

# Impact of Compensation Discrimination on Employees Performance in Engro Food Limited, Alhamd Food Limited and Leader industry Sahiwal of Pakistan

## NAEEM AKHTER

Lecturer; Department of Management Sciences  
University of Okara (Punjab), Pakistan.  
E-mail: [naeem\\_akhter46@hotmail.com](mailto:naeem_akhter46@hotmail.com)

## MUHAMMAD IJAZ

MBA; Department of Management Sciences  
University of Okara (Punjab), Pakistan.  
E-mail: [m.ijaz10882@gmail.com](mailto:m.ijaz10882@gmail.com)

## UMER IQBAL SIDDIQI

Lecturer; Department of Management Sciences  
University of Okara (Punjab), Pakistan.  
E-mail: [siddiqishah@gmail.com](mailto:siddiqishah@gmail.com)

## UMAIR SHOUQAT

MBA; Department of Management Sciences  
University of Okara (Punjab), Pakistan.  
E-mail: [mianumair815@gmail.com](mailto:mianumair815@gmail.com)

## ALI RAZA

MBA; Department of Management Sciences  
University of Okara (Punjab), Pakistan.  
E-mail: [rao.raza1947@gmail.com](mailto:rao.raza1947@gmail.com)

### Abstract

*This study aim was examine the impact of employee's compensation discrimination on the performance of employee of Engro food limited leader of Sahiwal, leader industry of food limited Sahiwal in Punjab Pakistan factors and how different factors affect their performance. In this research paper researcher explicated the factors which increase employee's performance. These factor are work load and environment. Bonuses, equal compensation, social relationship with colleagues and stress and organization policies. Mostly use in this research paper use primary data was collected through questionnaire. Data was collected from the employees of Engro food limited and Al Hammed Food limited and leader industry Sahiwal in Punjab Pakistan. A sample size is 100 was selected to conducted research. Multiple regressions and correlation has been involve to use analysis the data with SPSS. The result of the study shows that compensation has critical role in the recruitment and retention of employees. This research has revealed that in some industry there is a gab or discrimination on the basis of designation. Moreover, the level will enable the practitioners and employees of Engro food. Alhammad food and leader industry to reduce job turnovers and increase the level of employee's performance. Because retaining experienced employees is better and cheaper than hiring new ones and train them.*

**Key Words:** Equals Compensation, Work Load, Performance, Management and Relationship.

## Introduction

In this research satisfaction of employee with their jobs that enhance the pivotal function of human resources management is to implement. The organization of workers expects financial and non-financial rewards for their work efforts. In cause of equitable pay, training and development opportunities and recognition, worker feels dissatisfied and do not perform work activities to standard. In cause of dissatisfaction resulting increase poor performance of employees and unavailability of financial and non-financial reward leads to increase high turnover of employee. Their families motivate employee and benefits that employee foresee for themselves. The reward group are two type one is financial another is non-financial rewards. The financial reward is also name is extrinsic reward. Non-financial reward is also called intrinsic reward. Financial reward contains allowance, incentives, pay, promotion, bonuses. Non-financial reward includes meeting new challenges, caring attitude of employee. Apperception and recognition motivation of employee. (Saira Yousf Madiha Latif, 2014, pp. 1776-1786).

Employee are appreciated sources of any company workers' productivity now end day has been main concern of company. It is normally accepted that employees introduce valuable sources of competitive edge for firms. There is present discussion on how HRM policies impact the performance of workers. Human recourse management philosophers are making effort and planning try to construct an information bond between HRM and performance. In cause of specific human resources planning of work performance of worker in commercial sectors. Now day in this filed there is much interest. In this cause this study discover gab between reward and compensation of work performance of recital bank bad (Ayesha aslam, 2015).

In this causes wage or reimbursement is the form of occurrence compensation from a firm its employees, which is completely definite in an employment contract. It is weighed with pace salary, period of job, where each job or other unit is pay different as compare to periodic basis. Pay is possibly outstanding best to most separate because it offer them consistent level of obtaining power. During the running of business activities, salary can also be measured as price of acquisition human resources for operating running and system, and also strategy at different position and employer bear personal payment or salary expenses (Muhammad shahzad chaudry haroon).

Present-day age of competition. HR is measured as exclusive assets of firm and achieves competitive advantage from critical tools over rivals. HRM practices helps to firm to complete firm goal for example wealth maximization, shareholders profitability, equity customer services excellence. Realization of fact, most of organization is use pre selection and post selection HRM services and competes the most market in the world. The objective of HRM is certify realize of organization goals by developing motivating and talent workforce through imparting bases tanning need (Aftab Tariq Dar, 2014).

Workplace attachment has been focus of important body of research in which through last decade in organization. Researchers provides suggestion for effects of work place friendships yet we discuss up these research are not sufficient and fall short of clear explanation about why, and under this causes or surroundings informal relationships produce these ending (Zahra Amjad, 2015).

Most of research are focus on organizational performance have given consideration motivation, organization people performance and worker job approval. Each component are interdependent on each another (Ishaq Ahmad, 2010). Training is a knowledge process that includes the attainment of knowledge, improving of services, rubrics, or changing of attitudes and behaviors to increase recital of organization employees (Raja Irfan Sabir N. A., 2014).

In this research scrap is a reality of life in today inexpensive workstation. An optimal level of struggle, or functional battle, can be healthy in the organization as it to encourages everyone to search for well ways to do their jobs and it removes groupthink dysfunctional conflict can much under annoyance and pressure for employee in the organization (Rai Imtaiz Hussain, 2012).

Every party that it is our joint opinion. Every country even every organization all around the world is confronting a serious problem which is termed as stress. Stress is a main problem which is responsible for creating a tensed and stiffed environment the workers that only to generate pressure, physical discovers, anxiety but also leads to describe levels of their fulfillment, work performance as well as motivation (Dr. Khalid Khan).

According 1994 employee job satisfaction is in concern to state of awareness regarding the nature of their work or one spirit. Job outlook are functionally and controlling related to business work force and the productive satiability (Farah Deeba Chghati, 2013).

In this research paper desire of some inventive job performance for the evolution of its market share and every coaching institute to increase its turnover. Most of study place prefer acquisitions to increase the performance of employee and mergers as well as for the best look of the company. Old studies common discussed the harmful aspect of conflict but present day's studies evidence that is not always injurious (Kaleem Ahmad, 2014).

This article discussed validation of an ethnic and development daily scale for all teachers' academe of Pakistan. Now these day's ever-changing environment and fact-based has caused stressors to become part of our daily living wage. Stress level of excessive is harmful to teachers affecting their personal lives, teaching and consequently the work performance of their students (Khalid, 2012). In this research article rewards are central device to progress motivation among employee f the organization. And no company or organization to progress can conceive reaching its main goals without its motivated employee of the organization. Point of view of the organization expectation are following regulation, rulebooks and controls and in return employee of organization' expectations are well working state and impartial salary (Asma Imran, 2014).

Employee motivation has a powerful impact on how better you do their work. It is fairly that you can do everything you want do because wanting helps the essential work easy. Motivation has two types extrinsic and intrinsic motivation. Intrinsic motivation is occurs within separate, as pleasure and in task herself. Extrinsic motivation is another side individual, such as grades and money (Rai Imtiaz Hussain S. B., 2013). Job satisfaction has always been an important parts of discussion among the articles and scholars long. After the brief discussion of basis of economic development this serious problems enlarged whole-hearted attention of researchers, now it is being applied to each and every organization all around the biosphere (Zahid Noor, 2015).

Hotel industry is a truly the business service area needs a lot of tanning for whole employees of the hotel. In my observation n hotel industry training is most important for increase employee performance because most hotel employees are nonstop meet with client and they are giving them the service station. By the help of this observation we define training of employee program of Lahore hotel to develop and achieve job (Hanif, 2013).

Most of publisher introduce on effect on job satisfaction and job motivation. Job motivation effect on performance of employee of the organization. All of research publisher describe the connection between job motivation and job satisfaction. All of these factors are connected each other. Motivation also resolves what condition are need to motivate its employee. In this paper, publisher can find out the direct affiliation about the work incentive to the job gratification (Rai Imtiaz Hussan, 2011).

In this article discussed educational places have certain rules and directive that define employees and control affairs of employees at work. Punishment in biggest sense means technique. Job discipline means working, applying on self in a responsible and cooperating and orderly manner to accomplish goal. Policy and procedure is a different meaning. Policy is written certificate that about regulations, obligation tells about the rules for example\_ recruitment rewards, discipline etc. Procedure is about the implementation of

policy, how to enact a policy such as corrective actions may include possible authorizations, required of behavior etc. (Abida Nasreen, 2012).

## Problem Statement

In this research we are describe impact of equal compensation, environment and work load, colleagues and stress, bonuses and organization on employees of the organization performance in hotel industry of Pakistan. Employees of the University of Education also face many problems in our working performance. When the employees of university work in examination sell then he does work on computer and making final result of the student then unfortunately electricity is go then all work is destroy and prepare new from start. Another problem is facing, security issues is main problem of university of education Lahore because present day in our country Terrorism on top level. So every employees and students faces these problem (Dr. Raja sabir, 2014).

In this study the impact of training on organization of employee output in energy supply companies of Pakistan. It is also notice that decade power energy supply companies of Pakistan have been high speed growing sector in Pakistan. In very short time period most of changes occurred in electricity supply companies of Pakistan with respect to technological requirement, supply, and intensifying, which outcome in demand increasing for best trained workforce. Employees of organization output is log of Net sale employee's measure of output per unit of input. Employee performance also measure may be across the all economy or viewed industry by industry. Organization performance is also increasing with the help of variable of training of employees (Raja Irfan Sabir N. A., 2014).

In this research paper most of companies provide common product in this cause companies difficult provides strong customer base. Sell phone companies is facing same problem on the other side of customer oriented approach. Which is helpful in retaining and enticing customer is create strong relationship with them. The main purpose of this study of this research paper is find out role of customer relationship on customer loyalty (Nas, 2013).

There are many variable which are directly impact on employee's job performance of the staff of the organization. In this cause work motivation one of them. Our research article fine out on impact of work motivation and job satisfaction of the organization (Rai Imtiaz Hussain S. U.).

## Objectives of Research

The following are objectives of research paper:

To explore relationship between equal compensations and employees performance etc.

To identify relationship between work load and environment to employees performance etc.

To determination relationship between organization polices and employees performance etc.

## Questions of Research

The following are questions of research paper:

What is the relationship between equal compensations and employees performance etc.

What is the relationship between work load and environment to employee's performance etc?

What is the relationship between organization polices and employees performance etc.

## Significant of Research

These all giving advantages to the employee's and attracting them towards the work. If the organization is reliable to the employees them, employees of the organization will also be reliable to the organization. The

problem in equal compensations is that the employees perform their work but did not receive advantages from their work duties. As we can also describes if the employees of the University of Education like as teachers and another staffs perform their duties very honestly and work hard then performance of all the student of the University of Education is increase If university also buy generator and use in university then the employees performance is also increase and the impact of the employees satisfaction is also reliable.

## **Literature Review**

Muhammad Rizal and Yahya Minority (2014) conducted a research study and taking to test and effect on organizational on worker performance, motivation on organizational commitment employees and compensation motivation. This study in 1994 population is many employees. (LAWU) work unit common revenue organization management in kendari as a proportional area. Researcher analysis sample are 126 employees of the organization that define by random sampling method with proportional area. Researcher also used this method data analysis used in SEM mean (Structural Equation Model). This article define outcome indicate effect on employees performance. Motivation builds strong effect on relationship between employee's performance and compensation that organizational commitment and motivation or only through organizational commitment (Muhammad Rizal, 2014).

This study conducted by the model of economic incentive seems inconsistent with non-economic writing on reward system and compensating practices. Study of this paper we conducted realizes that economic theory with practice and by considering between an organization compensation, organizational behaviour and clear system. This economic theory describes many of puzzles of compensation practices and complexities. Economic theory is also applied on many different topics for example pay for performance, performance appraisals, promotion-based-rewards, pay secrecy, and ambiguity in managing motivation. The economics model also provides helpful in future integrating framework for organizational behaviour research on rewards. Finally we describe of this study some also way to integrate organizational behaviour and economic research (Micheal J . Gibbs, 1991).

In this research we conducted many scholarly in the literature sources that define to the performance of employee's evaluation topic Most of researcher for example. Define relationship between motivation or employee's job satisfaction and their performance. Another deals with performance evolution of the whole organization where they intangible and tangible metrics. The main purpose of this study is that to describe one practical theory in the form of a document standard procedure which can serve as example to follow it in the different types of companies. In the Slovak republic located in middle-sized industrial organization from the practical employee performance evolution model and standard procedure will be define based on the information and experience (Milan Fekete, 2014).

Owais Qureshi and Syed Rumaiya Sajjid conducted a research study and taking main purpose to these articles is that fine out the impact of compensation on job performance and work-family conflict in the united kingdom of Saudi Arabia and fine relationship between subsequently present a model of example. This research paper is based on primary data collection from 400 employee of the organization work performance in Saudi Arabia. This model describes relationship between job performance, compensation and work-family conflict by looking impact of compensation, which is also directly and indirectly connected with work-family conflict, through job performance of the employees in Kingdom of Saudi Arabia (Mohammaed Owais Qureshi, 2015).

Payam Gohar and Akram Ahmadloo conducted this research paper and taking independent variable such as Demographic (gender, age, education, work experience, position) Intrinsic (empowerment, identification and application) Extrinsic Rewards (pay salary, promotion, and bonus) are directly impact on dependent variable such as Employees performance. Many studies have been analysis effect of individual reward types on the performance of organization employees. There are two type of rewards one is intrinsic and other is extrinsic rewards simultaneously in a comprehensive model. In this study, Malaysian tourism



companies focusing on 77 filled up survey questionnaires by different employees. Statistical results define all reward types including extrinsic and intrinsic rewards direct positive relationship with employees performance based on correlation test have three types (for example application, fringe, benefits and bonus) (Payam Ghari, 2013).

The purpose of this study is that define male and female group and also potential factors that contribute to source of income inequality. According to equal pay act, in Center for American progress the median weekly earnings of women is just seventy eight cents on each dollar that men earn. According to this context, the in 1970 pay gap was 62 cents and in 1992 it was 75 cents (Institute for women research. 1993). Undervaluation of occupational male and female segment, women work and discriminatory the in workplace continues to hamper efforts to reduce the gender pay gap (Judith E Grey-Brown, 2010).

The employee's use of broad equity-based return has become wide areas. Ts famous for employees of the organization in down ranks of an organization is the puzzle for standard economic theory: it is define any positive motivation work impact should be diminished by undiversified employees should discount company equity heavily and free rider problems. Employees of the organization should be buy company stock for their 401(k) and plans at market rate, implying that their private valuation must at least equal the market rate. After analysis this study we define equality-based compensation under these situation is not a puzzle. We also provide that manager of company funding more option to rank-and-file employee whenever management believes it's to be overestimated (Nittai Bergman, 2004).

This research paper is show relationship of information-induced in term of automation malfunction detection performance and mental workload in highly computer-aided goal. According latest information equipment puts high pressure on separate resources by demanding stimulating of skills. Most of publisher has been work done in the field of information technology aspects, present discussion only modern technology as a source of stress is limited. Main purpose of this study is also attract human factors and ergonomics researchers to recognize this problem and to design a system that to be stress-free as possible for the users (Trayambak Tiwari, 2008).

This study the main goal is to define relationship between leader member exchange and job satisfaction on mediating role of work. Another object of this research paper s that to examine the relationship between demographic, workload and job satisfaction variables. Differences of LMX, workload and job satisfaction according to variable of demographic are investigation. Reflect the issues is the major aim that lead to job dissatisfaction. According to this study clarify this assumption, this research was conducted with one of the largest municipality in Turkey with 255 participants. This research paper describe results workload is a partial mediator in the relationship between leader member exchange and job satisfaction (Merve Kocoglu, 2014).

The objective of this research paper s to examine the relationship between school performance and teacher motivation: mediating impact of teacher job satisfaction. This research paper researcher use survey technique was used and convenient sampling method was used and collect 80 respondents from secondary School in Mogadishu. Researcher also used 8 main constructs in this study. Main focus of this article is that relationship between school performance, teacher motivation and job satisfaction. Finally the basis on this strong correlation these variable mentioned above, it is extension for future both extrinsic and intrinsic incentive be useful among the teacher staff in order to recover job satisfaction and school performance in the end (Ali Yassin Sheikh Ali, 2016).

In this research paper (N=16,001) the predictors of efficiency (for example, work presentation) was study with A Condensed Stress Evaluation Tool (E. B. Faragher, Cooper, and S. Cartwright) which is also describe individual work stressors, stress incomes (Physical and psychological well-being), and commitment from the association of employees, and resources was concentrate to predictive, Individual work stressors and physical health ( the exception of resources) and commitment from the employee to

organization was not identified as important. We finding are discussed with reference to both previous and future research. The large sample size included propose the finding are (Ian Donald, 2005)wide-ranging sizable to other worker of the organization groupings (Lan Donald, 2005).

In this study conducted the relationship between organizational commitment and proactive personality was examined. It was define explored whether workload, job stressors, role ambiguity and conflict had effect on this relationship. German administrative government agency suggested that proactive person is positive related to affective commitment the result of a questionnaire among 170 employees of a German administrative government agency. Findings revealed a buffering impact of role conflict on the relationship between proactive person and affective organization commitment (Moritz Gudermann).

This investigation the relationship between dependent variable and independent variable such as working conditions, safety climate, safety behaviours, occupational accidents and injuries. However the researcher define here are limited studies being paired with these relationship. In this study, in Burdur city of Turkey study conducted in four marble factories, describe relations between the variables. Based on this finding the relationship have been describe among safety behaviour and safety climate levels of marble working different depending on they have special accident and injuries in organization or not (Kanten, 2013).

TIVET Institution in Kenya to according the study to build impact of work environment on employee performance in the public middle level institutions in Kenya. The researcher should design sample size was 315 targeting commissioners, teaching staff, heads of department. A structured questionnaire with scale questions was used data collection from respondents. A meeting also describe with managers and heads of department. Finding this study define there is no proper job account most non-teaching staff and delivery of obtainable working tools and material is poorly in these large institution, workplace in which safety and health of employees keep, there had not been sufficiently give a lecture (Kirusa E K, 2013).

This study conducted by effect of work stress on employee performance in the public work department of southeast province and effect of role conflict on employee performance at the department of the public work southeast Sulawesi. This population was whole employees at the department of public work southeast province 150 and researcher used solving samples as many as 110 this simple random sampling is a done as a sampling. Research used analysis technique used is statically analysis techniques, inferential statistics. According to department of public work southeast Sulawesi work stress significant negative effect on employee performance. Work southeast province with correlation coefficient of 0.401. This analysis means that high level of job stress it will decrease performance of employee in department of public work southeast Sulawesi (Saranani, 2015).

In this research paper researcher explorer relationship among the employee performance in cognitive manifested relative to the complexity work environment with practices of high performance work in U. S. Department of Labour, 1993. Ten shop worker work in two manufacturing organization, were interviewed solving problem, same work practice utilized except for the type of work, also interview analysis problem development stage of performance and stage of environment according the general stage scoring system. The organization using high work performance practices was characterized by a development more complex atmosphere (Ardith Kay Bowman, 1996).

This research paper define relationship among the employee's performance and organizational intelligence in China national petroleum company based on Karl Albrecht and Iran Branch. This research paper is a statistical population included all employees 15 person in China National Petroleum Company and Iran Brach. In this studies relationship among organizational intelligence of component and such as tactical vision and performance pressure, common fate, application of knowledge employee morale, and dependant variable of performance of staff in China National Petroleum Company and Iran Branch seven hypotheses were forth which studied. Finally statistical test of this hypotheses show seven hypotheses were improved

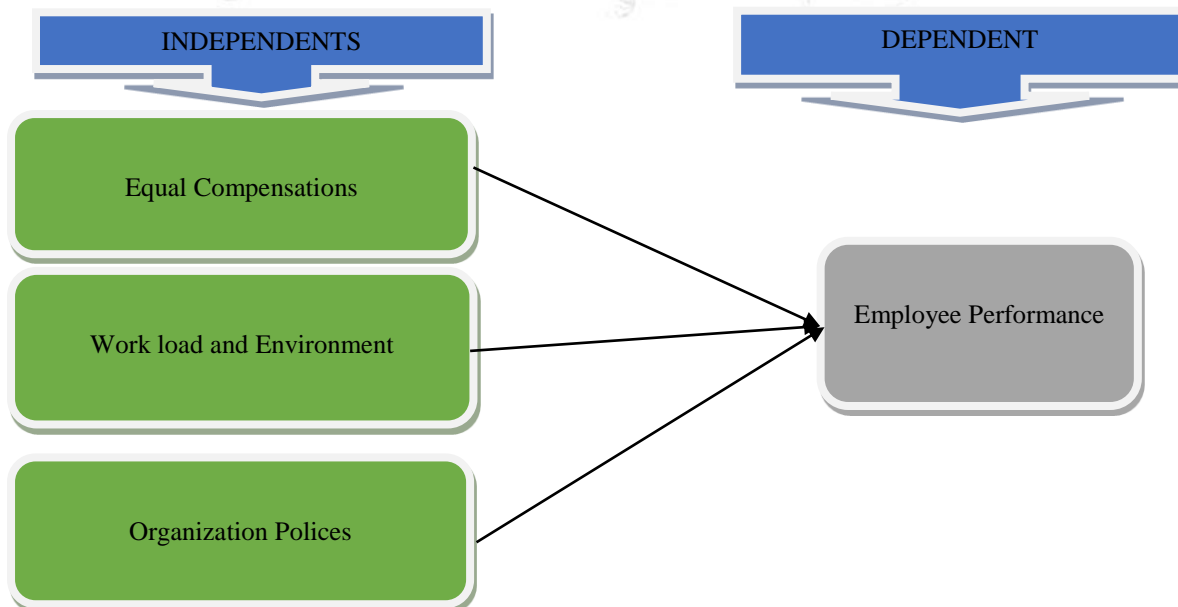
and is a significant relationship between in these variables in China National Petroleum Company and Iran Branch (Amir Babak Majani, 2012).

In this research article visualize the important of training for school teachers and its relationship between training and performance teachers. In this study specific problem addressed. Kotli AJ and K government school are not able to visualize the true importance of teacher training and effect of performance. In this paper used both quantitative and qualitative method. Questionnaire use for collection data. 220 questionnaires have been dispersed school teachers of AJ and K of those 197 received 90 percent turnover. In this paper used SPSS analysis based on result presented training effective and employee's performance (Azara Shaheen, 2013).

The researcher conducted this study and surveying the relationship among the organization justice and job performance of payamenoor university worker in Ardabil province. In this paper used applied correlation. All employees of payamenoor are statistic societies in university of Ardabil 237 person involve. Random sampling is classified as method of sampling used in this paper. 147 persons was a size of selected samples that define by Cochran formula. Organization justice with 17 item and job performance with 28 item. Finding show these relationship between organization justice (distributes justice, procedural justice) and job performance and it dimensions (context, obligation). Researcher used one t test and multivariable regression and person correlation coefficient (Moosa Moazzezi, 2014).

In this research paper in which organization of the employees has become dissatisfied and they develop negative behaviours in organization that decrees profit and productivity. In this cause leader of the organization to improve workplace performance of the employees. In this research paper used data collection involved face to face, 20 managers of semi structured interview, clerical staff from a business organization in southwest Georgia. Interview were transliterated and common pattern five theme involve (a) comment sources in organization, elasticity given to employees in organization (b) examining internal (c) recruitment strategies (d) management relationship € barrier in the workplace. Leader in organization finding to develop an enriched workplace environment, one that could increase employee performance (Francine Richardson, 2014).

### Research Model





## Research Hypothesis

H1: There is positive relationship between equal compensation and employee's performance in Engro food Limited, Alhamd food Limited and Leader industry Sahiwal of Pakistan.

H2: There is positive relationship between work load and environment and employee's performance in Engro food Limited, Alhamd Food Limited and leader industry Sahiwal of Pakistan.

H3: There is positive relationship between organization policies and employees performance in Engro Food Limited, Alhamd Food Limited and leader industry Sahiwal of Pakistan.

## Research Methodology

We have three independent variable and one dependent variable. Independent variable includes work load compensation, organization polices, equal compensation and also includes independent variable such as social relationship, bounces with colleagues and work load stress, and environment and one dependent variable is employee's performance. The primary data and secondary data used the purpose of research. We collect secondary data form publications, article, web, research studies and available books. And primary data is collect from employees of university of education Lahore Renala campus. (Dr.raja Irfan Sabir, 2014).

## Research Design

Here design of this study was descriptive and mention study at education sector with employees satisfaction as current study with the help of previous study. Data used in quantitative form and result shows as numeric and digital from.

## Population

Selected whole employees Of Engro food Limited leader industry and the employees of Al hammad food Sahiwal in Punjab of Pakistan.

## Sampling Technique

There are two sampling technique used form sampling. First one is probability and second one is non-probability. Probability sampling includes multi-stage stratified sampling and non-probability sampling includes judgemental and convenient sampling. The researcher must be used convenient and judgment sampling in this research paper.

## Sampling Size

Data was collected from whole compensation discrimination on employee's performance in Engro food Limited, Al hammad food and Leader industry Sahiwal of Pakistan, counting number 100 was mentioned in this paper.

## Research Instrument or Tools

Researcher was adopt questionnaire tool for research as per previous study based in current study. There are three parts of questionnaire equal compensation, work load and environment and organization policy.

## Data collection

Data collection from Survey approach and questionnaire in this research article.

### Data Analysis

Significance positive was choose for data analysis and show in table from.spss20 use for data analysis and results.

### Reliability

In this study there are three variable equal compensation, work load and environment and organization policy. For question related to equal compensation, work load and environment and organization the value of Cronbach alpha is .941 show the result of question are prefect. Reliability of items of the variables is measured by Cronbach alpha.

Reliability Statistics

Cronbach's	N of Items
.941	28

Correlations

		Equal Compensation	Work Environment	Organizational Policy	Employee Performance
Equal Compensation	Pearson Correlation	1	.944**	.927**	-.206*
	Sig. (2-tailed)		.000	.000	.040
	N	100		100	100
Work Environment	Pearson Correlation	.944**	1	.981**	-.242*
	Sig. (2-tailed)	.000		.000	.015
	N	100	100	100	100
Organizational Policy	Pearson Correlation	.927**	.981**	1	-.225*
	Sig. (2-tailed)	.000	.000		.025
	N	100	100	100	100
Employee Performance	Pearson Correlation	-.206*	-.242*	-.225*	1
	Sig. (2-tailed)	.040	.015	.025	
	N	100	100	100	100

Correlation is significant at the 0.01 level (2-table) n=100 EP=Employees performance, EC=Equal Compensation, WLE= Work Load Environment with OP= Organization policies. Table show that association between all variable is positive. Significant relationship is also found among many variable. Equal compensation has positive and strong correlation with work load and environment, and stress organization policies and employees performance at 0.01 significant levels. Work load and environment has a positive and strong correlation with equal compensation and stress organization policies and Employees performance at 0.01 significant levels. Organization policies and employees performance at 0.01 significant levels.

## Regression

Regression table measure the amount of table variation in dependent variable due to independent variable table-3 shows the value of adjust R Square is 0.112. This value indicate that there is almost 112% variation in dependent variable (Employees performance) due to one unit change independent variables. The model is show is good as its value is less than 0.05. Moving on the beta value of independent variable (Equal Compensation) is  $-0.07$  with t value  $-2.467$  and significant levels of  $0.015$ . The beta value of independent variable (Work load and environment) is  $-0.073$  with t value  $-2.079$  and significant levels of  $.040$ . The beta value of independent variable (Organization Policies) is  $-0.088$  with t value  $-2.283$  and significant levels of  $.025$

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.206 <sup>a</sup>	.042	.032	.27846
2	.242	.058	.049	.27609.225
3	.225	.051	.041	.27725

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.781	.080		34.958	.000
	Work Environment	-.077	.031	-.242	-2.467	.015
2	(Constant) Equal Compensation	2.785	.094		29.518	.000
		-.073	.035	-.206	-2.079	.040
3	(Constant)	2.866	.121		23.715	.000
	Organization Policy	-.088	.039	-.225	-2.283	.025

## Conclusion

In this research paper researcher describe compensation plays crucial role in the recruitment as well as retention of workers and enhances motivation. In this paper researcher said revealed that in some industry, in which is a gap or discrimination on the basis of designation. Policy makes review this check and concept this discrimination in the Engro food limited, Alhamd food limited and Leader industry in Sahiwal of Pakistan. Owners should pay competitive compensation to their employees and feel themselves unable to do so, they should be ready to bear huge cost of turnover. So it is economical to pay good reward for retention and productive performance of in this organization instead of bearing huge cost after they leave.

## Future Recommendation

We recommended that workload on the employees should be according to their capacity so that they can satisfy the employees expectations by their performance and feel less stress upon them. It would consequently lead to significant progress. Equal compensation create unique change in performance of employees. Performance appraisal should be given so that they work hard and make the company competitive among others.

## References

- Abida Nasreen, A. N. (2012). Current Discipline maintenance practices in the public universities of the punjab. *International journal of humanities and social science*, 162-171.
- Aftab Tariq Dar, M. B. (2014). Modiating role of employee motivation in relationship to post selection HRM practies and organization performance. *International review of management and marketing*, 224-238.
- Ali Yassin Sheikh Ali, A. M. (2016). Teacher motivation and school performance, the mediating effect of job satisfaction: Survey from secondary school in Mogadishu. *International journal of eduaction and social science*, 24-38. Retrieved 2016
- Amir Babak Majani, M. S. (2012). The relationship between organization intelligence and staff performance based on the model of karl albrecht. *International journal of business and social science*, 152-158. Retrieved 2016
- Ardith Kay Bowman, J. S.-I. (1996). The relationship between organiztional work practices and employee performance: through the lens of adult development. *employee performance from the human development view*, 1-51.
- Asma Imran, S. Q. (2014). Exploring Relatonship Rewards, Recogniion and Employees' job Satisfaction: A Descriptive Study on Libraies in Pakistan. *Middle-east journal of scientific Research*, 1533-1540.
- Ayesha aslam, A. G. (2015). Impact on compensation and reward system on the performance of an organization: An empirical study of banking sector o pakistan. 319.
- Azara Shaheen, S. M. (2013). Employees training and organization performance: mediation by employees performance. *Interdisciplinary journal of contemporary research in business*, 490-503. Retrieved 2016
- Dr. Khalid Khan, A. I. (n.d.). Occupational Stressors and Employe Performance in Service Sector of Lahore, Pakistan. *humanities*, 116-141.
- Dr. Raja Sabir, M. A. (2014). *Impact of compensation discrimination on employees performance in hotel industry pakistan*. Retrieved 2016
- Dr. Raja sabir, M. A. (2014). *impact of compensation discrimination on employees performance in hotel industry of pakistan*. Retrieved 2016
- Dr.raja Irfan Sabir, M. A. (2014). Impact of Compensation Discrimination on Employee Performance in Hotel Industry of Pakistan. *Journal of Basic and Applied Scientific Research*, 191-196.
- Farah Deebe Chghati, U. P. (2013). A Study of the Techers Workload and Job Satisfaction in Pubic and Private Schoo at Sceondary level in Lahore city Pakistan. *Asian journal social science and humanities*, 203-215.
- Francine Richardson, D. R. (2014). Enhancing strategies to improve workplace performance. *walden dissertations and doctoral studies*, 1-127.
- Hanif, A.-u.-A. a. (2013). Impactof training on employees development and performance in hotel industry of lahore, pakistan. *journal of business studies quarterly*, 68-82.
- Ian Donald, P. T. (2005). Work enviroment stress, and productivity: An exmination using asset. 409-423.
- Ishaq Ahmad, M. N. (2010). Effect of Motivational Factors on Employees Job Satisfaction. *International journal of busniess and management*, 70-81.
- Judith E Grey-Browen, D. A. (2010). Gender compensation discrimination: An exploration of gender compensation gap and higher education connection. *Journal of business studies quarterly*(2016), 65-82.
- Kaleem Ahmad, F. S. (2014). Impact of Relationship Task and Conflict on Teachng Perormance in Educational Institutes. *International journal of management accounting economics*, 101-113.
- Kanten, S. (2013). The relationship among working condition, safety climate, safety behaviors and occupational accidents: An empirical research on the marble workers. *A multidisciplinary journal of global macro trends*, 173-182. Retrieved 2016
- Khalid, Z. N. (2012). Daily tressors of University Teachers of PAKISTAN: Development and Validation a scale. *journal of research and reflection in education*, 1-15.

- Kiruja E K, k. k. (2013). Linking work environment with employee performance in public middle level TIVET institutions in Kenya. *International journal of advance in management and economics*, 83-91. Retrieved 2016
- Lan Donald, P. T. (2005). Work environment, stress, and productivity: An examination using asset. 409-423. Retrieved 2016
- Merve Kocoglu, G. C. (2014). The mediating role of workload on the relationship between leader member exchange (LMX) and job satisfaction. *Candian social science*, 41-45. Retrieved 2016
- Micheal J . Gibbs, S. F. (1991). An economic approach to process in pay and performance appraisals. (2016), 1-43.
- Milan Fekete, I. R. (2014). The practical model of employee performance evaluation. *management knowledge and learning*, 141-149.
- Mohammed Owais Qureshi, S. R. (2015). AN empirical analysis of the impact of compensation on job performance and working -family conflict in the kingdom of Saudi Arabia-A correlation model. *European scientific journal* , 170-187.
- Moosa Moazzezi, S. S. (2014). Relationship between organization justice and job performance of paymennoor university employees in Ardabil province. *Singaporean journal of business and management studies*, 57-64. Retrieved 2016
- Moritz Gudermann, D. A. (n.d.). The relationship between proactive personality, effective commitment and the role of job stressors. 1-36.
- Muhammad Rizal, M. S. (2014). Effect of compensation on motivation, organization commitment and employee performance( Studies at local revenue management in Kendari city). *international journal of business and management intention*(2016), 64-79.
- Muhammad Shahzad Chaudry Haroon, M. S. (n.d.). Exploring The relationship salary and satisfaction and job satisfaction: A comparison public and private sector organization. *journal of commerce*, 2218-8118 2022-6043.
- Nas, N. S. (2013). *Impact of customer relationship on customer loyalty in cellular industry: Evidence from KPK, Pakistan*. Retrieved 2016
- Nittai Bergman, D. J. (2004). Employee sentiment and stock option compensation. 1-50.
- Payam Ghari, A. A. (2013). The relationship between reward and employee performance. *Interdisciplinary journal of contemporary research in business*(2016), 545-570.
- Rai Imtiaz Hussain, B. G. (2012). The Relationship between work Life Conflict And Employee Performance: A Study of National Database And Registration Authority Workers in Pakistan. *journal of knowledge management Economics and information technology*.
- Rai Imtiaz Hussain, S. B. (2013). Effect of motivation factors on employees job Satisfaction: A Cause of District Public School Okara. 2230-2463.
- Rai Imtiaz Hussain, S. U. (n.d.). Effect of work motivation on job Pakistan- A case study of Pakistan telecommunication company limited (PTCL). *International journal of Asian social science*, 1933-1925. Retrieved 2016
- Rai Imtiaz Hussain, S. S.-u.-h. (2011). Effect of work motivation on job satisfaction in telecommunication sector of Pakistan- A Study of Pakistan telecommunication company (ptcl). *International journal of Asian science*, 1933-1925.
- Raja Irfan Sabir, N. A. (2014). *Impact of training on productivity of employee: A case study of electricity supply company in Pakistan*. Retrieved 2016
- Raja Irfan Sabir, N. A. (2014). Impact of training on productivity of employee: A case study of electricity supply company in Pakistan. *International review of management and business research*, 595-612.
- Saira Yousf Madiha Latif, S. A. (2014). Impact of financial and non-financial rewards on employee motivation. *Department of management sciences*, 1776-1786.
- Saranani, F. (2015). Role conflict stress effect on the performance of the employees working in public work department. *The international journal of engineering and science*, 1-10. Retrieved 2016
- Trayambak Tiwari, A. L. (2008). Information technology-induced stress and human performance: A critical review. *Journal of the Indian Academy of applied psychology*, 241-249.



Zahid Noor, A. U. (2015). Impact of promotion and job advancement on job satisfaction in university of province of Pakistan. 1499-1505.

Zahra Amjad, P. S. (2015). Informal Relationships At Workplace And Employee Performance: A Study of Employee Private Higher Education. *Pakistan Journal of commerce and social science*, 303-321.

