

# Benefits and Compensations in Employees' Motivation

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**Abstract:** As stated above, the research used Coca Cola company benefits and compensation practices to understand how companies currently carry out their remuneration and rewards programs. Initially, we analyzed the company profile, the HR department and the administration to understand how the company functioned. Several employees were interviewed and their responses are documented in this report. The collected information was then analyzed to make the necessary recommendations also documented in this report.

In the current world, companies find it hard to retain talented workers for the purpose of sustaining and improving their productivity and growth. Companies lose employees to other businesses, particularly to competitors who provide them more attractive packages. The current economic situation is playing a huge role in making the companies realize that this trend is affecting their businesses in major ways. Thus, there is dire need for companies to formulate new strategies that will help them retain most of their talented workers to enhance their productivity. To this end, the human resource departments of any company have to conduct extensive research to understand the nature of any strategy used in these endeavors. The strategies have to motivate employees in order to maximize their productivity and retain them within the company.

First, the study aims to understand the compensation and benefits programs of Coca Cola Company. Second, it also seeks to know Coca Cola company's worker satisfaction levels given the current organizational benefits and compensation programs. Last, the study seeks to provide recommendations relating to employee motivation using benefit and compensation packages.

## **Introduction**

Most workers are naturally dedicated to the job responsibilities assigned to them. Nonetheless, if a company fails to recognize and appreciate its employees' hard work, they become discouraged, and their productivity reduces significantly. The human resource is the most delicate and valuable asset of any organization although it is never incorporated in the financial statements of the company. When workers are mistreated, the company's productivity reduces, and the company may end up collapsing. However, if the company recognizes the work done by its labor force, its productivity will gradually increase, and this will result in the company's

expansion and growth. Appreciation will also increase the workers' morale leading to the accomplishment of the objectives and goals as per the company's vision and mission.

Motivation is a key factor that keeps workers on board. It aims at making employees work well and harder thereby leading to enhanced growth and productivity of the organization. Motivated workers can create a good relationship with customers and thus bring more customers to the company. This leads to increased revenue or higher income for the company. Intriguingly, there are internal and external motivational factors. The external factors include those aspects not related to the work place including monetary and non-monetary incentives. Conversely, examples of internal factors include friendly and clean working conditions, provision of the appropriate working equipment as well as effective executive communication with workers (Gupta & Shaw, 2014). Unlike external factors, the internal factors are all related to the workplace.

Essentially, it is the duty of every company to motivate its workers through all the necessary means, whether internal or external. Benefits and compensations are examples of some of the factors that companies use to motivate their workers.. Benefits are described as indirect rewards offered to the labor force for their services to the company. Sometimes the companies offer them unconditionally.

On the other side, compensation involves the rewards that workers are given to reimburse the time and resources they use for the benefit of the company (Gupta & Shaw, 2014). This research aims to provide the best strategies to motivate employees through compensation and allowances. The research will use the Coca Cola company compensation and benefits programs to understand the effectiveness and weaknesses of such programs in order to provide recommendations for other businesses.

## **Research Methodology**

### ***Sampling***

Among all the organizations in the world, Coca Cola was selected to represent other companies in the study. In addition to this, among all Coca Cola workers, twenty were chosen as respondents in this research.

### ***Data Sources***

The research used both primary and secondary sources. The secondary sources are websites and library databases while the primary sources are twenty Coca cola company employees. They were interviewed, and the information stemming from their responses was analyzed to make the recommendations presented in the final sections of this report.

### ***Company Description***

Coca Cola Company is the world's biggest beverage organization, providing over five hundred brands to individuals in more than two hundred nations. The company has twenty-one billion dollar brands, of which nineteen are available in low or zero sugar options to assist individuals in reducing their sugar consumption. The company headquarters are located in Atlanta, Georgia. In addition to the cola drinks, the company has several leading brands in its universe. These include Dasani waters, nectars, Georgia coffee, Honest tea, Ades soy beverages, Fanta, Minute Maid, Smart water, Vitamin water, Sprite, Gold Peak Coffee and tea, Ayataka tea, Zico coconut and Simply juices. The company has dedicated itself to making the world a better place through its contributions. This starts with minimizing sugar and consistently introducing drinks with added benefits. It also works continuously in minimizing the negative environmental effects of its processes and products, creating rewarding job opportunities for its associates as well as in bringing economic opportunity to every place where the company has operations(The Coca-Cola Company, 2017).

The company employs more than seven hundred thousand individuals all over the world. Its compensation system includes a yearly merit review, competitive compensation, and employee equity plans in quantified grade levels. It also uses a red tag scheme for its employees that recognizes excellent job execution with redeemable points for merchandise or travel awards. Moreover, the company offers education benefits that incorporates tuition reimbursement as well as a renewable student scholarship fund (The Coca-Cola Company, 2017).

### ***Coca Cola Compensation Management Practices***

#### ***Evaluation Based on Performance***

Coca Cola offers the best beverage products to its clients. To this end, the company tries to look for the best employees in the market. The Coca Cola HR department not only offers training to workers but also measures their performance before and after training. The HR department utilizes two methods of review: Pre training performance technique and Post training performance technique.

#### ***Compensation Decisions***

In compensating workers, the HR department makes some crucial decisions. It tries to look for four principles that match the worker's current job execution compared to decisions made in the past. These four principles include:

1. **Consistency:** The HR department compensates employees based on the organization's standards of job execution. Coca Cola also ensures that the worker's performance is consistently maintained. This means

that the workers compensated have to maintain or increase their level of performance. For years, this principle has shown effectiveness in accomplishing the company objectives and goals (The Coca-Cola Company, 2017).

2. **Contribution:** The HR departments of the company's myriad operations do not compensate all the workers equally. The company offers high compensation packages to workers who make a high contribution and show full dedication to the company. Anyone who works just for the salary is not eligible for these compensation packages.
3. **Competitiveness:** New workers with the mindset of reaching the competitive levels of the organization are automatically chosen for compensation and other benefits. Additionally, workers with the capability to adapt to and accept changes in the industry and thus positively affect the company's abilities to efficiently and effectively compete with rival companies are usually motivated by high compensation packets (The Coca-Cola Company, 2017).
4. **Administration:** The company also offers additional benefits to workers who show obedience and follow the organization's policies, processes and regulations (The Coca-Cola Company, 2017).

## Compensation Systems

Compensating workers is always a complicated process because some employees have extra abilities which make them different from the rest. To guarantee free and fair compensation to all workers, the company follows some essential factors as outlined below:

1. Physical efforts: Weight, working hours, height, strength
2. Mental efforts: Memory, special knowledge, intelligence, verbal expression
3. Skills: Education, experience, training, capabilities to execute job responsibilities
4. Responsibilities: The number of responsibilities given to the worker

## Types of Compensation Offered by Coca Cola

The company provides both indirect and direct compensation to its workers. The HR department endeavors to match the employees' needs with the financial performance of the company.

### Direct Compensation

This includes:

- A) Merit pay: This is paid to workers who perform special tasks. These tasks require specialized knowledge that most workers lack. The company offers direct financial incentive to a worker who performs these tasks to motivate both the concerned employee and also other workers.
- B) Spouse income continuation: In case a Coca Cola employee is unable to work due to any family problems, the company often assists the worker in resolving those issues whenever possible. Particularly, the company contributes directly when the issue revolves around money.
- C) Gain sharing: When employee performance results in the company making huge profits, the company gives the workers a share of the profits gained. This strategy also helps the organization to gain a competitive edge in the industry.

### **Indirect Compensation**

The indirect compensation programs help the company create good relationships between the administration and the workers. These programs include:

- A) Perquisites and services: They include recreational facilities, transport services to and from work and so on
- B) Protection programs: They include programs like life insurance, medical insurance, social security.
- C) Other indirect compensation programs include vacations, holidays, and sick leave

### **The Reward System**

Coca Cola values its reward system. The executives believe that the company would never have developed and grown to become the best beverage company in the universe without the efforts of its workers. The company rewards its employees to keep them motivated and productive. Essentially, the company gives its workers two types of rewards:

1. Extrinsic rewards
2. Intrinsic rewards

The workers get financial benefits under extrinsic rewards, but they also have an opportunity to get more benefits from the company. Conversely, workers are not allowed any financial rewards under intrinsic reward structure. Instead, they get promoted to higher levels of management, are allowed to make decisions regarding emerging situations and get a chance to develop their careers through training and further education (The Coca-Cola Company, 2017).

## Literature Review

### *Maslow's Hierarchy of Needs*

Abraham Maslow indicates that different individuals are always at different need satisfaction levels. What motivates an employee at the level of safety needs will not motivate another who is at the level of esteem needs. Identifying the level which every worker is at becomes necessary to locate appropriate motivators for each employee, and this complicates the notion behind employee motivation. This challenge is usually called the management challenge.

In previous days, people used to work for long periods in one company, but unlike the past, today people do not spend too much time working in one company unless it provides them the best working conditions in the market. This means that workers are no longer searching for employment as security. Instead, they are looking for job satisfaction, and this is why they keep on jumping from one company to another (Niemela & Kim, 2014). It is thus implied that if companies want to retain their talented workers to accomplish their goals and objectives, they should invest in employee motivation.

### *A Theory of Hygiene Factors by Fredrick Herzberg*

This theory was developed after Maslow's Hierarchy of Needs and is thus based on the factors and needs identified by Abraham Maslow. Herzberg segmented the needs into two sections: those needs that concentrate on personal growth and those that concentrate on survival. These are essential factors that workers desire in to the highest level. As a matter of fact, combining these two factors results in several influential conditions that include high motivators and hygiene factors (Ozguner & Ozguner, 2014). Additionally, for this to work there is need to improve the benefits offered to the worker which means offering both motivational and hygiene factors.

### *Theory X and Theory Y*

These two theories were developed by Douglas McGregor. Theory X states that everybody hates working and the first instinct that comes to people's mind when they hear of work is to avoid it. Managers must therefore closely control and monitor their subordinates and use extrinsic motivators.

On the other side, Theory Y states that individuals view employment as something pleasant and they would thus do all they can to be productive. This theory, therefore, implies that in order to motivate workers, the company executives should use different and more intrinsic measures. Examples of these measures would include decentralization of the company's authority and control, delegation of work to employees who usually avoid it, employing workers from different backgrounds and culture, allowing workers to make management decisions and appraising them consistently (Lawter et al., 2015).

Compensation according to Dessler (2006), employee compensation has 2 (two) main

Elements: (1) Direct payments; (wages, salaries, incentives, commissions and bonuses), (2)

Indirect payments; (financial benefits, such as: insurance and vacation paid by employers).

According to Ivancevich (2008), the purpose of compensation is to create an appropriate reward

System for workers and employers, the desired outcome is a worker who is tied to his job and Encouraged to do a good job for the worker.

As per the literature review done by the renowned researchers and experts in business, the employees or the team members are generally stimulated by the participative style of leadership, where their involved also are empowered in the decision making policy for a firm (Goleman, 2017).

Blanchard's Employee Work Passion questionnaire suggests that employees' work motivation is influenced by an employee's good relationship to other employees and to his/her manager (Edmons, 2011). Other papers find that employees' work motivation is influenced by the ability of an employee to adapt to his/her work environment (Fernet, 2012). Herzberg's research also confirms that a good working condition motivates employees to work (Musselwhite, 2007).

A work environment condition has a positive and significant impact on the work motivation of the employees. Researches on work environment and work motivation have been performed in Canada and Banyuwangi. The researches state that work environment influences employees' work motivation (Clark, 2003; Ajala, 2012; Fernet, 2012; Sudirman, 2007).

Rizwan & Mukhtar (2014) state that employees' satisfaction plays an essential role in assess the success of the organization. The satisfaction of employees is very important because it is crucial for the business success of each organization. This is a basic need for organizations to aware what employees want. Therefore, exploring and to identifying areas of motivation became activities of high importance for company's management

### ***Process Theories of Motivation***

While content theories of motivation like the ones described above focus on the motivators themselves, process theories such as those of Victor Vroom and the Porter-Lawler model created by Edward Lawler III and Lyman Porter concentrate on how motivation occurs. These theories presume that when a worker's benefits and compensation are directly aligned to their job execution, then there is a high possibility that the employee will work harder. The process theories also add that the companies should incorporate both extrinsic and intrinsic factors

of motivation to maximize their workers' performance. Proponents of process theories disagree with the notion that when incentives are offered to enhance extrinsic motivation, a crowding out impact is felt. This means that an individual's internal motivating factors are corrupted, and in some cases, the individuals do not perform exemplarily until the extrinsic rewards are factored in (Miner, 2015).

### ***Employee Motivation Using Incentive Compensation***

Motivation is described as the willingness of a person to expend huge efforts toward the company objectives conditioned by the capability of satisfying some personal needs. The idea of motivating people is rather simple. Using measures that will encourage workers to work hard for their benefits is the best form of motivation. However, companies face some challenges that prevent them from using these measures. Several companies cannot afford to offer rewards to their employees when they incur more expenses than the benefits or revenue they get from business operations (Gupta & Shaw, 2014). According to this theory, motivation is either inherent or extrinsic.

### **Hypothesis**

The research anticipated that like many companies in the world today, Coca Cola Company also uses compensation and benefits programs to motivate its workers. It was also expected that while some employees were satisfied with the current programs, they would still want some changes to be made.

### **Research Results**

The study used several interview questions to understand the management of the compensation and benefits programs in the company. Strikingly, the hypothesis was proved correct as will be shown in this section of the report.

The results obtained from the first question showed that the company's HR department was very active. In this context, the interview question posed to the respondents was whether the HR department was active. From the research, sixty-five percent of the workers agreed that the HR department was active, ten percent failed to comment on the issue, and the other twenty-five percent were not satisfied with the HR activities. Needless to say, the HR was perceived to be active, but it still needs to do more to satisfy all the workers in the organization. The results are as shown in the table below.

<i>Description</i>	<i>Percentage</i>	<i>Respondents</i>
Agree	65	13
Not sure	10	2
Disagree	25	5
Total	100	20



The results of the second question were as follows. Regarding top level management communication, the research showed that the system was not satisfactory. The interview question posed to the respondents was whether the top level communication system with the employees was successful. Forty-five of the overall respondents were not happy with the company's communication system, twenty percent failed to comment, and thirty-five percent were satisfied. The data showed that there was a big communication gap between the employees and their managers. The results are as shown in the table below.

<i>Description</i>	<i>Percentage</i>	<i>Respondents</i>
Agree	35	7
Not sure	20	4
Disagree	45	9
Total	100	20

The third issue was whether the management allows workers to make decisions. Among the twenty respondents, fifty-five percent of them said that the managers allowed them to make decisions; thirty-five percent stated that they were not authorized to make decisions while ten percent of the respondents were not sure. The results are as shown below.

<i>Description</i>	<i>Percentage</i>	<i>Respondents</i>
Agree	55	11
Not sure	10	2
Disagree	35	7
Total	100	20

The fourth question was whether the company had an efficient work evaluation system. Among the twenty respondents, fifty-five percent were not satisfied with the enterprise evaluation system while forty percent were satisfied and the other five percent were not sure. This shows that the employees thought that the assessment system was not strong. The results are shown below.

<i>Description</i>	<i>Percentage</i>	<i>Respondents</i>
Agree	40	8
Not sure	5	1
Disagree	55	11
Total	100	20

Additionally, to further the understanding of the company's compensation system, the researcher asked the respondents whether the job evaluation had an

impact on job retention and job progress. Among the twenty respondents, fifty percent stated that the job evaluation had an effect on job progress; thirty-five percent thought that job evaluation had no effect on job progress while fifteen percent failed to make any comment. This implies that the company should improve its job evaluation process. The results are as follows.

<i>Description</i>	<i>Percentage</i>	<i>Respondents</i>
Agree	50	10
Not sure	15	3
Disagree	35	7
Total	100	20

The respondents were also asked whether the present compensation system in the company was satisfactory. The results showed that forty percent of the respondents were satisfied, fifty-five percent were not satisfied, while five percent did not make any comments regarding the compensation system. This implies that the compensation system was not totally satisfactory to the employees. The results are shown in the table below.

<i>Description</i>	<i>Percentage</i>	<i>Respondents</i>
Agree	40	8
Not sure	5	1
Disagree	55	11
Total	100	20

In addition, the respondents were asked whether Coca Cola workers had a positive reaction concerning the compensation system. The results showed that thirty percent thought that the workers had a positive reaction; fifty-five percent thought that the workers had a negative reaction while fifteen percent failed to make any comment. This means that the workers were not satisfied with the current compensation system. The results are displayed in the table below.

<i>Description</i>	<i>Percentage</i>	<i>Respondents</i>
Agree	30	6
Not sure	15	3
Disagree	55	11
Total	100	20

The respondents were then asked whether the compensation objective of the company was to motivate the workers. Thirty percent agreed that the objective of the company was to motivate the workers; thirty percent thought that the

company objective was not to motivate the workers while fifteen percent did not know what to say. The results are shown below.

<i>Description</i>	<i>Percentage</i>	<i>Respondents</i>
Agree	30	6
Not sure	40	8
Disagree	30	6
Total	100	20

Lastly, the respondents were asked whether the company should add or change some things in the compensation system. Among the twenty respondents, eighty-five percent thought that the company should alter its compensation system; five percent thought that the company should leave it as it was while ten percent did not make any comment. The results are shown in the table below.

<i>Description</i>	<i>Percentage</i>	<i>Respondents</i>
Agree	85	17
Not sure	10	2
Disagree	5	1
Total	100	20

## Analysis

From the results above, it becomes clear that the compensation system of Coca Cola Company is adequately effective and quite successful. Some workers believe that the company compensation system is satisfactory. These results represent the situation in many companies today. However, the companies should not settle for mediocrity. All the workers should be equally satisfied by the compensation. If all the workers are not satisfied, then the company should devise new ways to improve their compensation system. This will help the company to increase employee motivation and thereby improve its productivity.

## Recommendations

Based on the information obtained from the research, there is need to make some recommendations. The issues presented by the Coca Cola compensation system are a representation of many companies today. The following recommendations will be useful to other companies as well as to Coca Cola:

1. Strategizing for change: As described by the process theories, it is important to use rewards and compensation in employee motivation endeavors. There are no other factors that can replace these two factors in employee motivation. Therefore, companies should ensure that a reward and compensation system is always present in their organizational

culture. In this context, the HR department should increase the benefits and compensation of the workers. This will not only help the company retain talented workers but will also improve the company's productivity. It will also assist the company in capturing the largest share of the market as a result of its productive employees and ensuing customer satisfaction. The reward and compensation scheme will help the company attract more talented workers both in the short and the long run. Improved management capabilities will help in ensuring that the company meets its set goals and objectives within the specified time. In the recruitment sector, the company will be able to employ the most qualified workers from the job market and thereby beat its competitors. The most important thing is to comprehend the weak points and strengths of rival companies and formulating improved strategies that will take advantage of these weak points. Essentially, this will help the company increase productivity and boost growth.

2. Expanding and reinforcing the HR department: The company should expand its Human Resource department to ensure the rewards and compensation programs run efficiently. A strong HR department will make sure that the rewards and benefits programs run smoothly without interruption. In addition, the enlargement of the HR department will create more job opportunities which will, in turn, result in recruitment of more workers. A smooth running of the system will ensure that the workers can avail of good working conditions and are motivated. This will make it easier for the organization to reach its goals and objectives in time. It will also help the company in worker retention. Interestingly, the HR recruitment can even focus on workers from competing companies. The notion is to decipher the strengths and weaknesses of rival companies and thus outsmart them through SWOT analysis methods by concentrating on their weak points.
3. Improving system and behavior motivation: The companies will achieve the objectives of attracting and retaining talented workers by providing a conducive working environment for workers. Improving the work system will act as motivation to workers. Workers will be able to work more efficiently and smoothly when the systems are easy to use. For example, the company may decide to update its systems to the best versions in the market. This will not only motivate workers, but it will also attract more good workers and help in retaining the existing employees.
4. Understanding the overall organization's business strategy: Coca Cola and other companies need to understand the strategic context that

- the compensation plan intends to support. They should first review the mission, the human resource strategies, the organization's business objectives and goals, and its compensation philosophy because they are the basis of the organization's management framework that the compensation plan will align with and reinforce .
5. Identifying the need to improve employee performance: The companies should first identify whether there is the need for teamwork, improved performance or employee engagement. They should identify all the problems in the company, whether there are pay issues or other problems the manager should handle.
  6. Identifying the organization's core strategic goals: Fundamentally, the company should specifically address the exact areas it wishes to improve: productivity, customer satisfaction, process improvement, quality, or new products. The company should assign specific weights to these goals based on importance, impact, and the level of confidence in the capability to measure results.
  7. Establishing an integrated set of strategic and financial objectives: The objectives should reflect a balance between core business drivers and financial results. Therefore, the company should set a level of strategic and financial performance and also commensurate the levels of rewards. In essence, they should offer payout opportunities which are consistent with performance value.
  8. Communicating company objectives: For clarification purposes, the company should notify the workers about any expectations in the early stages of the objective-setting process. The managers should align business teams, units and personal goals with the organization's goals.
  9. Preparing to stay engaged: The company must understand that the compensation process is an iterative and ongoing process. This means that they have to restructure their plan every year based on updated goals and business conditions.
  10. Communicating with workers on every performance aspect: The company needs to provide ongoing feedback to the employees on all aspects of job performance. They should utilize progress updates, identify large and small wins as well as other reinforcements to reward exemplary results achieved.
  11. Recalling that the compensation plan is not an end unto itself: Finally, the company should remember that extrinsic and intrinsic rewards are just a part of the organization's management framework. The more these

programs and systems are integrated and synchronized, the greater the possibility that the organization achieves its overall business goals and vision.

## Conclusion

Coca Cola Company links skills, qualification, performance, and knowledge of the workers with benefits and compensations. They believe that money is the sole motivator of all workers. Therefore, they provide competitive salaries to their workers. The company does not understand that employees are also motivated by other benefits. Companies like Coca Cola should use the recommendations outlined in this report to better their business strategies and increase employee retention.

Understandably, worker motivation is an expensive practice; however, this report advises companies like Coca Cola to consider the long term benefits of the things that motivate their workers. Nonetheless, this research is extensive, and it is understandable that it is not possible to satisfy all the employees equally. In this regard, the HR department should always work on accomplishing most of the fundamental forms of employee motivation. This may include but should not be limited to ensuring good working conditions, treating workers equally, and conducting regular and effective performance appraisals. More, if possible, the company should definitely consider permitting workers to make important decisions concerning the management of the organization and ensuring that the reward system is favorable to the employees. In essence, achieving these objectives will make certain that more than eighty percent of employees are satisfied with the company's HR efforts. Therefore, employee retention will no longer bother the company's management. This will result in increased productivity, dominance in the market, and faster growth and expansion of the company.

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