IMPACT OF REWARD PRIORITIZATION AT VARIOUS LIFE STAGES ON PSYCHOLOGICAL WELL-BEING IN E-COMMERCE SECTOR

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Abstract

Objective: *Reward prioritization is becoming extremely crucial in today's age. Organizations are taking reward prioritization and psychological well being as a means of success for the organization as well as for the individual. We tested to what extent the reward prioritization at different life stages of the employee enhances the psychological well being .****Methods****: The 180 employees in were interviewed with the help of questionnaires in six different categories.* ***Results****: The appropriate reward prioritization at different life stages plays a very imperative role in the psychological well being of the employee.* ***Conclusion****: This paper provides preface indication that the appropriate reward prioritization at different life stages of the employee enhance the psychological well being which facilitates the employees to perform better, builds up the confidence, develops the talent, help in teamwork, increases employee commitment, high morale, productivity, efficiency, quality of service and also handles personal life well .****Implication:*** *The apposite reward prioritization at different life stages of the employee have significant impact the psychological well being and it assist in achieving the business objectives of the company.* ***Originality/value****: The paper reports that correct reward prioritization at different life stages are the only way to enhance psychological well being.*

Key words: Reward Prioritization, Psychological well being, E- commerce

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INTRODUCTION

The reward is the monetary and non-monetary return provided to employees in exchange for their time, talents, efforts and results. It involves the deliberate integration of five key elements that effectively attract, motivate and retain the talent required to achieve desired business results. The five key rewards elements are: Compensation Benefits Work-life Performance and Recognition Development and Career Opportunities. The Psychological Well-being is a dynamic concept that includes subjective, social, and psychological dimensions as well as health-related behaviors. Psychological wellbeing facets include the following: self-acceptance, the establishment of quality ties to other, a sense of autonomy in thought and action, the ability to manage complex environments to suit personal needs and value, the pursuit of meaningful goals and a sense of purpose in life and continued growth and development as a person Psychological well-being is usually conceptualized as some combination of positive affective states such as happiness (the hedonic perspective) and functioning with optimal effectiveness in individual and social life (the eudemonic perspective) .Examples of intrinsic rewards are feelings of achievement and personal growth, while extrinsic rewards include outcomes such as salary, status, job security and fringe benefits .

LITERATURE REVIEW

Chen and Hsieh (2006) indicated that the traditional seniority-based trend has been changed in to performance-based, monetary trend into non monetary, extrinsic function in to intrinsic, periodic reward in to instantaneous, unitary rewards in to differential and independent in to coordinated. coin the word "new pay" and link it to organizational and employee performance. They characterized the concept of new reward by various traits like its strategy, flexibility, performance orientation, integration and distinctiveness with regard of the action of employee and employer.

Reilly (2003) advocates that unitary view point reflects that the idea of "new reward" is very much there in HR mainstream and focal point is to shape the mind-set and behavior at work stressing upon the integration, elasticity and performance. However philosophical groundwork to new reward is not supporting because "new pay" is not the combination of compensation practices rather its contemplation about the function of reward in a multifaceted organization.

Zingheim and Schuster (2000) comment that the conception of "total rewards" can be categorized in to four components: convincing future, encouraging workplace, individual growth and "total pay". Explained the total pay as the combination of basic salary, performance- based salary, benefits, and acknowledgment or feedback. Employees are in awe of the "total pay" that is devised around their task

and needs. Several alternatives available are basic salary to reward the workers continuing value; performance based salary to highlighting the results; benefits to give safety from life and health vulnerabilities, in addition to vacation, identification and feed back. Consequently the companies that address individual's need and preferences adequately in terms of total pay more likely to "attract" and "retain" key workers and by applying such methods organization anticipates enormous concentration to non- monetary aspects of rewards.

Preeti and Rawat(2011) found the relationship between psychological empowerment and organization commitment and stated that empowerment is granting power or enabling people to exercise power, Organizational commitment is understood as individual's identification with and involvement in the organization.

Frederick Herzberg(1989) paid attention on improving employee performance through various psychological approaches to human relations and tried to redress industrial social scientists over concern about how to treat workers to the neglect of how to design the work itself.

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RESEARCH METHODS & PROCEDURES

The sample under study was fragmented under following categories-

- Men- Unmarried
- Men- Married with no children
- Men- Married with children
- Women- Unmarried
- Women- Married with no children
- Women- Married with children

180 respondents comprising of 30 respondents of each category were the sample population under the research study. The respondents belonged to the IT/ITes industry and were reached majorly through social networking websites such as Linkedin, gmail, Facebook.

Instruments Used

1. Ryff's Psychological Well-Being Scales (PWB), 42 Item version
2. Reward Prioritization Questionnaire.

Data was collected through two structured questionnaires one of which was a standardized questionnaire named Ryff's Psychological Well-Being Scales (PWB), 42 Item version which has reliability of 0.76 and the other one was a self made structured questionnaire on reward prioritization which had 16 questions on 5 parameters namely Work-life, Benefits, Development and career opportunities, compensation and Performance & Recognition. This questionnaire had a reliability of 0.72. Both the questionnaires were designed using 5-point Likert scale with (1="strongly agree", 2="agree", 3="neutral", 4="disagree", 5="strongly disagree.

Data Collection

The data was collected through questionnaires from the targeted sample. Then, the data was categorized as per the above mentioned 6 categories. Data was then analyzed to gather that how different categories prioritize various elements of total rewards. This was done through calculating average of responses of each category of respondents and then calculating mean of the different elements separately. The elements were then numbered accordingly as per the results for each category. Thus, the first objective of the study of reward prioritization at various stages of employee life cycle was met through the results. Then, average mean score of the data collected through psychological well-being questionnaire was calculated which thus represented the whole sample. Then, correlation was calculated between the highest priority element of the total rewards and psychological well- being mean score for each category which depicted that the two are positively correlated or negatively correlated

DATA ANALYSIS AND FINDINGS

Reliability analysis is done to check the reliability of the self-structured questionnaire on reward prioritization. The reliability is .72 which states that the questionnaire is highly reliable.

Reliability Statistics

Table 1.1

Cronbach's Alpha	N of Items
.720	17

Following are the mean scores depicted against each element of total rewards category-wise for each of the 6 categories-

- **Men- Unmarried** **Table 1.2**

Work-Life	2
Benefits	4
Development & career opportunities	1
Compensation	3
Performance & recognition	5

- **Men- Married with no children Table 1.3**

Work-Life	5
Benefits	3
Development & career opportunities	4
Compensation	1
Performance & recognition	2

- **Men- Married with children Table 1.4**

Work-Life	3
Benefits	1.5
Development & career opportunities	5
Compensation	4
Performance & recognition	1.5

- **Women- Unmarried Table 1.5**

Work-Life	3
Benefits	4
Development & career opportunities	1
Compensation	5
Performance & recognition	2

- **Women- Married with no children Table 1.6**

Work-Life	1
Benefits	4
Development & career opportunities	5
Compensation	2
Performance & recognition	3

- **Women- Married with children Table 1.7**

Work-Life	1
Benefits	2
Development & career opportunities	5
Compensation	3
Performance & recognition	4

- **Men- Unmarried**

Descriptive Statistics

	Mean	Std. Deviation	N
Reward prioritization	1.3333	.47946	30
p1234	2.8494	.20825	30

Correlations

		reward prioritization	p1234
reward prioritization	Pearson Correlation	1	.85**
	Sig. (2-tailed)		.30
	N	30	30
p1234	Pearson Correlation	.85**	1
	Sig. (2-tailed)	.30	
	N	30	30

The results reveal that development and career opportunities is positively correlated with psychological well- being of an individual with a value of 0.85 which signifies that deviation in both moves in the same direction i.e as per the results if the respondents under this category get optimum development and career opportunities that they aspire for in their organization, then they would be autonomous, they will have positive relations, they would have a purpose in life, their self- acceptance would be high and they will always look forward towards their personal growth and vice- versa.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871[a]	.761	.762	.32961

a. Predictors: (Constant), reward prioritization

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.157	.098		32.089	.000
	reward prioritization	-.231	.070	-.871	-3.314	.30

The results reveal that reward prioritization has high impact (0.76) on psychological well being of the respondents under this category. Thus, if the individuals don't get expected career opportunities from their employers, then it might affect their well being and they will be dissatisfied with their lives and 0.30 level of significance denotes that only 30% of psychological well being of an individual is explained by the independent variable (i.e development & career opportunities).

Men- Married with no children

Descriptive Statistics

	Mean	Std. Deviation	N
reward prioritization	1.3333	.47946	30
p1234	2.8902	.20785	30

Correlations

		reward prioritization	p1234
reward prioritization	Pearson Correlation	1	.92**
	Sig. (2-tailed)		.39
	N	30	30
p1234	Pearson Correlation	.92**	1
	Sig. (2-tailed)	.39	
	N	30	30

The results reveal that compensation is positively correlated with psychological well- being of an individual with a value of 0.92 which signifies that deviation in both moves in the same direction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910[a]	.830	.830	.17961

a. Predictors: (Constant), reward prioritization

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.157	.098		32.089	.000
	rewardprioritization	-.231	.070	-.910	-3.314	.39

The results reveal very high impact on the psychological well being of the respondents under this category and it can be said that amongst all three categories of men defined in this research, this category is affected most by the absence of expected compensation package to a extent of 0.83 and thus people suffering under this category will have highest effect on their psychological well-being. In addition, it can

be said that 39% of the effect on psychological well-being is explained by the independent variable i.e compensation.

Men- Married with children

Descriptive Statistics

	Mean	Std. Deviation	N
reward prioritization	1.3333	.47946	30
p1234	2.8004	.25575	30

Correlations

		reward prioritization	p1234
Reward prioritization	Pearson Correlation	1	.70**
	Sig. (2-tailed)		.24
	N	30	30
p1234	Pearson Correlation	.70**	1
	Sig. (2-tailed)	.24	
	N	30	30

The results reveal that (performance & recognition) & benefits is positively correlated with psychological well- being of an individual with a value of 0.70 which signifies that deviation in both moves in the same direction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796[a]	.634	.636	.17961

a. Predictors: (Constant), reward prioritization

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.157	.098		32.089	.000
	reward prioritization	-.231	.070	-.796	-3.314	.24

The results reveal comparatively low impact on psychological well-being due to insufficient benefits, low performance and no recognition and it was found that 24% of psychological well-being is explained by independent variable i.e benefits, performance & recognition.

Women- Unmarried

Descriptive Statistics

	Mean	Std. Deviation	N
reward prioritization	1.3333	.47946	30
p1234	2.9994	.21925	30

Correlations

		reward prioritization	p1234
reward	Pearson Correlation	1	.91**

prioritization	Sig. (2-tailed)		.37
	N	30	30
p1234	Pearson Correlation	.91**	1
	Sig. (2-tailed)	.37	
	N	30	30

The results reveal that development and career opportunities is positively correlated with psychological well- being of an individual with a value of 0.91 which signifies that deviation in both moves in the same direction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.90[a]	.810	.81	.17961

a. Predictors: (Constant), reward prioritization

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.157	.098		32.089	.000
	reward prioritization	-.231	.070	-.901	-3.314	.37

The results reveal that there is high impact of development and career opportunities on psychological well-being in this category of unmarried women and significant 37% of psychological well-being of women under this category is explained by development & career opportunities.

Women- Married with no children

Descriptive Statistics

	Mean	Std. Deviation	N
reward prioritization	1.3333	.47946	30
p1234	2.8984	.28765	30

Correlations

		reward prioritization	p1234
reward prioritization	Pearson Correlation	1	.62**
	Sig. (2-tailed)		.14
	N	30	30
p1234	Pearson Correlation	.62**	1
	Sig. (2-tailed)	.14	
	N	30	30

The results reveal that work-life is positively correlated with psychological well- being of an individual with a value of 0.62 which signifies that deviation in both moves in the same direction. This category is least correlated with psychological well-being and thus it is inferred that though this category is positively correlated with psychological well-being but amongst all the others it is the least correlated which means that absence of work life balance would have significant lesser impact on psychological well being of those employees which fall into this category.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730[a]	.533	.73	.17961

a. Predictors: (Constant), reward prioritization

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.157	.098		32.089	.000
	reward prioritization	-.231	.070	-.730	-3.314	.14

The results reveal that there is very low impact of work life on psychological well-being in this category of married women with no children in comparison with the other categories and significant 14% of psychological well-being of women under this category is found to be explained by work life which is the independent variable in this case.

Women- Married with children

Descriptive Statistics

	Mean	Std. Deviation	N
reward prioritization	1.3333	.47946	30
p1234	2.7654	.21925	30

Correlations

		reward prioritization	p1234
reward prioritization	Pearson Correlation	1	.87**
	Sig. (2-tailed)		.033
	N	30	30
p1234	Pearson Correlation	.87**	1

	Sig. (2-tailed)	.033	
	N	30	30

The results reveal that work-life is positively correlated with psychological well- being of an individual with a value of 0.62 which signifies that deviation in both moves in the same direction i.e as per the results if the respondents under this category are able to maintain proper work- life balance that they aspire for in their organization, then they would be autonomous, they will have positive relations, they would have a purpose in life, their self- acceptance would be high and they will always look forward towards their personal growth.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892[a]	.796	.800	.17961

a. Predictors: (Constant), reward prioritization

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.157	.098		32.089	.000
	reward prioritization	-.231	.070	-.892	-3.314	.033

The results reveal that there is high impact of work life on psychological well-being in this category of married women with no children in comparison with the other categories and significant 33% of psychological well-being of women under this category is found to be explained by work life which is the independent variable in this case. It can be noted that the two variables (i.e women married without children and women married with children) were the independent variables acting on the same dependent

variable i.e psychological well-being, but the forth explained only 14% of the dependent variable while 33% was explained by the latter.

Findings

1. If unmarried men get expected development and career opportunities, and then they would be autonomous, they will have positive attitude towards life, their self-acceptance would be high and they would look forward towards their personal growth which shows that he will be self motivated towards his goals.

2. If married men with no children don't get compensation up to their expectations then there is a high possibility that they may have feelings such as unhappiness, incapability and will be unsatisfied with life. They won't be able to manage complex environment and will have negligible sense of purpose of life which would affect their personal life as well.

3. In the category of married men with children, low impact on psychological well-being is found due to insufficient benefits, low performance and no recognition. The reason behind it could be that they are already well settled in their life and they give equal importance to their personal life as well. Hence, their major focus is not only on their professional life and they might majorly focus on their mental peace.
4. In case of unmarried men and unmarried women, similar variations have been found on psychological well-being due to development & career opportunities.

5. Absence of work life balance would have significant lesser impact on psychological well being of those women who are married with no children and more impact has been found on those who have children may be because they have to give importance to their children as well.

6. The two variables (i.e women married without children and women married with children) were the independent variables acting on the same dependent variable i.e psychological well-being, but the forth explained only 14% of the dependent variable while 33% was explained by the latter.

1. CONCLUSION

It can be concluded that employees in their various life stages give importance to different kinds of rewards that they are awarded for by the employers in return if their services for the organization. The availability and unavailability of these rewards impacts their psychological well-being (self acceptance,

establishment of quality ties with others, sense of autonomy in their thought and action, ability to manage complex environment, pursuit of meaningful goals and sense of purpose in life and continued growth and development as a person) to a large extent in majorly all life stages for both men and women. Least impact has been found on those women employees who have no children and most has been found on those men who are married and have no children. There can be numerous reasons behind the results and their can be other significant environmental variables into play as well.

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