

# Demonstrates How Talent Total Reward Strategies Sustainably Improve Employee Performance, Satisfaction, and Motivation: Evidence from the Education Sector

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## Abstract

*Sustainable HR practices are becoming more and more important. Throughout COVID-19, employees' importance to many benefit and compensation strategies has grown. One of the key elements influencing people's lives while they work has been identified as the workplace. This empirical study employs a quantitative methodology to investigate the effects of sustainable total reward strategies on employee productivity, happiness, and motivation for long-term talent in the education industry. The Organization for Economic Co-operation and Development (OECD) conducts annual surveys that provide the data. A total of 153,682 teachers participated in the survey, and respondents came from 47 different nations and economies. The primary objective of the yearly survey is to produce comparable, valid, and trustworthy population estimates from sample data. Using SPSS version 23 and Pearson's correlation coefficient, data were analysed. The study's findings revealed a significant positive correlation between overall sustainable rewards and sustainable employee performance ( $B = 0.169$ ,  $p < 0.01$ ), satisfaction ( $B = 0.460$ ,  $p < 0.01$ ), and motivation ( $B = 0.517$ ,  $p < 0.01$ ). These findings might have social and economic repercussions, particularly in the field of education.*

**Keywords:** *Total Reward, Sustainable, Performance, Satisfaction, Motivation.*

**JEL Classification:** *C12, M51, L10*

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## **INTRODUCTION**

Employee retention refers to a worker's long-term well-being. Today's organisations must contend with threats and obstacles from internal and external environments (Kuhlman & Farrington, 2010). HR professionals in organisations face a sizable challenge when it comes to hiring and choosing the ideal candidate. Much work must go into creating environmentally friendly organisations (Pfeffer, 2011). A wide range of factors influences the decisions and operations of organisations. These environmental forces impact the human resource management (HRM) processes of hiring, choosing, training, and rewarding employees. A direct external factor that impacted organisations while it was spreading was the COVID-19 pandemic (Caligiuri et al., 2020). Many businesses have increased their focus on financial and non-financial resources to support their employees' health, safety, and productivity during the global pandemic. Political, social, legal, financial, and human factors must be considered when creating compensation plans for businesses due to their work. This necessitates greater adaptation and fresh, cutting-edge HRM tactics that boost worker productivity, happiness, and motivation (Do et al., 2022). These outside variables impact HRM, particularly reward system components like monetary and non-monetary incentives. Total cost, variable cost, profit, recognition, and entertainment are all included in the total cost structure concept. These factors directly impact talent performance (Chen & Hsieh, 2006).

Total reward systems have been used as a successful talent management tool by human resource management (HRM) for many years. Employers should use monetary and non-monetary incentives to attract new talent and engage existing employees (Thibault Landry et al., 2017). Organisations should also implement sensible compensation plans that meet their workers' needs. Because talented employees have a big impact on long-term performance, HRM creates sensible compensation plans to entice, inspire, and keep them.

Organisations may be able to recruit and retain talented and competent workers who help them achieve their goals by developing and implementing effective HRM strategies, more specifically, effective total reward strategies. Employees who are motivated, engaged, and productive may benefit from this.

This study examines how reward schemes, including monetary and non-monetary incentives, affect learning. It aims to ascertain how a compensation plan will change over time in terms regarding motivation, performance, and satisfaction. How employees interact at work can be learned from the results. The environment and corporate entities could be affected by the findings. One of the most dependable sources in the world, the Organization for Economic Co-operation and Development (OECD), provided the data for this study.

This empirical study aims to show how effective and long-lasting total reward strategies (including monetary and non-monetary incentives) affect employee motivation, job satisfaction, and productivity. During the COVID-19 pandemic, employees in the education sector, in particular, are dealing with many challenges. This study is significant because it offers guidance on keeping talented and content employees in the education sector in the face of global pandemics.

## LITERATURE REVIEW:

### ***Sustainable employee performance and total reward strategies.***

Organisations must manage environments that differ from sector to sector and nation to nation. This environment has the potential to shorten the lifespan of HRM practices. Every payment plan is altered when the internal or external cost environment changes. HRM's incentive and motivational systems must be modified to account for the environment's changing conditions (Clark & Wilson, 1961). Because of this, payroll professionals are responsible for continuously assessing environmental issues, appropriately adjusting market prices, and managing environmental issues connected to the payroll system.

Rewards related to pay and benefits do not matter much to their motivation. Understanding how rehabilitation and special education staff members perceive rewards has been made possible by the overall rewards framework.

The organisational environment and its capacity to entice, keep, inspire, and reward employees have been impacted by the COVID-19 pandemic (Fernandes et al., 2022). Globally, most organisations were compelled to review their compensation policies, frameworks, and tactics. COVID-19 may have impacted plans made by organisations to pay their employees. Most notably, financial elements like regular allowances, many organisations began to freeze or reduce their employees' pay.

A crucial component of HR practices is thought to be rewarding employees. An organisation's mission and strategy are considered when developing an effective reward strategy (Armstrong & Brown, 2006) (Armstrong, 2008). This might aid businesses in competing and achieving their corporate objectives.

Businesses need to ensure their corporate and reward strategies are in sync. Employee performance, motivation, and productivity may all increase as a result (Shantz et al., 2016) (Bagga & Srivastava, 2014). Additionally, a company may regard its workers as its preferred employees. They may feel more positive, engaged, and motivated as a result.

All tangible and intangible resources offered by organisations in exchange for employee contributions may be included in the reward (Shields et al., 2020) (Rubino, 1997). The reward level should be directly related to these contributions, which typically translate into high performance (Kessler & Purcell, 1992) (Güngör, 2011).

Organisations implement fair rewards policies to help them reach their objectives, encourage improved performance, support the workplace culture, define acceptable behaviour, and match reward practices with employee needs (Bartlett, 1995). As a result, businesses periodically review their compensation plans to make sure they still reflect the state of the market and are competitive.

The hybrid concept of total reward incorporates monetary and non-monetary elements of employee benefits. Employees must value both their worth and the work they do.

Employers typically balance intrinsic and extrinsic rewards using total rewards to motivate employees effectively. Additionally, employers are aware that not all forms of reward have an

identical impact on an employee's level of motivation. Therefore, holistic reward aids in finding all means to diversify the workforce and improve working conditions (Lardner, 2015) (Chen & Hsieh, 2006).

Total compensation is a better idea than the conventional cost-benefit analysis. When creating payment systems, payment professionals must consider both internal and external environmental changes. Strategic management techniques, share and incentive plans, fixed compensation, discretionary compensation, and other components may all be included in total compensation. General Credit Series increased the scope of its policy in 2000 to cover additional perks like pay, benefits, bonuses, chances for promotion, and layoffs. Numerous studies have looked at what influences wages the most. All of the factors that management takes into account at various points are supposed to be covered by the total number of awards.

Employers structure their overall compensation to raise employee engagement (Hoole & Hotz, 2016). Many organisations use these factors when developing their total reward system as a starting point. According to research findings from various motivational theories, the total reward concept makes an effort to consider various aspects of employee value.

All factors employees value in their employment relationship must always be included in the total reward. These may include favourable working conditions, competitive pay, and benefits (Stacey, 2007).

Reward professionals should conduct regular surveys to understand employees' perception and their preferences for rewards. Additionally, reward specialists should modify the total reward system to keep it current with all employees' needs by using the information obtained from employee surveys.

**(H1):** Total reward strategies improve the performance of talented employees.

### ***Talented Employee Satisfaction and Financial Reward Strategies.***

Both monetary and non-monetary rewards should be included in a successful incentive program. These elements should be combined to maximise the reward system's overall effectiveness.

All awards with a monetary value and an impact on employees' overall compensation are included in the strategy for financial rewards. Base pay, expected pay, competency pay, and financial recognition systems fall under this category (Armstrong & Brown, 2006). Employee motivation, performance, and engagement have all been researched (Pritchard et al., 1976) (Mohsin et al., 2015). It might have an impact on the output of the organisation and result in high performance. A variety of variables, including job evaluation, position, work environment, etc influences employee perceptions of the value of financial incentives.

Employability rates should increase, and organisations should create financial incentives. Although monetary compensation is important for employees, businesses should also consider the total cost of their workforce. Myths about the financial reward's influence have been addressed by earlier researchers, such as the idea that labour rates and costs have an equal impact. As a result, managers should control labour rates to cut down on both labour costs and employee costs (Pfeffer, 2011).

Employers who want to effectively motivate their staff use total compensation to balance intrinsic and extrinsic rewards. According to employers, not all reward structures will have an identical impact on worker motivation. As a result, the total reward may encourage employers to employ every means at their disposal to meet the needs of various employees.

It does not seem like their motivation is influenced by rewards related to pay and benefits. The general rewards framework worked well and effectively to comprehend how rehabilitation and special education staff perceived rewards (Alvanoudi et al., 2023). The total reward concept is more inclusive than traditional compensation and benefits. When designing the total reward system, reward professionals should consider all internal and external environment changes. In addition to the larger pay and benefits package, the concept includes additional components like flexible working hours and development opportunities (Zafarullah Waqas et al., 2014). According to the World at Work model, to adequately reward employees, a compensation scheme must consider the following five factors: pay, benefits, work-life balance, performance and rewards, and opportunities for career advancement.

Payments, remunerations, and other benefits may be the primary elements of the economic structure covered by a total reward system. In order to create a fair and consistent payment system, organisations strive to do so. It must mention the production system and include it. Because it emphasises the connection between reward value and job performance, a pay-for-performance system is regarded as meritocratic pay (Meyer, 1975). According to earlier studies, employee satisfaction and the pay-for-performance system are positively correlated.

In the past, businesses have motivated their employees by giving those salaries, bonuses, and other benefits. Financial rewards include all of these categories of financial incentives. Different motivational theories that promote rewarding good employee behaviour support these practices. For instance, according to the expectancy theory, people are motivated when they anticipate receiving commendable rewards for their efforts. People will act and respond positively if they anticipate benefits and outcomes that outweigh their efforts.

**(H2):** Financial reward strategies increase the satisfaction of talented employees.

### ***Motivating Talented Employees with Non-Financial Reward Strategies***

Organisations today must deal with the COVID-19 pandemic's immediate effects. Rewards specialists must consider various factors when developing reward strategies in these circumstances, including community welfare, health and safety procedures, and mental health programs. Team events, flexible scheduling, subsidised meals, training programs, and additional holidays are organisations' non-financial incentive practices. These practices impact the short-term performance goals of an employer (Whitaker, 2010).

Employers use the total reward system as a tactical tool to attract and retain highly productive, engaged, and motivated workers. Employers use the total reward system as a tactical tool to attract and retain highly productive, engaged, and motivated workers. Companies are in fierce competition with one another to stabilise high-quality employment relationships and boost employee retention. In order to recruit and keep talent in their organisations, employers must use strategic human resource management. A strong employer brand can increase an organisation's competitive advantage and is a key recruiting tool. (Tang, 2023)

This might be easily accomplished if a business creates and upholds a rewards system that combines monetary and non-monetary incentives. In 2000, the Total Reward Association created a model that included various elements, including pay, benefits, well-being, opportunities for growth, and recognition. Employees are primarily motivated by recognition programs, career advancement opportunities, and other non-financial rewards. Studies on total reward systems have made an effort to investigate the elements most crucial to luring and keeping R and D employees. According to some of these studies, the importance of the work came first, then long-term career opportunities, a distinctive work environment, and finally cash compensation, though employees were less concerned with the latter (Kochanski & Ledford, 2001).

Particularly during the COVID-19 pandemic, non-financial incentives seem to be crucial. Programs for mental health and well-being may be included by organisations all over the world that choose to concentrate on this kind of incentive. Financial incentives are less cost-effective than these programs.

Organisations may use non-monetary rewards to manage and regulate workers' conduct and output. Due to employees' lack of understanding of their significance, some may question the effectiveness of non-financial rewards. Furthermore, based on various considerations like experience, position, and current needs, employees may place varying values on the same non-financial reward.

**(H3):** Non-Financial Reward Strategies Correlate with the Motivation of Talented Employees.

### ***Talent management***

Operational risk in talent management has increased as a result of Covid-19. Many businesses find it challenging to attract, keep, and inspire talented employees in light of the pandemic. Talent management is therefore considered a crucial issue in today's business world.

Since it first emerged in the 1990s, there have been numerous definitions of "talent management.". Researchers frequently use this concept with other concepts like talent strategy, succession planning, and human resource management (Lewis & Heckman, 2006). According to researchers, talent management refers to an organisation's capacity to guarantee that the ideal worker is placed in the ideal position at the ideal time (Jackson & Schuler, 1990). Talent management is described as a collection of the essential hiring, training, and performance evaluation processes, functions, and activities in human resources. Organisations work to entice, keep, and develop their talent pool to stay competitive and meet market demands. Talented workers should receive different treatment. HR departments must develop effective employee engagement and market impact strategies.

Learn more about how digital transformation has affected talent management, recruitment, and retention. There is much scientific interest in people's role in organisations, as evidenced by the extensive talent management research that has been conducted recently (Montero Guerra et al., 2023). The capital that distinguishes talented workers with the appropriate abilities from other workers allows them to contribute to organisations and add value for their clients(Sparrow & Makram, 2015)(Pfeffer, 2011). HR managers should be aware of the actual employment requirements of their talent pool. An organisation should exhibit excellent involvement behaviour to allow talented employees to make a difference.

Talent management is the most important and strategic aspect of HRM in every organisation. Organisations will gain a competitive advantage and be able to maintain their business operations with the help of talented employees. Someone can easily develop a special competence with a talent management strategy. A strategic human resources department builds relationships with its workforce. The workplace needs to be set up with good expectations. This will foster competition, creativity, and participation. The educational sector anticipates valuable contributions from talented employees. As a result, the educational sector's HR division should develop and practice efficient talent management policies consistent with an organisation's corporate strategy.

In this situation, reward specialists must consider various factors when developing reward strategies, some of which may include employee well-being, health and safety procedures, and mental health programs.

## **RESEARCH METHODOLOGY**

### ***Research Design***

This study looks at the impact of both monetary and non-monetary incentives on talent management. To do this, quantitative research methods are employed. The Teaching and Learning International Survey (TALIS) is a reliable global source of information. Surveys on working conditions, including general surveys, are conducted annually with teachers and school representatives in 47 countries. To assist national leaders in evaluating and defining national policies for promoting and developing the teaching profession, TALIS aims to provide accurate, timely, and current information about educational institutions and resources. This results in greater job satisfaction for those who are employed today.

### ***Population and samples.***

The primary population of the data consists of 147 randomly chosen lower secondary teachers and principals (8 teachers and one principal per school). Forty-seven thousand five hundred fifty-three male teachers (30.94%) and 106,129 female teachers (69.06%) comprise the total participants. The survey drew responses from 153,682 lower secondary teachers.

### ***Measures***

The skilled worker, motivation and satisfaction variables, produced by TALIS are expressed in various languages. The survey used the LIKERT scale (1 = strongly disagree, 2 = disagree, 3 = agree, and 4 = strongly agree). The survey asked questions like "I am satisfied with my career at this school; I think I like the work I do at this school; I think I like the school to be a good place to be," among others. "Job; I suppose I think teaching is a fulfilling career. In addition, "to display the level of satisfaction with the work that is being done." including "non-monetary after-hours assistance; incentive compensation or compensation", are among the many used to describe how satisfied people are with their pay cheques. Incentives provided extra income for activities outside of working hours; for recipients of non-monetary incentive payments; recipients of non-monetary employee benefits; there was encouragement. The stimulus program secured the resources required for the project".

The TALIS survey offers insightful information on the education sector, which could benefit Pakistan by enhancing worker productivity, happiness, and motivation. By implementing strategies such as financial and non-financial rewards, recognition, career development opportunities and work-life balance, Pakistan can increase the productivity and effectiveness of its education system. By identifying elements contributing to job satisfaction and motivation, the research may also aid in addressing particular issues, such as retaining talented teachers and decreasing turnover. Furthermore, the emphasis on sustainable practices is consistent with Pakistan's commitment to sustainable development, enabling employee-centric strategies while ensuring long-term viability.

In conclusion, adapting TALIS findings to the Pakistani context may result in more precise interventions, well-informed choices, and improvements to the learning environment. By using these insights, Pakistan can raise the standard of instruction for the good of its students and support the long-term growth of its educational system.

**Data Analysis**

The gathered data is displayed with TALIS in the SPSS file format used in this research analysis with SPSS version 23. Data in this file represent each variable in this study. The Pearson correlation was used to examine the connections between the key variables. The financial incentives employees receive while on the job are included in the data. In order to gauge how satisfied employees were with these non-financial benefits, all data on non-financial benefits, reimbursement, or any cost of living indirect payments were examined.

**RESULTS.**

According to Table 1 ( $B = 0.169, p < 0.01$ ), professional employees' performance is correlated with every reward criterion. Employees thought their behaviour was improved due to a reward strategy that included monetary and non-monetary benefits (Güngör, 2011) (Nisar et al., 2016). This results in long-term motivation, which boosts job satisfaction to a high level. The company's management must make full use of all available tools to attract, keep, and inspire talent. These findings support earlier studies on total compensation and how it relates to employee performance. This demonstrates that an effective tool for delivering the best rewards is the combination of payment, recognition, celebration, and various benefits (Luthans, 2000) (Tarigan et al., 2022). Table 1. The performance of talented employees and total rewards strategies.

**Table 1: Correlation between total rewards strategies and talent employees' performance**

		Total Rewards	Talented Employee' Performance
Total Rewards Strategies	Pearson Correlation	1	0.169**
	Sig. (2-tailed)		0.00
	N	153,682	
Talented Employee' Performance	Pearson Correlation	0.169**	1
	Sig. (2-tailed)	0	
	N	153,682	153,682

\*\*Correlation is significant at the 0.01 level (2-tailed)



The contentment of talented employees and financial reward strategies are positively correlated ( $r = 0.460$ ,  $p < 0.01$ ), as shown in Table 2. The correlation coefficient calculated by Pearson is high and favourable. There was a belief among the workers that receiving suitable financial rewards would improve their work (Hsin-Hsi Lai, 2011). Organisations can increase employee retention by achieving high satisfaction levels, especially among talented workers (Ahmad, 2019). The current finding supports the results of numerous earlier studies (Akhtar et al., 2015) (Chen & Hsieh, 2006) that determined H2 to be the causal factor in this relationship. Table 2. Techniques for rewarding talented workers financially and making them happy at work.

**Table 2.** Correlation between financial reward strategies and talented employees' satisfaction.

		Talented Employees' Satisfaction	Financial Reward Strategies	
talented Employees' Satisfaction		Pearson Correlation	1	0.460**
		Sig. (2-tailed)		0.00
		N	153,682	153,682
Financial Reward Strategies		Pearson Correlation	0.460**	1
		Sig. (2-tailed)	0.00	
		N	153,682	153,682

\*\*Correlation is significant at the 0.01 level (2-tailed)

Non-financial incentives and motivated employees are positively correlated statistically ( $r = 0.517$ ,  $p < 0.01$ ) in Table 3. As a result, H3 is supported by these findings, which also accord with earlier findings (Güngör, 2011)(Schlechter et al., 2015)(Tumi et al., 2021). In order to increase employee motivation, it appears that businesses design their total reward systems to include various non-financial incentives. In doing so, businesses may be better able to recruit, keep, and engage talent (Schlechter et al., 2015).

**Table 3.** Correlation between non-financial reward strategies and talented employees' motivation.

		Non-Financial Rewards Strategies	Talented Employees' Performance	
Non-Financial Rewards Strategies		Pearson Correlation	1	0.517
		Sig. (2-tailed)		0
		N	153,682	153,682
Talented Employees' Performance		Pearson Correlation	0.517	1
		Sig. (2-tailed)	0.00	
		N	153,682	153,682

\*\*Correlation is significant at the 0.01 level (2-tailed)

The characteristics of the population are shown in Tables 4 and 5. The distribution of respondents is displayed in Table 4. About 69.06% of the population is female, and 30.94% are male. This shows a significant amount of participation and gender diversity. Table 5 demonstrates the significance of our study; the TALIS survey included respondents from about 47 countries. Researchers have extensive opportunities to explore their theories thanks to the TALIS database.

**Table 4.** Gender Profile

Gender				
	Frequency	%	valid %	Cumulative %

Valid	Male	106,129	69.06	69.06	69.06
	Female	47,553	30.94	30.94	100.00
	Total	153,682	100	100	

**Table 5. Countries profile**

	Valid Percentage	Frequency
Alberta (Canada)	0.7	1077
Australia	2.32	3573
Austria	2.77	4255
Belgium	3.42	5257
Brazil	1.59	2447
Bulgaria	1.86	2862
Ciudad Autónoma de Buenos Aires (Argentina)	1.37	2099
Chile	1.28	1963
Colombia	1.56	2398
Croatia	2.19	3358
Cyprus	1.05	1611
Czech Republic	2.24	3447
Denmark	1.3	2001
England (United Kingdom)	1.55	2376
Estonia	1.95	3004
Finland	1.86	2851
France	1.96	3006
Georgia	2.02	3101
Hungary	2.11	3245
Israel	1.71	2627
Italy	2.35	3612
Japan	2.31	3555
Kazakhstan	4.27	6566
Korea	1.91	2931
Latvia	1.51	2315
Lithuania	2.45	3759
Malta	1.08	1656
Mexico	1.9	2926
Netherlands	1.23	1884
New Zealand	1.47	2257
Norway	2.7	4154
Portugal	2.39	3676
Romania	2.38	3658
Russian Federation	2.61	4011
Saudi Arabia	1.79	2744
Shanghai (China)	2.59	3976
Singapore	2.13	3280
Slovak Republic	1.96	3015
Slovenia	1.36	2094

South Africa	1.33	2046
Spain	4.82	7407
Sweden	1.81	2782
Chinese Taipei	2.5	3835
Turkey	2.57	3952
United Arab Emirates	5.63	8648
United States	1.67	2560
Viet Nam	2.49	3825
Total	100	153682

Source: Open Source OECD, TALIS 2018 Database

## DISCUSSION

This study aims to investigate the effects of financial and non-financial total compensation strategies on employees' productivity, job satisfaction, and intellectual motivation. We emphasise excellence in these fields because education is one of the industries with the biggest effects on worker productivity. This study used data from other countries to show how monetary and non-monetary incentives and all reward strategies impact talent management. This study's findings show a positive relationship between employee intelligence ratings and total compensation. This finding is consistent with earlier studies (Akhtar et al., 2015)(Brick et al., 2006). It highlights the importance of developing and putting into practice a successful total reward strategy that meets the needs of skilled workers. Education professionals must create and manage compensation plans to adapt to shifting consumer preferences and markets. Talented workers should be urged to participate in the ongoing improvement of the overall reward system. To adapt to daily changes, it is crucial to develop a sustainable total rewards mindset. Management must review and continuously improve its current compensation system. To consistently meet the needs of high-performing employees, sophisticated compensation tools must be developed. The study's findings confirm earlier findings (Tymon et al., 2010) (Bustamam et al., 2014) that there is a strong positive correlation between financial incentives and the satisfaction of high-performing employees. Employee satisfaction is a top research priority, say the experts. Creating a comprehensive compensation plan that supports the company's mission responds to market demands, and is regarded favourably by all employees can quickly increase employee satisfaction levels.

## CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

### *Conclusion*

Training managers must collect data on employee satisfaction and analyse it to determine the most crucial elements. Because of this, skilled workers are generally more productive and spend more time working. In order to create and keep up a good compensation plan that aligns with the organisation's strategy, hiring talented employees is the most crucial step. Organisations today face a variety of difficulties. Therefore, implementing efficient human resource management procedures will assist organisations in attracting, retaining, satisfying, motivating, and improving their general performance. Both monetary and non-monetary rewards should be incorporated into a comprehensive reward strategy. Offering non-monetary

incentives like base salaries, allowances, and other compensation plans is a good idea in addition to financial incentives. These might include possibilities for professional growth, wellness objectives, and scheduling flexibility. Talented workers have needs which HRM must recognise and work to satisfy. This model aids in attracting, retaining, motivating, and enhancing the performance of talented employees.

### ***Limitations and Implications for Future Research***

Future research should concentrate on the potential effects of other sustainable human resource development practices, such as hiring, selecting, training, and performance evaluation, on the output of talented employees, particularly during the current and following pandemics, such as the COVID-19 pandemic. The technicians in the education industry are the subject of this study. For instance, the outcomes might differ in how they affect banking and healthcare. Future studies could look at how motivation and satisfaction are affected in other organisations dealing with various environmental challenges by a sustainable reward strategy. In order to evaluate the direct and indirect relationships between various variables, future research should concentrate more broadly on the impact of sustainable human resource management practices.

### ***Practical Implications***

The significance of a thorough compensation model is highlighted by this study, particularly in light of the COVID-19 pandemic. Numerous practical applications of this study's findings are possible, particularly for human resources decision-makers. This research can be used as support by HR professionals as they think about compensation strategies, particularly in compensation and benefits. The main goal is to outline the essential elements of both financial and non-financial aid. By developing a successful total compensation strategy that balances the nature of this layer, an organisation's skilled workforce should be better, happier, and more motivated. A practical and long-lasting organisation will be the result.

The OECD International Teaching and Learning Survey (TALIS) provides valuable insights into participating countries' teaching profession and education systems. Despite the lack of data specifically for Pakistan, Pakistan can still gain from existing data by using it as a benchmark to evaluate its educational status, adopting best practices from other nations, developing evidence-based policies, increasing opportunities for professional development, and encouraging cooperation. These techniques can help Pakistan's educational system and produce better student and teacher results.

### ***Theoretical Contributions***

This study emphasises the critical importance of inclusive, sustainable reward programs showing how monetary and non-monetary incentives affect worker productivity. It demonstrates the link between high-performing employees' performance, satisfaction, and motivation and the efficacy of total reward strategies. Leadership theories like talent management tactics, job satisfaction, and motivation support the findings of this study. By implementing accountability, managers can increase the efficacy of human resource management initiatives. Therefore, this study is crucial for enhancing managerial decision-making.

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