

The Oretical Aspects of Wage and the Features of Wage Structure

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Abstract. Wage is one of the main factors of motivation that promotes the purposeful activity of workers. In this point of view, wage is seen as a complex factor of motivation, which includes both material and non-material motivation methods. Dynamic environment, the rapidly developing processes of globalization and the growing competitiveness enables the changes in the structure of wage. The object of research - the features of wage structure. The goal of the article is to carry out the wage structure analysis under conditions of growing globalization and to form the model of complex wage, which is affected by globalization processes. To achieve this goal, the following tasks have been implemented: to analyze the theoretical aspects of the wage structure; to assess the changes of wage structure in the context of globalization and modernization of labour relations; to form the model of complex wage, which is affected by globalization processes. In this article, the following methods of analysis are used: an analysis and summarize of the scientific literature, the theoretical and practical statements matching methods.

Keywords: competitiveness, complex wage, globalization, innovation, knowledge, motivation, technology, wage aspects, wage structure.

1. Introduction

One of the most important factor affecting both the overall economy and the country's labour market is wage and its conditions. The conditions of wages is very important variable that determines the overall financial situation and wealth of the person and its family. Also, the level of wage reflects the level of employee recognition. The employee assess the wage in terms of money, work principles, work adequacy to the available competencies and the job satisfaction. The employee expects good working relations, carrier growth opportunities,

recognition and support. Therefore, the employer expects staff involvement to the work process creativeness and innovativeness. Innovativeness is an essential key to the development of company's and improving competitiveness. In turn, wage is one of the main motivation factors that promotes purposeful activity of employee's. Of course, the wage can be expressed in both tangible (monetary) or intangible (recognition) form. The research of foreign scientist (Zielak 2012) reveals that in Spain, Germany, Poland, Sweden, Turkey, Great Britain, Italy the intangible compensation form, which can be expressed in an alternative form (for example proper working hours, recognition, promotion), is valued higher.

The wage systems are affected by effects of both external (changing organization's strategy, the culture of people and organizations) and internal (structure of organization and the environment, where it is functioning, activity specification) environment factors (Vanagas 2009). These effects are active when the functions and compliance methods of wages are realized. Currently developing globalization creates conditions for the changes in wage structure, size and employment. The need to adapt to the constantly changing environment, where survival is based on constant adaption to changes and growing compliance requirements, is revealed. The development of globalization leads to the promotion of the adaptation to the prevailing changes and new operational conditions, thereby the need to acquire the new knowledge and skills, is created. In turn, new knowledge can be acquired applying the appropriate innovations and new technologies of knowledge acquiring process. The need for development of competence promotes the acquisition of new, improved knowledge and its adaptation to changes in business processes. This integration and the innovations directly affects human resource management and employee's satisfaction, including the formation of wage. Environmental dynamic affects both the economic situation of country and the management processes of appropriate organization. It creates preconditions for the achievement of organizational objectives and the growth of competitiveness.

One of the major changes appearing from the development of globalization, is the changes of the wage structure. Therefore, the objective of the article is to carry out the wage structure analysis under conditions of growing globalization and to form the model of complex wage, which is affected by globalization processes. To achieve this goal, the following tasks have been implemented:

- to analyze the theoretical aspects of the wage structure;
- to assess the changes of wage structure in the context of globalization (modernization of labour relations);

- to form the model of complex wage, which is affected by globalization processes.

In this article authors try to analyze the changes of the role of wage and its influence on economic processes in modern society, especially in the light of economic globalization trends and also provide a model, that describes the existing processes. The general feature of economic globalization – the reduction of cost of production process. When for the market of technologies and raw materials in the world is no more restrictions (excepting political decisions about trade with individual countries (for example Russia) or regions (for example Crimea)) one of the main factors of investments attraction and economic stimulation are costs of labour (working) power – wage. The growth of economy is promoted by innovation and new technological solutions, so the role of human capital and the need to promote the development of human capital in the area of wage is constantly growing. It can be said that in the modern economy wage is facing with the opposite trends. On the one hand, the use of cheap labour force from such countries like Vietnam, Thailand etc. aimed to reduce the cost of wage, on the other hand – in order to promote innovation – aimed to find the ways for efficient raise of wages, promoting development of human capital and talents attraction. In this situation, the need for flexibility of employment and wage is constantly growing and it allows the efficient coordination of economic objectives with the social needs. For these reasons, the role of efficient wage systems in the future should constantly increase.

In this article the following methods of analysis are used: an analysis and summarize of the scientific literature, the theoretical and practical statements matching methods.

The article consists of three parts. The first part defines the concept of wage and wage structure is analyzed. The second part analyzes the changes of the wage structure in the context of globalization. In the third part, authors trying to create the model of complex wage in the context of globalization. Also attention is drawn to the process of knowledge acquisition and to the use of gained knowledge.

2. Theoretical aspects of wage

Nowadays a special attention of Lithuanian and foreign scientists is given to theoretical aspects of wage. Wage is the most important source of income for working people, which affects their living standards, the main components of consumption and country's economic activity. Wage concept in various aspects

is analyzed by the number of scientists (Žaptorius 2005; Palidauskienė 2008; Vanagas 2009; Šileika et al. 2010; Borkowska 2012; Wieczorek 2013; Milkovich et al. 2014; Zielak et al. 2015). In the scientific literature the wage is often defined as: compensation (Milkovich et al. 2014), award (Armstrong et al. 2010), salary (Šalčius, Šarkiūnaitė 2011), remuneration (Gerikienė, Kugaudaitė 2010). At the time of sign the contract by the employer and the employee should be agreed that the done work will be certainly evaluated and for certain work will be adequately rewarded. The employer commits to pay the adequate wage, which would assess both the professional knowledge of employees, their dedication and commitment to the work performing (Palidauskienė 2008). In the most general sense, the wage is the expression of the employer and the employee relations (Borkowska 2012). Wage and wage system includes everything that an employer can offer to the employee, for the appropriate working results.

In the narrow sense, wage is understood as (Žaptorius 2005):

- remuneration paid to the employees for the available labour utilization;
- the amount of money, estimated for a particular reporting period;
- wage determination in accordance with the labour contract.

Talking about wages, it is possible to distinguish the basic objective of the wage (Vanagas 2009) – help to implement the strategic objectives and short-term objectives of organization while the employees are developing their qualification, competence and they motivation is raised. Wage always was the important economic and legal problem. Solving the wage problems are directly facing with the interests of employees and employers. These issues are solved in accordance with so-called social partnership opposition principles. The main tasks of wage policy are (Appleby 2003):

attract and retain the necessary personnel to achieve the objectives of organizations;

- encourage employees to work better;
- follow a logical and consistent, easily understandable and flexible policy.

It is necessary to mention that the wage is an economic category, which has a few of basic functions (Šileika et al. 2010): replacement (when the wage preconditions to meet not only physical, but also spiritual and social needs), motivational (when the workers satisfaction and their motivation to increase labour productivity is promoted), the function of social guarantees (the appropriate rate of wage paid in time ensures the cost recovery in the case of simple and difficult

work conditions), compensation (this function occurs when an employee is working in worse conditions than accepted (night shift, work in difficult conditions and other conditions, but for that he receives a relatively higher wage) and cumulative (the wage meeting the basic needs and ensures the future funding).

It follows, that the huge attention is paid to wage reclamation from the country point of view, when it guarantee the minimum of privileges for employees (Addison et al. 2013). Country-guaranteed benefits do not provide excellent employee and the companies in order to improve performance, set more rights and wage conditions for workers than is ensured by the country. Meanwhile, the company has the ability to reach the objective of each employer – to make the best use of potential of each employee.

Wage is the important factor both at the level of private and public sector, which on the one side is the profit of the employer, and on the other hand – employer's costs. The assessment of certain work and its effects can be stimulated through wage level and the formation of its composition. Personal contribution to the organization and its award for their work is interrelated factors. In order to keep a good employee in company, it is necessary to pay him a higher wage than competitors can pay. In order for an employee to start working better, his wages should be increased by a fixed amount, related to certain development of its behaviour.

When people feel the injustice (some are underestimated their contribution or effort), they tend to adjust their efforts in the context of the company. Injustice acts as a motivation factor. The paid wage reflects his status in the society and relations with its members. Low wage causes dissatisfaction and demotivation of the employee. Therefore scientist (Palidauskienė 2008) argues, that the wage usually affects the choice of work and its attractiveness. Paid wage not only reflects the professional value in the broader context of labour market, but also the specialization image (in this often formed opinion about the specialization status). The individual was marked the two different things: raising wage and the amount of wage. Riley said that the people works and expects the appropriate reward and that every year the wage levels will rise. So, the main task of the Government is the periodic increases of wage and this rise should be based on the criteria set by law. Periodical rise of wage have two main arguments:

- every time people gain more experience, works better and should gain the appropriate reward for the better works results.
- for the people working in the public sector, the increase of wage is the only source of economic prosperity.

Wage may increase also after promotion or after move to a better job, but it happens only with a small number of employees. People who gain the experience and working better, but are not motivated, starts to put less efforts into their work and it reduces efficiency and productivity. Opponents of standing wages raising also put forward two arguments. They argue that people gain experience and slightly improving their competencies, but sooner or later, this process begin to slow down, stops or after a few years even rush reverse direction – the qualification starts to fall. Ensuring that wages should rise along with productivity is difficult, because of difficulties in productivity measures. So, labour productivity and wages becomes a major economic and legal problem. Labour productivity can be explained also as the efficiency of use of labour force. The growth of labour productivity increase the production-scale and society becomes richer. Labour productivity and wages are related to the competitiveness in the micro and macro level. Competitiveness is defined as the sets of institutions, policies and factors, which define the level of country's competitiveness, when the level of productivity determines the development level that characterizes the country's sustainability. In turn, business subjects can not increase the prices, but increase the wage, dividends or expand production amount.

2.1 The external and internal factors influencing the wage determination

As mentioned above, wage – is money, received for the results of certain done work. The level of wage is determined taking into account the market and institutional factors. Key market factors are the professional qualifications of staff, competence, the level of regional development, social and economic possibilities of living standarts. To the main institutional determinants that affects the wage amount can be attributed the working time, used energy, work content and value for organization, staff competence, work performance, demand and supply of labour market and wage amount in analogical organizations. Wage and its structure is directly or indirectly influenced by many factors (e. g. see Fig. 1).

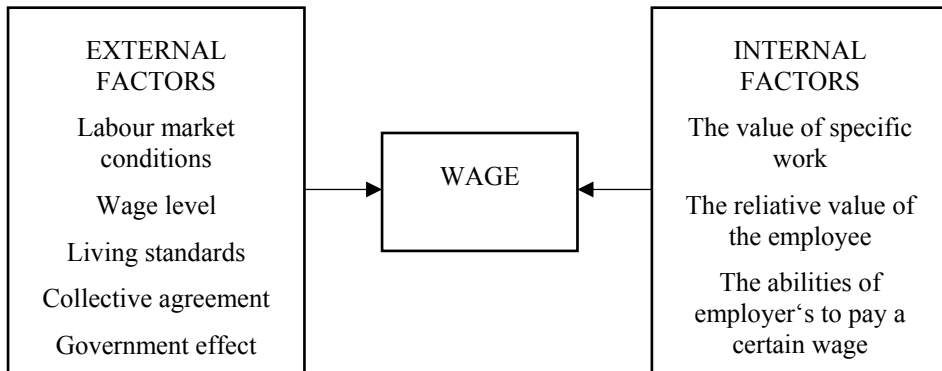


Fig.1. Factors influencing the amount and structure of the wage (Source: compiled by the authors, based on Vanagas 2009; Danilevičienė, Kvietkauskienė 2015)

Wage is affected not only by the quantitative and qualitative aspects of works results, but also by the employee's qualities – qualification, potential, level of cooperation with the colleagues (Vanagas 2009). Wage organization is currently determined by economic, technical and social factors. It follows that all factors can be divided into two groups – external and internal factors (e. g. see Fig. 1).

External factors show the ratio interactions between a skilled labour force supply and demand. When supply exceeds demand, employers can pay less and when the demand of skilled labour force exceeds supply, the employers should to increase the wage. However, this regularity occasionally disappears. For example, the professional unions could force the employers to pay higher wage even at the high number of unemployed union members. External factors affects the amount of wage, according to the wage levels in the country or region, the living standards, the regulation and impact of Government.

Internal factors affects the level of wage through the relative value of each work and the employee. Professional unions are seeking equal wage for different profession employee's, this equality is based on the fact, that the same skilled workers must receive equal wage, but then the wage will lost the role of motivator. It also takes into account the possibilites of employers to pay a fixed high wage, because often the possibilites of companies to pay a higher wage

partly leads to the improvement of the productivity of employee's work, economic conditions and competitiveness.

2.2 The features of wage structure

The growing importance of knowledge, global competitiveness and uncertainty leads to more frequent changes in wage structure. Growing rate of technological, social and other changes leads to an improvement in companies competitiveness. The need for continuous education is increased, and respectively the uncertainty of employment is growing. Even under stable employment conditions appears the possibility of continuous education, because the nature of work and technological innovation is constantly changing and also the innovativeness of employee's is rising. Under this change there is a need to form the appropriate wage structure. The formation of wage structure is relevant problem of head of the company. Appropriately formed structure of wage enables the growth of employee's motivation and business value.

In many scientific works (Palidauskienė 2008; Askenazy 2014; Milkovich et al. 2014; Šukaitė et al. 2015) can be found the proposal to divide the wage into direct (basic) wage, which includes a cash wage and beneficial to employee's working conditions and an indirect, which includes related benefits: the recognition, status and challenging work. The main research shows, that the most popular distribution of wage is exactly the distribution to the basic wage and commissions. For example, in France (Askenazy 2014) the wage amount depends on the activity rates (the better rates of activity leads to the pay of higher wage), but also the bonuses and premiums are paid. The head of companies in France for its employees pay the annual bonuses, pay for overtime, were promotes benefits (additional accommodation possibilities, food services, give a car or pay for fuel).

At another scientist (Wieczorek 2013) work few suggestions of wage formation are presented. Firstly, is proposed that the wage should be divided into a fixed and a variable part. This can be done in several ways.

- One of them, that all wage should be independent from the company's activity results, but would depend on the specification of job, responsibilities, taken decisions, organization's size, kind of activity and would be taking into account the level of wages, similar specification, companies. In that way trying to encourage employee's to make risky decisions and to achieve maximum return. On the other hand, the employees who can not regulate the activities hopes the higher return, which is

generated by a higher-ranking employees.

- Secondly, the wage would depend only from variable part - the company's activity results. The evaluation should include the „cause – effect“ relation, which demonstrates the contribution of employees to the growth of company's activity efficiency. In that way, the employees will be encouraged to achieve the better results of activity and the welfare of company.
- The third method is mixed, when the wage would be made up of fixed and variable part. It has eliminated the negative actions of wage. In this case, remains only the question of proportion. It is said, that the level of wage should be so high, that the company should be able to stop paying variable wage, when the rates of company's activity is unsatisfactory. So, the size of variable part of wage should be based on criteria of efficiency in order to ensure long-term positive profit. It follows, that the employees should receive both a fixed and variable part of wage. This idea is supported by Palidauskienė (2008), who states that bonuses and premiums for activities may be payable depending on labour market conditions and rates of activity. The longer person work, the more should the basic wage arise.

A generalized image of the above mentioned wage structure is presented below (e. g. see Fig. 2). The presented structure is based on results of Polish scientist (Borkowska 2012) research. She proposed the idea, what the wage structure should consist of material and recognition wage, which is mentioned by other scientists (Milkovich et al. 2014; Šukaitė et al. 2015). The inclusion of the recognition is important, because it highlights its relevance and value for the employee's. The use of recognition encourage the use of non-material motivation and increase their motivation to work. Accordingly, material wage should consist of a monetary reward and additional premiums and, therefore, from fixed and variable wage (Palidauskienė 2008; Wiczorek 2013; Askenazy 2014). This model is special, because there are long-term impulses, benefits and savings. That means that the variable wage part should be split for the achievement of the different objectives (for example, the part of wage is proposed to save).

The proposed model should encourage the employees to provide them the satisfaction from the work and provide the opportunity to expand and maintain a balance between work and personal life. Also, they aim to expand the companies and grow its value. The above mentioned model reflects the structure of

complex wage. In this case, wage is understood through its internal structure changes, that occurs with:

- progressive value realignment of the variables of complex wage to staff (employees);
- the involvement of variables of material and non material recognition to staff (employees).

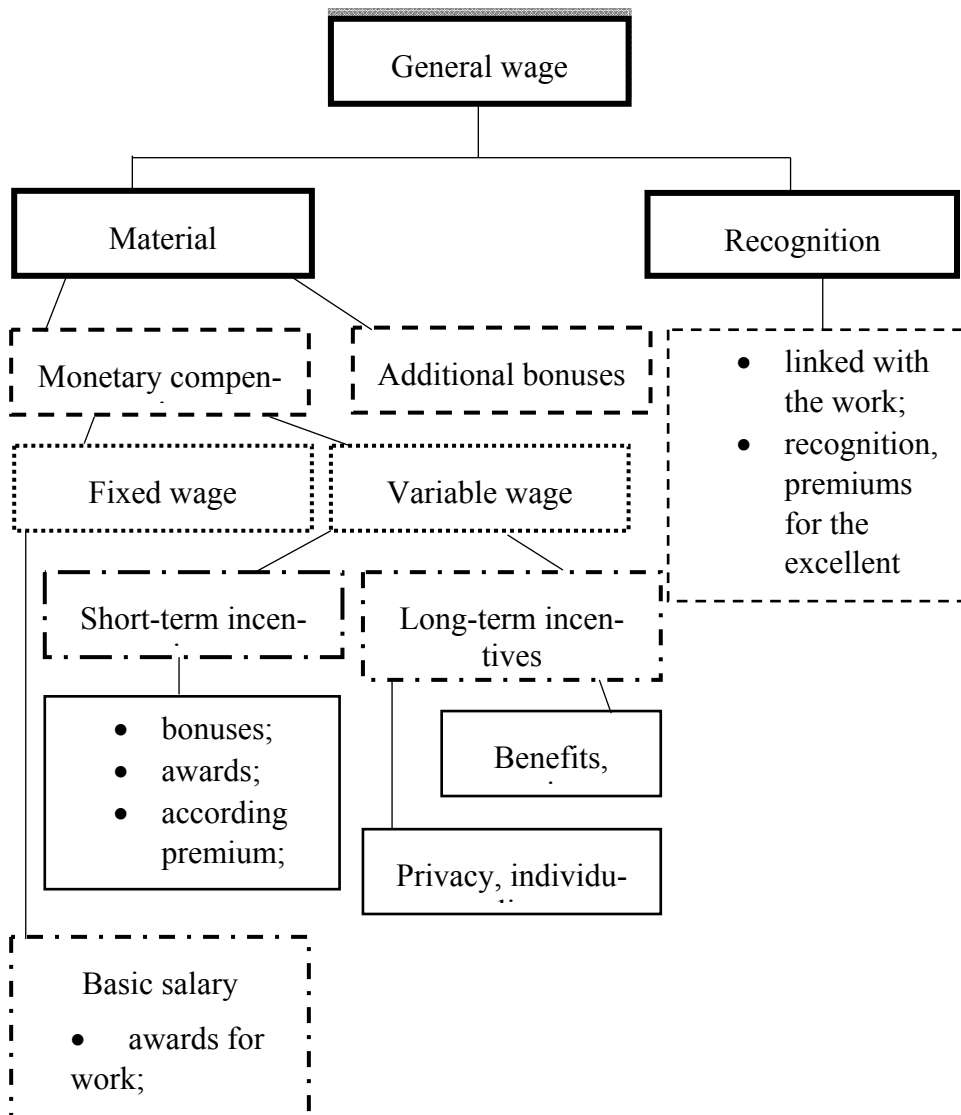


Fig.2. The structure of wage (Source: compiled by the authors, based on Borkowska 2012)

Complex wage includes a number of factors: fixed wage, short-term impulses (bonuses, premiums), long-term impulses, additional premiums and recognition methods. The correct methods of wage formation promotes a healthy global competitiveness, the need to attract the most talented, creative and efficient employee's. Benefits – additional resources (monetary or non-monetary), which finance a specific objective achievement. This can be a health (medical services), educational programs, financial services, additional holidays. Also appears the need to increase the flexibility of wage.

3. The need for the flexibility of wage

Over the last decade, globalization becomes a very important economic phenomenon, so it is defined as the growth of similarities of development (evolution) examples. The main problem of this phenomenon is to confirm or deny the existence of globalization. Partly globalization is a function that promotes the ability to acquire new knowledge, using the latest technologies and current innovations (Miskiewicz, Ausloos 2010; Mahutga, Smith 2011).

From another scientist's (Melnikas 2011) point of view, globalization is the global phenomenon, which essence – the creation of new targets, expectations, performance and behaviour patterns, characterizing range of life and activity or development areas and also the creation of stereotypes and norms of quality and performance standards. These stereotypes and standards should be created, implemented and updated on a global scale. It can be argued that this phenomenon to gain the lacking knowledge, is characteristic to people throughout all their life. Acquiring new knowledge and training the employee's (Naštase 2013; Rutkauskas et al. 2013), the particular country's companies should use the innovation and improved technologies for the knowledge acquisition process (e. g. see Fig. 3).

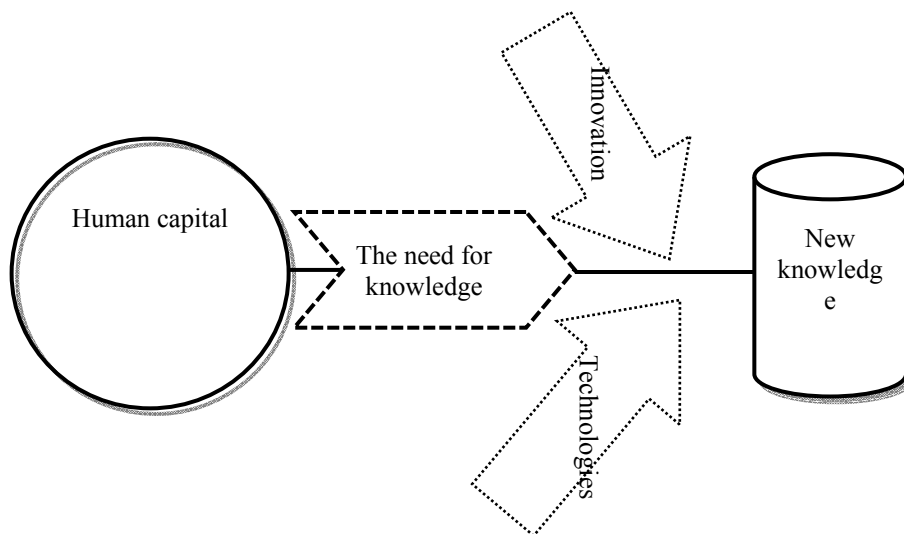


Fig. 3. Meeting the need for new knowledge (Source: compiled by the authors, based on Rutkauskas et al. 2013)

However, acquiring new knowledge and skills need to be used properly. The interaction of impact of innovations and technologies leads to the integration of human capital and production system. Human's knowledge, which is not adapted in practice does not add the value, so it is known that the acquired knowledge should be use and share. Using the knowledge in production system, the business activity or in the development of the sector (Rutkauskas et al. 2013; Varghese 2013; Rutkauskas et al. 2014) promotes the higher incomes (e. g. see Fig. 4). It follows that the integration of factors of human capital and production system is conditioned by the innovation and technologies of knowledge acqui-

tion and acquired knowledge application is one of the main source of the economy growth and possibilities of new activities.

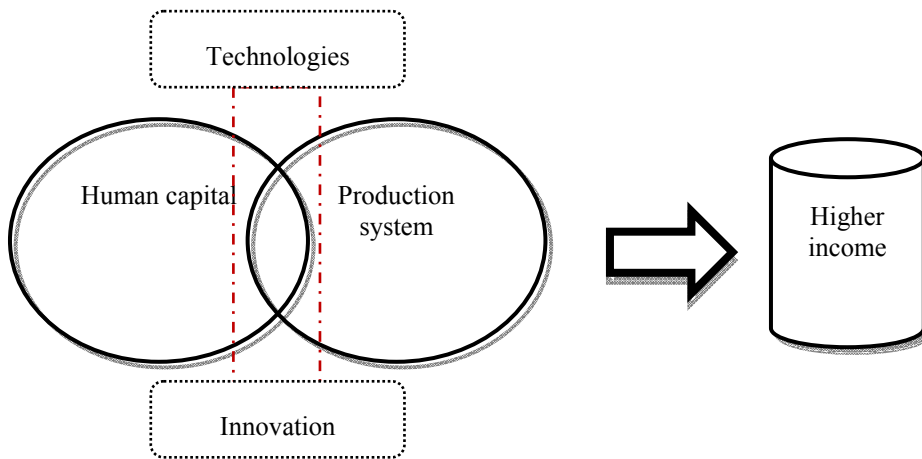


Fig.4. The interactions between human capital and production system (Source: compiled by the authors)

It can be argued that processes of globalization promotes the integration of economy and social subsystems in the world, when the globalization processes are exceptionally important and significant factors, which determine the content, purposefulness, results and impact of social, economic, political development, progress of knowledge and technologies, environmental impact, changes in business and the public activity. The processes of globalization strongly influence the growth of world economy, thus the local financial systems are strengthening, although the country's economy structure does not change. Globalization is a key factor, which stimulates the institutional reforms in developing countries, promotes the financial development and economic growth.

Also, globalization affects the competitiveness, amount and structure of wage (Mitra 2012). It follows that the phenomenon of globalization is found in such dimensions as the economic, social, political or cultural environment. The opening of global markets leads to the appearing of more opportunities, but on the other hand, the activity security is at risk. It also leads to the uncertainty in foreign market situations. It follows that during liberalization the employee's gain the small wage for their work and sometimes may even lost their job and are at risk of being the active searchers of new job. If this job seeking process is long-term, in the country unemployment rate is rising.

Globalization affects the competitiveness and the wage calculation method. The development of globalization processes stimulates the changes in the wage structure and there is a need in wage calculation to assess the ability to acquire new knowledge, using innovation and technologies and these acquired knowledge use in practice. Here highlights the need to increase the flexibility of wage and assess the existing and acquired competencies in the wage calculation. Many scientists (Appleby 2003; Vanagas 2009; Šileika et al. 2010; Karaszewska 2013) talking about the wage flexibility. Wage flexibility is seen through the wage calculation using such innovative methods (for example wage calculation based on activity results, market review or on competence). Fig. 5 shows the new concept of wage

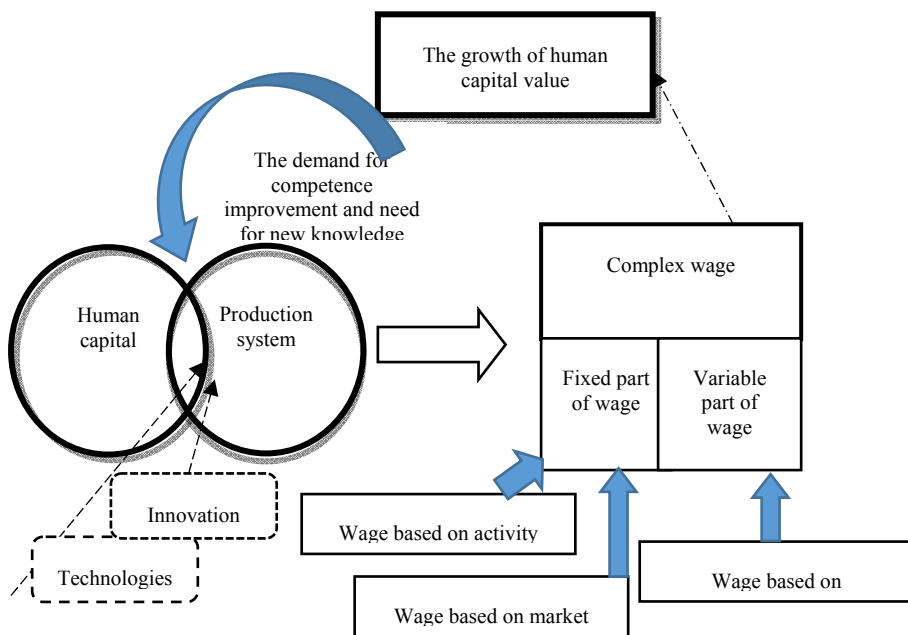


Fig. 5. The structure of complex wage (Source: compiled by the authors)

Informative concept of complex wage based on fact, that during the growing globalization also grow the flexibility of wage and the need for new knowledge acquiring. Flexibility is closely related with the growing competitiveness (Karaszewska 2013), necessity to adapt to changing conditions, development of the flexible employment form, necessity to concentrate the employers to the general objectives, raised by the microstructure, to have enough new knowledge, which will enable to adapt to the changing environment. Globalization creates preconditions for the application of complex wage, when its formation is acting by the integration of knowledge, innovation and technology, as is clearly expressed the need for competence improving and new knowledge, when in knowledge acquiring process innovation and technologies are applicated. It also appears few alternative ways of wage determination: wage based on market review, wage based on activity results, wage based on competence.

Wage based on market review, when wage amount depends on the results of market's monitoring. Monitoring results have some positive aspects:

- employee has additional information about its potential interaction with the market needs and demand;
- the range of differentiation is narrowed;
- attraction of exceptionally good employee's and their retention in the company;
- the growth of elasticity of wage formation strategy;
- reduces the need to use specialized and expensive tools for assessment of complexity of work, competency and activity measurement.

Wage based on activity results leads to the appearing of more efficient wage. In this point of view, wage is paid according to the activity results or exceeding of planning activity results. Here the special attention is given to the acquiring of competitiveness advantage, when the activity is based on applying innovations. Juchnowicz (2012) argues that the level of company's innovativeness and value is exactly application of high performance work system.

Wage based on competence appears as a result of development of economy, based on knowledge and growing value of human capital, when the develop-

ment is the key lever of company's success. In this case, wage depends on the value of human resources. The amount of wage depends on the competencies and continue its improvement. Higher value have the constant acquisition and application of new knowledge, skills and permanent reaching of better activity results. As a result the use of complex wage strategy leads to the growth of human capital value and as a result higher incomes.

4. Conclusions

The results of theoretical analysis shows that wage is an economic category, which is an important factor at the level of companies and countries. Wage affects the overall economy and the level of employment. Determining the appropriate wage level of the company, the necessary personnel to achieve the objectives of organizations is attracted and retained. The efficient use of labour force leads to the growth of labour productivity, which is closely related to the competitiveness of the country and its sustainable development. So, the main function of wage is to grow the motivation of employees to work efficiently, gain higher income and maintain country's sustainable development.

Wage and its structure is affected by both external and internal factors. Appropriate wage structure should be formed taking into account the existing labour market conditions, basic wage level, living standards and also the value of specific work and the employer's ability to pay a certain wage. Taking into account the influence of these factors and the possibilities of employers to pay a fixed high wage the appropriate wage structure is formed and wage calculation methods are applied.

Talking about wage structure, it should be divided into direct (basic) wage and beneficial, fixed and variable wage part, but the wage would depend on the company's activity results and on the job specification, taken decisions and the situation in similar companies. The amount of variable part of wage should be based on criteria of efficiency in order to ensure long-term positive profit. Higher income are the result of human capital and production system integration. This integration is possible only having the required knowledge, which are acquired using knowledge acquiring process innovation and technologies. New knowledge have value only if are appropriately use in production system, which grow the value of products or services and thus, increase the value of human capital.

Informative concept of complex wage based on fact, that during the growing globalization also grow the flexibility of wage and the need for new knowledge

acquiring. Wage flexibility requires the use of innovative methods in wage calculation. Also it is necessary to acquire new knowledge using the current innovations and the latest technologies. New knowledge acquisition leads to the creation of new objectives, expectations and increasing the quality of wage calculation methods and wage structure formation process. Acquired knowledge should be adapted in practice and as a result – promote the higher incomes and new standards of wage calculation. New standards leads to the creation of the complex wage strategy, which takes into account the wage based on activity results, market review or competence. Complex wage leads to the growth of human capital value. Also, growth of the productivity level strengthening the local financial systems, rising competitiveness and employment level.

In summary, we have to note that in nowadays economy due to the free movement of capital, raw and technologies, the advantage of products and services competitiveness is increasingly determined by human resources – its quantity, quality and costs. Therefore, in the article is emphasized that the role of wage is constantly growing. In order to promotion of efficient use of labour resources, the structure of wage plays a major role. Its motivational role depends on the appropriate wage structure, so the wage from one hand, fulfills its classic function and compensate the costs of use of labour force, on the other hand – promotes the development of human capital. The results of our analysis shows that only such a complex (comprehensive) approach on wage can ensure efficient use of labour resources and long-term economic growth both in the micro (enterprise level) and macro (national economy) level.

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