPONDENTS:

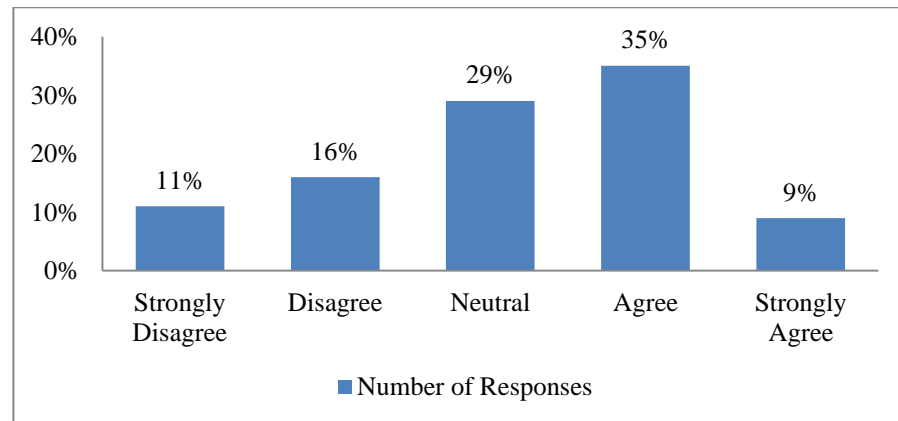
Table 4.9(1) showing the thoughts on compensation of the respondents-

I think my base pay is competitive compared to similar positions

Thoughts	Number of Responses	Percentage
Strongly Disagree	11	11
Disagree	16	16
Neutral	29	29
Agree	35	35
Strongly Agree	9	9
Total	100	100

Source: Primary Data

Chart 4.9(1) showing the thoughts on compensation of the respondents-



INTERPRETATION: The chart depicts that out of 100 responses, 35% of the respondents agree that their base pay competitive compared to similar positions, 29% of them are neutrally supporting the statement ,16% of them disagree, 11% of them strongly disagree and 9% strongly agree that their base pay is competitive compared to similar position.

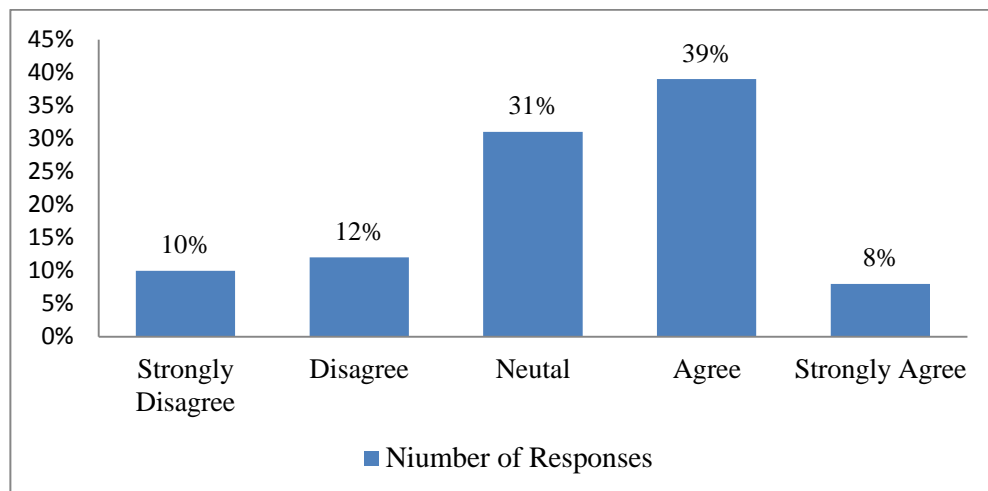
Table 4.9(2) showing the thoughts on compensation of the respondents-

I am satisfied with my bonus structure

Thoughts	Number of Responses	Percentage
Strongly Disagree	10	10
Disagree	12	12
Neutral	31	31
Agree	39	39
Strongly Agree	8	8
Total	100	100

Source: Primary Data

Chart 4.9(2) showing the thoughts on compensation of the respondents-



INTERPRETATION: The chart depicts that out of 100 responses, 39% of the respondents agree that they are satisfied with their bonus structure, 31% of them are neutrally supporting the statement, 12% of them disagree, 10% of them strongly disagree and 8% strongly agree that they are satisfied with their bonus structure

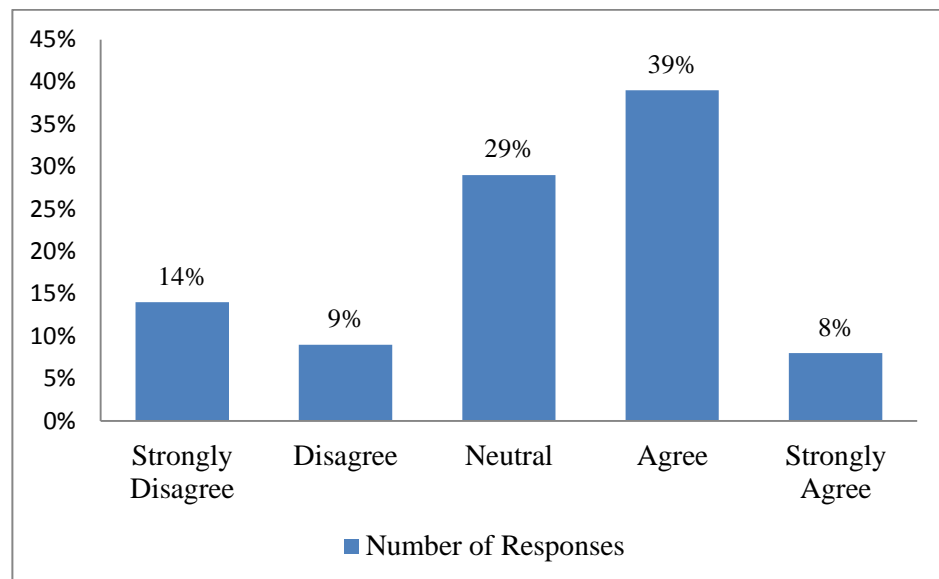
Table 4.9(3) showing the thoughts on compensation of the respondents-

I like the reward structure we have in place

Thoughts	Number of Responses	Percentage
Strongly Disagree	14	14
Disagree	9	9
Neutral	29	29
Agree	39	39
Strongly Agree	8	8
Total	100	100

Source: Primary Data

Chart 4.9(3) showing the thoughts on compensation of the respondents-



INTERPRETATION: The chart depicts that out of 100 responses, 39% of the respondents agree that they like reward structure in their place, 29% of them are neutrally supporting the statement, 14% of them strongly disagree, 9% of them disagree and 8% strongly agree that they like reward structure in their place.

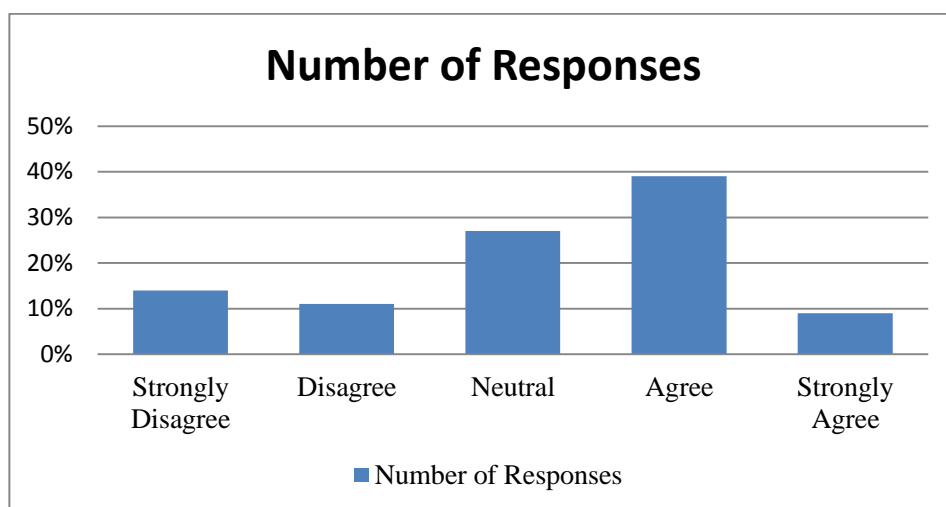
Table 4.9(4) showing the thoughts on compensation of the respondents-

I am satisfied with the benefits that are offered here

Thoughts	Number of Responses	Percentage
Strongly Disagree	14	14
Disagree	11	11
Neutral	27	27
Agree	39	39
Strongly Agree	9	9
Total	100	100

Source: Primary Data

Chart 4.9(4) showing the thoughts on compensation of the respondents-



INTERPRETATION: The chart depicts that out of 100 responses, 39% of the respondents agree that they are satisfied with the benefits offered, 27% of them are neutrally supporting the statement, 14% of them strongly disagree, 11% of them disagree and 9% strongly agree that they are satisfied with the benefits offered.

4.10 EQUALITY IN WORKPLACE:

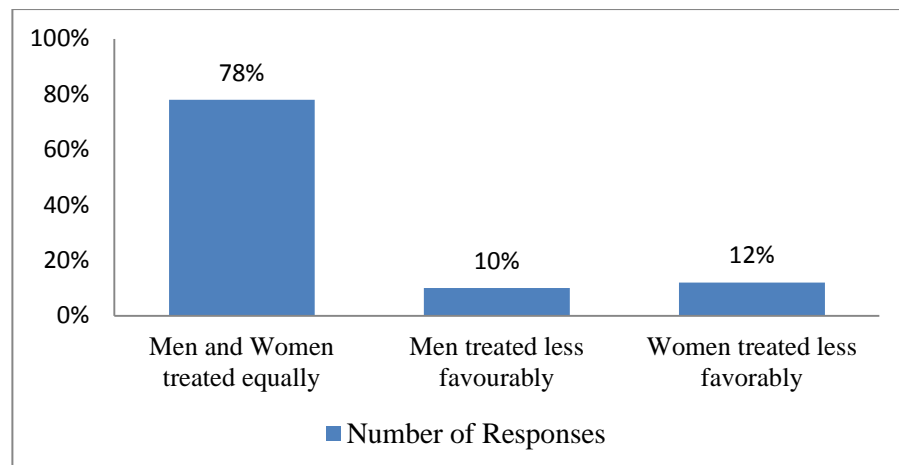
Table 4.10(1) showing equality in work place of the respondents-

Recruitment and Selection

Equality	Number of Responses	Percentage
Men and women are treated equally	78	78
Men treated less favourably	10	10
Women treated less favourably	12	12
Total	100	100

Source: Primary Data

Chart 4.10(1) showing equality in work place of the respondents-



INTERPRETATION: The chart depicts that out of 100 responses, 78% of the respondents agree that women and men are treated equally in their organisation, 12% of them are treating women less favourably, and 10% of them agree that men treated less favourably.

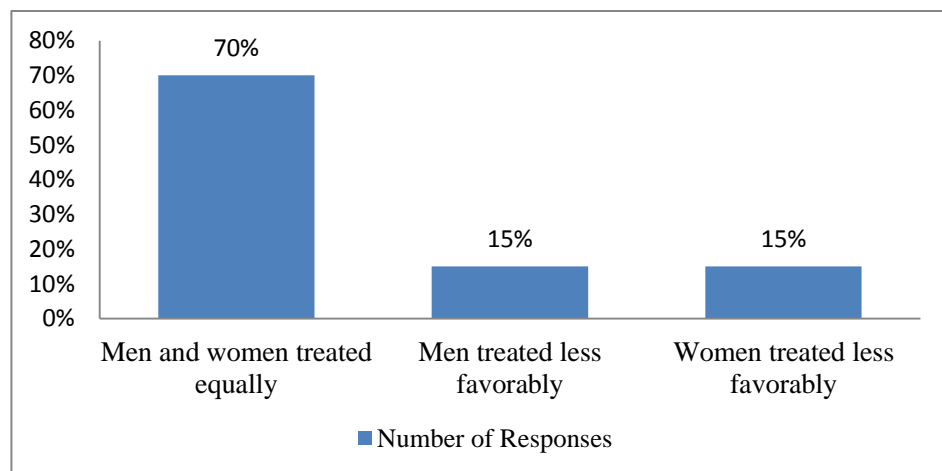
Table 4.10(2) showing equality in work place of the respondents-

Remuneration

Equality	Number of Responses	Percentage
Men and women are treated equally	70	70
Men treated less favourably	15	15
Women treated less favourably	15	15
Total	100	100

Source: Primary Data

Chart 4.10(2) showing equality in work place of the respondents-



INTERPRETATION: The chart depicts that out of 100 responses, 70% of the respondents agree that women and men are treated equally in their organisation, 15% of them are treating women less favourably, and 15% of them agree that men treated less favourably.

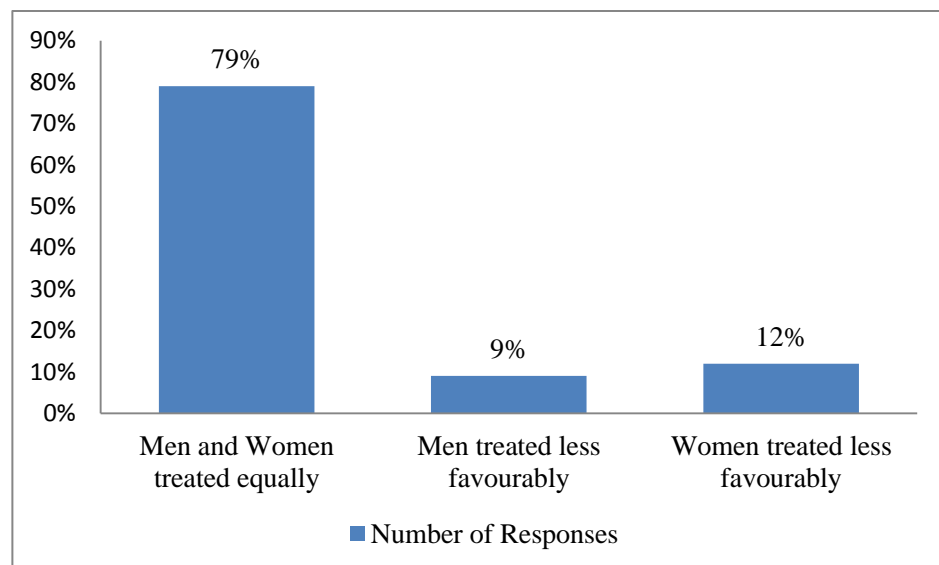
Table 4.10(3) showing equality in work place of the respondents-

Appraisal/performance management

Equality	Number of Responses	Percentage
Men and women are treated equally	79	79
Men treated less favourably	9	9
Women treated less favourably	12	12
Total	100	100

Source: Primary Data

Chart 4.10(3) showing equality in work place of the respondents-



INTERPRETATION: The chart depicts that out of 100 responses, 79% of the respondents agree that women and men are treated equally in their organisation, 12% of them are treating women less favourably, and 9% of them agree that men treated less favourably.

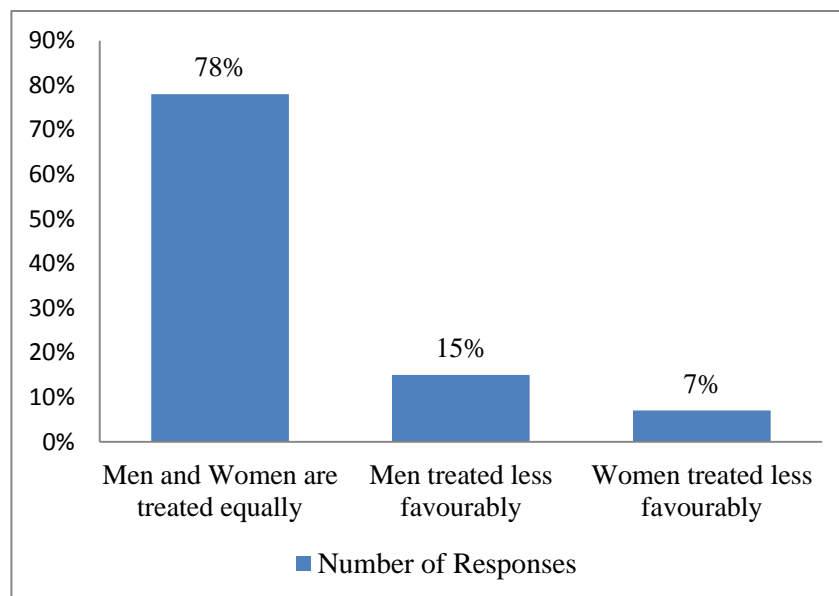
Table 4.10(4) showing equality in work place of the respondents-

Training

Equality	Number of Responses	Percentage
Men and women are treated equally	78	78
Men treated less favourably	15	15
Women treated less favourably	7	7
Total	100	100

Source: Primary Data

Chart 4.10(4) showing equality in work place of the respondents-



INTERPRETATION: The chart depicts that out of 100 responses, 78% of the respondents agree that women and men are treated equally in their organisation, 7% of them are treating women less favourably, and 15% of them agree that men treated less favourably.

4.11 WORKPLACE DISCRIMINATION OF THE

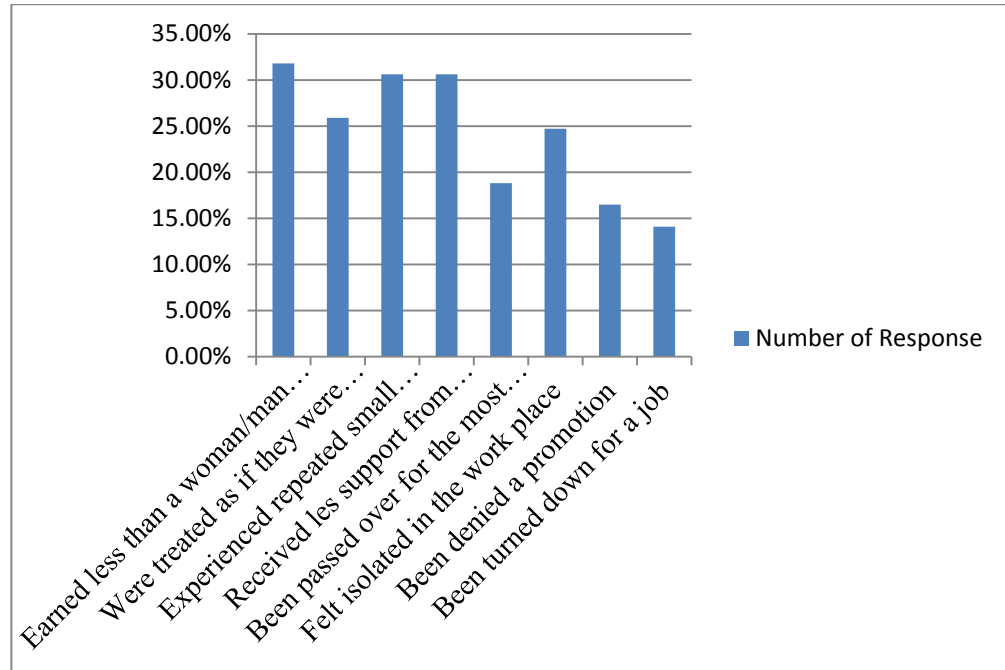
RESPONDENTS:

Table 4.11 showing work place discrimination of the respondents-

Discrimination	Number of Responses	Percentage
Earned less than a woman /man doing the same job	27	31.8%
Were treated as if they were not competent	22	25.9%
Experienced repeated, small slights at work	26	30.6%
Received less support from senior leaders than a woman/man doing the same job	26	30.6%
Been passed over for the most important assignment	16	18.8%
Felt isolated in the work place	21	24.7%
Been denied a promotion	14	16.5%
Been turned down for a job	12	14.1%

Source: Primary Data

Chart 4.11 showing work place discrimination of the respondents-



INTERPRETATION: The chart depicts that 31.80% of the respondents agree that they had earned less than a woman /man doing the same job, 30.6% of the respondents agree that they experienced repeated, small slights at work and also they received less support from senior leaders than a woman/man doing the same job, 25.9% had agreed that were treated as if they were not competent, 24.7% respondents felt isolated in the work place, 18.8% of the respondents been passed over for the most important assignment, 16.5% been denied a promotion, 14.1% respondents been turned down for a job.

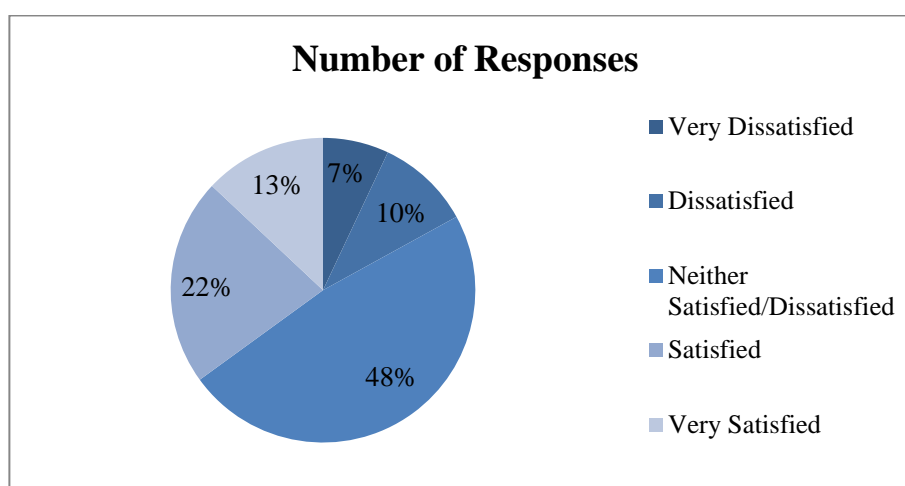
4.12 OVERALL SATISFACTION OF REMUNERATION FOR THE RESPONDENTS:

Table 4.12 showing overall satisfaction of remuneration for the respondents-

Satisfaction	Number of Responses	Percentage
Very Dissatisfied	7	7
Dissatisfied	10	10
Neither Satisfied/Dissatisfied	48	48
Satisfied	22	22
Very Satisfied	13	13
Total	100	100

Source: Primary Data

Chart 4.12 showing overall satisfaction of remuneration for the respondents-



INTERPRETATION: Out of 100 respondents 48% of the respondents are neither satisfied or dissatisfied with their overall remuneration, 22% of them are satisfied, 13% of them are very satisfied, 10% of them are dissatisfied and rest of them are very dissatisfied.

Testing of Hypothesis using Chi-Square

Objective 1

H0: There is no significant relationship between gender and satisfaction of remuneration

H1: There is relationship between gender and satisfaction of remuneration

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender * I am satisfied with my overall remuneration	100	99.0%	1	1.0%	101	100.0%

Gender * I am satisfied with my overall remuneration Cross tabulation

Count

		I am satisfied with my overall remuneration					Total
		1	2	3	4	5	
Gender	Female	5	5	23	9	8	50
	Male	1	5	25	14	5	50
Total		6	10	48	23	13	100

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.529 ^a	4	.339
Likelihood Ratio	4.789	4	.310
N of Valid Cases	100		

2 cells (20.0%) have expected count less than 5. The minimum expected count is 3.00.

INTERPRETATION: The relationship between gender and satisfaction of remuneration is tested through chi square, where the p value is greater than 0.05 that is $0.339 > 0.05$ hence null hypothesis is rejected and alternative hypothesis is accepted thus there is relationship between gender and satisfaction of remuneration.

Objective 2

H0: There is no significant relationship between gender and satisfaction of remuneration

H1: There is relationship between gender and satisfaction of remuneration

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age Categories * I am satisfied with my overall remuneration	100	100.0%	0	0.0%	100	100.0%

Age Categories * I am satisfied with my overall remuneration Cross tabulation

Count

		I am satisfied with my overall remuneration					Total
		1	2	3	4	5	
Age Categories	20-29	6	5	33	9	10	63
	30-39	0	4	6	5	1	16
	40-49	0	1	8	5	1	15
	50-60	0	0	1	4	1	6
Total		6	10	48	23	13	100

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.804 ^a	12	.071
Likelihood Ratio	20.532	12	.058
N of Valid Cases	100		

a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .36.

INTERPRETATION: The relationship between age and satisfaction of remuneration is tested through chi square, where the p value is greater than 0.05 that is $0.07 > 0.05$ hence null hypothesis is rejected and alternative hypothesis is accepted thus there is relationship between age and satisfaction of remuneration.

4.13 LEVEL OF AGREEMENT DISAGREEMENT OF THE RESPONDENTS:

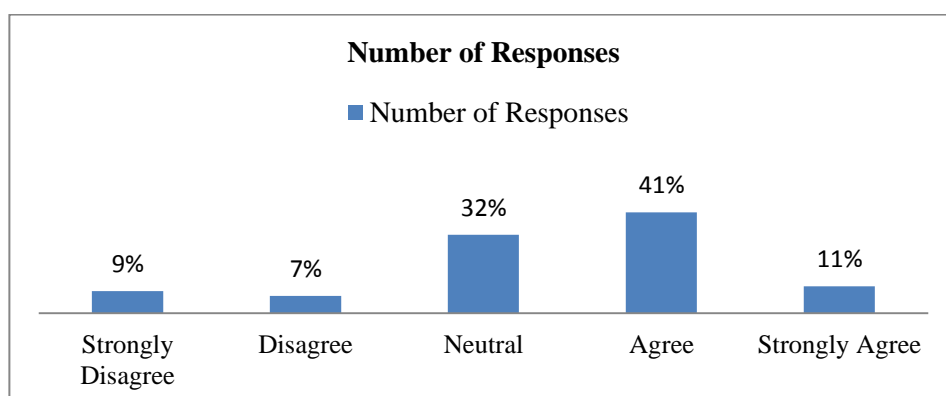
Table 4.13(1) showing level of agreement disagreement of the respondents-

If I do a good job I will be rewarded

Agreement/ Disagreement	Number of Responses	Percentage
Strongly Disagree	9	9
Disagree	7	7
Neutral	32	32
Agree	41	41
Strongly Agree	11	11
Total	100	100

Source: Primary Data

Chart 4.13(1) showing level of agreement disagreement of the respondents-



INTERPRETATION: This chart depicts out of 100 responses, 41% of them agree for the statement that if he do good job he will be rewarded, 32% of them are neutral 11% of them strongly agree, 9% of them strongly disagree and 7% of them disagree the statement.

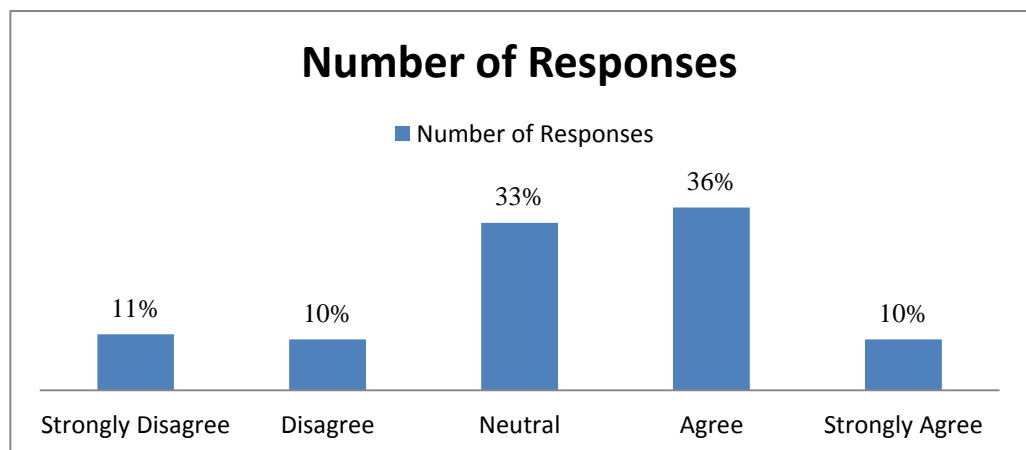
Table 4.13(2) showing level of agreement disagreement of the respondents-

I get what I need to do my Job well

Agreement/ Disagreement	Number of Responses	Percentage
Strongly Disagree	11	11
Disagree	10	10
Neutral	33	33
Agree	36	36
Strongly Agree	10	10
Total	100	100

Source: Primary Data

Chart 4.13(2) showing level of agreement disagreement of the respondents-



INTERPRETATION: This chart depicts out of 100 responses, 36% of them agree for the statement that he get what he need to do his Job well, 33% of them are neutral, 11% of them strongly disagree, 10% of them strongly agree and 10% of them disagree the statement.

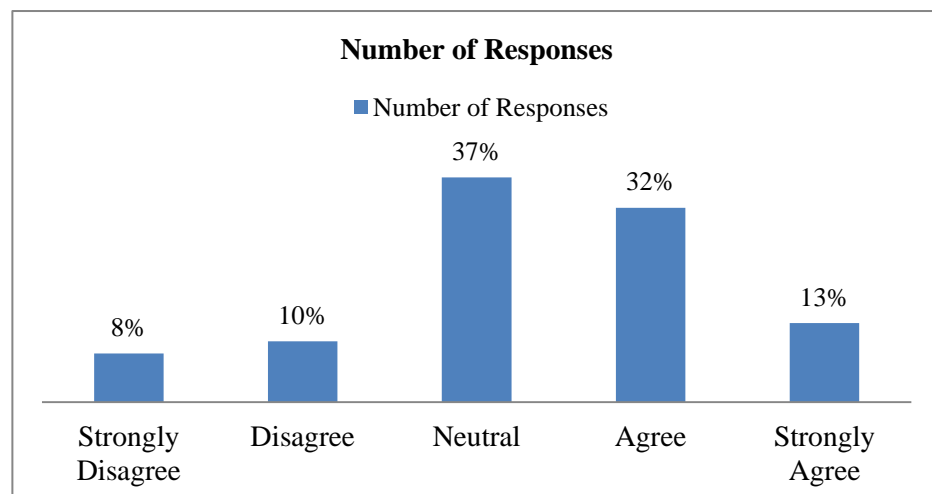
Table 4.13(3) showing level of agreement disagreement of the respondents-

The conditions I work in are good

Agreement/ Disagreement	Number of Responses	Percentage
Strongly Disagree	8	8
Disagree	10	10
Neutral	37	37
Agree	32	32
Strongly Agree	13	13
Total	100	100

Source: Primary Data

Chart 4.13(3) showing level of agreement disagreement of the respondents-



INTERPRETATION: This chart depicts out of 100 responses, 37% of them are neutral for the statement that his condition he work in are good, 32% of them agree, 13% of them strongly agree, 10% of them disagree and 8% of them strongly disagree the statement.

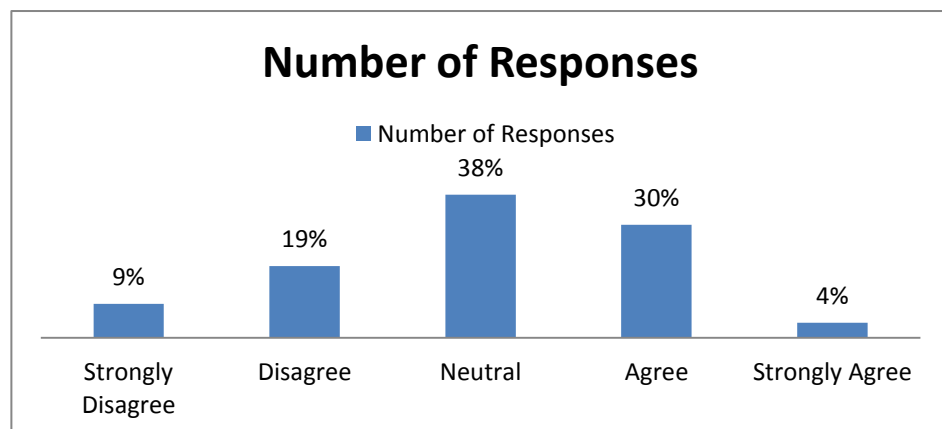
Table 4.13(4) showing level of agreement disagreement of the respondents-

I feel stress in my job.

Agreement/ Disagreement	Number of Responses	Percentage
Strongly Disagree	9	9
Disagree	19	19
Neutral	38	38
Agree	30	30
Strongly Agree	4	4
Total	100	100

Source: Primary Data

Chart 4.13(4) showing level of agreement disagreement of the respondents-



INTERPRETATION: This chart depicts out of 100 responses, 38% of them are neutral for the statement that he feel stress in his job, 30% of them agree, 19% of them disagree, 9% of them strongly disagree and 4% of them strongly agree the statement.

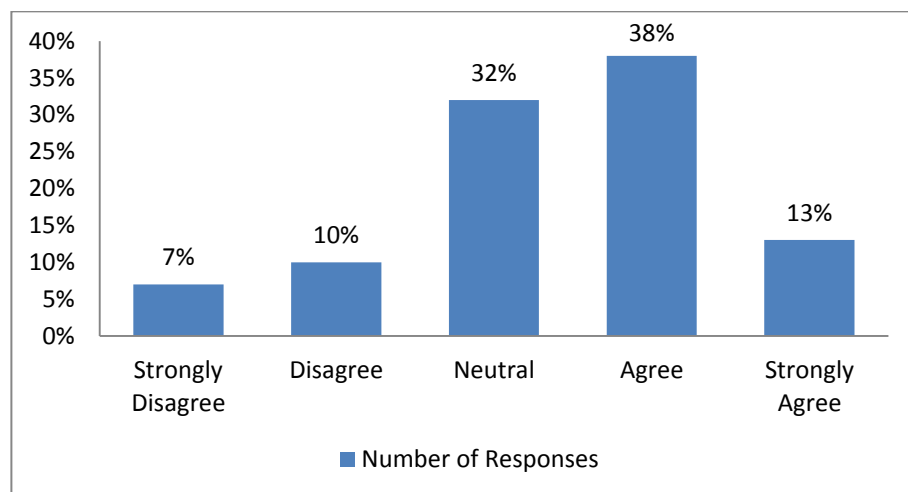
Table 4.13(5) showing level of agreement disagreement of the respondents-

I am interested in my job.

Agreement/ Disagreement	Number of Responses	Percentage
Strongly Disagree	7	7
Disagree	10	10
Neutral	32	32
Agree	38	38
Strongly Agree	13	13
Total	100	100

Source: Primary Data

Chart 4.13(5) showing level of agreement disagreement of the respondents-



INTERPRETATION: This chart depicts out of 100 responses, 38% of them agree for the statement that he is interested in his job, 32% of them are neutral, 13% of them strongly agree, 10% of them disagree and 4% of them strongly disagree the statement.

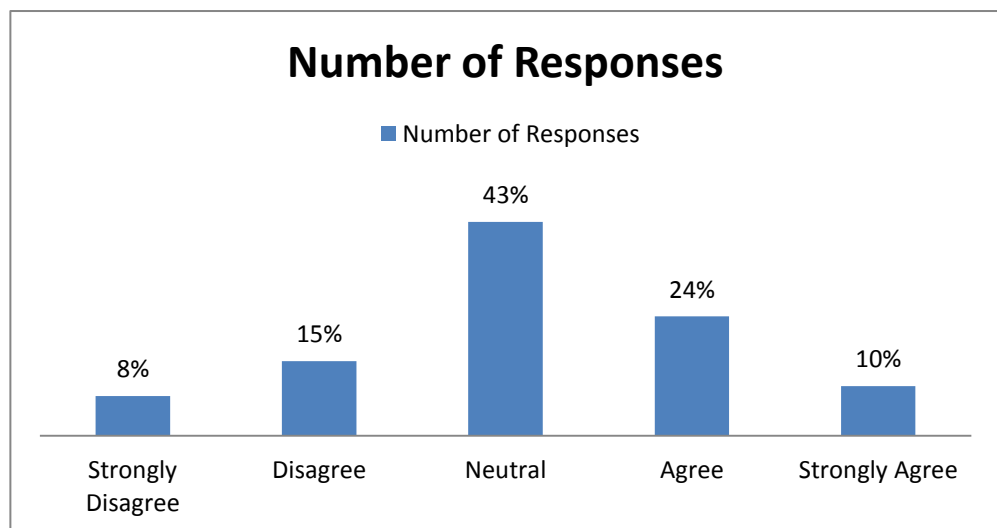
Table 4.13(6) showing level of agreement disagreement of the respondents-

Management make wise decision

Agreement/ Disagreement	Number of Responses	Percentage
Strongly Disagree	8	8
Disagree	15	15
Neutral	43	43
Agree	24	24
Strongly Agree	10	10
Total	100	100

Source: Primary Data

Chart 4.13(6) showing level of agreement disagreement of the respondents-



INTERPRETATION: This chart depicts out of 100 responses, 43% of them are neutral for the statement that management makes wise decision, 24% of them agree, 15% of them disagree, 10% of them strongly agree and 8% of them strongly disagree the statement.

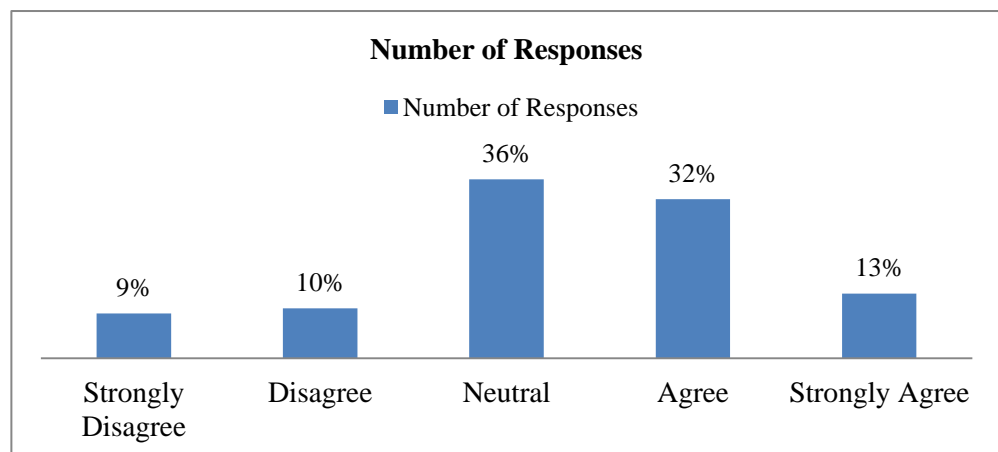
Table 4.13(7) showing level of agreement disagreement of the respondents-

I am proud to work for this company

Agreement/ Disagreement	Number of Responses	Percentage
Strongly Disagree	9	9
Disagree	10	10
Neutral	36	36
Agree	32	32
Strongly Agree	13	13
Total	100	100

Source: Primary Data

Chart 4.13(7) showing level of agreement disagreement of the respondents-



INTERPRETATION: This chart depicts out of 100 responses, 36% of them are neutral for the statement that they are proud to work for this company, and 32% of them agree, 13% of them strongly agree, 10% of them disagree and 9% of them strongly disagree the statement.

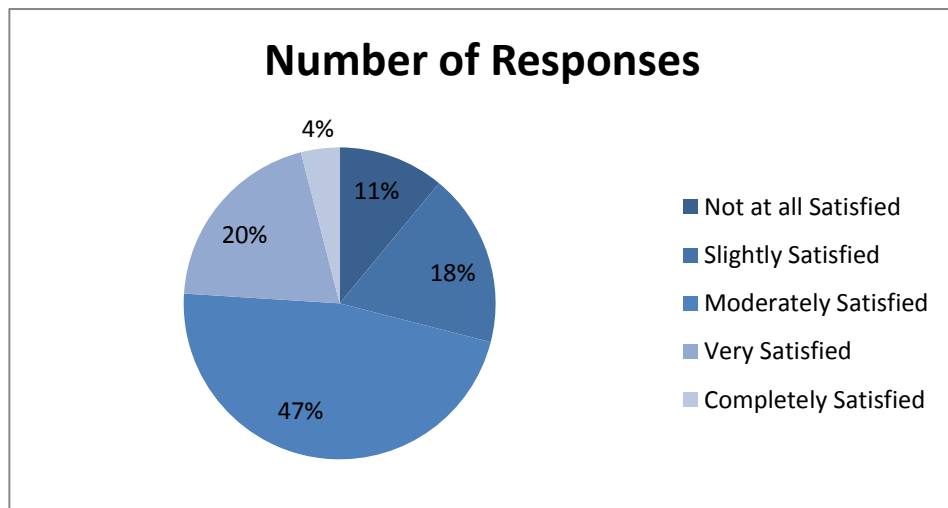
4.14 SATISFACTION WITH THE SALARY STRUCTURE OF THE RESPONDENTS:

Table 4.14 showing satisfaction with the salary structure of the respondents-

Satisfaction	Number of Responses	Percentage
Not at all satisfied	11	11
Slightly satisfied	18	18
Moderately satisfied	47	47
Very satisfied	20	20
Completely Satisfied	4	4
Total	100	100

Source: Primary Data

Chart 4.14 showing satisfaction with the salary structure of the respondents-



INTERPRETATION: This chart depicts that out of 100 responses 47% of the respondents are moderately satisfied with the salary structure, 20% of them are very satisfied, 18% of them are slightly satisfied, 11% of them are not at all satisfied, and 4% of them are completely satisfied.

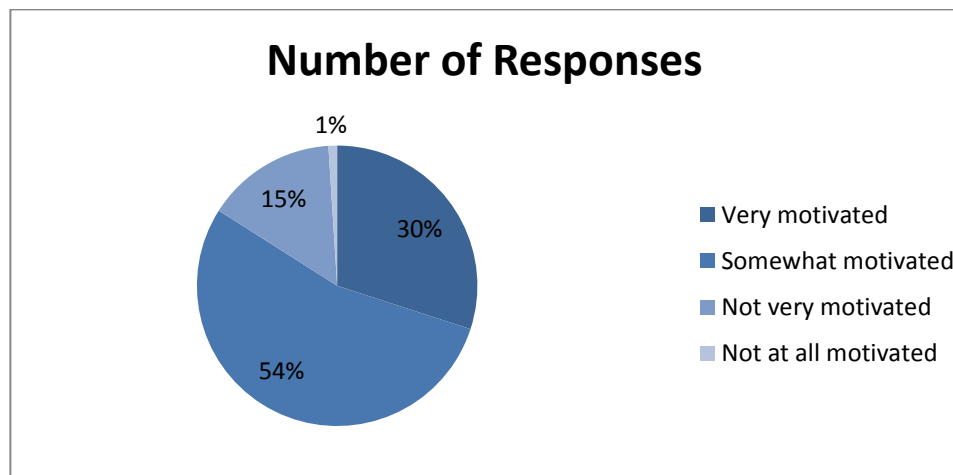
4.15 MOTIVATION OF RESPONDENTS TO SEE COMPANY'S SUCCESS:

Table 4.15 showing motivation of respondents to see company's success-

Motivation	Number of Responses	Percentage
Very motivated	30	30
Somewhat motivated	54	54
Not very motivated	15	15
Not at all motivated	1	1
Total	100	100

Source: Primary Data

Chart 4.15 showing motivation of respondents to see company's success-



INTERPRETATION: This chart depicts that out of 100 responses 54% of the respondents are somewhat motivated to see company's success, 30% of them are very motivated, 15% of them are not very motivated, and 1% of the respondents are not at all motivated.

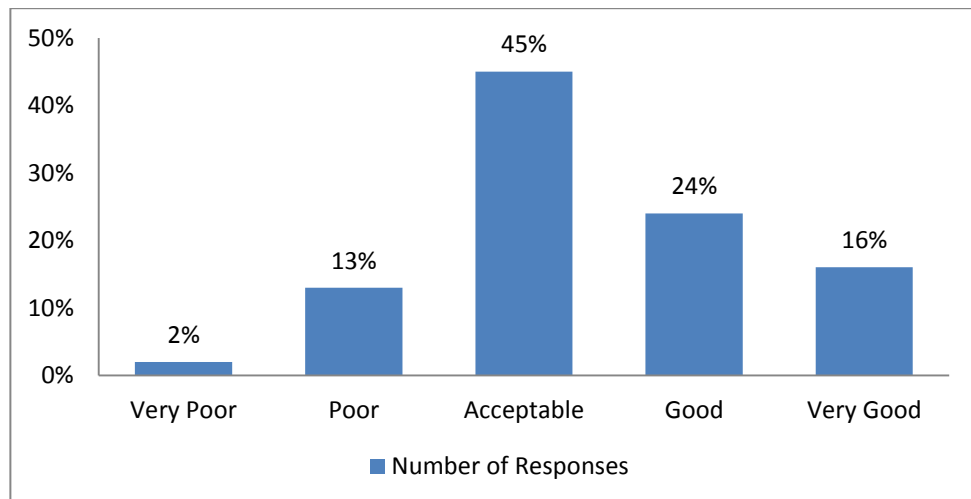
4.16 OVERALL RELATIONSHIP WITH COMPANY AND EMPLOYEES:

Table 4.16 showing relationship with company and employees-

Relationship	Number of Responses	Percentage
Very Poor	2	2
Poor	13	13
Acceptable	45	45
Good	24	24
Very Good	16	16
Total	100	100

Source: Primary Data

Chart 4.16 showing relationship between company and employees-



INTERPRETATION: This chart depicts that out of 100 responses 45% of the respondents are accepting there is relationship between company and employees, 24% of them accepts that it is good, 16% of them says it is very good, 13% says it is poor and 1% of the respondents says it is very poor.

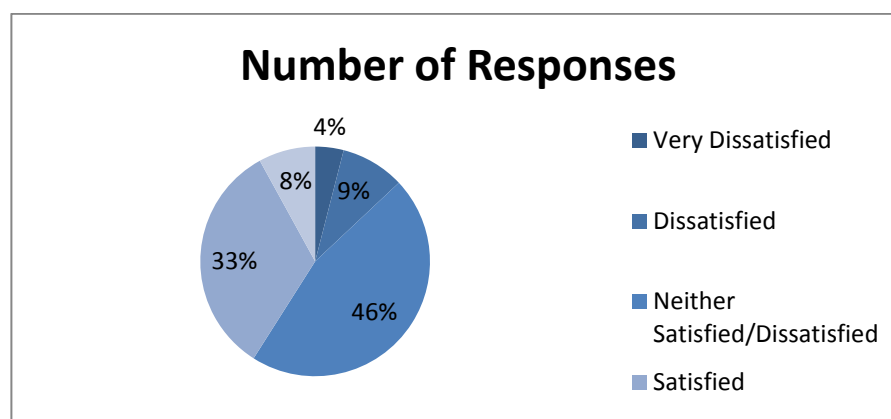
4.17 SATISFACTION LEVEL OF REMUNERATION RECIEVE COMPARED TO RECIEVED FOR SIMILAR WORK FROM ANOTHER COMPANY:

Table 4.17 showing satisfaction level of remuneration-

Satisfaction	Number of Responses	Percentage
Very Dissatisfied	4	4
Dissatisfied	9	9
Neither Satisfied/Dissatisfied	46	46
Satisfied	33	33
Very Satisfied	8	8
Total	100	100

Source: Primary Data

Chart 4.17 showing satisfaction level of remuneration-



INTERPRETATION: This chart depicts that out of 100 responses 46% of the respondents are neutrally satisfied with the remuneration they receive, 33% of them satisfied with the remuneration, 9% of them are dissatisfied, 8% of them are very satisfied and rest of them are very dissatisfied with remuneration they receive.

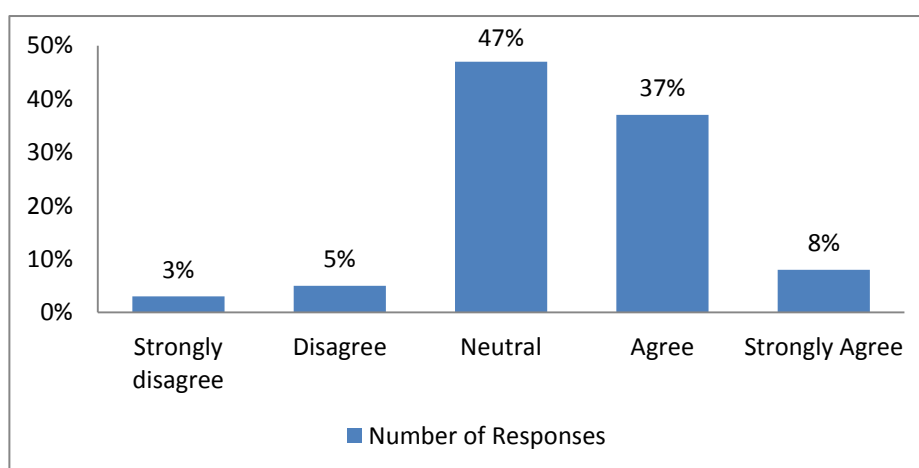
4.18 MOTIVATION FOR RESPONDENT REGARDING PAYMENT POLICY:

Table 4.18 showing motivation for respondent regarding payment policy-

Motivation	Number of Responses	Percentage
Strongly disagree	3	3
Disagree	5	5
Neutral	47	47
Agree	37	37
Strongly Agree	8	8
Total	100	100

Source: Primary Data

Chart 4.18 showing motivation for respondent regarding payment policy-



INTERPRETATION: This chart depicts that out of 100 responses 47% of the respondents are neutrally motivated, 37% of them agree that they are motivated regarding payment policy, 8% of them strongly agree, 5% of them disagree and rest of them strongly disagree.

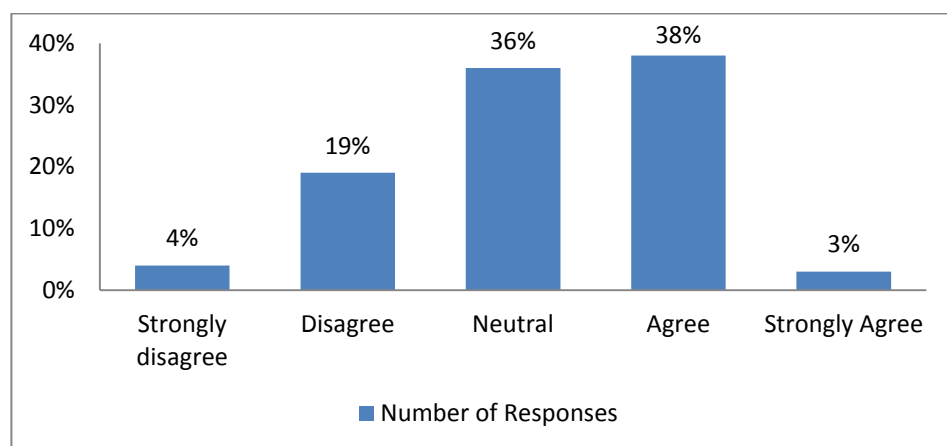
4.19 ORGANISATION FREQUENTLY REVISES THE SALARY SCALE OF EMPLOYEES TO MOTIVATE:

Table 4.19 showing whether organisation frequently revises the salary scale-

Motivation	Number of Responses	Percentage
Strongly disagree	4	4
Disagree	19	19
Neutral	36	36
Agree	38	38
Strongly Agree	3	3
Total	100	100

Source: Primary Data

Chart 4.19 showing whether organisation frequently revises the salary scale-



INTERPRETATION: This chart depicts that out of 100 responses 38% of the respondents are agree that organisation frequently revises salary scale to motivate employees, 36% of them are neutral, 19% of them disagree, 4% of them strongly disagree and rest of them strongly agree.

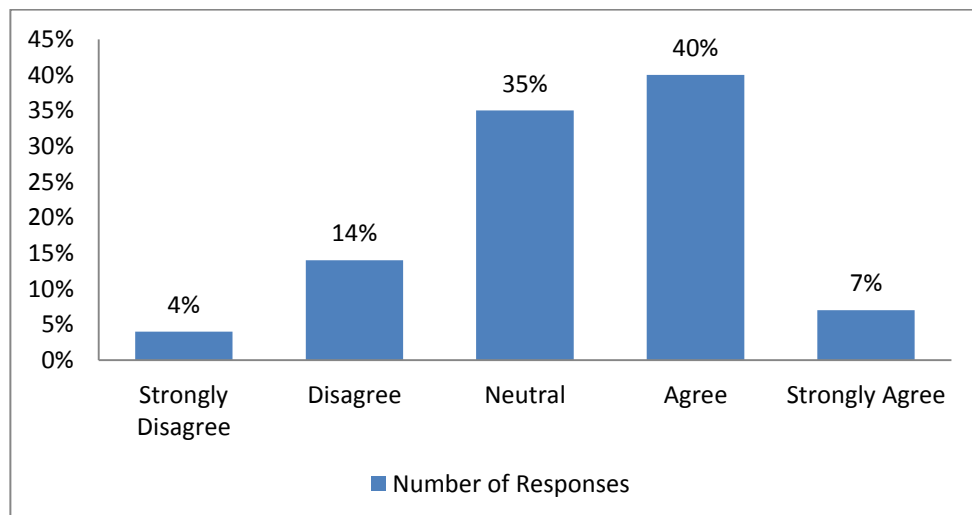
4.20 ADEQUATE INCENTIVE FOR EVERY EFFORT PUT:

Table 4.20 showing whether organisation give adequate incentive for every effort put by respondents-

Motivation	Number of Responses	Percentage
Strongly Disagree	4	4
Disagree	14	14
Neutral	35	35
Agree	40	40
Strongly Agree	7	7
Total	100	100

Source: Primary Data

Chart 4.20 showing whether organisation give adequate incentive for every effort put by respondents-



INTERPRETATION: This chart depicts that out of 100 responses 40% of the respondents are agree that they give adequate incentive effort put by the respondent, 35% of them are neutral, 14% of them disagree, 7% of them strongly agree and rest of them strongly disagree.

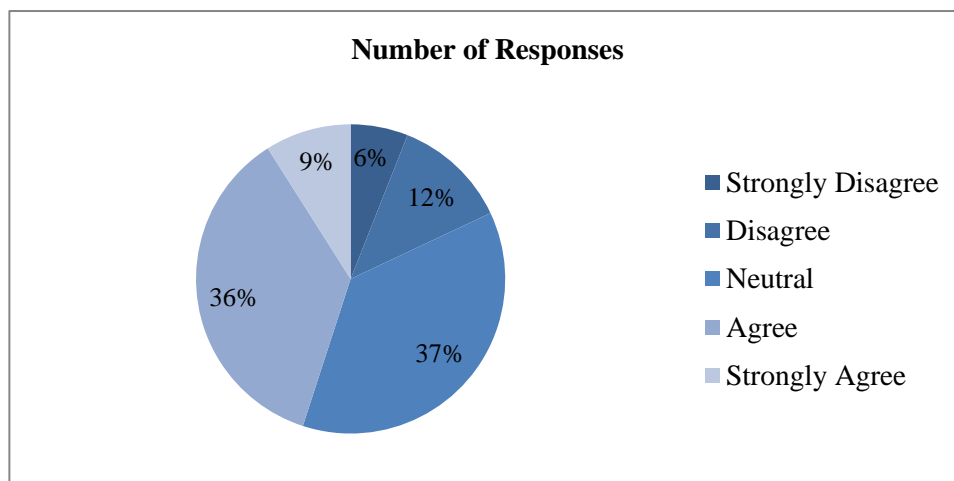
4.21 BONUS PLAN FOR BETTER ACHEIVEMENTS WHICH MOTIVATES EMPLOYEES FOR BETTER PERFORMANCE:

Table 4.21 showing whether bonus plan for better achievements which motivates employees for better performance-

Motivation	Number of Responses	Percentage
Strongly Disagree	6	6
Disagree	12	12
Neutral	37	37
Agree	36	36
Strongly Agree	9	9
Total	100	100

Source: Primary Data

Chart 4.21 showing whether bonus plan for better achievements which motivates employees for better performance-



INTERPRETATION: This chart depicts that out of 100 responses 37% of the respondents are neutral, 36% of them agree that receive bonus plan for better achievement, 12% of them disagree, 9% of them strongly agree and rest of them strongly disagree.

CHAPTER – V
FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- Most of the respondents come under the age category of 20-30.
- Out of 100 respondents 50% of them are female and 50% of them are male where in that 60% were unmarried and 40% were married.
- Most of the respondents are holding bachelor's degree.
- Out of 100 respondents 39% of them are having work experience of 0-1 years and 31% of them are having work experience of less than 5 years.
- 34.3% of the respondents are having variable pay system and 33.3% of them are having fixed pay system.
- Majority of the respondents agree that base salary, bonus structure, health benefits, leave policy, flexible work arrangements are the factors that are important to be a job competitive.
- Out of 100 responses, majority of them agrees that their base pay is competitive compared to similar positions, they are also satisfied with bonus structure, majority of the respondents also agree that they like reward structure in their place, and also agree that they are satisfied with the benefits offered.
- Majority of the respondents accepts that recruitment and selection, remuneration, appraisal and performance management and training men and women are treated equally.
- Earned less than a woman or man doing the same job was one of the discrimination faced by respondents on the work place, other discriminations like experienced repeated, small slights at work, received less support from senior leaders than a woman/man doing the same job, Were treated as if they were not competent, felt isolated in the work place etc. were also faced by respondents in their work place.
- Out of 100 respondents, majority of the respondents were neutrally satisfied with their overall remuneration.
- Out of 100 responses, majority of them agree for the statements that if he do good job he will be rewarded, he get what he need to do his job well, he is interested in his job, the respondents were neutrally satisfied with the statements that his condition he work in are good, he feel stress in his job, management makes wise decision and they are proud to work for their company.

- Majority of the respondents are moderately satisfied with the salary structure and also they are neutrally satisfied with the remuneration they receive from the organisation.
- Out of 100 responses 54% of them are somewhat motivated to see the company success.
- Majority of the respondents accepts that there is a fine relationship between company and the employees.
- Out of 100 responses, majority of them agree that organisation frequently revises salary scale and also the respondent's gets adequate incentive for every effort put.
- Majority of the respondents, concern about current pay structure is that 60% of them are satisfied with their current pay, rest 40% of them have issues with their current pay structure

5.2 SUGGESTIONS

- While planning the incentive system companies should avoid discrimination on the basis of gender.
- Basic wages or salary should be given to employees as per the laws prevailing in the country so as to increase morale and productivity.
- Salary revision needs to be done every year.
- Both monetary and non-monetary incentives should be included in remuneration system.
- Experience, Qualifications, Age group should be the factors for implementing remuneration schemes.

5.3 CONCLUSION

The topic “A STUDY ON THE EFFECT OF REMUNERATION ON EMPLOYEE PERFORMANCE BEHAVIOUR” is an attempt to find out whether remuneration is affecting employee performance in their organisation. We tested several hypotheses and it has been understood that out of 100 respondent’s majority of them accepting the fact that remuneration play a vital role in employee performing in an organisation. Higher remuneration given to an employee in an organisation leads to increased motivation, job satisfaction and commitment among employees. The study also highlights the need for adjusting the remuneration strategies to ensure that their job is competitive.

On the basis of the study it is clear that most of the respondents accept that their base pay is competitive, they are satisfied with their bonus structure, and they like their reward in their place and they are satisfied with the benefits offered in their organisation. Majority of the respondents were motivated to see the company’s success and most of them were satisfied with the overall remuneration. Majority of the respondents were moderately satisfied with the current salary structure they have in place. As a conclusion, the majority of the respondents were accepting the fact that remuneration is affecting the employee performance. Thus remuneration plays a vital role in the employee performance in an organisation

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ANNEXURE

QUESTIONNAIRE

Dear Respondents,

I am Fathima Nourin, student of St. Teresa's College Ernakulam conducting project on the topic "Effect of Remuneration on Employee Performance Behaviour". The purpose of the study is to know your opinion about the respective topic. Your reply will be treated in strict confidence and it will be a great support for my study. Kindly co-operate for the same.

Name :

Age : ☐ 20-29 ☐ 30-39 ☐ 40-49 ☐ 50-60

Gender : ☐ Male ☐ Female

Marital Status : ☐ Single ☐ Married

Education level : ☐ High school ☐ Diploma
☐ Bachelor's degree ☐ Postgraduate

Monthly Income : ☐ Less than 10000 ☐ 10001-25000
☐ 25001-50000 ☐ 50000-100000
☐ Above 100000

Work Experience : ☐ 0-1 years ☐ less than 5 years
☐ 5 to 10 years ☐ 10-15 years
☐ above 15 years

1) Does the company have

☐ Fixed pay system ☐ Variable pay system ☐ Both

2) How important is it your job to be competitive in the following?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Base Salary					
Bonus Structure					
Health Benefits					
Leave Policy					
Flexible Work Arrangements					

3) Please tell us what you think about your overall compensation.

	Strongly Disagree	Disagree	Neutral	Agree	Strongl y Agree
I think my base pay is competiti ve compared to similar positions					
I am satisfied with my bonus structure					

I like the reward structure we have in place					
I am satisfied with the benefits that are offered here					

4) Do you feel that women and men are treated equally at your workplace in the following area?

	Men and women are treated equally	Men treated less favourably	Women treated less favourably
Recruitment and selection			
Remuneration			
Appraisal/performance management			
Training			

5) Do you ever experience any of these types of discrimination at work?

☐ Earned less than a woman /man doing the same job

☐ Were treated as if they were not competent

- ☐ Experienced repeated, small slights at work
- ☐ Received less support from senior leaders than a woman/man doing the same job
- ☐ Been passed over for the most important assignment
- ☐ Felt isolated in the work place
- ☐ Been denied a promotion
- ☐ Been turned down for a job

6) I am satisfied with my overall remuneration

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neither Satisfied/Dissatisfied
- ☐ Satisfied
- ☐ Very Satisfied

7) Please express your level of agreement or disagreement for the following statements

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
If I do a good job I will be rewarded. .					
I get what I need to do my					

Job well					
The conditions I work in are good.					
I feel stress in my job.					
I am interested in my job.					
Management make wise decision.					
I am proud to work for this company					

8) How would you describe your satisfaction with the salary structure?

- ☐ Not at all satisfied
- ☐ Slightly satisfied
- ☐ Moderately satisfied
- ☐ Very satisfied
- ☐ Completely satisfied

9) How motivated are you to see the company succeed?

- ☐ Very motivated
- ☐ Somewhat motivated
- ☐ Not very motivated
- ☐ Not at all motivated

10) How do you rate the overall relationship between the company and its employees?

☐ Very Poor

☐ Poor

☐ Acceptable

☐ Good

☐ Very Good

11) How do you rate the satisfaction level of remuneration you receive compared to what you could receive for similar work from another company in this area?

☐ Very Dissatisfied

☐ Dissatisfied

☐ Neither Satisfied/Dissatisfied

☐ Satisfied

☐ Very Satisfied

12) The payment policy of the organisation motivates you for more effort.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

13) This organisation frequently revises the salary scale of its employees to motivate them

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

14) You get adequate incentive for every extra effort you put

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

15) This organisation has a bonus plan for better achievements which motivates employees for better performance

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

16) What are your specific concerns about current pay structure?

1. _____

2. _____

3. _____