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A PROJECT REPORT
ON
A STUDY ON IMPACT OF COMPINSATION ON EMPLOYEE
PERFORMANCE AND EMPLOYEE MOTIVATION

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A project report submitted in partial fulfillment of
the requirements for the award of
Bachelor of Science (Honors) in Business and Information Systems
(Human Resource Management)

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Middle East College
Knowledge Oasis Muscat, Oman

January, 2021

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AND EMPLOYEE MOTIVATION "submitted by Farah Abdullah Alsinani , 15f14023 is approved in partial fulfillment of the requirements for Bachelor of Science (Honours) in Business and Information Systems Human Resource Management .

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ABSTRACT

The aim of this project is to study the relationship between compensation and its effect on employee performance and to understand how HRIS affects this problem. This project will try to find the relationship between these three .compensation, which is the rewards that employees receive, the performance that represents the efficiency of the employees in the organization and the motivation that is the enthusiasm of the employees and their desire to. Business, government, and society will benefit from this research. I chose the secondary data as this study will be done online only and get all data from journals, books and research papers. For this reason, the study population for this research will be the people who have participated in journal articles, books and research papers, and an additional qualitative research method will be used to ensure more reliability and correctness of data and information in full.

LIST OF TABLES

LIST OF FIGURES

Table of Contents

Chapter 1
INTRODECTION

1.1 Background of the Study

This project will be a research that will cover the impact of compensations on the employee's performance and their motivation. This research will try to find the relationship between these three. The compensations which are the rewards that the employees get, the performance which is the efficiency of the employees in the organization and the motivation which is how excited and willing the employees are to work in the organization. The research will try to link both the motivation and the performance and compare them to the compensations to find out the relationship between them and how does the compensations impact the employee's motivation and performance in the organization, as well as Knowing the different types of compensations that can be applied to be awarded for the employees. And also we knowing what are the HRIS system used for compensation.

1.2 Research Problem

This research is a study that will discuss the compensations in organizations and their impact on the employee's performance and motivation. The problem this research will have to face is that there are countless of types of compensation that the companies tend to award their employees and these different types might have different impacts on the employees performance and motivation which is why it will be hard to know exactly the impact of every type of compensation on the employees, so the compensations that will be discussed in this report will be general and the most common types of compensations which will make it easier for the researcher.

1.3 Aim of the research

This research aims to understand and find the impact of the compensations on the performance of the employees and the motivation of thee employees in the work place.

1.3 Objectives of the research:

1. Identifying the impact of compensation on employee's performance.
2. Understanding the impact of compensation on the employee's motivation
3. Understanding the different types of compensation.
4. Understanding how can HRIS system be used to overcome the above issue?

1.4 Research questions:

What is the impact of compensation on employee's performance?

What is the impact of compensation on the employee's motivation?

What are the different types of compensation?

How can HRIS system be used to overcome the issues in the research?

1.5 Scope of the Study

This study will be covering three different terms which are used heavily in the organizations and especially in the human resources department and these terms are compensations, motivation and performance. The research will try to understand how compensations can have an impact on the employees and how this impact can influence their work performance in the organization as well as their motivation. Both the compensations and the work performance are measurable and finding evidence to them will be easier, but the motivation of the employees cannot be measured and it is hard to exactly know if an employee is motivated or not unless there was a direct communication with the employees to know how motivated they are.

1.6 . Significance of the Study

This study will be important academically since it will help many students to use it as a reference for their Human resources related essay which can be discussing the compensations and the employees' motivation and performance in the work place and the relationship between these three terms. The research will also help other researchers in colleges and schools to fins basic data about these three terms before they start their research to have a better understanding of the subject they researching about. Generally, the research will be a good reference to students who are looking to research about the impact of compensations on the employees.

The companies and organizations: Companies and organizations will benefit from this research the most. One of the most important aspects of the human resources department and one of the human resources department biggest goals is to be able to increase the performance of the employees and their motivation. This research will be good for those companies who are wondering on methods where they can increase their employees' performance and motivation. In the organizations, they always try using many methods to increase the level of performance and motivation of their employees, and this research might help them find the best possible methods to increase which will be the compensation.

The government: The government will welcome that the employees in their organizations and in the companies will be motivated and performing good because this will lead to the increase of these organizations and company' performance which will lead into a boost in the economic strength of the government due to the high performance of the organizations in the country.

The society: Compensations are a great way to reward employees and they will help individuals and families financially or in other methods. This is why, having compositions will be great for the society and the company will have a great reputation of caring about their employees in the work place and compensating them.

1.7. Limitation of the Study

The limitations that might face this report will be the lack of an organization that the study will focus on to conduct the research in and the reason is that it will be harder to conduct any research now due to the global pandemic COVD19. Also, organizations tend to not reveal any information about their compensation systems which will make the process of asking them and researching in an organization useless.

1.8. Operational Definition of Terms

Compensation: A compensations is an award that is given to people in exchange for their services. These awards can be financial, or other types of gifts that the receiver can use for their own benefit.

Motivation: Motivation is the feeling of initiation, and having an objective oriented behavior that will push an individual to be more excited towards achieving a certain goal.

Performance: performance is the process of executing an action. In the organizations, performance refers to the quality of the task execution by the employees and the organization.

HRIS: HRIS of the human resources information system is a system that has all the Human resources department functions in it and gather them in one place which will make the process of executing them and using these actions easier.

1.9. Structure of the Research

- Chapter one: Introduction
- Chapter two: Literature review
- Chapter three: Research methodology
- Chapter four: Data analysis
- Chapter five: Summary of findings, conclusion and recommendations

1.10. Summary

The impact of compensation on the employees' performance and motivation will be discussed in this research and it will be covered using different sources from books, journal articles and other sources. The research will try to identify how the relationship works between the compensation and the performance and the motivation of the employees in the work place which will help many managers and people working in the human resources department to find the best possible way to motivate their employees.

Chapter 2

2.1 Literature Review

Compensations are the payments given to the employees for their work, this payment can be done through the money, or other types of payment the employees can benefit from. Compensations are given to the employees who achieved certain goals that the organization set for them to achieve or for those employees who exceeded expectations. The compensations being discussed in this research are not the basic salary paid for the employees every month which are written in their contracts. They are compensations that are given by the organization for the employees as a reward for their excellent performance, their work ethics or their ability at achieving their objectives correctly. These compensations are optional and the companies are not forced to compensate the employees further, but most of the organizations does it anyway.

This research will try to find the reasoning behind the compensations and its impacts on the employees' motivation and their performance in the work place. There multiple ways to choose the employees who deserve compensations and the Human resources department is usually the responsible of conducting these methods and choosing the right employees who deserve the compensations. The first method is using the job description. The job description will highlight all the data and information required about the employees and their job as well as their goals and objectives in the work place. Also with the job description, the organization will be able to track the employee's progression in the organization and whether they were able to achieve their objectives and tasks correctly which are available in their job description (Allen, 2018).

This will help the organization to decide which employees managed to achieve the tasks written in their job description the best. The other method is using job analysis. Job analysis has three main methods to mentor the employees' work and to how well they are doing in the work place. Questionnaires is the first method where the employers will use questionnaires to know more about the employees and their understanding of the tasks and the work place, as well as allowing the employers to know more about the employees. Interviews will also help the employers to find out if the employees are capable of performing well in the work place and whether they deserve a compensation or not. The analysis will also in job observation which is watching the employees work and analyze their performance in the work place performance which will help the employers to have a better idea about the employees and their performance and who deserve

to have a compensation. While job evaluation is one of the most of the popular methods used to measure the efficiency of the employees and their performance and how well they are doing compared to their expected performance (Humphris, 1992).

These are the main methods used to monitor the employees and know more about their performance and whether they deserve a compensation or not. The next important part is the different types of compensations that organizations can offer to the employees and how these different types can be awarded to the employees for their achievement in the work place. The first type of compensations is the base pay and it is the common pay that the employees receive at the end of every month for their services and this pay is mandatory for the organization and it is part of the contract between the employees and the organization they are working for. This compensation does not carry any value when it comes to motivating the employees and pushing to work except for maybe the first few months for them in the organization. The reason for this is that the base pay is continues and the employees will always receive it regardless of how they are performing in the work place. This is why, this type of compensation is not really considered by people in the human resources field to be motivating or has an impact on the performance of the employees. The second type is commissions. Commissions are used a lot for the sales men who, where they get a small percentage for every products or service they sell for the customers. Commission is also known by many to be a payment for a service (Parshetty, 2019).

 For examples, when a programmer designs a program for a company, they receive a commission and when an artist sells their work, they will receive a commission for their work. Sales and service commissions are common in organizations since they are used to increase the productivity in the organization. The employees will always try to work and do their best to sell the organization's products and services to receive a commission. Overtime pay is another form of commission that is designed to increase the performance of the organization by offering the employees to work more hours in the organization and in the return, they get compensated for these extra hours they worked (Salah, 2016).

According to Datuk et al. (2018), the employee motivation has been the most significant element for ensuring the work performance. It includes both intrinsic and extrinsic motivations (Datuk, 2018). Also, McShane and Von (2016) added that organizational behavior and culture directly impacts on the employee motivation and high motivation level results positive performance of the employees in benefit of the organization (McShane & Von, 2016). Similarly, Nilsson (2017) added in favor of the employee's motivation, which requires high attention of the senior management especially in terms of senior's attitude and recognition for their team in order to attain high performance for achieving the desired targets of the organization (Nilsson, 2017, p. 30). The Pinder (2008) added that work motivation has been the important part for the employee's performance in best interest of the company. Further, it requires frequent monitoring along with the time to time support regarding their capacity building (Pinder, 2008). On the other hand, Singh and Vivek (2011) strongly recommended employee motivation as key component for attaining effective results. It includes more emphasis on the working relationship among the

employees in order to attain high job satisfaction from the employee side (Singh & Vivek, 2011). Moreover, Kalpana (2013) stated that immediate supervisor need to motivate the team for attaining quality results and effective performance in best interest of the organization. Also, job satisfaction results more work productivity among employees (Kalpana, 2013). Adding into it, motivation holds high significance for attaining positive results within the workplace and if the employees are demotivated if management ignores the employee recognition. On the contrary, no job satisfaction leads to the less productivity and often impacts the employee behavior within the workplace (Anu & Shilpa, 2005). Further, Dessler (2006) added two key components regarding the employee compensation which includes direct payments like salaries, wages, different incentives, etc., and indirect payments like financial and non-financial benefits including insurance and vacation paid impacting directly on the employee's motivation (Dessler, 2006).

Most importantly, Ivancevich (2007) added that the purpose of compensation is to motivate the employees within the workplace for attaining high level of performance. It includes both financial and non-financial reward system for ensuring high level of job satisfaction for the workers resulting high performance (Ivancevich, 2007). Similarly, Armstrong (2006) favored the compensation as effective tool for effective management regarding the high performance of the employees. Further stated that management comply compensation as positive strategy in terms of competitive environment for attaining high performance from their workforce within the organization (Armstrong, 2006). In addition, Robbins and Marry (2013) supported the compensation as effective strategy for the employee performance and motivation. It includes both financial and the non-financial benefits for boosting the morale of the workforce in best interest of the organization (Robbins & Mary, 2013). Tikka (2006) argued on the organizational culture that it need to be in favor of the employee recognition from the management's side and management has to prefer different compensation packages for boosting the motivational level of the employees in order to attain high performance (Tika, 2006).

According to Bhatia (2003), compensation includes different benefits for the employees in order to attain high performance during the working hours. It includes the financial benefits like sales incentives, bonuses, cash rewards, commissions, insurance, and other schemes for boosting the morale of the employees and encouraging the competitive environment among the employees (Bhatia, 2003). Further, it includes the non-monetary compensation in which employee works in an organization with no involvement in the tangible value like no social reward in terms of flexible job hours, career growth, recognition resulting demotivation among the employees. Similarly, direct compensation includes the direct financial benefits like cash rewards and bonuses for encouraging the team to perform at their best for attaining ultimate performance. On the other hand, indirect compensation include the retirement programs, insurance benefits, child care and much more for fascinating and encouraging the employees within the organization. Chappra (2006) further added that financial rewards are more beneficial in terms of competitive environment among the team for maximizing the performance and motivational level in

6

comparison to the non-financial compensation (Chappra, 2006). However, Fisher et al. (2004) focused on the role of human resource management as key department to manage the compensations of the workforce in order to create competitive environment and boosting the motivation among the team (Fisher, et al., 2004, p. 543).

Focusing on the effective role of technology for managing the performance of the team especially in the context of their appraisals and finalizing the compensations in order to benefit them in financial perspective, Dulebohn and Marler (2005) added that eHR has significantly supported the human resource management with a digital eye support to the management. Further, it has increased the performance in long term perspective with improved competency and motivation level of the employees (Dulebohn & Marler, 2005). Further, the HRIS system has increased the internal controls of the management over the team in terms of more transparency and monitoring regarding the key performance indicators defined by the management (CedarCrestone, 2010). According to the Welsh et al. (2003), HRIS has benefited the employees in their capacity development especially through frequent assessments and appraisals. Also, it has increased the team work among employees through e-learning platform and channels (Welsh, et al., 2003). Interestingly, Bartram and Brown (2004) has highlighted the administrative control which management could ensure through implication of HRIS, resulting more transparency in providing the rewards to the best performers without any discretion and biasness (Bartram & Brown, 2004). On the other side, HRIS system support the management with system generated reports and payroll which further defines the compensations on merit resulting high level of motivation among workforce within the organization (Kavanagh, 2015). Similarly, Kovach et al. (2002) stated in favor of the HRIS system in order to comply effective compensation strategy which could satisfy the employees up to high extent (Kovach, et al., 2002). Also, Krishna ad Bhaskar (2011) stated that HRIS system reflects strong assessment of the employees in terms of their work performance and productivity which could help the management for finalizing their compensations and incentives (Krishna & Bhaskar, 2011).

Overtime is used a lot in organizations that have deadlines and projects that requires a lot of time and man power. Some employees will agree to work for extra hours to receive their overtime payment. The overtime payment is decided by the government and not the organization, so organizations won't be able to abuse their employees by making them work for a lot hours with a little payment which will put their health in danger. Bonuses and merit pay are given to the employees based on two main factors. The performance of the organization and how the organization is doing financially as well as the performance of the employees. The bonuses are in some cases given to the employees in an annually bases, and in some cases the bonuses can be given to the employees because the organization had a successful month or a year which allowed them to be able to reward their employees (Cahuc, 2014).

While merit pay is given to the employees who had a great performance and are performing well in the organization. Merit pay is one of the best ways to encourage the employees to perform better and motivate them in the work place to have a good performance to earn the merit pay. A

7

stock option is another type of compensations that is used but rarely. In this type, the employees will be given the option to buy or sell a stock of the organization which can make them a decent amount of money and it will also motivate them to perform better since the success of the organization will mean that their stock will be higher. Another type of compensations is travel and house allowance and other special rewards that could be rewarded to the employees who deserve it. These comps nations are for the employees who perform well in the work place. This compensation can also help motivating the employees and driving them to perform better (Taylor, 1969).

The last type of compensations is the benefits that the employees receive when joining the organization. These benefits can be a medical insurance, vacations, leaves, taxes and retirement. All these compensations are given to the employees based on the organization they are working in and their job in the organization which could decide which type of compensations they might receive. For example, employees who work in areas with hazards, are always given medical and health insurance to protect them from the hazards in the work place. Compensation management or the compensation strategy is plan in the work place that is designed to make the work place happier and motivate the employees in the work place which aims to increasing the motivation levels in the organization as well as the performance of the employees and eventually, the performance of the organization. There six main reasons behind conducting a compensation strategy in the work place. The first reason is to be able to hire and retain the best employees in the organization and the employees with the highest performance (Burg and Smith, 1987).

The employees will stay in the organization if the organization was rewarding them for their performance. A lot of talents in large organizations get offers from different organizations because of their skills and performance as well as for their experience. And to retain those employees, the organization will try to give them compensations and rewards for their high performance to keep them in the organization. Also hiring new talents can be possible of the organization had a good compensation plan that attract talents in the market and give them what they deserve. The second reason of implementing compensation management is the satisfaction of the employees. Maintaining the satisfaction of the employees and keeping them satisfied of the work place is very important and one method to do this is to have a decent compensation plan. Improving the performance of the employees and taking it to the next level is one of the most important goals of organizations and having a compensation plan can help the organization achieve since the employees will be motivated to perform better when there is a reward for their performance. Achieving equity internally and externally is another reason why organizations should be invested in having a compensation plan that will results in a positive work place which will improve the organizational performance and productivity. Solving the problem of turnover is by rewarding the employees and making them feel rewarded for their work which is why a compensation management plan help reducing the turnover rate in the organization and will keep the employees loyal to the company which will also result into keeping the talents in the organization who contribute in increasing the performance of the organization (Stiffler, 2006).

When there is a compensation plan in the organization, and the employees are being rewarded for their performance in the organization, their loyalty to the organization will increase as well as their satisfaction and motivation which will lead them to perform better to be able to receive compensations and be rewarded for their performance. This will lead to an increase in the performance of the organization and productivity. The work place will become very positive if the employees were happy and satisfied which is another importance aspect of having a compensation plan for the employees. A compensation plan can be conducted by identifying all the types of income and how they will cost the organization. These calculations will help the organization to know how much they should be keeping in their financial report for the compensations. They should also look at the compensations offered by their competition in the market to be competitive in their compensations and attract the new talents and retain their talents (Speck, 1987).

The compensations should be considered carefully. They should start deciding who deserve compensations and what type of compensation they deserve and how much they should be given if the compensation was a financial compensation. A software should be made also that will be responsible of the all the payrolls of the compensations to avoid any fraud attempts that could happen using the compensation system. Also, the organization should have a well-prepared plan that will allow them to know who deserve a compensation among the other employees in the organization, and this system should be fair to all the employees and they should be equal when it comes to their chances of getting a compensation. There are also disadvantages that could come with compensations that should be considered by the organization to avoid their impacts (Grant, 1986).

The first disadvantage is the legal policies that could cause disagreements between the employees and the employers regarding noncompliance issues towards these legal policies which are related to the compensations. Another issue is breaching policies that could be breached due to the lack of responsibility of the employers in the work place, this will cause the organization to be in legal issues which will force them to pay fines and go the courts which will mean that they will pay even more to avoid any future problems by hiring lawyers. Health benefit compensations could be considered too expensive which should be studied because it is easy for the employees to use these benefits without any responsibility. Big business will have to deduct a lot of resources for the compensations because their competition will be as big as them or even bigger and to keep up with them and retain their talents, they will have to spend a lot resources as compensations for their employees. Increasing the size of the organization or adding new departments will mean that the organization will have to hire more employees and since the compensation system should cover all the employees equally, than the organization will have to spend more for the new employees for their benefits. The bonuses between for the employees can create a rivalry in the work place which will cause a lot of issues such as the lack of team work in the organization and the disagreements and the conflicts between the employees which will cause more problems in the organization.

9

Chapter 3
RESEARCH METHODOLOGY

3.1 Introduction

This chapter will be discussing the methodology of the research which will be detailing the process of collecting and data and finding the suitable data sources for this research. The research methodology will be to comply deductive research reasoning. Further qualitative research method will be used for ensuring more authenticity, reliability and validity of the entire data and information (Ghosh, et al., 2015). The research methodology of this project will be the part where the data collection process will be decided as well as the type of data which will be collected and how the data will be collected and what are the sources of data which will be used by the researcher to collect data from. This chapter will include eight main sections. The first section will be the research design which will be determining the type of data. The next part will be the population of the study and then the sampling techniques and the sampling size. After figuring out the size and the and the population of the research, the instruments of the research and the data collection techniques will be discussed which will be focusing on the methods used to collect data in the research. The last three sections of this chapter will be the data analysis techniques which will explain how the data will be analyzed after collecting them and the next section will be the legal, ethical and social considerations of the research, and at the end, the chapter will end with a brief summary of this chapter and an introduction for chapter four.

3.2 Research design

The research design includes prior focus on the exploratory research method for drawing the results and compilation of the data. Further, secondary data collection methods will be used during the research activity (Fredricks & McColskey, 2012). Although the research design will mainly focus on the critical discussion over the significance of the compensation in increasing the employee performance in best interest of the organization and how compensation enhances the employee motivation. On the other side, research design will critically evaluate the role of HRIS system in order to promote the significance of the compensation in maximizing the employee performance. The secondary data collection will be properly recorded and managed by the researcher especially in the context of reliable and authentic sources. Further, detailed literature review will help the research design to ensure effective data from the recent researches,

reports, journals, articles, academic dissertations and much more. Most importantly, random sample in terms of sources and material will be used for finalizing the secondary data collection. Most of the data collected will not include any specific statement from employees and managers about the compensations and about its performance to the employees' performance and motivation which will be from books, journal articles and other sources.

3.3 Population of the study

The population of the study includes the online data collection from the secondary sources due to the ongoing COVID-19 which has restricted the physical interaction with the people. It will be an open end data with exclusion of any particular company or organization. This study will take place online instead of studying the case of an organization or a company. Because of this, the population of the study for this research will be instead the people who took parts in the journal articles and the books and the researches the researcher will be studying and analyzing for this research, since there will be real population of the study in this particular research. The population of the study usually covers the participants who take part in the study, for example, the employees in a certain department or the managers who served for a certain number of years.

3.4 Sampling technique and sampling size

The same goes for sampling technique and the sampling size as discussed earlier. Due to the research not choosing any particular company or an organization, it will be an email which will be sent to the respondents which will be selected on the random sample size with prior focus on using other source materials for data collection instead.

3.5 Research instruments and validity and reliability testing

The research instruments of this research includes wide range of data collection from the books, journals, research articles, reports, online data and information on websites, academic reports available online, which are discussing the subject of compensations and motivation and performance and the relationship between them. As well the journal articles and the old researches that discussed the same subject. This instrument will have their own interviews and questionnaires in them which could be used in this research to gather more accurate data from the employees. The reliability of the research will be tested using the books and the researches which were written in this subject which and the results will be compared to the results of this research to find if the results are accurate.

3.6 Data collection techniques

The data collection techniques in this research are going to be from the three main sources. The first source will be the journal articles available online which studies the research's subject and the research title. These journal articles will also help gathering more data and will allow the researcher to understand more about the subject of the research. While the second source will be the books written about the research's subject. These books will also help gathering more data and finding the relationship between motivation, employees' performance and compensations. While the last source will be other researches similar to this one. These researches will help in

the process of gathering data since they will have their own different methods and techniques which will allow for more variation of data gathering methods.

3.7 Data analysis techniques

The data analysis techniques for this research are going to be graphs, charts or tables. Based on the data collected, the data analysis techniques will be used. The three mentioned are most possible options and the best methods right now for this research since it will allow for more freedom in gathering different types of data in the research. All the data analysis techniques are going to be tested first and based on the tests' results, the best analysis technique that will fit the data gathered during the research will be chosen to be the primary analysis techniques and it will be from the three mentioned before which are graphs, tables and charts.

3.8 Legal, ethical and social considerations

There are no legal considerations for this research since the research will not be taking any part in an organization and all the data will be gathered online which makes more ethical than legal in this case, since most of the legal considerations in the report are linked to dealing with companies and organizations. While the ethical considerations for this research are giving all the journal articles, books and the research their rights and adding them in the references of the research.

3.9 Summary

This chapter highlight the methodology of data collection that will be followed in this research, from the sources used to how the data will be collected. The chapter also highlighted the data gathering techniques and the data analysis techniques which are used in this research.

After collecting the data, the next chapter will be about analysis the data collected and finding the best method to show them using the data analysis tools available in the research.

Chapter 4
DATA ANALYSIS

4.1 Analysis

The fourth chapter of this research will be the data analysis chapter and, in this chapter, the focus will be on analyzing all the information and data that was found during the research and presenting them in this chapter to make sense of them. This chapter will be the main chapter that will decide whether the research is successful or not. This chapter will introduce the data analysis and its important and after that it will focus on the methods used in this research to collect data for the research. After that, the data gathered will be presented and it will be analyzed and discussed to reach the best possible results that can explain the research's objectives and also be able to answer the main questions of the research.

The data analysis is one of the critical parts of any research and it is the part where all the data and information which were found the research using the different sources are analyzed and presented using different methods based on the types of data and information. There different types of data and different types of data resources which can be used together or used separately depending on the research's subject and what it is targeting. This research will be targeting only secondary resources which comes from journal articles and researches. Data analysis will allow the research to take a shape by introducing all the information and data gathered while researching and analyzing them using the different methods available which will result into presenting them and making them readable and in an understandable format.

This research is going to be focusing on secondary data. The research will not be covering any specific organization, instead all the data will be collected from online sources and from researches and journal articles which will be discussing the subject of this research which is the impact of compensations on the employees' motivation and performance. While the type of data gathered for this research will be qualitative data and it will be covering all the aspects of the relationship between both motivation and performance with the compensations in the work place. The qualitative data are data which are written and not presented by numbers. Instead, they are explanations and examples and statements which make them harder to analyze in graphs but easier to analyze in statements and paragraphs. This chapter will be focused on finding the relationship between applying compensations in the companies and how these compensations

13

can impact the motivation and the performance of the employees in the organization. By looking for different source materials such as journal articles, researches and internet pages. The data collected form these sources will be analyzed and will help in the process of understanding the research objectives and answering the research questions. While in the other hand, the research will identify the relationship and will show how compensations can have an impact on the performance of the organization by developing the employee's performance and their motivation in the work place.

4.2 Compensations and its overall impact

One of the main issues that faced the organization when they were focusing on compensations was the pay for performance which was a method took by many large organizations to motivate their employees to perform better, but this led to an unfair distribution of compensations which led to many conflicts. Although the pay for performance method worked for some organizations where they managed to increase the performance of a good number of employees in the work place.

According to (S.Miller, 2011) there were four main reasons that made companies and organizations move to the pay for performance method and these reasons were:

Reasons that led to implanting pay for performance	Percentage of organizations that implemented it
Recognizing and rewarding high performance	46.9%
Increasing the chances of achieving the organization's' goals	32.5%
Improve productivity	7.8%
Move from the entitlement culture	7.8%

Table 4.1 : Compensations and its overall impact

The first reason is one of the most common reasons behind implementing pay for performance method. Rewarding the employees with already high performance will keep their performance high and will also help the employers to retain the talents in their organization which is another reason why compensations can help retaining talents in the organizations. Almost of half of the companies had this as a reason for why they implemented the pay for performance method.

The second reason was to increase the chances of achieving the organizational goals. One of the main reasons why organizations want to compensate their employees is make them perform better and help the organizational performance increase with them. And with the employees performing well, the chances of the organization meeting their goals will increase because the performance of the employees is linked to the performance of the organization and once the performance of the organization increase, their chances of achieving their goals will increase too.

Improving productivity was another reason why companies started implementing the pay for performance method since they noticed that the increase in the performance and the motivation

of the employees led to an increase in the productivity of the employees resulting into an increase in the productivity of the organization. Increasing the productivity is one of the main goals organizations has in their sights and compensations play a good part in increasing the productivity of the organization.

The entitlement culture is when the employees feel that the organization owe them and must give them what they want for working for them. This culture will lead the employees to lack motivation and development in the work place and this culture can spread easily in the organization among the other employees which will be very problematic for the organization, which is why the pay for performance method is used to stop the spread of this culture. The pat for performance method will push the employees to perform to get what they deserve instead of doing nothing and waiting for their compensations. This will create a work environment where there is a lot of competitiveness and motivated employees which will help the organization.

4.3 Compensation and motivation

To understand the relationship between compensations and motivation, the employees are ones who should be put in the spotlight for this part to have a better idea about how they feel when they get compensated. Whether compensations motivate them to perform better or it demotivate them and have the opposite impact. One of the main issues that faces companies is finding way to motivate their employees and how to make them want to work and want to perform instead of working just for getting their end of month salary. And compensations were introduced as a possible solution to this problem, since they will be presented as a method to motivate the employees and give them a reason to look forward for working in the organization. This is why, compensations were considered to be a possible factor in motivating the employees.

The relationship between compensations and motivation has been studied a lot by many experts who are specialized in human resources studies and their studies were aimed to understand the point of view of organizations of companies that offer compensations to motivate the employees which some might not agree with and considered that compensations should come after a good performance from the employees and not before they work and perform. This is why, these studies focused on the employees and their opinions about this matter and how they felt about using compensations as a method to motivate them to work harder and with higher quality which is the objective of the organization. One of the main studies was conducted by (Opsahl, 1966) where many employees and organizations were discussed in the matter of compensation and motivation and the results in this article showed a clear result.

Focusing on the Datuk et al (2018) who preferred both intrinsic and extrinsic compensations as key strategy for attaining high employee performance. Similarly, McShane and Von highlighted the organizational behavior and culture as key elements for boosting the motivational level of the employees. Nilsson and Pinder argued on the attitude of the seniors which need to be positive for keeping the working relation with the workforce and boosting their motivational level for maximizing the employee performance in best interest of the company. Similarly, Singh and

Vivek also agreed with the employee motivation as necessary component for attaining effective results and performance. Kalpana, Anu and Shilpa showed their willingness on the job satisfaction as key element for attaining high performance from the employees. It includes effective working relationship of immediate supervisor with his team in order to boost their motivational level and resolving their conflicts on frequent basis. Also, Ivancevich and Armstrong focused on the financial and non-financial reward system for ensuring high level of job satisfaction. According to them, the best tool for employee motivation and high performance has been the target based additional benefits other than salary. Tikka, Robbins and Marry also preferred different compensation packages as booster for the employees in order to keep them motivated. Bhatia and Chappra also agreed with the financial benefits as strong and effective strategy from the employer side in order to enhance the business and keeping the employees motivated for boosting their performance. In addition, Fisher, Dulebohn and Marler focused on eHR as efficient tool for uplifting the employee performance with high level of transparency and real time reporting solutions. Other authors and researchers like Welsh, Bartram and Brown agreed with the HRIS system that benefits the employee and employer as well with frequent assessments and appraisals of the employees for their performance based incentives and compensations.
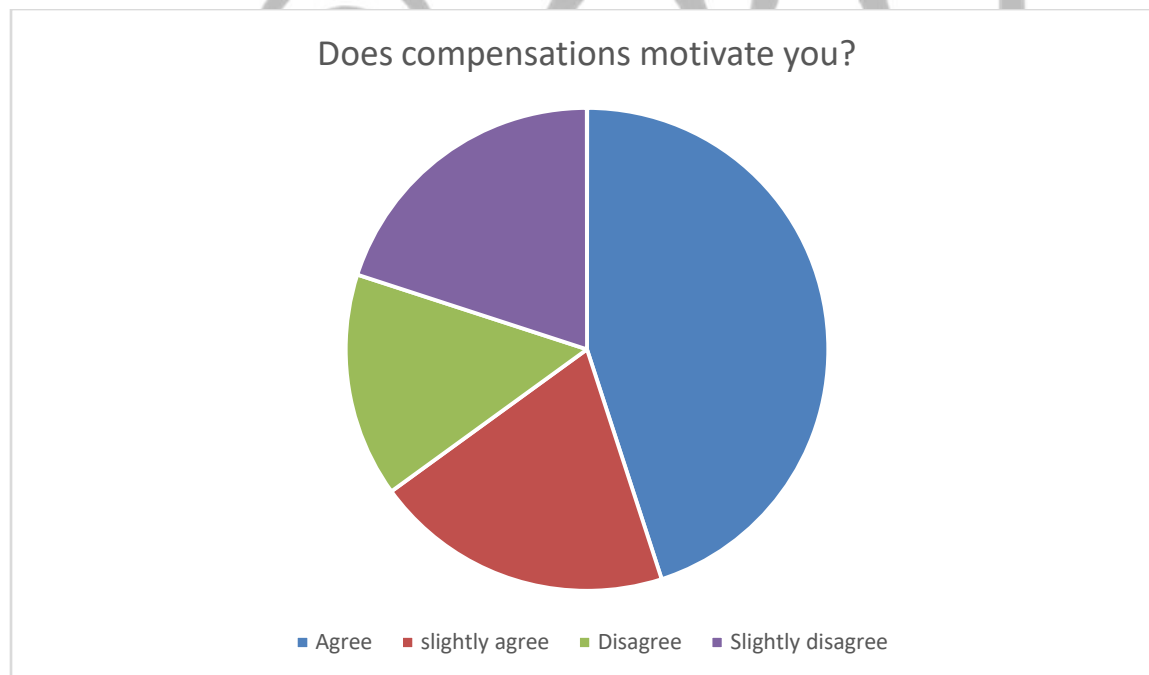

Figure 4.1 : Compensation and motivation

More than half of the answers to this question agreed to the role that compensations play in motivating the employees and they agreed that it does motivate them while a significant amount disagreed which should be considered too. The employees who agreed see compensations as a

method from the organization to motivate them and make them work harder to earn more rewards and compensations, while the point of the view of the organization must be the same where they will offer compensations to their employees to motivate them into working harder and giving their best for the organization who cares about them and make sure their employees are motivated and feel relaxed in the work place. There are many points of views for this question. The employees who disagreed maybe though that compensation before just for motivating instead of compensations for performance might mean that the employees will not be rewarded for their performance and that the performance of the employees might not matter to the organization. this is why, both pay for performance and compensations for motivation are different and are the opposite of each other since one prefer compensating the employees by looking at their performance in the work place while the other compensate the employees to motivate them to perform better in the work place. but the next question will be whether the motivation and performance really have a relationship and what kind of relationship it is and what is the impact of the compensations on the employees' performance.

(Abu Shams Mohammad Mahmudul Hoque, 2018) Discussed the impact of the compensations to the employees' performance directly. Their studies covered a telecommunication company in Bangladesh. The study covered the opinions of a lot of human resources experts and human resources employees where they questioned about the relationship between compensations and performance and how compensations can impact the employees' performance and the organizational performance. Their research focused more on the way compensations can impact performance instead of asking direct questions and they were trying to find the different perspectives that from different people in the industry about the subject and a lot of them agreed and disagreed on some points which made this research worth studying.

One of the main parts of the study was when the researchers managed to track the performance appraisals of the telecommunication companies and they tracked the changes for the year where compensation for performance was not implemnted and compensations level was low and also they studied the next year where the compensations were applied.
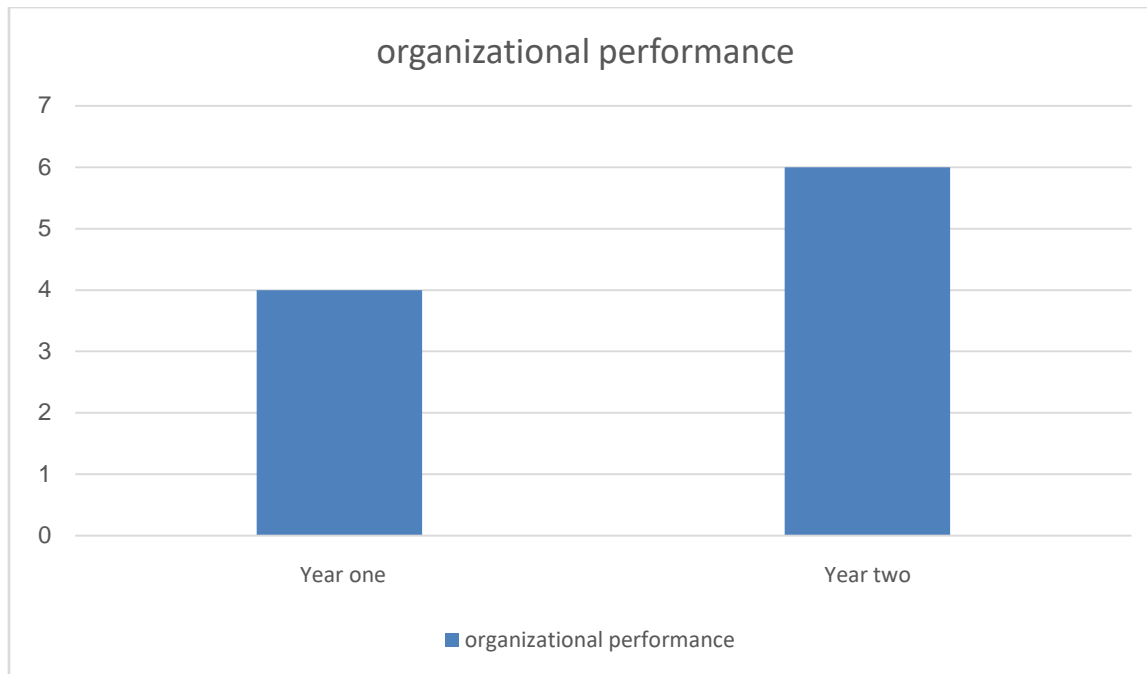
Figure 4.2 : Organizational performance

In year one in this research, the employees were not offered any compensations to improve their performance or motivate them and only got their usual compensations which are a part of their contract and the performance was the usual performance lever for the company which they considered it as the usual performance level. While in year two, where more compensations were applied and more employees were compensated, the performance increase a little bit and helped the organization increase its overall productivity and performance by a small margin but it was a helpful boost for them.

This study showed that the addition of compensations in the second year did have a small impact on the performance of the employees and the organization based on the performance appraisal, but the different wasn't that big. So, their question was whether it worth it for the organizations to spend that amount they spent on the compensations and whether the increase in the performance covered what they paid for the compensations. In large organizations, they are always open to try and experiment to see if the increase in the compensations offered to the employees help the in the long term to increase their productivity and make more profit from increasing the performance of the employees and their productivity which is what they aim for. Many organizations started the pay for performance method to award the employees who already performed well and this kept their performance high and pushed their motivation too. But short-term experiments failed and did not work because the spending take time before they turn into profit since the boost in performance and productivity in small organizations take time due to the compensations not being really as big as large organizations which will not have the same impact

18

and it also depends on the number of the employees and many other factors which can change things based on the organization, how big it is and what are their goals and if it is worth it to apply these compensations for the long term profit.

The result in this research showed a lot of usual data that should be used by organizations to implement for their organization and use it for their own benefit. The first finding was that the compensations and the different types of compensations have different impacts based on the type of the compensations and how generous it is and why is it being offered. There are types of compensations which are mandatory by the organization and are part of the contract between the organization and the employees and these compensations won't really make a different in the performance and the motivation of the employees as well as the performance of the organization itself. The overall impact of compensations was discussed and the main finding was that organizations implemented compensations in their organization for different reasons, and one of the main reasons is increasing the productivity of the organization as well as motivating their employees. while the relationship between motivation and compensation. The impact of compensation was clear on the motivation of the employees and many employees felt that compensations does motivate them to perform better and be more productive in the work place which proved that compensations does have an impact on the productivity, but in the other hand many employees and experts prefer the pay for performance method instead of compensating to motivate the employees because some employees might not be motivated by these compensations and they will be wasted on them and instead they should be given to the employees who perform the best in the organization. And for performance, the research showed a small increase in the performance of the employees and the organizations that applied compensations in their work place. but this small change turned to not be worth it in the long term especially for small organizations, while large organizations won't have an issue with it and they will be able to apply it and find a small increase in performance and productivity in the short term and if they kept these compensations going, they will increase and will have a bigger impact in the long term.

Chapter 5

SUMMARY OF FINDINGS, CONCLUSION & RECOMMENDATION

5.1 Introduction

This research discussed the impact of compensations on the employees' motivation and the employees' performance. The research started by identifying the meaning of compensations and the different types of compensations which are being used internationally by other organizations. Also, the objectives of compensations as well the different approaches organizations take while implementing compensations was addresses in this research. After covering the basics about compensations, the discussion moved towards the impacts of compensations and how it can change the organizational performance by impacting the employees' performance and motivation. The project managed to have a set of reasonable objectives to meet and also the research questions were added to make sure that the research has a good base. The objectives of the research were met and the research questions were answered in this research. The main focus of this research was to find the relationship between compensations and the performance of the employees as well as their motivation. The relationship between compensations and both concepts were discussed separately and they were analyzed after research about the subject online and looking into different articles and researches which showed different results. This research was aiming to understand how exactly compensations can impact the performance of the employees and their motivation in the work place.

5.2 Summary of findings

The findings, which were discussed in the previous chapter, chapter four, was divided into three main parts. The first part was the overall impact of compensations on organizations and why organizations tend to implement compensations in the first place. the most common reasons were recognizing and rewarding high performance, increasing the chances of increasing the organizational goals, improve productivity and moving from the entitlement culture. The results showed that these were the main reasons behind why organizations implemented compensations and among them, recognizing and rewarding high performance was the most common reason. And for the overall impact of compensations, it was found that it caused the employees to perform slightly better and it led to the motivation levels of the employees to rise which was also on a very small level. All these data were collected from online sources such as journal articles and old researches which discussed compensations in depth and interviewed many people who were employees or professionals in human resources and their statements and numbers helped shaping up this report by providing numbers and statement that will help analyzing them and finding the main data required data to meet the research's objectives and the research' questions.

20

5.3 Conclusion

To conclude this research, the main outcomes were that compensations can make a big different if implemented correctly and if the resources were available, also compensations can help in the process of making sure that all the employees in the organization are satisfied and motivated and are happy in their work place which is also very important. Another finding was that the way compensations are implemented is different between an organization to another based on their size as an organization and the number of the staff. This is why, larger organizations find more success in implementing compensations that are long-term, and smaller organizations might find it difficult unless they had a good plan to implement. The research gave a good view for how are compensations are implemented and what steps taken first before identifying who deserve a compensation as well as the different types of compensations that exist in the work place and how they can be different from an organization to another which is one of the main factors why compensations take a long time to be planned and then be implemented in the right way.

5.4 Recommendations

The first recommendation is to have a team that studies the compensations before they applied in the work place and make sure they are applied right and won't impact the organization financially.

The second recommendation is to make sure that the performance appraisals that measures the employees' performance is accurate and it is a good representative of their performance.

Compensations should be given to the employees who deserve compensations based on their performance in the work place.

A well-planned strategy should be assigned to make sure that the compensations won't have an impact on the organization's finance and that the compensations are good enough to make the employees motivated and happy in the work place.

The motivations and the performance of the employees should be targeted by deserved compensations since they can be increased with a good deserved compensation to the right employees in the work place.

5.5 Limitations

The limitations that faced this research were only few. The first limitation was not having physical interviews due to the COVID19 situation, the research was decided to be focusing secondary sources to make sure that the safety come first. The availability of the secondary sources were barely enough which caused few issues in looking for specific data and numbers about performance and compensations since not many organizations share these numbers.

5.6 Future research

The future is going to help other researches to have more data about the subject of compensations in the work place will allow them to find more data that indicates toward the

21

relationship between compensations and the performance of the employees and their motivation which will be helpful for those using secondary sources in their research. The research can also be used by small organizations to have a better idea about the relationship between compensations and the performance of the employees and their motivation.

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Appendix 1: diaries

Diary 1:

Module Name	Project 2		
Module Code	☐PROJ 1002.1-AF SCLM	☐PROJ 1002.1-HRM	☐PROJ 1002.1-
Programme Name	BIS (UOW)		

Name of Student: Farah Abdullah al sinani	Week: 5
Name of Supervisor: Sabah Al Harthi	
Project Title: : A STUDY ON IMPACT OF COMPINSATION ON EMPLOYEE PERFORMANCE AND EMPLOYEE MOTIVATION .	

Date/ Day: 15/11 Sunday	Time: 8 PM	Venue: Mec

Tasks as per project plan	Actual tasks taken up / completed
Project proposal Working in chapter 1	I chose the title of the project in the first week, and submit to the Ms in the second week, and after approval, I began working on the proposal that was completed at the end of this week. And now I start to writing chapter 1.

Comments / observations / remarks by the Student
There was a small change in the title after I discussed it with teacher.

Remarks / Comments by the Supervisor
The proposal has been submitted and comments been provided.
Students required to check the comment and implement changes as advised.

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Middle East College

Document Name and Type	Project Diary template – Project 2	Author/Department	Head, Management Studies
Approval Date	07/11/2019	Effective Date	07/11/2019
Review Date	29/10/2019	Next Review Date	28/10/2020

Signature of Student: farah	Signature of Supervisor: Alharthi sabah

24

Diary 2 :

Module Code	☐PROJ 1002.1-AF SCLM	☐PROJ 1002.1-HRM	☐PROJ 1002.1-
Programme Name	BIS (UOW)		

Name of Student: Farah Abdullah al sinani	Week: 7
Name of Supervisor: Sabah Alharthi.	
Project Title: A STUDY ON IMPACT OF COMPINSATION ON EMPLOYEE PERFORMANCE AND EMPLOYEE MOTIVATION	

Date/ Day: 28/11 Saturday	Time: 8 PM	Venue: MEC

Tasks as per project plan	Actual tasks taken up / completed
Finished of chapter 1 : -Background of the Study -Statement of the Research Problem -Aims -Research Objectives -Research Questions -Scope of the Study -Significance of the Study -Limitation of the Study -Operational Definition of Terms -Structure of the Research -Summary **Working in chapter 2**	I finished of chapter 1 and now I search about literature review to finish the chapter 2

Comments / observations / remarks by the Student
In chapter 1 don't have any difficulties, in chapter 2 I encountered some difficulties in not getting enough number of literature review.

Remarks / Comments by the Supervisor
The chapters has been provided, improvement is required kindly refer to comment provided on module|

Document Name and Type	Project Diary template – Project 2	Author/Department	Head, Management Studies
Approval Date	01/11/2020	Effective Date	01/11/2020
Review Date	28/10/2020	Next Review Date	27/10/2021

Signature of Student: Farah	Signature of Supervisor: Alharthi sabah
Date: 27/11/2020	Date: 29/11/2020

Diary 3 :

Module Name	Project 2		
Module Code	☐PROJ 1002.1-AF	☐PROJ 1002.1-HRM	☐PROJ 1002.1-SCLM
Programme Name	BIS (UOW)		

Name of Student: Farah Abdullah al sinani	Week: 9
Name of Supervisor: Sabah Alharthi	

Project Title: A STUDY ON IMPACT OF COMPINSATION ON EMPLOYEE PERFORMANCE AND EMPLOYEE MOTIVATION

Date/ Day: 12/12 Saturday	Time: 6 AM	Venue: MEC

Tasks as per project plan	Actual tasks taken up / completed
Finished of chapter 2 : Literature review Working in chapter 3 : 1- Introduction 2- Research Design 3- Population of the Study 4- Sampling Technique and Sample Size 5- Research Instruments and Validity and Reliability Testing 6- Data Collection Techniques 7- Data Analysis Technique 8- Legal, Ethical and Social Considerations	I finished of chapter 2 and now I working in chapter 3

Comments / observations / remarks by the Student

Remarks / Comments by the Supervisor
The chapters has been provided, improvement is required kindly refer to comment provided on module.

MEC_MSD_TEM_002_02   Page 1 of 2
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Approval Date	01/11/2020	Effective Date	01/11/2020
Review Date	28/10/2020	Next Review Date	27/10/2021

Signature of Student: Farah	Signature of Supervisor: Alharthi sabah
Date: 12/12/2020	Date: 14/12/2020

Diary 4 :

Document Name and Type	Project Diary template – Project 2	Author/Department	Head, Management Studies
Approval Date	01/11/2020	Effective Date	01/11/2020
Review Date	28/10/2020	Next Review Date	27/10/2021

Module Name	Project 2		
Module Code	☐PROJ 1002.1-AF SCLM	☐PROJ 1002.1-HRM	☐PROJ 1002.1-
Programme Name	BIS (UOW)		

Name of Student: Farah Abdullah al sinani	Week: 11
Name of Supervisor: Sabah Albarthi	

Project Title: A STUDY ON IMPACT OF COMPINSATION ON EMPLOYEE PERFORMANCE AND EMPLOYEE MOTIVATION

Date/ Day: 26/12 Saturday	Time: 12 AM	Venue: MEC

Tasks as per project plan	Actual tasks taken up / completed
Finished of chapter 3 : Research Methodology Working in chapter 4 : Data Analysis	I finished research methodology in the chapter 3 and now I working to finish data analysis in the chapter 4 .

Comments / observations / remarks by the Student

Remarks / Comments by the Supervisor
The chapters has been provided, improvement is required kindly refer to comment provided on module.

Signature of Student: Farah	Signature of Supervisor:
Date: 26/12/2020	Date: 28/12/2020

Diary 5 :

Module Name	Project 2		
Module Code	☐PROJ 1002.1-AF SCLM	☐PROJ 1002.1-HRM	☐PROJ 1002.1-
Programme Name	BIS (UOW)		

Name of Student: Farah Abdullah al sinani	Week: 12
Name of Supervisor: Sabah Alharthi	

Project Title: A STUDY ON IMPACT OF COMPINSATION ON EMPLOYEE PERFORMANCE AND EMPLOYEE MOTIVATION

Date/ Day: 2/1 Saturday	Time: 6 PM	Venue: MEC

Tasks as per project plan	Actual tasks taken up / completed
Finished of chapter 4 : Data Analysis Working in chapter 5 : Summary of findings ,Conclusion and Recommendations - Introduction - Summary of Findings - Conclusion - Recommendations - Limitations - Future Research	I finished Data Analysis in the chapter 4

Comments / observations / remarks by the Student
I managed to analyze the data gathered form the secondary sources for the research .

Remarks / Comments by the Supervisor
The chapters has been provided, improvement is required kindly refer to comment provided on module.

Signature of Student: Farah	Signature of Supervisor: Alharthi Sabah

Document Name and Type	Project Diary template – Project 2	Author/Department	Head, Management Studies
Approval Date	01/11/2020	Effective Date	01/11/2020
Review Date	28/10/2020	Next Review Date	27/10/2021

Date: 2/1/2021	Date: 4/1/2021

Diary 6 :

Module Name	Project 2		
Module Code	☐PROJ 1002.1-AF SCLM	☐PROJ 1002.1-HRM	☐PROJ 1002.1-
Programme Name	BIS (UOW)		

Name of Student: Farah Abdullah al sinani	Week: 13
Name of Supervisor: Sabah Alharthi	
Project Title: A STUDY ON IMPACT OF COMPINSATION ON EMPLOYEE PERFORMANCE AND EMPLOYEE MOTIVATION	

Date/ Day: 9/1 Saturday	Time: 2 PM	Venue: MEC

Tasks as per project plan	Actual tasks taken up / completed
I Finished chapter 5 : Summary of findings ,Conclusion and Recommendations - Introduction - Summary of Findings - Conclusion - Recommendations - Limitations - Future Research	I finished chapter 5 , and started working on organizing the project format .

Comments / observations / remarks by the Student
After completing chapter 5 , I started checking the Ms comments and correcting mistakes .

Remarks / Comments by the Supervisor
The chapters has been provided, improvement is required kindly refer to comment provided on module.

Signature of Student: Farah	Signature of Supervisor: Alharthi Sabah

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Middle East College

Document Name and Type	Project Diary template – Project 2	Author/Department	Head, Management Studies
Approval Date	01/11/2020	Effective Date	01/11/2020
Review Date	28/10/2020	Next Review Date	27/10/2021

Date: 9/1/2021	Date: 11/1/2021

Appendix 2: certificate of ethical approval

كــلية الشــرق الأوســط
Middle East College

Certificate of Ethical Approval

RollNumber   15F14023

Student Name   FARAH ABDULLAH SAID AL SINANI

Semester   2020 Fall

Project Title

    The impact of compensation on employee performance and employee motivation

This is to certify that the above named student has completed the Middle East College Ethical Approval process and their project has been confirmed and approved as Low Risk.

Supervisor   Sabah Al Harthi

Date of Approval   Jan 13, 2021

Appendix 3: student declaration for coursework

Document Name & Type	Student Declaration for coursework Form	Author/Department	Head, Centre for Academic Practices
Approval Date	14/05/2020	Effective Date	14/05/2020
Review Date	12/05/2020	Next Review Date	11/05/2021

Student Declaration for Coursework

(To be scanned and attached with coursework report after signing)

I/We confirm that this submission is part of a coursework (as chosen below) undertaken in semester _____ 8 _____ towards completion of the following module:

Module Name and Code: _____ Project 2(Fall 2020-F20 PROJ1002-HRM_____

(Please tick the correct choice below)

☑ Individual Assignment or Case Study

☐ Group Assignment or Case Study/Mini Project (*in this case, all members have to sign below in space provided*)

I/We declare that the coursework report and artifacts submitted by me/us are original, duly written and prepared by me/us and has not been copied or taken in part or in whole from any other source except where duly acknowledged. All use of previously published work (from books, journals, magazines, internet sources etc.) has been acknowledged within the main report to an item in the References or Bibliography lists. I/we also agree that an electronic copy of this report and artifacts may be stored and used for the purposes of prevention and detection of all types of academic integrity violations.

I/We also acknowledge that I am/we are aware of MEC Student Academic Integrity Policy and Research Ethics and Biosafety Policy and the disciplinary action that shall be taken in case of violation of the policies. Further, in case of group work each of us in the group are equally responsible for the group component and liable for application of penalty on policy violation.

Student ID, Name and Sign: Farah Abdullah Alsinani   15f14023   farah
Student ID, Name and Sign: _____
Student ID, Name and Sign: _____
Student ID, Name and Sign: _____
Date: _____

MEC_CAP_FOR_004_02   Page 1 of 1
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31

Appendix 4

**CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT FOR
MIDDLE EAST COLLEGE RESEARCH PROJECT STUDENTS**

In consideration of the availability of opportunities to perform research project, I hereby agree, as a researcher of the study entitled **" A STUDY ON IMPACT OF COMPINSATION ON EMPLOYEE PERFORMANCE AND EMPLOYEE MOTIVATION"** to maintain all information and data gathered and/or developed, be kept confidential.

I understand that this confidentiality includes: technical and non-technical information, company information, respondents names except otherwise permitted, patterns, drawings, specification, and any other pertinent company information, that has been taken in association with or in any way directly related to the research project.

I also agree that upon the completion of my undergraduate program, I shall be entitled to disclose and hereby agree to safeguard, to the best of my ability, any of the above-mentioned confidentiality on my research project. I further agree that in case of using this to further researches, other person should obtain permission from me, supervisor(s) and/or from the College before I disclose such information.

Name of Student and ID: Farah Abdullah Al sinani   15f14023

Signature of Student: farah

Date: 15/1/2021

32