IRJEMS International Research Journal of Economics and Management Studies
Published by Eternal Scientific Publications
ISSN: 2583 – 5238 / Volume 2 Issue 4 December 2023 / Pg. No: 745-752
Paper Id: IRJEMS-V2I4P187, Doi: 10.56472/25835238/IRJEMS-V2I4P187

Original Article

The Decision-Making Process of Total Rewards Arrangement in Indonesia-Based Digital and Technology Company: Employers and Employees' Perspective

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Received Date: 13 December 2023 Revised Date: 18 December 2023 Accepted Date: 24 December 2023 Published Date: 26 December 2023

Abstract: *The COVID-19 pandemic of 2020 significantly affected the global workforce, leading to widespread disruptions and challenges across industries. Retaining employees became a major issue for organizations, linked to intangible job satisfaction factors like flexibility. The pandemic altered the perception of work-life balance, making it a crucial factor in the decision to stay or leave a job, competing with traditional considerations of pay and benefits. Despite the pandemic's turmoil and The Great Resignation, compensation and benefits remained essential for retaining talent. Creating competitive packages became crucial for attracting and keeping top-tier employees. Understanding these packages' strategic formation and identifying factors that attract talent became vital in this evolving landscape. This study used the Analytic Hierarchy Process (AHP), a decision-making tool, to delve into these complexities. AHP helped prioritize factors from both employer and employee perspectives. Interviews were done with several decision-makers responsible for rewards, compensation, and benefits aimed at understanding criteria like Short-Term Financial, Long-Term Financial, Flexibility, and Future Development. Testing the AHP model involved several employer's representatives and employees, revealing a consensus on the importance of competitive salaries as part of the Short-Term Financial criterion. However, disparities emerged regarding Long-Term Financial considerations; employers viewed it as essential for business viability, while employees emphasized flexibility for work-life balance. These insights shed light on the equilibrium sought by Indonesian employers and employees post-pandemic. This research lays the groundwork for adjusting strategies and policies in the dynamic business world, serving as a foundational resource for those aiming to achieve this balance.*

Keywords: *Analytic Hierarchy Process (AHP), Compensation and Benefit, Multi-Criteria Decision Making (MCDM), Technology Company, Total Rewards.*

I. INTRODUCTION

The global workforce was significantly impacted by the COVID-19 pandemic in 2020, leading to disruptions and difficulties in various industries. The pandemic caused a worldwide economic decline, with businesses and travel being restricted due to lockdowns. Sectors such as hospitality, tourism, and retail suffered major losses, resulting in layoffs, furloughs, and closures. In response to social distancing measures, many organizations swiftly transitioned to remote work arrangements, emphasizing the importance of digital tools and technologies like remote collaboration tools, cloud-based services, and virtual communication platforms[1]. While COVID-19 caused downsizing and layoffs, it also prompted a change in mindset regarding work-life balance for those who remained employed. Ellerbeck[2] mentioned in his article from the World Economic Forum that many people realized the importance of work-life balance after an extended period of working from home without commuting. Retaining employees became a significant challenge for many organizations, often linked to employee satisfaction with intangible rewards like flexibility and job fulfillment.

Fuller & Kerr[3] stated that multiple factors were driving "The Great Resignation" in 2021, and one of them was reconsideration. As previously mentioned, work-life balance plays a significant role in people's decision to quit their jobs. Another factor was a shift in perception regarding compensation and benefits. Prior to COVID-19, employees in many technology startups primarily sought higher monetary compensation rather than intangible or non-cash benefits like health insurance, pension plans, and flexible working hours or locations. However, after COVID-19, preferences changed, and many individuals sought more stable benefits, non-cash perks, and flexibility in their work arrangements. Amidst the disruptions caused by COVID-19 and significant workforce shifts during The Great Resignation, compensation and benefits remain crucial in retaining employees within an organization.

As articulated by Boudreaux[4], the adaptability of a company's compensation and benefits packages can influence the attrition rate and, subsequently, the firm's financial performance. Company strategy in designing their total rewards package has a significant impact on employee engagement and motivation to stay in the company. Employees tend to seek stability and flexibility within the total rewards package that they are receiving from the company. Stability aspects that employees usually look for are health facilities, growth and development facilities, and retirement benefits. On top of stability, employees are also looking for flexibility aspects that could help them to maintain their engagement towards the job and company they are working for, such as flexible working hours, the variety of time off, and the ability for employees to be part of a company's stock ownership.

From the company's perspective, employee retention will be a good sign for the company's sustainability. However, the financial sustainability of the company can be questionable if it overspends its expenses on employees' total rewards or retention package. Research by Kulkarni et al.[5] shows that many technology companies in India started to rethink their strategy in their salary bands and benefits due to the high cost, especially after COVID-19 hit. On top of that, the impact was not just received by the company but also by the employees. With high salary bands and benefits, employees found it hard to shift from one company to another, especially shifting with promotion, due to their high salary in their previous or current company. Hence, employees need to find a certain point of trade-off to be able to shift or move to another company.

Kucherov, Zamulin, and Tsybova[6] mentioned through their research that companies should be able to diversify their approaches to attracting prospective talents. While monetary incentives, including salary and benefits, remain pivotal for the allure of potential talents, strategic emphasis on employer branding is imperative. The recruitment strategy should extend beyond financial considerations to encompass the effective communication of organizational values, work methodologies, and accomplishments. Despite the significance of monetary factors for young professionals, companies are advised to meticulously present their values, operational frameworks, and achievements to attract this demographic to their organizational fold effectively.

In summary, companies need to extend their comprehension beyond monetary considerations and encompass other intangible facets that contribute to the attraction and retention of young professionals within an organizational context. Consequently, a nuanced understanding of the priorities associated with total rewards, from both the employer and employee perspectives, becomes paramount, particularly within the framework of business sustainability.

II. LITERATURE REVIEW

This study aims to understand the perspective of employers and employees when in terms of prioritizing the criteria of an ideal total rewards package. The research was done through preliminary interviews with the relevant stakeholders who are involved directly in the decision-making process of the company's total rewards. Through the interview result, the main criteria could be obtained and tested using the AHP method that analyzes the pairwise comparison between the main criteria and sub-criteria within each of the main criteria. This model was then tested on employer representatives and employee samples to understand their priority list. By combining these methodologies, this research aims to have a more comprehensive understanding of both perspectives and how they prioritize the total rewards arrangement based on the main criteria and sub-criteria given in the model for the Indonesian population.

A) Total Rewards

Millmore et al.[7] explained that the concept of total rewards involves both traditional compensation and benefits, as well as other factors that employees receive from their employment. These additional elements can include skills, experience, and recognition. Total rewards encompass the intangible benefits of working for an organization. Rewards serve as a means for companies to acknowledge and appreciate their employees' efforts, extending beyond mere payroll operations. Total rewards can be divided into two categories: financial rewards and non-financial rewards. Each category has its own function in terms of how the company designs it and how it would impact the employees. It was also explained that there are five areas of employees' needs that must be met through non-financial rewards, such as achievement, recognition, responsibility, influence, and personal growth. Monetary rewards are important; however, there are also other elements that companies need to consider in order to keep up with the current trends and their employees' needs. A company's overall compensation and benefits package should be in harmony with the company's goals and its ability to continue and grow in the long run. This alignment ensures the organization's sustained success. When aligning these rewards with the company's goals, businesses can develop a unified approach to compensation and benefits that supports the company's overall direction. Doing so helps draw in, motivate, and retain skilled employees who share the organization's mission and principles. By offering rewards tied to how well employees perform and contribute to the company's objectives, organizations can foster a sense of purpose and commitment among their workforce. In choosing a suitable strategy that aligns with company goals, there are two essential aspects to consider.

The concept of pay-for-performance aims to connect employee pay directly to their achievements and performance within the company. This approach encourages employees to excel and ties rewards to desired results. Using methods like performance-based bonuses, salary increases based on merit, and recognition programs, organizations can cultivate a culture of high achievement and encourage employee involvement. Alongside pay-for-performance, a robust total rewards strategy should include a policy for pay equity. This policy ensures that all employees receive fair and equal compensation, regardless of characteristics such as gender or race. It involves assessing external market competitiveness, comparing employees in similar job roles internally, and comparing individual compensation within the industry to guarantee fairness across the board.[8]

B) Multi-Criteria Decision Making

Multi-Criteria Decision-Making (MCDM) is a method used to evaluate and make decisions when there are multiple criteria or factors to consider. It is a systematic approach that helps decision-makers assess and compare alternatives based on various dimensions or criteria. In MCDM, decision-makers establish a set of criteria that are relevant to the decision at hand. These criteria can be quantitative or qualitative, and they represent different aspects or objectives that need to be considered. Examples of criteria could include cost, quality, efficiency, sustainability, risk, and stakeholder preferences[9]. Zopounidis & Doumpos[10] explained that there are several methods that can be used to analyze the decision process, such as outranking relations, utility functions, discriminant functions and function-free models.

In relation to the multi-criteria decision-making methods, Analytical Hierarchy Processes (AHP) are widely used to rank or prioritize certain criteria to find the best decision. AHP is a structured technique developed by Thomas L. Saaty[11] for organizing and analyzing complex decisions. Rooted in mathematics and psychology, it was primarily designed for decision-making that involves multiple criteria. AHP provides a comprehensive and rational model for framing, evaluating, and resolving complex situations. One of the primary features of AHP is the decomposition of the main problem into a hierarchical structure of more understandable sub-problems. These can be further broken down into other sub-problems until they reach a level where a comparison can be made. At the base level of the hierarchy, you typically have the alternatives, while the top level represents the overall goal. In between, you have criteria and sub-criteria.

In the AHP process, decisions are made through a series of pairwise comparisons. These comparisons help to set priorities and make the best decision by deriving ratio scales from paired comparisons of the criteria or alternatives. The comparisons are usually made using a fundamental scale of absolute numbers that indicates how much more one element dominates another concerning a given attribute. The pairwise comparison data can be processed using matrix operations to generate a set of eigenvectors that provide weights for the criteria and the alternatives. These weights reflect both the decision-maker's judgments and the relative importance of the criteria. To ensure that the pairwise comparisons are consistent, a Consistency Index (CI) and Consistency Ratio (CR) are calculated. Ideally, for a consistent matrix, CR should be less than 10%.

The Analytic Hierarchy Process (AHP) has a well-defined calculation procedure. At its core, AHP revolves around establishing priorities through pairwise comparisons. Begin by constructing a matrix (often square) of pairwise comparisons. If you have "n" criteria, you'll produce an "n x n" matrix, where each element a_ij represents the relative importance of criterion i compared to criterion j. Values in this matrix are typically derived from a scale of 1 (equal importance) to 9 (extremely more important). The diagonal of the matrix has a value of 1 since any criterion compared to itself has equal importance. For each column of the matrix, sum the values. Then, divide each entry in the column by its column sum. This process normalizes the matrix. For each row in the normalized matrix, calculate the average of its values. This average is the eigenvector or priority vector. It provides the relative weight or importance of each criterion.

Table 1: Analytical Hierarchy Process Formula

Formula	**Where:**
$w_i = \frac{1}{n}\sum_{j=1}^{n} a_{ij}$	w_i = weight for the ith criterion n = number of criteria a_{ij} = normalized value at the ith row and jth column

III. RESULTS AND DISCUSSION

A) Participants

The data collection process for this study will employ a combination of qualitative and quantitative techniques involving cluster sampling, interviews, and surveys to gather comprehensive data from selected individuals within technology service companies in Indonesia. There were several phases of the data collection process in order to obtain better results and understanding towards the topics through qualitative and quantitative methods.

Table 2: Data Collection Phase

Phase	Process	Number of Targeted Participants	Expected Outcomes
Phase 1	Interview with technology and digital company's senior leadership decision makers.	3	Understanding the process and details of compensation and benefit package model decision-making.
Phase 2	Questionnaire data collection to technology and digital company's senior leadership decision makers.	3	Understanding the larger data for compensation and benefits package decision-making process in the bigger population through a Multi-Criteria Decision Making questionnaire.
Phase 3	Questionnaire data collection to technology and digital company's employees.	10	Understanding the larger data on employee engagement decision-making based on their compensation and benefit through a Multi-Criteria Decision Making questionnaire.

Cluster sampling was used to select a group of senior leadership team members and employees from various technology service companies. This sampling strategy involves selecting groups, or clusters, that already exist in the population. In this case, clusters are defined as the senior leadership teams and employees within different technology service companies. Companies were selected based on their categorization as technology service providers and their operational base in Indonesia. The senior leaders and employees selected in this process participated in in-depth interviews. The interviews with senior leaders and decision-makers centered on understanding the decision-making process in their respective companies regarding total rewards strategies. On the other hand, the interviews with the employees were related to their perceptions towards the ideal concept of compensation and benefit package and how it is working in their company in regards to their engagement towards the company. The interview questions were derived from Armstrong's[12] Total Rewards Concept, aiming to explore how the senior leadership perceives and implements this concept in their respective organizations, as well as how the employees perceive the ideal compensation and benefits and how it is being implemented in their company.

The next part of the data collection process involved administering a verbal survey to both senior leadership members and full-time employees of several technology service companies. For this part, a separate cluster sampling was conducted with specific inclusion criteria, as mentioned in the table below.

Table 3: Respondents Criteria

Senior Leadership	Employees
The respondent must be a full-time employee of a digital or technology company in Indonesia.	The respondent must be a full-time employee of a digital or technology company in Indonesia.
The respondent must have a minimum of 5 (five) years of experience working with any digital or technology company.	The respondent must have a minimum of 2 (two) years of experience working with any technology company.
The respondent must have been working with the current company for at least 1 (one) year.	The respondent must have been working with the current company for at least 6 (six) months.
The respondent must have become involved as the decision maker for compensation and benefit in their current position and company.	The respondent must be residing in Indonesia.
The respondent must be residing in Indonesia.	Both male and female respondents will be included to ensure gender diversity.
Both male and female respondents will be included to ensure gender diversity.	

Overall, the combination of interviews and surveys will offer both in-depth qualitative insights and robust quantitative data, allowing for a comprehensive examination of the total rewards decision-making process and its impact on employee engagement within technology service companies in Indonesia.

B) Interview Materials

The qualitative component explored the decision-making process surrounding total reward arrangements. In-depth interviews were conducted with key decision-makers in several digital service companies. Interview questions focused on the factors considered in making reward decisions, the role of various stakeholders in the decision-making process, and the rationale behind different reward types. The findings from the qualitative components should provide a nuanced understanding of how and why certain decisions are made about total rewards arrangements in digital and technology companies. In order to understand the factors for the senior leadership decision-making process in total rewards strategy, this research will use Armstrong[12] total rewards concept, which posits that organizations can maximize employee performance and satisfaction by providing a mix of rewards that include pay, benefits, personal growth opportunities, and a positive work environment.

C) Assessment Materials

According to the interviews with several top-level management leaders, we could conclude that total rewards are not just made to fulfill team members' needs but also consider the company's financial sustainability in providing competitive total rewards. Hence, companies are not only providing monetary rewards in direct cash but also monetary in the longer term, such as yearly bonuses and stock options. On top of that, companies also provide non-monetary benefits such as a learning budget that will help the team member to grow in the company as an employee and as an individual. Based on the analysis mentioned above, the keywords that were obtained through the interviews were in line with the total rewards concept explained by Mercer[13]. The total rewards keywords are related to competitive salary, yearly bonus, stock options, flexible benefits, and learning budget. Mercer's salary market report in 2022 explains that total rewards could be defined through 4 (four) criteria that cover the keywords mentioned above. These criteria are grouped based on the longevity of each criterion's impact.

Table 4: Criteria and Sub-Criteria Definition

Criteria	Sub-Criteria	Definition
Short-Term Financial	Competitive Salary	The compensation package offered by an employer that is in line with or exceeds the prevailing market rates is designed to attract and retain a skilled workforce.
	Health Insurance	Benefit from the company in the form of physical and mental well-being coverage.
	Fixed Allowances	Compensation packages usually offer to cover transportation, food, and communication expenses in relation to the job profiles.
	Performance Incentives	Short-term appreciation package for employees who exceeded the expected achievements or target. Usually covered on a monthly or quarterly basis.
Long-Term Financial	Yearly Performance Bonus	Company performance bonuses are awarded to employees who consistently exceed the expected achievements or targets in the yearly period.
	Loyalty Cash Rewards	A predetermined sum of money is disbursed upon the successful accomplishment of defined performance objectives throughout a multi-year performance duration or during employment for a specified period.
	Stock/Share Options	Ability to receive and buy shares at a predetermined price during a specified timeframe. The stock price is stable and can be bought when the actual stock price is higher or lower than the stated agreed stock price.
Flexibility	Workplace Arrangement	The ability of employees and employers to adopt non-traditional or alternative work structures that deviate from the conventional mode.
	Working Hours Arrangement	The ability of employees to have more control and choice over the timing of their working time.
	Paid Leave Arrangement	The ability of employees to have options and control over the objective and time period of their paid time off (PTO) or vacation days.
Future Development	Development Budget	Designated allocation of financial resources that an organization sets aside specifically for the development and growth of its employees, enhancing their skills, knowledge, and skills of the workforce.
	Career Mobility	Opportunities and policies that allow employees to advance and progress within their careers within the same organization. It involves the ability of employees to move vertically or laterally within the company.

According to Goepel[14], grasping the priorities of criteria and sub-criteria involves recognizing their relative significance for the stakeholders involved. It goes beyond merely selecting one criterion or sub-criterion as more crucial than another; understanding the degree of importance and its impact on other criteria or sub-criteria is equally vital. Goepel[14] explains there are 9 (nine) scales of importance that AHP uses to understand the criteria and sub-criteria. The respondent needs to choose between two criteria or sub-criteria and the scale of importance for the chosen criteria or sub-criteria to express their priorities.

Table 5: AHP Intensity of Importance Definition

Intensity of Importance	Definition	Explanation
1	Equal Importance	Both components equally contribute to the goal.
3	Moderate Importance	Experience and judgment slightly favor one element over another
5	Strong Importance	Experience and judgment strongly favor one element over another
7	Very Strong Importance	One element has a strong preference over another, and this preference is manifested in practice.
9	Extreme Importance	The strongest possible order of affirmation is present in the evidence that supports one element over another.

2,4,6,8 can be used to express intermediate values

D) Result

The pairwise comparison from the previously mentioned criteria was tested on both employer's representatives and employees. According to the detailed result in the table below, the top-level management's priorities are Competitive Salary as part of the Short-Term Financial Aspect, Yearly Performance Bonus as part of the Long-Term Financial Aspect and Development Budget as part of the Future Development Aspect. In general, the top-level management stakeholders still believe that both short-term and long-term aspects are important to attract and retain talents. Hence, they should remain competitive in the respective aspects in order to compete with the market.

Additionally, benefits related to the development budget should be promoted to motivate people to scale up and grow within the organization. Preparing, creating and providing Career Mobility as part of the Future Development aspect is also important, on top of the three sub-criterion mentioned above. This benefit should be implemented in the organization to ensure, specifically, that people in the company stay longer and grow with the company. Hence, they will also be able to receive compensation according to their role and responsibilities in the company. Although the Flexibility Aspect was not highlighted as part of the top-level management's priorities, they do consider a certain degree of flexibility that could be provided towards their employees. Suppose the flexible workplace or working hours arrangement could not take place entirely as part of the company's benefit or policy. In that case, the company will compensate for this action through another aspect, such as Fixed Allowances that could cover the employee's expenses to commute to work, such as food or transportation allowances given in an exact amount every month following the payroll.

Table 5: Top-Level Management AHP Weight Calculation

Criteria	Weight	Sub-Criteria	Local Weight	Global Weight
Short-Term Financial	0.389	Competitive Salary	0.405	0.158
		Health Insurance	0.228	0.089
		Fixed Allowances	0.234	0.091
		Performance Incentives	0.132	0.051
Long-Term Financial	0.209	Yearly Performance Bonus	0.656	0.137
		Loyalty Cash Rewards	0.218	0.046
		Stock/Share Options	0.126	0.026
Flexibility	0.103	Workplace Arrangement	0.530	0.055
		Working Hours Arrangement	0.231	0.024
		Paid Leave Arrangement	0.239	0.025
Future Development	0.298	Development Budget	0.435	0.130
		Career Mobility	0.343	0.102
		Education Support	0.223	0.066

On the other hand, there are several similarities and differences in priorities between the top-level management stakeholders in terms of the important sub-criteria. From the employee's perspective, their main priorities are having Competitive Salary as part of the Short-Term Financial Aspect which is still aligned with the top-level management stakeholders' priority. According to the respondents on this item, the Competitive Salary aspect will always be important and remain a top priority in the decision-making process, considering it will affect their monthly income and cash flow. However, different perspectives from the employee's side are related to the Flexibility Aspect, which is the least prioritized aspect by the top-level management stakeholders. Employees perceive that having a certain level of flexibility for the workplace and working hours is important, especially with the workload in the growing digital or technology companies. Having a flexible workplace means employees are able to choose or manage on their own whether they are able to work from home, in an office, or remotely. Should a company have this policy, this will be a preferable benefit compared to other benefit aspects.

As mentioned in the previous paragraph, the Short-Term Financial Aspect is still the most important aspect of the total rewards component. Other than the Competitive Salary aspect, the Health Insurance aspect is assessed as the second important aspect in considering the acceptable total rewards. Similar to the competitive salary, considering a good health insurance aspect in the total rewards is a part of how employees plan their cash flow after joining or during their tenure in the company. If a company offers good deals in terms of their Health Insurance aspect, employees will also consider joining or staying with the company.

Table 6: Employee Level AHP Weight Calculation

Criteria	Weight	Sub-Criteria	Local Weight	Global Weight
Short-Term Financial	0.433	Competitive Salary	0.485	0.210
		Health Insurance	0.215	0.093

		Fixed Allowances	0.141	0.061
		Performance Incentives	0.159	0.069
Long-Term Financial	0.109	Yearly Performance Bonus	0.664	0.072
		Loyalty Cash Rewards	0.131	0.014
		Stock/Share Options	0.205	0.022
Flexibility	0.299	Workplace Arrangement	0.394	0.118
		Working Hours Arrangement	0.322	0.096
		Paid Leave Arrangement	0.284	0.085
Future Development	0.160	Development Budget	0.307	0.049
		Career Mobility	0.487	0.078
		Education Support	0.205	0.033

IV. CONCLUSION

The AHP model in this research captured that competitive salary as part of the Short-Term Financial aspect is the most important aspect among the others from employers' (0.158) and employees' perspective (0.210). While specific sub-criteria were aligned, there is a different perspective on how both employers and employees perceive the importance of the Long-Term Financial aspect. Employers believe that the Long-Term Financial aspect (0.209) is something that should be considered important as part of the total rewards component. However, employees (0.109) believed that it is the least important aspect of the total rewards components. Another interesting point of view in this research also surfaces through the Flexibility aspect. Employees (0.299) also highly believe that a certain degree of flexibility, especially regarding workplace and working hours arrangement, is important as part of the total rewards components. Employees consider a certain level of flexibility when they decide to join a company or stay with their company. Employees perceive that flexibility helps them to manage their own work-life balance.

On the other hand, employers believe that the Flexibility aspect (0.103) is the least important aspect among the other main criteria. Employers believe that, although a certain level of flexibility could be given to the employees, there should be a certain degree of rigidity that employees need to follow in order to have a more structured way of work and organization. The differences in priority in the total rewards perspective can be seen in the table below from both employers' and employees' points of view.

Table 7: Total Rewards Priorities from Employers & Employees

Rank	Employers		Employees	
	Criteria	Sub-Criteria	Criteria	Sub-Criteria
1	Short-Term Financial	Competitive Salary	Short-Term Financial	Competitive Salary
2	Future Development	Development Budget	Flexibility	Workplace Arrangement
3	Long-Term Financial	Yearly Performance Bonus	Future Development	Career Mobility
4	Flexibility	Workplace Arrangement	Long-Term Financial	Yearly Performance Bonus

Through this research, several things can be areas for improvement in terms of measuring tools and research scope to obtain more diverse and contextual data with various industries in Indonesia. From the tools perspective, several recommendations could be made through further research in regard to the AHP Assessment tools that Goepel14 created. The scale provided to measure the importance of each chosen aspect has a certain degree of vagueness for the respondent. Although detailed explanations had been done during the discussion with the respective respondents, most respondents used the Likert scale. Therefore, respondents tend to choose a scale of 3 or 5 for the chosen aspect when, in most cases, they believed the aspects in comparison weighed similarly. Munier[15] stated in his book that the AHP scale could be done through the Likert scale, as long as the degree of importance could be explained correctly, and the Likert scale can be weighted to obtain the result. With that being said, developing a Likert version of the AHP assessment could be an interesting approach, especially knowing Likert scale usage and familiarity in common society. Considering the research scope, various recommendations can be suggested to enhance the relevance and applicability of this study, particularly in the context of total rewards topics across other industries in Indonesia. This research was done across different digital and technology companies in Indonesia, which are emerging industries in Southeast Asia, according to Google, Temasek, and Bain & Company report[16]. To understand further important aspects or criteria across industries, similar research can be extended to other industries such as Fast-moving Consumer Goods (FMCG), mining, oil and gas, chemicals, manufacturing, and even automotive. According to Korn Ferry[17], the oil and gas and mining industry has the highest shifting in salary movement throughout 2023, which is above 7%. This becomes an interesting fact considering other industries like FMCG stay around 5%. Another interesting fact also appears in the performance bonus multipliers across industries. While the services industry performance bonus payout on average only reaches 0.64 times, the mining, oil and gas industry could reach up to 4.5 times per year. The differences in the total rewards components across industries can be examined further for the employers and employees.

Going back to the objective of this research, the aim is to be able to support both employers and employees in finding a certain level of equilibrium between business and organization sustainability. Total rewards components are not always about the financial aspect, as stated in this research, but also how employers could promote non-financial aspects as something that are valuable for potential employees to get attracted to the company and the existing employees to stay longer in the company. With that being said, this research could be a starting point for those who are both curious and concerned with this equilibrium, especially in Indonesia's business horizon.

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