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PERFORMANCE APPRAISAL

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ABSTRACT:

A performance appraisal is known by other terms like employee appraisal, performance review. It is a method by which the job performance of an employee is measured in terms of quality, quantity, cost, behaviour and time. It is conducted by self, peers, seniors and junior. But generally in formal method it is conducted by the immediate manager or supervisor under whom the person is directly working. A performance appraisal is a part of measuring, comparing, finding, guiding, correcting and managing career development of the employees. It is the process of gathering, recording and critically analysing information about the relative importance of employees to the organization. Performance appraisal is study of present achievements, and failures, personal strengths and weaknesses, and suitability for incentives, rewards and recognition, increased pay scale, promotion or further training. Finally it shows the suitability of the person at present job to the organisation. This study has been done to analyse the concept of performance appraisal, its objectives and process to carry out the performance appraisal. The study will be helpful for the HR people to have a better understanding of the concept and the effective method to conduct it.

I. INTRODUCTION:

Performance Appraisal Definition

Measuring the true potential of the employee in the actual performance .It is a process to check that the employee can handle extra work pressure and the employee is capable of handling additional responsibilities or not.

Performance appraisal is an evaluation of an individual employee with the respect to his/her performance on the job and individual employee's potential for the career development.

Performance appraisal is structured system of measuring, evaluating, estimating the job related behaviors, bearing the work pressure and Outcomes to discover and find out reasons of performance and how to perform effectively in future so that employee, company and society all benefits.

The other terms used for performance appraisal are performance rating, Employment assessment, employee performance review, personal appraisal performance appraisal is to job analysis.

Performance management returns into the entire process of appraising performance giving feed back to the employees and offering rewards or punishment to them.

It is also includes giving recognition and rewards to the staff or team.

Performance appraisal is a method of evaluation the behavior of employees in both quantitative and qualitative aspects of job performance.

According to Mondi et al:

Performance performance appraisal is a systematic examination and investigation of an individual's for team's performance.

According to Gomez Mejia:

Performance appraisal involves the identification, measurement, estimation and management of human resource performance in organization.

According to Denise:

Performance appraisal is the system where an organization assigns some score to the individuals or groups, by looking at the score we can see that group or individuals are meeting the performance standards.

According to Filippo:

Performance appraisal is defined as a systematic, periodic and so far as humanly possible an impartial rating of an employee, excellence in matters pertaining to his present job and to his potentialities for better jobs.

According to Kessler:

Performance appraisals are one of the most important and essential requirements for successful business and effective implementation of human resource policies.

According to Polkas:

Rewarding and promoting effective performing candidates in the organizations, identifying ineffective performers for development program, other personal actions are essential for the effective performance of human resource management.

According to Rafi Kul Islam:

It is a discussion that evaluate the performance of organization that it is meeting its goals or not, it is important to evaluate the performance of employees of the organization and for this evaluation effective performance appraisal system should be maintained. They have performance goal in achieving organizational goals and second is to identify those objectives which are not met and make an action plan to ensure that they will achieved in future. The criteria is used for appraisal is quantity and quality of the work. Planning, organization, intiative, commitment, teamwork, cooperation, communicate and external factors.

Performance appraisal Objectives

Performance appraisal serves as a yardstick to plan promotions, salary revisions, promotion empowerments, training and development and also demotions, terminations.

It also help superiors to narrate an employee about his performance and suggesting or guiding needed changes in his behavior attitude skills, knowledge and dedication.

Performance assessment reports are always a basis for the coaching and counseling of individual by the organization and also they act as a self-monitoring tool.

To maintain a data in order to determine compensation packages, wage structure salaries raises.

To recognize the true potential, strengths and weakness of the employees to place right employee at the right job.

To give a proper feedback to employees regarding their performance related status and show them pointer where they have improved and where they still needed to be improve.

It also serves as basis for influencing working habits of the employees.

To retain the efficient and hardworking employees and give them additional training program for their career development.

To determine whether HR programs and events are effectively implementing and improving morale in the employees or not.

Advantages of performance appraisal

It is said that performance appraisal is an investment for the company which can be justified by following advantages.

Performance feedback:

Most of the employee's shows interest to know how well they are performing at present and how they can do better in future. They need this information to improve their performance in order to get promotion and hike in salary. Proper performance feedback can improve the employee's future performance and it also gives them satisfaction and motivation.

Employee training & development Decision:

Perform appraisal information is used to find out whether the employee requires additional training and development. By providing training in acquiring new skills and developing the knowledge of the employees. Deficiency in performance may be due to inadequate knowledge or skills. Performance appraisal helps a superior to make decisions to check whether the subordinate need additional training for the improving current job performance. Performance appraisal results shows the employee performance standards are above the bench mark, the employee may get promoted to higher position provide higher level training.

Validation of selection process:

Performance appraisal is a means of validating both internal source & external source. Internal source means promotions and transfers of employees. External sources means hiring new employees from outside, to fulfill the positions of promoted and transferred employee. Organizations spend a lot of time and money for recruiting and selecting employees. Various tools & techniques used in the selection process are applications of the written test, psychological tests etc., these tools & techniques are used to predict or guess the candidates performance on the job. A prepare performance appraisal estimate the validating of the various selection tools, the company can follow suitable measures and steps for selecting employees in future.

Placement Decision:

Performance appraisal is used as a method making decision on employee placement based upon performance appraisal report whether to give promotion, demotion, transfer relocation reassignment etc. performance appraisal is considered to be the most valid and reliable basis for placement decisions. It is a way to estimate, evaluate which employee should be given a promotion. Giving the promotion who actually deserve the positions. Past appraisal report, current appraisal and other back ground data, that will enable management and organization to select right person for promotion, who deserve that promotion. It is usually also used for taking decisions of transfer of employee. Transfers rarely involves change in job responsibilities.

Compensation adjustment:

Employees exhibiting superior performance are rewarded through increase in their compensation to encourage them to performance excellent in their job.

The compensation decisions are used in both managerial jobs and in non-managerial jobs such labor, workers, operational staff in factors etc. Better performances in job are recorded with merit pay. Finding out that employees showing weak performance are given lesser compensation raises.

Career planning and development:

Performance appraisal allows manager to coach, counsel and guide the employees in their career development. Performance appraisal provides assured data and information on the present performance level, potentialities and development needs of employees. Based on the career planning and developmental needs are identified. Organizations can take decision on competence of present responsibilities and potential to handle higher responsibilities. Organization will make some investment on the employee career development to gain outstanding performance for the future.

Human Resource planning:

Accurate and current appraisal data regarding certain employees helps the management in taking decision for future employment. Human Resource planning is the process of forecasting an organization future demand and supply of the right people in the right position. It is only after Human Resource planning is done that the company can initiate and plan the recruitment and selection process. Without the knowledge of who is capable of being promoted, demoted, transferred, laid off or terminated, management cannot make employment plans for the future.

Disadvantages of performance appraisal

Halo effect:

It is introduced when an overall impression of an individual is judged on the basis of single aspect. A high rating on single aspect, automatically get high rating on all other aspect. Very high rating may be given to protect a personal favorite, showing the personal sympathy on individual employee.

Judgment errors:

Humans commit mistakes while evaluating people and their performance. They are various kinds of error may spoil the performance appraisal such personal biases and judgment errors. Bias is also referred as distortion of a measurement.

Constant error and central tendency of raters:

These errors are made by the raters of personal appraisal. Based upon the nature of rater behavior rating of the might be good or average employee. Most of rater are too liberal some are too strict and others tend to rate most people in the middle. The main cause of average and middle rating fact of giving explanation, criticism, invite questions by giving very high and very low rate to the employee. It is best way protect themselves from criticisms, avoid negative comments is give average rating.

Poor appraisal form:

The performance appraisal process might be influenced by the following factors, relating to the forms that are used by raters. The rating form might be quite vague, indefinite, uncertain and unclear. The rating form may ignore importance aspects of job performance and job behavior. The rating form may contain additional unimportant and irrelevant performance dimensions. The form might be too long and complex to read and understand.

Regency of events:

There will be tendency of many evaluators and estimations to give much more weight to the recent behavior and performance of the candidate than the past behavior. Some of the employees who will be lazy for whole 9 to 10 months, suddenly these employees will get series before two months of appraisal. This is based on the reflection that the future trend is established by the more recent behavior.

Lack of rater awareness:

Sometime raters may not be adequately properly trained to any out performance management activities. This becomes a serious limitation when comes to give rating on technical competence where rater don't have any knowledge about that. Sometimes raters may not have sufficient time to carry out appraisal in a systemically way and conduct appraisal through feedback sessions. Most of the time senior and experienced rater participated in performance appraisal, some cases absence of experience raters, non-experienced people conduct appraisal meet, lack of knowledge, poor self-image, lack of self-confidence, they may confused if the objectives of appraisal report is vague and unclear.

Ineffective organizational policies and practices:

If the rater put the full effort to give proper rating in appraisal examining the employee performance and give accurate rating also sometime not suitable for promotion. Some sectors giving low rating is viewed as negatively by management, it is also the sign of failure on the employee discontent. Most of the times employee receives satisfied rating despite having poor performance. Generally the rater's supervisor must approve that rating immediately. In actual practice it not is happening.

Performance appraisal process

The performance appraisal process follows a set pattern and it consists of the following steps below:
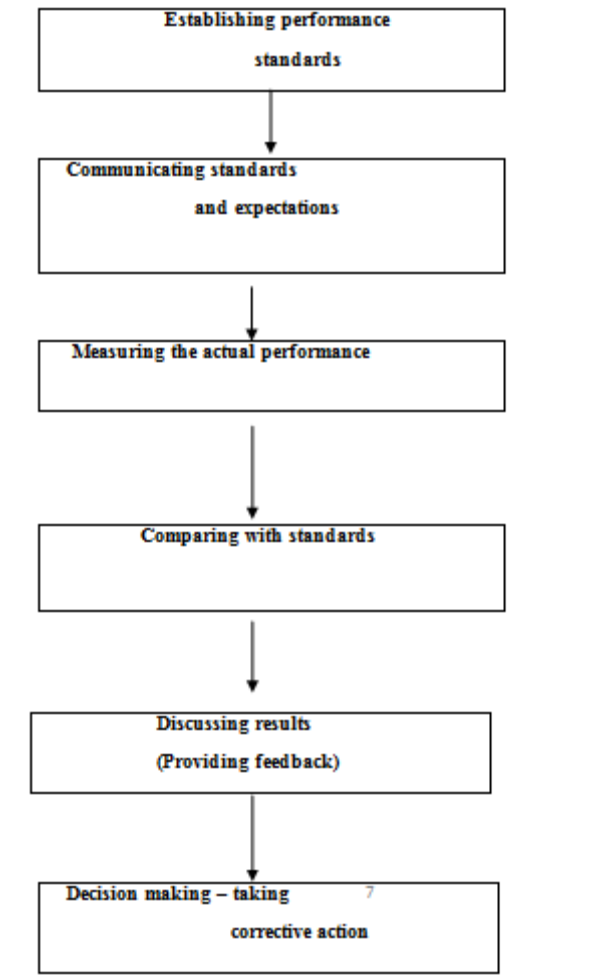
Establishing performance standards

The appraisal process starts with the setting up of criteria to be used for appraising the performance of employees. Standards are specified with the help of job analysis which disclose the contents of job. This specification should be clear objectives and on writing. It should be discussed with the supervisors to ensure that all the relevant and essential factors have been included. Where the output can be measured is clean. If job performance cannot be measured, the personal characteristic which contributes to employee performance must be determined. These aspects include work quality, honestly and reliability, cooperation, initiative, leadership etc. These standards should be indicated on the appraisal form. Appraisals form should be carefully designed for higher jobs.

Communicating the standards

The performance standards framed in the first step are communicated and explained to the employees so that they come to know what is expected of them. The standards should be conveyed to the evaluators. The response of employees to the standards should be obtained. If essential standards may be revised or modified in the light of feedback obtained from the employees and the evaluators.

Measuring performance

Once the performance standards are famed and accepted, the next stage is the measurement of actual performance. It is necessary to choose the right technique of measurement, identifying the internal and external factors influencing performance and collecting face-to-face contacts are the means of collecting data on performance. The performance of various employees should be so measured that it is comparable. What is measured that it is comparable. What is measured is more important than how it is measured.

Comparing the actual with the standards

True performance is compared with the preplanned performance standards. Such comparison will disclose the deviation which may be positive or negative. Positive deviations happen when the actual performance exceeds the standards. On the other hand, excess of standards performance over the actual performance represents negative deviations.

Discussing the appraisal

The results of the appraisal are conveyed and discussed with the employees. Along with the deviations the purpose behind them are also analysis and discussed. Such discussion will allow the employee to know his weaknesses and strengths. They will be motivated to improve themselves. The impression the employees received about their performance has an impact on the performance.

Taking corrective action

Through mutual discussion with employees, the steps need to take to improve performance are identified and initiated, training, coaching, counseling etc., Example of corrective actions that helps to improve performance.

Performance appraisal analysis method:

Several method's to analyzing the performance of the employees. They are:

A) Past oriented methods

B) Future oriented methods

Past oriented methods

1. Rating scales

2. Check list

3. Forced choice method

4. Forced Distribution method

5. Critical Incidents methods

6. Behaviorally Anchored Rating scale (BARS)

7. Performance test and observations

8. Confidential Reports

9. Essay method

10. Cost Accounting method

11. Comparative Evaluation Approach

Future Oriented Method

1) Management by objectives

2) Assessment centers

3) 360°Feed back

4) Psychological Appraisal

Past Oriented methods

1) Rating scales:

This is the easiest method. The rating scale system contains of various numerical scales, each representing a work related performance criteria such as dependability, initiative output, attendance attitude, cooperation and the hike. Each scale ranges from excellent to poor marking. The rather checks the appropriate performance level on each criterion and computes the total score.

Rating scale

Employee name:	Dept. Rater's name				
	Excel lent 5	G oo d 4	Accept able 3	F a i r 2	P o o r 1
1. Dependable					

2) Check list:

In this method a check list of statements on the qualities of the employee and the employee job is prepared in two columns.via "Yes" or "No". If the Answer is positive tick yes otherwise no.

HR department assigns some weight age points to yes. Depending on the number of yes the total score is arrived.

Checklist scale:

statement		
	yes	No
Is the employee interest in job		
Whether The attendance is satisfactory		
....		

3) Forced choice method:

Rater is given a series of statements. These statements are arranged in block of two or more, the rater will specify which statement is most or least descriptive of the employee. The rater's is expected to select the statements that tell the rating of the employee. Real Assessment is done by HR department. Main drawback of method is rater is forced to select statements which are ready made. Opinion of rater will not take.
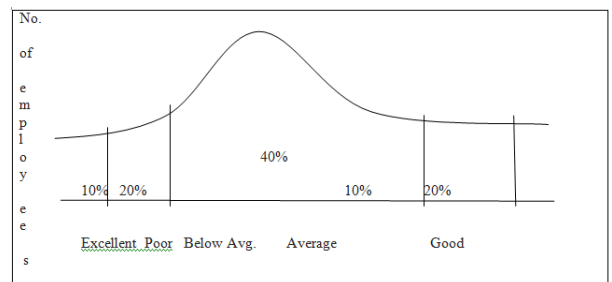
4) Force distribution method:

One of the main errors in rating in this method is create leniency. Clustering large number of employee around a high point on the rating scales .The forced distribution method lookup to overcome the problem by the rate to distribute the rate on all points on the scale. This method operates by minimizing rater's bias so that all employees are not similarly rated. This system is based on the presumption that all employees are divided into five categories on basis of performance they are outstanding, above average, average, below average, and poor.

The rater will tell to the HR Group to position the 10% individual in our stand performers group, 20% individuals in above average performers group, 40% in average performers group, 20% in below average and 10% in poor category.

The main idea in this system is to spread ratings in number of grades. This method eradicates subjective judgment.

In this method employees are placed in a category and not rated with a category. The assumption is that similar categories of employees have the similar distribution of good and poor performance.

The rate does not give any explanation why few employees are placed in a particular category and other employees are placed in another category.

Specific job related criteria not used in rating.

5) Critical Incident methods:

This method is tries to measure and volutes the worker performance in terms of particular events, or incidents that occurs in the organization where employees perform well .Performance of the employees on the happening of critical incidents tell that employee is success or failure. A senior superior keeps record of critical incidents at different times and these rates the employee on the basis. Main drawback of this method are outstanding incident may not happen very regularly and negative incident are more noticeable.

6) Behaviorally Anchored Rating Scales (BARS):

A Behaviorally Anchored Rating Scale amalgamate the benefits of critical incidents and graphic rating scale by anchoring a scale with specific behavioral Like for good performance and bad performance

Developing BARS typically need five steps.

a) Generate critical incidents:

The individuals who know the job being appraised are asked to describe critical incidents

b) Develop performance dimension:

These people the cluster the incidents in to a small set of performance dimensions. Each clusters and dimension will be properly defined and analyze.

c) Reallocate incidents:

A separate group of people who also know the job then reallocate the original critical incidents. They are given the cluster's definitions and the critical incidents and are asked to reassign each incident to the cluster they think it fits the best. Typically a critical incident is retained if some percentage of the second group assigns it to same cluster as did the first group.

d) Scale the incidents:

The 2nd group is normally asked to rate the behavior describe in the incident as how effectively or ineffectively it represents performance on the appropriate dimension.

e) Develop final instrument:

A subset of incidents is used as behavioral anchors for each dimension.

Ranking method:

In this method manager's ranks their subordinates in sequence of their merits, starting from best to worst. This method is subject to the halo and regency effectives.

Pair Comparison method:

The rater compares the performance of individual employee with other employee one at time. After completion of comparison the results can be tabulated and rank is designed from the number of times each person is considered by the superior.

Future Oriented Methods:

Management by objectives:

Performance review is created based on the agreed targets and achieved results. The review is done by employee, immediate superior, manager etc.

Target vs. achieved

Significant contributions

Appraisal of critical attributes

Areas of critical attributes

Potential area and weakness

Potential areas of growth

Training requirements

Assessment centers:

An assessment centers will be developed at central location where all the managers come together to have their engagement in job related exercises evaluated by trained observers. Mostly the assessment centers are used for executive hiring; now the assessment centers are used for evaluating executive or supervisor potential. The traits assessed in a typical assessment center include assertiveness, persuasive ability, communicating skills, confidence, energy levels, decision making, sensitive to others feelings, this method is highly expensive and subjective in nature. This type of method is used in MNC's only. Sometimes the competition becomes unhealthy.

360^0 Feed Back:

It is a technique is a structured and systematic collection of performance data on all individual or group derived from a number of stake holders. The stake holders are immediate superiors, team members, customers, peers and self. Anyone who has useful information on how an employee does the job may be one of the appraisers.

The 360 degree is useful and effective in identifying and measuring interpersonal skills, customer

satisfaction and team building skills. This kind of technique is time consuming and costly.

Psychological Appraisals:

Large organizations employ full time psychologists for the industrial purpose. Generally the psychologists assess future potential and not past performance which is already happened. They assess all individual's performance based on the depth of the interviews, discussions with supervisors and managers, psychological tests. The psychologist they writes an evaluation of the employees intellectual emotional, motivational and other related characteristics that tell the individual potential and may predict future performance. This approach is slow and costly.

II. RESEARCH METHODOLOGY

The research approach is an approach to manage supervise intentionally handle the appraisal issue. It is comprehended as an appraisal of concentrating on how intentionally an evaluation is done reliably. In it we study steps that are consistently comprehended by the evaluator in pondering appraisal issue near the purpose.

The research methodology is an organized way to solve the problem and it is   an essential component of the study, without research can't be able to obtain the facts and figures from the employees.

Normally two sorts by information are utilized to complete inspect. For the assessment proportionally.

Primary Information:

The primary information is gathered with the help of questionnaires, which consists of 20 questions each. The questionnaires are chosen because of its simple, easy and liability. Researcher can get right answers to the questions. The participants are informed about the significance of the study and requested to give their fair and true pinions.

Secondary Information:

Secondary information is collected through the documents provided by the company magazines, newspaper, books, financial reports, journal of company etc.

Composition of Questionnaire:

By seeing the labors knowledge and understanding, questionnaire is prepared and maintaining the accuracy and right questions. Designed 15 questions based on the experience and education of the employee.

The questionnaire was in a structured format and questions asked from the respondents were very precise and concisely stated in advance, maximizing standardization.

Question provided the subject with the multiple-choice response with four rating. In order to design a good questionnaire referred all relevant book on the subject were consulted.

All the articles and research work materials are taken into account. Exploratory discussion with my guide, I have taken guidance and share the knowledge of the subject.

Research methodology:

The structure utilized for handling and taking over, indicated by the going with:

Research approach strategy

   Review method

Sampling Process:

Sample unit:

The subordinates and senior employees at Padania Polymers Private Limited Hyderabad are taken as sample unit.

Sample Size:

Size of the sample consists of 50 respondents subordinates in Padania Polymers Private Limited Hyderabad. In that 15 senior employees and remaining are labor and subordinates.

Period of the study:

Since many years Padania Polymers Private Limited has been following the same procedure of appraisals for their subordinates and senior employees and for the study of my project last one year data has been collected on performance appraisals. Based on the topic selected for the study the time period allotted by the organization is 45 days.

Scope of Study:

In the Current Study, making efforts to know the actual implementation of performance appraisal techniques, in common and other aspects such as awareness of the subordinates, efficiency of the performance appraisal system in particular.

Human Resource projects are valid on appraisal, by improving the job related skills, if the employees have the scope for the development and prepare them for the higher positions and handling higher responsibilities.

By doing proper analysis on the performance appraisal system will help the management to know results of performance appraisal technique/method of following are fully used and effective or not.

Objectives of study:

To find out that performance appraisal system is effectively executive in Padania Polymers Private Limited Hyderabad.

To know the company is identifying the potentials of the employees and looking for the Growth opportunities in the organization.

To find out the subordinates are happy with the performance appraisal system in the organization.

To find out that subordinates are comfortable to express their difficulties regarding their work or working environment with their co-workers.

To identify the areas of improvements of subordinates and suggest method.

Need of the Study

Identifying the Performance appraisal gained by the Padania Polymer limited, through the analysis of employee feedback method.

Creating the data analysis and interpreting in a proper manner

To ensure organizational policies are effectively implemented

To Create and maintain the satisfactory levels of employees

To avoid miscommunication and avoid bias between employees

To give Proper information about appraisal

To evaluate the performance and giving proper training and encouraging in development programs

To treat every employee equally and give fair remuneration based on his standards

Give ranks based on the performance review and take decisions to increase the salary, give promotion, demotion, transfer, relocate the employee etc. .

Providing the Employee feedback and superior feedback

Limitation of the study:

The data was collected through Questionnaire. The response from the respondents may not be accurate.

Some people have no time to give answers.

Little co-operations of some people due to their conservative mind.

The time period of 45 days were insufficient.

Due to complex human behavior there is a tendency to behave or respond artificially.

III. DATA ANALYSIS AND INTERPRETATION

1. Do you think performance appraisal is needed in a company?

(A)Yes   (B) No

S No	Options	Responses	Percentage
1	Yes	70	100
2	No	0	0
	Total		100

No. of responses and percentage

|	Responses	Percentage
Yes	70	100
No	0	0
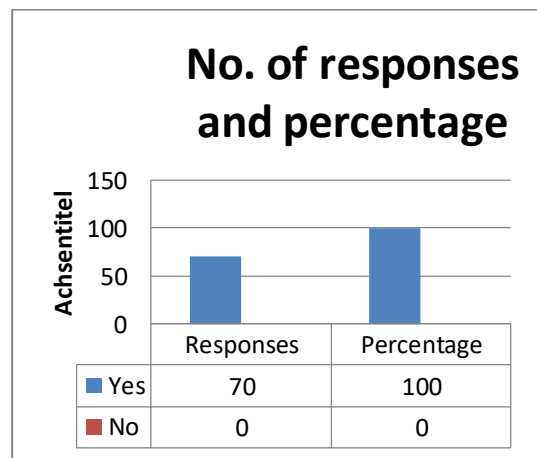
Interpretation:

To the above question, 100% of the employees are thinking the same, that their need performance appraisal in there company.

2) Are you happy and satisfied with the current job in your organization?
(a) Completely satisfied   (b) moderately satisfied
(c) Moderately dissatisfied   (d) completely dissatisfied

S no	Options	No of respondents	Percentage of respondents
1	Completely satisfied	20	28.5
2	moderately satisfied	35	50
3	Moderately dissatisfied	15	21.4
4	Completely dissatisfied	0	0
	Total	70	100
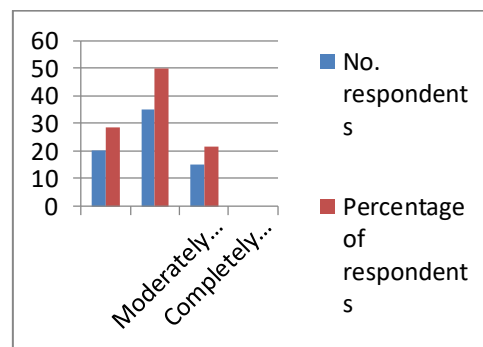
Interpretation:

20 employees responded that there happy and satisfied with their current job and got 28% of response

35 employees responded there are moderately happy and satisfied and we got 50% of response

15 employees said that there are moderately dissatisfied and we got 21 % of response

Zero response on completely dissatisfied on the current job

3. How is your working environment?
   (a) Very good   (b) good
   (c) Average   (d) below average

s no	Options	No of respondents	Percentage of respondents
1	very good	15	21.4
2	good	50	71.4
3	average	5	7.1
4	below average	0	0
	Total	70	100
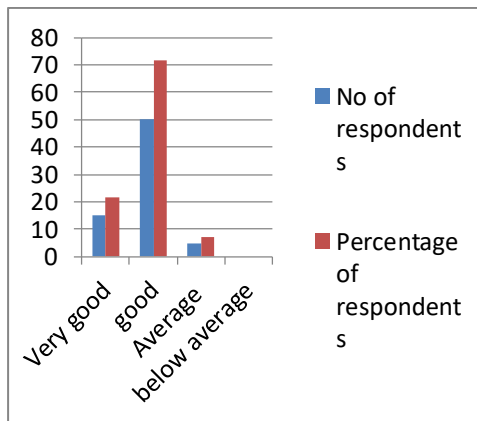
Interpretation

21% of the employees' responded working environment is very good and healthy

71% of the employees said working environment is good and pleasant

7% of the employees given feedback that environment is average and expecting improvement.

IV. CONCLUSIONS AND RECOMMENDATIONS

This study confirms that total rewards structures, programs and policies influence employee engagement. However, what is also evident is that the majority of compensation professionals do not necessarily consider how total rewards programs affect employee engagement in the design of rewards structures, policies and programs. The lessons learned from this study and the recommendations for supporting employee engagement through total rewards programs include the following: 1. Organizations that encourage managers to engage employees by making it a performance criteria and rewarding engagement through incentive programs indicate that their organizations more effectively foster employee engagement and motivation then those

organizations that do not. As such, if compensation professionals wish to encourage employee engagement, they should

: Develop performance metrics that measure the extent to which supervisors or managers encourage engagement among their subordinates.

Reward supervisors and managers for developing employee engagement among their subordinates and peers. Specifically define employee engagement and include it as goal in the strategic plan.

2. When the impact of different categories of rewards programs on engagement was studied, it was discovered that base pay and benefits had the overall weakest relationship with the organization's ability to foster high levels of employee engagement and motivation compared to incentives, intangible rewards and quality of leadership on engagement. Quality of leadership had the strongest relationship with effectively engaging and motivating employees. As a result, compensation professionals should:

Use pay packages to attract leaders who have demonstrated their ability to engage employees.

Think in terms of total rewards and not just financial rewards. Develop employee engagement resources that are directed toward work environment or organization climate, work-life balance and the nature of the job and quality of the work, and career opportunities.

3. Opinion surveys were included in this study because they are often associated with efforts to enhance employee engagement and because they are a mechanism for obtaining employee feedback on a variety of work-related issues, including total rewards programs. Respondents indicated that employee surveys were used by 80% of the organizations they represented. Although more frequent use of employee opinion surveys was associated with effectiveness in fostering high levels of employee engagement and motivation, the relationship was much stronger for organizations where employee opinion survey results generate action and change. As such it is not enough to conduct employee opinion surveys; management must respond to input and suggestions with concrete actions and change. Employees should be involved in those change efforts.

4. The gold standard in terms of building cooperation and commitment is involvement. The study indicated this was true for the design, implementation and assessment of total rewards programs. Although supervisors and managers are involved in the design, implementation and assessment of rewards programs more frequently than employees, their involvement is still relatively infrequent. Thus, involvement in the design, implementation and evaluation of total rewards programs offers a direct way for compensation professionals to enhance employee engagement.

5. Because of length constraints of the total rewards and engagement survey, there was no opportunity to more fully explore the impact of pay communications and openness on employee engagement. However, previous research indicates that compensation professionals appreciate the importance of pay communication as a means for aligning pay programs with the business strategy and the interest employees have in understanding how they were paid (Scott, Sperling, McMullen and Bowfin 2008; Scott, McMullen, Sperling and Bowfin 2007; Shields, Scott, Sperling and Higgins 2009). Employee understanding of compensation strategy, programs and policies — assuming compensation is based on common notions of fairness — provide a foundation for engaging employees. The articles noted above offer a fuller discussion of communication methodologies and recommendations as to how total rewards programs should be communicated.

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