

Role of Compensation Management in Balancing the Employees Relationship

Sidra Rafique

Department of management Science, The Islamia University of Bahawalpur, Pakistan
Email: Sidrarafiq21@yahoo.com

Muhammad Mehtab Qureshi

Department of Management Science, The Islamia University of Bahawalpur, Pakistan
Email: qazimahtab@yahoo.com

Syed Shahzaib Pirzada

Department of Management Sciences, The Islamia University of Bahawalpur, Pakistan
Email: shahzaib86pirzada@gmail.com

Muhammad Badar

Department of Management Science, The Islamia University of Bahawalpur, Pakistan
Email: badar.khan643@gmail.com

Irum Shahzadi

Department of Management Science, The Islamia University of Bahawalpur, Pakistan
Email: irumshahzadiub@gmail.com

Abstract

Purpose of study: Although management practices evolves over the year, people take it longer to accept any change. Due to the challenging and competitive environment it is essential for the organizations to work on Compensation management. It is identified that what are those practices they can follow to improve the level of performance, motivation and loyalty to gain a competitive edge. Continuous improvement in the processes becomes a need of the day. If the company has implemented best compensation management practices then it can attract the best employees of other organization from its competitors. Salary and benefits, pay for performance and performance reviews are the most important practices with the help of these organizations excel in the current challenging environment.

Methodology Applied: During the research the researcher visits the organization many time. Take interviews to the employees of the organization they are operational manager, the employee by assets and sales department, This study used exploratory research Method .collect data from interviews observation or performance appraisal form.

Findings and results: The organization makes the compensation plan but it is not fully implemented in the organization. The salary packages are not fully satisfied the employee's expectation work load is higher than salaries

Originality of the study: Overall this research explain that Compensation management play an important in managing the performance of the individual as well as the organizational performance as a whole. Compensation management helps to attract and retain the employees of the organization.

Compensation Plan of United Bank Limited (UBL)

Compensation is a vital tool for attracting and retaining best employees in your organization to gain competitive advantage in this dynamic competitive age. (SAP AG, 2001). (Armstrong, 2005)In his own analysis says compensation management is all about developing a positive employment relationship and psychological contract that adopts a total compensation approach which recognizes that there are a number of ways in which people can be compensated.

It begun with a vision, a vision of unparalleled progress and unmatched excellence true to the spirit of the era! November 7th 1959, Pakistan witnessed an event that would change the way we banked forever. It was not just the inauguration of UBL's first branch at I.I. Chandigarh; UBL gave the birth to the culture of service, Innovation and culture of financial excellence! By June 1960, shortly after six months of opening its doors to the public, UBL had branches in: Karachi, Dacca, Lahore, Lyallpur Chittagong and Narayanganj. In 1963, UBL became the first bank in Pakistan to have a branch overseas- on William Street in London, United Kingdom. True to our promise of providing service and care beyond the ordinary to our customers, UBL and You have had a history. The first saving scheme for school going children was launched as early as 1960 or the formation of Pakistan's first Staff College of employees in 1964, UBL, through the motivation of its staff and the trust of its customers, continued to grow at a spectacular pace.

In 1967, UBL had hit the dawn on information in terms of technology, by introducing computer banking to Pakistan and in 1971, UBL once again paved the way by launching 3 online branches in Karachi. The newly formed state of Pakistan was witnessing the boom of industries and commerce – cannoned by a bank that believed in the potential growth of Pakistan. Small wonder then, by 1978, UBL had a pledged economic department, had acquired two international banks. UBL also launched supervised credit and small loan schemes for small to medium sized firms as well as agriculture and had made for itself, a strong international presence for we had branches in 4 continents. Throughout its history, UBL has kept pace with- and often exceeded the changing needs of changing times. Keeping the tradition of innovation alive, UBL introduced Pakistan's first credit card, the UNICARD in 70's and left its mark by launching the Pak Rupees traveler Cheques in 1971. Staying true to its roots, UBL was also the first bank to have an Islamic banking division and the first to introduce e-banking facilities at Hajj. In the 1990's the government of Pakistan decided to change the face of banking by creating a blueprint to privatize UBL. At this point, financial experts were called on board to set the bank back on course, and with implementation of relevant changes, the government privatized the bank in the year 2002 –

Best way and Al Ayaan collaborated, forming the cornerstone for the UBL of tomorrow. Today, UBL opens its eyes to a new vision every day, a vision of resurgent excellence and renewed commitment to our customers. 52 years into our glorious history – UBL is now part of one of the world's largest financial services groups. 2013 UBL, Indus Motor Company (IMC) and UBL Insurer enter into an alliance offering an exclusive financing deal on all Toyota cars. UBL network grows to over 1,300 branches nationwide. 2012 UBL launches UBL FCY UniFlex, a unique foreign currency savings account with one of the best monthly returns. UBL Priority Banking launches four new lounges at DHA, Z-Block Lahore, Quetta, Peshawar and 26th Street Karachi. UBL now has thirteen dedicated, exclusive lounges providing priority banking to customers in nine cities across Pakistan. Launch of UBL Airport Lounges in Domestic and international departure terminals at Jinnah International Airport Karachi. UBL launches Go-Green initiative offering SMS Alerts for account transactions. Existing e-statement service was revamped under Go Green umbrella. 2011 UBL Priority Banking launches five new lounges nationwide at Rawalpindi, Sialkot, Rahim Yar Khan, North Nazim abad Karachi and Multan Cantt. Launch of UBL Mega Wallet VISA Debit Card on October 4, UBL launches Silla Mila. Through this campaign, UBL acknowledges and rewards customers who have shown excellent performance in their loan repayments with other banks. UBL launches Platinum Credit Card. This card is designed to complement your lifestyle with credit limits befitting your stature, accompanied by the highest levels of services, unmatched rewards and myriad benefits. UBL launches another product under the umbrella of Tez-Raftaar - UBL Tez-Raftaar Pardes Card, a prepaid remittance card on which the beneficiary can receive money without having to go to the bank's branch. UBL launches UBL Tez-Raftaar Account Services, an account that enables a Non Resident Pakistani (NRP) residing in a foreign country to open an account in any UBL branch in Pakistan.

2010 UBL launches UBL First Minor Savings Account, an account specially designed for children and can be opened on behalf of a child in name of father/mother/court appointed guardian and the minor. Launch of UBL Wiz ACCA Card UBL and Avari Launch a Co-Branded Loyalty Card. United Bank Financial Services (Private) Limited. United Executors and trustees Company Limited. UBL formally announces the launch of its unique and unmatched branchless banking service, under the brand name of UBL Omni. UBL Launches Pakistan's First Premium Debit Card in Collaboration with MasterCard. 2009 UBL celebrates its Golden Jubilee on November 7, 2009 with the launch of an exclusive, world-class Signature UBL Priority Banking service, designed to cater to high-end, high-net-worth customers across Pakistan. UBL-UAE remitted USD 220 million to Pakistan. UBL shows devotion towards sports by inaugurating UBL Sports complex. 2008 UBL inaugurates its representative office in the People Republic of China, on 20th of March. The UAE nationals accounts for the highest workforce ratio of 42% at UBL-UAE. USD 184 million was remitted through UBL-UAE to Pakistan. UBL inaugurates another operational branch in Aden Yemen. UBL Bahrain holds 43% market share of remittances in the country with USD 23 million remittances. UBL started its Customer Service Booths in Al-Khor and at the City Center Shopping Mall, along with 7 ATM's at various prime locations throughout Qatar. UBL opens its second operating branch in Doha. The main branch moved to Main Bank Street, opposite the Ministry of Finance and Qatar Central Bank. In Qatar UBL Tez-Raftaar transactions approached to 100,000. 2007 UBL received the Brand Leadership Award for Brand Excellence, presented at the 16th Asian Brand Congress. UBL launched Heritage Campaign blitz, a very successful and well-received initiative as a strategic marketing and advertising effort to connect UBL-Middle East legacy of 40 years of customers' satisfaction to its re-positioned image and diversified deliverables across various banking portfolios. UBL relocates Bab Al Bahrain branch to See, the new upcoming business hub. UBL declares the profit before tax of PKR 13.8 billion. 2006 UBL opens its representative office in Kazakhstan, on 21st of September 2006. UBL introduces UBL Amen, an Islamic banking product. UBL is awarded with an Islamic Banking Branch license by the State Bank of Pakistan. 2002 H. H. Sheikh Nahayan Mubarak Al Nahayan is appointed as the chairman of the board of directors of UBL. UBL merged its operations in the UK with those belonging to National Bank of Pakistan to

form United National Bank Limited. UBL launched its prime product Tez-Raftaar in Qatar and achieved 28000 transactions in the first year. Government of Pakistan privatized UBL, this brought the Abu Dhabi Group chaired by H. H. Sheikh Nahayan bin Mubarak Al Nahayan and the Bestway Group headed by Sir Anwar Pervez at the helm, following which the bank embarked on a major re-profiling and re-positioning strategy. UBL launched Tez-Raftaar home remittance in Bahrain.

Wages and salary policy establish a structure for equitable compensation of employees, depending on their jobs and level of performance in their jobs. Basics for determining salary we use information which we collect through job analysis. Scope of the job defines with the help of job description and value of the job for the organization. Individual pay which is determine on the basis of personal skills, education particular links of the person. Performance review in which the organization measuring the performance of the employees through an appraisal form with in a specific time period which depends on the company policy. Different types of benefits are given to the employees to increase the level of motivation and satisfaction. Company offers insurance to the employees to realize that they are the valuable asset for the organization.it increase the level of loyalty. Retirement benefits are those benefits which organization offers to their employee's old-age pension: a monthly payment made to someone who is retired from work. Personal growth and development is all about self-improvement by undertaking activities that improve yourself awareness and improves your individual identity. It helps to improve your talents, build on your strengths and increases the chances of you fulfilling your full potential in life.

Objectives of Research:

Following are the objectives of current study:

- To ascertain different issues of compensation management of Employees in UBL
- To elaborate difficulties that are been faced by the Employees regarding these factors exclusively in UBL.
- To recommend suggestions with their implications.

Literature Review

Compensation is a vital tool for attracting and retaining best employees in your organization to gain competitive advantage in this dynamic competitive age. (SAP AG, 2001) According to Stretch, compensation is a junction among different business functions like finance, human resource, sales and operations. By its effective use we can attract, motivate and retain our employees but it is inadequately managed it can create a "gray area" of perplexity and generates de motivation that causes harm to your organization. Compensation management is known as the wage and salary administration, reward and remuneration management, and also concerned with the designing and implementation of total compensation package. Traditionally wage and salary administration just emphasis on wage and salary structures in an organization but now much more forms of compensation have been introduced in business environment that change the salary and wage administration in a more inclusive way to change its nomenclature in a suitable manner. (Washi, 2010)

(PATNAIK* & PADHI**, 2012) State that compensation management is an integral part of human resources management approach to productivity improvement in the organization. It deals with the design, implementation and maintenance of compensation system that are geared to the improvement of organizational, team and individual performance.

Compensation is a systematic approach to providing monetary value to employees in exchange for work performed. Compensation may achieve several purposes assisting in recruitment, job Performance, and job satisfaction.

Another definition of Compensation is the remuneration received by an employee in return for his/her contribution to the organization. It is an organized practice that involves balancing the work-employee relation by providing monetary and non-monetary benefits to employees.

Compensation is based on: Market research about the worth of similar jobs in the marketplace, employee contributions and accomplishments, the availability of employees with like skills in the marketplace, the desire of the employer to attract and retain a particular employee for the value they are perceived to add to the employment relationship, and the profitability of the company or the funds available in a non-profit or public sector setting, and thus, the ability of an employer to pay market-rate compensation.

Compensation management is a flexible salary planning tool that improves the salary review process for both the human resources department and management. A human resources representative begins the salary review process by setting up all the rules and constants that define eligibility, and the guidelines for using the system. Before processing a compensation review, the human resources representative must first build work tables. After building these work tables, the human resources representative can grant managers access to them.

Compensation is a tool used by management for a variety of purposes to further the existence of the company. Compensation may be adjusted according the business needs, goals, and available resources. Different

types of compensation include: Base Pay, Commissions, Overtime Pay, Bonuses, Profit Sharing, Merit Pay, Stock Options, and Travel/Meal/Housing Allowance. Benefits including: dental, insurance, medical, vacation, leaves, retirement, taxes...

Objectives of the organization

The united bank limited sets its goal annually does revision for them and takes monthly feedback.

To earn profit for the Bank itself and maximize its shareholder value. To promote and boost up business sector inside and outside the country.

To provide solutions for multiple requirements of clients of diverse financial nature.

To adopt the new techniques of current financial market.

To be a diversified bank by offering all basic consumer services along with specialized services.

Honest and ethical conduct, including ethical handling of actual or apparent conflicts of interest between personal and professional relationship.

To provide employment opportunities to people.

To offer loans and advances to help out in self-employment schemes.

To be a customer focused bank.

To build sound relationships with top industrial groups and various multinationals.

To increase the number of online branches.

To improve market shares of the bank by increasing ATM network.

To implement the performance appraisal process to provide motivation and merit oriented culture in the bank.

To improve extensive training to the employees in the process, products, marketing and selling skills.

Components of Compensation

Wage and Salary: Wage is known as the remuneration in terms of hourly-rated payment to the workers while salary is termed as the remuneration that is being paid to the white-collar employees in addition to managerial personnel. Incentives: These are the additional payment given to the employees for either higher production or cost saving or both. Minimum Wage: A minimum wage is one which has to be paid by an employer to his workers irrespective of his ability to pay.

"**Minimum wage** is the wage which must provide not only for the bare sustenance of life, but for the preservation of the efficiency of the workers. For this purpose, minimum wage must provide some measure of education, medical requirements and amenities.

" **Living Wage:** Along with the minimum wage the Committee on Fair Wages has given the concept of living wage which has been defined as follows: "A living wage is one which should enable the earner to provide for himself and his family not only the bare essentials of food, clothing and shelter but a measure of frugal comfort including education for his children, protection against ill-health, requirements of essential social needs and a measure of insurance against the more important misfortunes including old age. "

Living wage is more than the concept of minimum wage. Such a wage is determined keeping in view the national income and paying capacity of industrial sector. The Committee also observed that since the national income did not support the payment of living wage. It should be implemented in three phases. In the initial stage the wages to be paid to the entire working class were to be established and stabilized. In the second phase fair wages were to be established in the community and industry. In the final phase the working class was to be paid the living wage.

Fair Wage: The concept of fair wage is linked with the capacity of the industry to pay. The Committee has defined fair wage as follows: "Fair wage is the wage which is above the minimum wage but below the living wage. The lower limit of the fair wage is obviously the minimum wage: the upper limit is to be set by the capacity of the industry to pay. "

Incentives:

'Incentive' may be defined as any reward of benefit given to the employee over and above his wage or salary with a view to motivating him to excel in his work. Incentives include both monetary as well as non-monetary rewards. A scheme of incentive is a plan to motivate individual or group performance.

The following are some of the definitions of the term 'Incentive' Wage incentives are extra financial motivation. They are designed to stimulate human effort by rewarding the person, over and above the time rated remuneration, for improvements in the present or targeted results" – The National Commission on Labor. "It refers to all the plans that provide extra pay for extra performance in addition to regular wages for a job" – Hummel and Nickerson. "It is any formal and announced programs under which the income of an individual, a small group, a plant work force or all the employees of a firm are partially or wholly related to some measure of productivity output" –Scott.

Fringe Benefits: Fringe benefits include provident fund, gratuity, pension, accident relief, health and life insurance, canteens, recreation, etc.

Perquisites: Normally given to managerial personnel to improve their performance and retaining them e.g. company car, club membership, paid holiday trips, stock options, etc.

Now a days human regarded as an imperative asset/resource of an organization so they should be properly compensated. Without proper compensation, employees become de motivated and we all know that effectiveness undergo from de motivated personnel. All type of pay going to employees and comes up from their employment is known as employee compensation. So by the reference of "all type of pay" we can conclude that it does not mean that only non-financial benefits can motivate an employee but all direct and indirect financial compensation should be properly given to an employee to motivate and retain them, this termed as "Compensation Management". Banks are termed as the focal point of any country where managers play a vital role in ensuring the quality customer service and security of their accounts because security of their wealth is regarded as the basic need.

The task in compensation administration is to develop policies and the terms of attracting, satisfying, retaining and perhaps motivating employees. (Anyebe, 2003).

(Hewitt, 2009) Compensation Management as the name suggests, implies having a compensation structure in which the employees who perform better are paid more than the average performing employees. This encourages top-performers to work harder and helps to build a competitive atmosphere in the organization.

Successive constitutional reviews and Civil Service reforms have catalyzed the evolution of the civil service as an institution for spearheading the rapid transformation of the state and ensuring continuity of administration. (Nweke, 2010).

(P, 2010) Compensation implies having a compensation structure in which the employees who perform better are paid more than the average performing employees. (Bob, 2011) Compensation processes are based on Compensation Philosophies and strategies and contain arrangement in the shape of Policies and strategies, guiding principles, structures and procedures which are devised and managed to provide and maintain appropriate types and levels of pay, benefits and other forms of compensation.

Bob 2001; Brown 2003; Anyebe 2003 states compensation management as being based on a well-Articulated philosophy- a set of beliefs and guiding principles that are consistent with the values of the organization which recognizes the fact that if HRM is about investing in human capital from which a reasonable return is required, then it is proper to the skills and competencies of employees in order to increase the resource-based capability of the organization

(Bob, 2011) This constitutes measuring job values, designing and maintaining pay structures, paying for performance, competence and skill, and providing employee benefits. However, compensation management is not just about money. It is also concerned with that non-financial compensation which provides intrinsic or extrinsic motivation.

Wages and salary policy

The bank is providing or following the traditional pay plan. In the traditional pay plan basic pay is determine on seniority basis. They already decided that what pay they will provide to their employees. Salary given to the employees according to the pre define grades/scales which is determine by the government. The concept pay for performance is not follow in the UBL. Two types of allowances which offers to the employees are as follows: Specialist Allowance, General Allowance. Except basic salary different special types of allowances which is related to the post of employee are given to the employees, for example designation allowance offers to the higher post employees like (District manager, Branch manager or Regional manager). security key allowance are offers to customer service operational manager. General type of allowances are offers to the every employee of the bank. It includes medical allowance for (the dependent family members), festival allowance for (Both Eid's) or travelling allowance for (Business tours, meeting or trainings etc.).

Basics for determining the salary

Complete job analysis of the job comparing the qualification and skills with the job requirement of after that determine the salary according to the pre define grades/scales. Salary differ on the basis of seniority or experience of the field. Except operational department every department follow traditional pay plan but in operational department they follow pay for performance practice they given different types of targets to the different department's staff. It includes: Deposit targets given to the sales staff Maintenance of the assets assign this task to the assets department. Further assets department have 3 levels and their performance depends upon the segments trainings. Pay for knowledge or competitive pay also given to the employee about which organization thinks he/she is highly competitive in the market. Who is creative or innovative in the today's challenging environment worth of that person is high.

Job Scope and Individual pay

Job scope determine on the basis of the job to what extent the job is worthwhile for the organization not on the

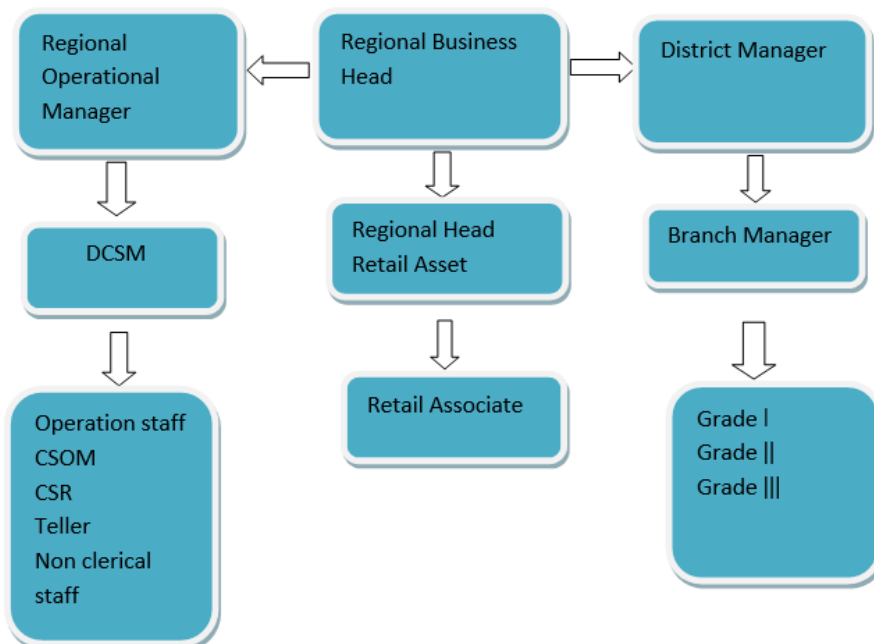
basis of personality or other. Individual pay determine by the bank on the basis or pre define standards or also qualification, experience of the job, skills of the person, competitiveness of the person or on the basis of knowledge. Individual pay also depends upon the annual performance report of the employee which determine how much percentage of salary should be increase. Salary start from 20000 increase according to the service or performance appraisal report.

Compensation and performance reviews

The bank follows an old practice of performance appraisals they make ACR's Annual confidential report of their employees performance review is too much important for compensation management it makes once in a year. On the basis of this report they decide salary increment or bank follows quota system according to the ACR only 2 % best employees are promoted. The percentage of increment decide on the basis of standard grades which are mention in ACR report, If the employee got (A, B, C+ or C, D) then they receive these percentage increase on salary respectively (11,9,7 or D grade means not perform well). ACR report helpful to determine the strength and weaknesses of an employees or identify the area which need training. Performance review and development form of UBL required the personal information of employees which includes: name ,employee no, grade date of joining, department, functional title, division, place of posting, period serve at current position, name of supervisor and present assignment. In the section A objectives of appraisal set for the period January 1 to December 31.objectives and key assignments are credit administration, compliance control process, overdue markup ,expired limits and NPLs also.to make all out efforts for regularizing/adjustment of NLP accounts and to keep it as zero level. Section B are having the information on personality attributes customer focus provide Quality and timely service to customers or decide the place where to improve service quality. Communication convey your ideas clearly and concisely. Listens to others in order to understand the problems and issues. Teamwork work in collaborative environment to achieve goals. Work as an enthusiastic and positive employees of the company. Initiative a person who demonstrates willingness to take risk, he is a risk taker not a risk avoider. Take new challenges, responsibilities and assignments. Final rating is done in section C In it A refers to outstanding performance, B very good, C for Good, D need improvement and E for Unsatisfactory and also it required employee and supervisor's signature. After the evaluation of the employee it necessary to identify the developmental need of the employees. Identify skills, behavior, knowledge and experience to be developed) or technical developmental skills, management developmental skills (for e.g. Communication, customer services, teamwork, leadership skills etc.).Section E contain the column in which immediate appraiser's given his/her comments about the annual review.

Organization Hierarchy

Chair Man, Board of Director, SEVP (Senior Executive vice president), EVP, VP, Clerical staff, Non clerical staff



Insurance and Benefits

Bank not offers any type of insurance to their employees. UBL insured their account holders/customers.

Different types of benefits which organization given to their employees. It includes: Medical allowance/free medical (medical allowance or free medical checkup given to the employees only for dependent members of the family), Festival allowance (this allowance offers on both Eid's), Bonuses (bonus are given when an Employees doing their job up to the mark or achieving the targets), Pension benefits (it offers to the employees after the retirement it may be for lifetime or may be employees take it in lump sum amount), Benevolent fund, House rent allowance, Conveyance allowance.

Retirement plan

All types of retirement benefits are given to the employees of the UBL bank like gratuity, benevolent fund or pension (One third of the basis pay). It depends upon the employee at the time of retirement they want to take the lump sum amount or pension for whole life till death. Greater no of employees give priority to take lump sum amount on retirement.

Promotion policy and Personal development/growth

Promotion or transfers depends upon the ACR report of any employee. Immediate supervisor observe the performance of the employee throughout the year and document it. These reports helps in making final decision about the promotion or compensation. For transfer bank not follow any hard and fast rule but in operation department transfer is compulsory after every 3 year service in the one branch

From time to time conduct different types of trainings to improve the performance of the employees it help to enhance the organization performance as well. Not specific time period after that training is necessary to conduct. It depends upon the need of the employees. Employees are encourage to take trainings attend seminars and business tour banks provide the travelling allowance to their employees or TADA. Or motivates the employees the trainings are beneficial for you. It is not helpful only in current it also helpful in future jobs. UBL Labor unions: In 1993 labor union exist, but at that time unions plays an important role in organization due to labor unions many employees are fire from their jobs due to this they reduce the impact of unions may be in any branch labor union exist.

Methodology

During the research the researcher visits the organization many time. Take interviews to the employees of the organization they are operational manager, the employees of assets and sales department, This study used exploratory research Method .collect data from interviews observation or performance appraisal form. Not apply quantitative techniques or not use any type of questionnaire.

Discussions

UBL Follows the traditional pay plan not pay for performance or any type of competitive pay, talent hunt. Traditional pay plan not motivated employee as much as pay for performance salary increases on the basis of seniority or experience. Only in operations department implement pay for performance approach which motivate the employees perform well it improves the individual performance as well as organization performance. Organization should design their compensation plan with the mutual concern of the employee and higher authorities. It helps to increase the level of satisfaction. Satisfaction and performance are positively related with each other. Job scope or individual pay is determine on the basis of experience, knowledge or skills of the person or increment on pay depends upon the annual performance report. The weak point is that the organization conducted performance review of the employees once in a year. Salary increment determines on the basis of ACR grades, if employees got (A, B, C+ or D) then they receives percentage increase on salary benefits respectively (11, 9, and 7). They are not using evaluation form for the evaluation purpose only. Rather than increase the job thy pay extra amount of money at the time or good performance it motivates the employees more and motivates the employees their performance level is low some employees not satisfied with the increment in basic pay annually may be throughout the year they perform well but at the end due to some reasons they may not perform well and there is a chance they lose the Annual increment or employee are not satisfied with the increase in pay according to their performance or not It helps to identify the strengths and weakness of the employees and further identify the area which needs improvement. Which is helpful to attract retain and motivate the employees.

Today employees focus on to things first one is compensation package which is given in return of their services and the second one is career development opportunities in the organization which is helpful to polish their skills. When Performance appraisal is also used to determine the compensation of employees. Negative practice of the bank is that it follows quota system in promotion. According to quota system only 2 % employees are promoted annually. Employee are demotivated with this practice not motivating to giving their best performance. All the employees who give their best are promoted or given bonuses at a time.

Organization offers different type of benefits or incentives to their employees (medical-allowance,

festival allowance or travelling allowance) medical allowance are given for all the dependent family members of the employees, festival allowances are offers on both Eid's, Travelling allowances are given for the business tours trainings TADA etc. Offer insurance to the executives and the customers' accounts only not provided any type of insurance to the other employees. Promotion on the basis of experience or ACR organization not follow any hard or fast rule for transfer. But in operations department transfer is compulsory after three years. Bank provide personal growth opportunities to their employees conduct different seminars or trainings sessions for the improvement in performance of the employee or the organization. Employees realize that they are the valuable asset for an organization or organization invest on them. In other organization as compare to the employees are satisfied with their compensation packages but in the UBL the workload is more and salaries are less. In the other organization they offers bonuses if the branch targets were achieved this plan helps to improve the overall branch employees and promotes teamwork and make a collaborative environment of the organization every one try to achieve the targets and support each other. If the branch achieve the given target the executive receive umrah tickets with family, managers' receive 3 days Dubai trip and the other staff grade 1, grade 2, tellers receive cash 20000 each.

Major findings

Major findings are that:

- The Bank not implement any type of competitive pay or pay for performance approach but today's world it is most important to attract or retain employees. Because hiring of new employees is a most difficult task for the organization or it affect the organizational success.
- Promotion policy quota system follows according to which only 2% employees are promoted after every one year.
- Insurance offers only executive employees of the bank or it increase the discrimination
- Organization invest on their employees through different trainings related to their work or any type of new technology
- Their salary packages are not satisfied the employees because workload is higher
- Only in operational department after three years transfer is compulsory in other departments not any hard and fast rule for transfer
- Salaries are determine on the basis of predetermine grades and for review performance follows ACR which is confidential

Conclusion

In this study we conclude that the company determine pays according to the predefine grades or not on the basis of performance only on the basis of performance some 5 of the basic salary given to the employees as a bonus at the end of the year. Giving trainings to your employees and focus on career development of employees. Promoting the employees timely who are more competent. To increase the level of satisfaction offers different benefits to motivate the employees. Compensation plan fulfill the needs of the employees if the supervisor or employees making compensation policies with mutual concerns or not determine pays on the basis of seniority or pre determine grades. Rewards should be given to the employees at the time of best performance not at the time of performance review. to attract the competent employees design salary packages according to the needs or the employees. Promotion policy not follows quota system. When the manager and the employees negotiate successfully meeting at the some common point it helps to setting the employees the next year salary.

Suggestions and Recommendations

Some suggestion related to the organization compensation plan are following:

- Compensation should be determine on the basis of performance not on the basis of predefine grades
- Design compensation plan with the mutual concern of manager and the employee it increase the level of satisfaction.
- Reward system should be fair and related to the performance
- Promote innovative, creative and competitive employees of the organization, to excel in the current challenging environment
- Promotional policy should be revised promote employees on the basis of performance not follow quota system in which only 2% employees were promote annually.
- Performance review should be twice in a year. It helps not only to evaluating the performance of the employees it is also helpful in determining the pays increment or who should be promoted.
- Performance review Meeting should be arranged to discuss the Past performance of the employees when supervisor give the constructive feedback its helps to improve the performance of the individual and the organization as well or in this meeting supervisor ask to the employees about their expectations

related to the salary.

- Offer competitive pay or implement pay for performance plan with the help of this organization attract best employees or retain them.
- Offers the insurance to all employees executive or clerical staff as well
- Transferring employees time to time from one department to other or from branch to branch it help to employees to get the basic know how about different departments of the branch like sales ,HR, and assets department also
- Performance review Report should be transparent not confidential
- organization should implement 360 degree feedback system

Limitations and future research

This study covers small area only one branch of UBL. Not collected Quantitative data. Not use any type of Questionnaire. In future giving better results this research will be conducted or use questionnaire and the interviews method or collecting data any check the reliability of the data with different types or Analysis. This study is explorative in nature. In future adopt Descriptive research. And at least covers the all branches of United Bank Limited in the Bahawalpur. The contributions of this research were the necessary first steps towards understanding compensation plan of UBL; however the work was no more than proof-of-concept. The research was conducted in a single Branch of UBL more branches can be visited for the confirmation of real policies and practices about compensation.

References

- 1: Anyebe. (2003). The nigerian Civil Service; issues in structure and operation. *journal of professional administration*, 5, 11-17.
- 2: Armstrong, M. (2005). A handbook of human resource management practices. UK:Kogan, 986.
- 3: Bob, N. (2011). Making employees suggestions Count. *Journal of personnel management*, 17, 20-41.
- 4: Hewitt, A. (2009). Managing performance with incentive pay,. *Journal of personnel Management*, 1, 20-31.
- 5: Nweke, A. (2010). Three years of Visionary leadership in Anambra State,. *Journal of Anambra State, Civil Service*, 8(1), 7-12.
- 6: P, E. (2010). Management in Nigeria: Theories and issues. *Onitsha: Africana- Feb publishers limited*, 295.
- 7: PATNAIK*, D. B., & PADHI**, P. C. (2012). COMPENSATION MANAGEMENT: A THEORETICAL PREVIEW. *TRANS Asian Journal of Marketing & Management Research*, 1-10.
- 8: Washi, k. (2010). Compensation Management Issues for Doctors in Hospitals: A Critical Case of BVH. 1-12.

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:

<http://www.iiste.org>

CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

Prospective authors of journals can find the submission instruction on the following page: <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Academic conference: <http://www.iiste.org/conference/upcoming-conferences-call-for-paper/>

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

