

< Service & People Final Presentation Report >

*Some general principles
for the design & management of rewards*



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Outline

1. Introduction-The General Nature of Rewards
2. The Experts Views on Rewards
3. Groups' Views on the Reward Issue
4. Design & Management of Reward Policies Now & in the Future

1. Introduction - The General Nature of Rewards

Reward is often defined to the financial benefit (include salary, bonus, discount and so on) and offered as an incentive. In the organization, it is usually a positive stimulus that encourages employees to perform well. In general, reward is also a key factor that affects internal service quality and employees' satisfaction. Thus, how design and manage reward well is managers should think carefully. The report will give some different points about reward management.

Besides, the link by reward and performance may be daily, weekly, monthly or annualized. Payment for any one period varies from that for any other period, depending on quantity or quality of work. Sales functions are commonly paid on the basis of turnover; manual and production workers may be paid according to work completed or items produced. Catering staff typically rely on direct payment from satisfied customers in the form of service charges or tips.

Both methods work smoothly, provided that scales are easy to understand and the methods of measuring completed work are overt, accurate and fair. However, there has been considerable dissatisfaction with the management of pay on both sides of the employment relationship. In recent years attempts have been made to remedy the situation through new systems and a greater reliance on performance-related pay.

Ok
What is the source of this?
You need to CITE sources.

2. The Experts Views on Rewards

Usually, some studies showed that rewards can affect employees' performance positively. Nevertheless, many researchers indicated opposite points which described rewards are not really worked in organizations. The following ideas are Kohn and Herbert's views and the summary of others' opinions.

You need citation

2.1 Kohn's view

A heading cannot be at the bottom of a page

Page numbers?

Alfie Kohn argued that pay-for-performance plans cannot work. Most managers too often believe in the redemptive power of rewards. However, rewards cannot change **they can change behavior and he says they do.** r and attitude and create the employees' lasting com can change what people do temporarily. There are so wards fail :

- (a). Pay is not a motivator
- (b). Rewards punish
- (c). Rewards rupture relationship
- (d). Rewards ignore reasons
- (e). Rewards discourage risk-taking
- (f). Rewards undermine interest

He says rewards do not change the underlying THINKING about a particular issue. They just (superficially) change behaviour for a short time.

Kohn demonstrates that people actually do inferior work when they are enticed with money, grades, or other incentives. But it's just a temporary obedience. Finally, they lose interest in what we're bribing them to do. Rewards turn play into work, and work into drudgery.

why choose Meyer?

2.2 Herbert H. Meyer

In Herbert's opinion, people do not work just for money. Many people work harder on their interests. In fact, if companies held the interest and challenge of work constant, highly paid persons would put out any more effort than those who are less well paid. It means that managers should focus on the employees' job satisfaction.

2.3 The summary of experts' views

Many studies show that the financial benefit (rewards) may affect employees' performance, but they cannot affect people's attitude and behavior of jobs. In addition, most employees are more interested in self-challenge and self-achievement which can obtain from their jobs. On the other hand, the reward is not the most important factor to improve the workers' performance. Companies should not just focus on the reward management, they also need to consider other internal job elements (such as job environment, promotion opportunities, coworker relationship and so on) to increase workers' long-term loyalty, commitment, and job satisfaction.

3. Groups' Views on the Reward Issue

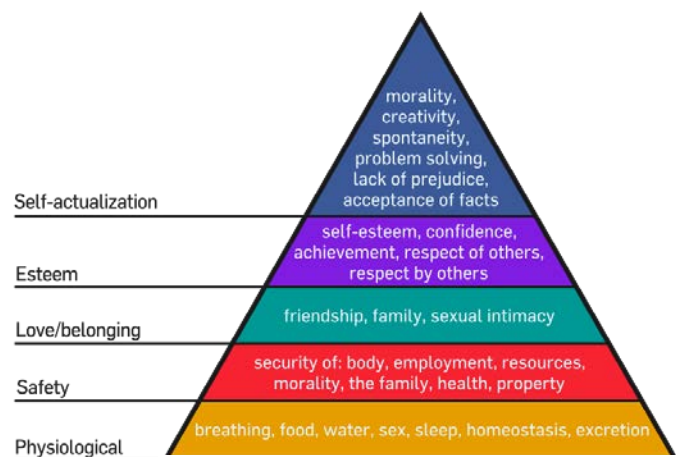
So what is the group's view?

According to Kohn's and Herbert's theory, we can find out that rewards seem not to be a good way to affect employees' performance. In short term, rewards maybe can inspire employees to get better performance. But, in the long term, rewards will results in more problems. Employees will find out what they want is not only limiting to the real rewards but more about mental rewards, such as satisfaction, achievement, social status...etc.

If employees work hard in order to get rewards instead of doing that by them, it's easier to imagine what kind of employees' loyalty it will be. But we think that not all rewards are so inefficient, when we want to encourage employees to get better performance, we still can use financial benefit to be the reward. However, it will be more efficient to combine rewards and other job elements which can make employees' satisfaction better.

4. Conclusion-Design & Management of Reward Policies Now & in the Future

According to the Maslow's Hierarchy of Needs, people normally place important on their self-achievement after satisfying lower levels of needs. The job which can satisfy employees' self-achievement also can cause they having higher loyalty, commitment, and better performance to the company. Thus, we can say that the money benefit is their basic need, and the policies of their promotions should be considered more carefully. Our report gave some points about design and management of reward policies :



(picture 1, Maslow's Hierarchy of Needs)

- (a). Rewards management is the basic condition to maintain employees' performance.
- (b). The design of rewards management should combine other elements of jobs (environments, coworkers, managers, team-work, and so on).
- (c). The policies of rewards should include the promotion opportunities.

Reference

Kohn?

Wikipedia

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243-255

FEEDBACK ON YOUR PRESENTATION

QUICK PRESENTATION FEEDBACK			
GROUP:	IRON MEN		
A	B	C	D
Are ideas presented connected with the aim of the presentation?	Are the ideas presented clear supported with evidence and logical argument?	Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs)	Overall impression (is it a group presentation etc.?)
40%	30%	20%	10%

Comments			
Opening is clear.			
I can't see your report online. This is helpful to see while you present.			
I'm not sure of the source of some ideas e.g., 2. Experts views on rewards			
<u>I am confused why we could not start with this group first? I asked a number of times for this group to start first.</u>			
The report:			
<ul style="list-style-type: none"> - There is an example on my website for this final project choice. This would give a good idea of what was expected. - It is not clear what <i>your</i> views on rewards are. This was a key part of the question. - The opening and later paragraphs seem to contradict each other. - Kohn is not in the citation list. 			
I am left with the impression of a group where the work is NOT distributed well. For sure, work is being done at the last minute. This does not result in a good quality result.			
68%			

FEEDBACK ON YOUR PRESENTATION

Grade: 0%