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Original Article

A Scoping Review of Compensation and Benefits Practices Among Selected Asian Countries

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Abstract

As Asian economies continue to diversify and integrate into the global market, organizations across the region face increasing pressure to design compensation and benefits systems that are both competitive and responsive to local cultural, economic, and regulatory conditions. This study presents a scoping review of compensation and benefits practices across selected Asian countries, examining how cultural, economic, institutional, and regulatory factors shape the design and implementation of reward systems. Using Arksey and O'Malley (2005) scoping review framework, the study synthesized findings from peer-reviewed journals, government reports, and grey literature to map existing knowledge, identify thematic patterns, and highlight gaps in the field. Results show significant variation in compensation structures driven by national labor policies, collectivist or individualist cultural orientations, economic development levels, and industry-specific demands. Common trends include the rising emphasis on strategic compensation, performance-based rewards, employee well-being, and digital HR innovations. However, disparities persist, particularly in labor protection, migrant worker welfare, and equitable benefits. The review also notes the limited cross-country comparative research in Asia, indicating the need for more empirical studies on compensation effectiveness and cultural fit. Overall, the findings underscore the importance of context-sensitive, flexible, and culturally aligned compensation frameworks to support fair labor practices and organizational competitiveness in the Asian region.

Keywords: Benefits, Compensation, Cross-Country Comparison, Organizational Competitiveness, Performance-Based Pay.

1. Introduction

Employees are considered the lifeblood of an organization in achieving its vision and mission, and satisfying them by providing attractive, competitive, and well-structured compensation motivates them to do their best and achieve optimal productivity. In fact, compensation is treated as a strategic tool to retain high-performing employees in their designated roles. Instead of viewing it as a big chunk of operational expense, compensation should be highly considered as an investment in human capital that positively influences a company's culture and performance. For instance, Conceição (2023) argues that better compensation would appropriately implement organizational commitment and bring a positive influence on work motivation. This means that when employees perceive that their compensation is equitable and competitive with the market, they are more likely to demonstrate higher levels of engagement, satisfaction, and loyalty, which, in turn, enhance organizational effectiveness (Judge et al., 2010). Furthermore, Gerhart and Fang (2015) highlight that performance-linked rewards align employee efforts with organizational objectives, fostering a results-oriented culture. Competitive pay practices also strengthen an organization's employer brand and reputation, making it more attractive to skilled talent in a globalized labor market (Bloom & Milkovich, 1998). Conversely, poorly designed or below-market compensation structures can erode morale, increase turnover, and hinder productivity. Thus, developing and maintaining a competitive compensation system is essential for organizations seeking to enhance employee motivation, ensure retention, and achieve sustainable performance outcomes.

Compensation and benefits systems serve as fundamental components of human resource management (HRM), shaping employee motivation, retention, and organizational performance. In fact, several studies reveal that competitive and fair compensation policies and regulations are vital for both attracting and retaining a competent workforce (Fitri, 2024; Sorn et al., 2023). Also, studies found that when employees perceive their pay as fair and aligned with industry standards, they are more likely to remain loyal and motivated, thereby reducing employee turnover and associated costs. In the Asian context, compensation and benefits practices have evolved significantly in response to globalization, economic liberalization, and technological change. Countries such as Japan, South Korea, China, India, and members of the Association of Southeast Asian Nations (ASEAN) have adopted diverse compensation models influenced by cultural, institutional, and economic factors (Budhwar & Mellahi, 2007). Despite this diversity, there remains a need for a comprehensive synthesis to understand how compensation and benefits practices vary and converge across Asian nations.

Although substantial literature exists regarding compensation and benefits practices within individual Asian countries, several significant research gaps remain. First, most studies focus on specific countries, industries, or organizations, resulting in a fragmented understanding of compensation systems across Asia. There remains a lack of comprehensive comparative studies that systematically examine how compensation practices differ and produce varying outcomes across multiple Asian countries with distinct cultural, institutional, and economic environments. Second, the majority of existing studies emphasize traditional compensation components such as salaries, bonuses, incentives, and statutory benefits. Limited empirical research has examined emerging compensation strategies, including flexible benefits systems, digital rewards platforms, personalized compensation packages, and employee well-being programs. As organizations continue to adapt to changing workforce expectations, understanding the effectiveness of these innovative compensation approaches has become increasingly important.

Third, while digital transformation has significantly reshaped labor markets, insufficient research exists regarding the impact of digitalization, artificial intelligence, remote work, and gig economy employment on compensation and benefits practices in Asia. The compensation experiences of freelancers, platform workers, and hybrid employees remain largely underexplored despite their growing presence in contemporary labor markets. Fourth, recent developments have highlighted the growing importance of environmental, social, and governance (ESG) considerations in compensation management, particularly in China. However, little evidence exists regarding the adoption and effectiveness of ESG-linked compensation systems in other Asian countries. The relationship between sustainability objectives, compensation practices, employee engagement, and organizational performance remains inadequately understood.

Fifth, most studies employ cross-sectional research designs, limiting the ability to assess long-term effects of compensation systems on employee retention, job satisfaction, organizational commitment, and business performance. Longitudinal studies examining compensation effectiveness over time are notably scarce in the Asian context. Finally, there remains limited theoretical integration explaining how cultural values, labor regulations, economic development, organizational strategies, and technological advancements collectively influence compensation effectiveness. Future research should therefore adopt cross-country comparative approaches and mixed-method research designs to develop comprehensive models that explain how compensation and benefits practices contribute to organizational competitiveness, employee well-being, equity, and sustainability across diverse Asian contexts.

This study aims to conduct a scoping review of compensation and benefits practices among selected Asian countries to identify prevailing models, influencing factors, and emerging trends. Specifically, it seeks to uncover what is known as best practices of compensation and benefits among selected Asian countries, map the existing literature on the best practices of compensation and benefits, as well as identify research gaps and policy implications relevant to organizational competitiveness and employee welfare. Through this review, the study aims to contribute to the theoretical and practical understanding of compensation management across selected Asian nations and to support HR practitioners, policymakers, and researchers in developing more equitable, adaptive, and culturally aligned compensation frameworks.

2. Literature Review

Internationally, existing literature emphasizes that socio-cultural norms, labor policies, and global business integration shape compensation systems in Asia. For example, collectivist cultures such as those in Japan and South Korea tend to emphasize seniority-based pay and long-term employment relationships (Higo & Klassen, 2016; Horak & Yang, 2017; Kambayashi & Kato, 2016; B. W. Kim, 1992; Lee & Kim, 2024), while more individualistic and market-driven economies like Singapore and Hong Kong adopt performance-based compensation structures (Adamovic, 2023; Gašić, 2021; Gooderham et al., 2015; T.-Y. Kim et al., 2010). Similarly, a reflective review covering China, India, Kazakhstan, the UAE, and Vietnam shows that compensation and broader HRM practices are shaped by macro-level (regionalization, national business systems), meso-level (industry, multinational enterprises), and micro-level (individual predispositions) influences.

Each country's compensation system has a unique combination of these factors, with global business integration leading to both convergence and divergence in practices across local contexts (Malik et al., 2022). China, Malaysia, and Korea find that globalization increases pressure for labor flexibility and performance-based pay. Still, outcomes are constrained by cultural norms (e.g., hierarchy, security) and state strategies (Frenkel & Peetz, 1998). In addition, China reveals that traditional Confucian values emphasizing collectivism and moderation are associated with lower executive pay, smaller pay gaps, and reduced pay-for-performance sensitivity. These cultural norms interact with formal institutions to shape compensation structures, especially in less competitive or state-owned firms (Jin et al., 2022). Cultural affiliation often explains more variance in pay practices than country-level economic factors alone (Schuler & Rogovsky, 1998; Townsend et al., 1990). For example, collectivist cultures (e.g., Taiwan) favor more uniform compensation, while individualist cultures (e.g., the US) support more negotiable and competitive pay (Wang, 2019).

Moreover, in a local context, Philippine companies and several Asian countries have introduced legal frameworks to promote equitable pay, employee welfare, and social protection. The Philippines has a robust legal framework rooted in the 1987 Constitution and the Labor Code, guaranteeing labor protection, equal employment opportunities, security of tenure, humane working conditions, and a living wage (Manapsal, 2019; Martha, 2020). These laws also mandate social security, health benefits, and employee participation in policy-making (Edralin & Pastrana, 2024). Agencies like POEA and OWWA provide legal and welfare support for Filipino workers, both locally and abroad, with a focus on social protection and reintegration (Ballesteros et al., 2025; Celero et al., 2024; Martha, 2020). Moreover, unionized firms in the Philippines incorporate decent work, social protection, and employee welfare provisions in their collective bargaining agreements, often aligning with ILO conventions (Edralin & Pastrana, 2024). The International Labour Organization (ILO, 2022) reports that Asian labor markets are shifting toward flexible, skill-based compensation systems that align with global standards and the demands of the digital economy. However, variations in economic development, institutional capacity, and workforce dynamics contribute to uneven implementation across the region.

2.1. Human Capital Theory and Equity-Based Compensation Theory

The compensation and benefits frameworks adopted by enterprises within the ASEAN region are grounded in a number of cognate theoretical perspectives. Human capital, defined as the cumulative intellectual, experiential, and skill-based assets that an employee contributes to the productive process, has emerged as a concept of considerable significance in recent economic and financial discourse. At its core, this body of theory maintains that educational attainment constitutes an investment in future productivity, and that firms possess a compelling rationale for seeking out individuals with favorable human capital profiles while also investing in the professional development of their established personnel. Recognized as a renewable resource that underpins innovative capacity, human capital nonetheless presents managerial difficulties by virtue of its portable character. Both intellectual and human capital are treated as sustainable wellsprings of productive efficiency, prompting organizations to nurture these resources in pursuit of greater creativity and novel solutions. It is often the case that business challenges transcend the mere acquisition of advanced machinery or the allocation of supplementary funding, demanding instead more qualitative interventions.

A principal vulnerability inherent in excessive reliance upon human capital lies in its intrinsic portability. Ownership of human capital resides perpetually with the employee and never with the employing organization. In contrast to structural capital in the form of physical equipment, a human worker retains the capacity to depart from the enterprise at will. Consequently, most companies extend considerable support to their pivotal personnel in an effort to forestall their defection to rival organizations. A prevalent strategy for human capital investment involves the reskilling or upskilling of the existing workforce. Notwithstanding critiques that characterize the theory as excessively reductionist, numerous businesses persist in their commitment to human capital development as a pathway toward enhanced profitability. Human capital remains an indispensable constituent of intellectual capital and is consistently regarded as a renewable wellspring of productive capacity.

Another theory in connection to compensation and benefits is Equity-Based Compensation Theory, a concept of human resources and corporate finance, offering a nuanced perspective on employee compensation strategies. The underlying belief is that by aligning employees' interests with those of shareholders, companies can motivate their workforce, foster loyalty, and drive better overall performance. A key strength of this theory lies in its potential to provide incentive to employees in a way that goes beyond traditional salary and benefits. Equity-based compensation can create a sense of ownership and partnership among employees, potentially leading to increased motivation, commitment, and a focus on long-term success. It is particularly effective in startups or high-growth companies, where the future value of equity can be significant.

Another advantage is the alignment of interests it creates between employees and shareholders. By holding equity, employees are more likely to focus on the company's long-term health and stock performance, which is in the interest of shareholders as well. However, Equity-Based Compensation Theory is not without its criticisms and limitations. One major concern is the risk it transfers to employees. Stock prices can be volatile, and tying a significant portion of compensation to stock performance can make employees' financial well-being overly dependent on the company's market performance, which may be influenced by factors beyond their control. Furthermore, there's a debate over how effectively equity compensation aligns employee behavior with shareholder interests. While it's assumed that equity holders will act in the best interest of the company, differing risk tolerances, investment horizons, and personal financial goals can lead to a divergence in interests. Another criticism is the potential for equity compensation to contribute to income inequality within the company. Often, higher-level executives receive larger equity packages, which can significantly increase their compensation relative to lower-level employees.

A motivated, engaged, and steadfast workforce rests fundamentally upon the equitable administration of compensation. The pursuit of this objective, however, presents human resource management with numerous difficulties, among them enduring wage differentials related to gender and ethnicity, coupled with the multifaceted pressures arising from globalization, economic volatility, and technological upheaval. Statutory provisions furnish a baseline for fair remuneration, yet genuine equity necessitates that organizations move beyond formal adherence to legal requirements and weave fairness into their cultural fabric and daily operations. Strategies of proven efficacy in securing perceived justice within reward systems include candid communication, systematic salary reviews, and objective evaluations of employee performance. In addition, evolving worker preferences require human resource management to adopt an integrated perspective on rewards, incorporating intangible benefits, flexible scheduling, and opportunities conducive to individual and occupational growth. Perceptions of equity are further strengthened through ethically grounded leadership and the cultivation of an inclusive workplace environment (Ashwini, 2024).

2.2. Expectancy Theory

Expectancy theory posits that motivation is driven by the belief that effort will lead to desired performance and outcomes. The theory comprises of three components; expectancy (belief in effort-performance linkage), instrumentality (belief performance leads to outcomes) & Valence (Values of outcomes). Enhancing motivation involves clarifying job expectations, ensuring valued rewards & establishing clear links between performance and outcomes.

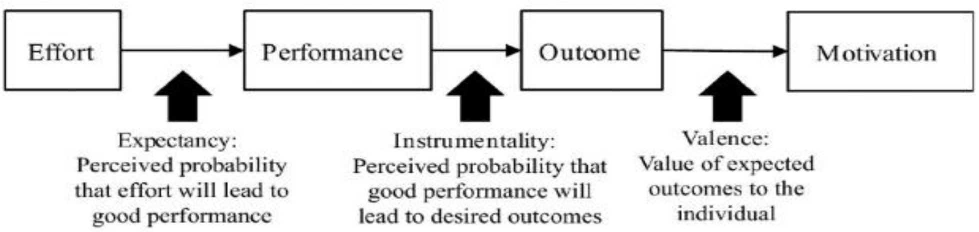

Figure 1. Expectancy Theory Model (Vroom, 1964)

As shown in Figure 1, the expectancy is the perception that effort will translate into the required performance level, rooted in the self-assured thought, "I can succeed here." This perception draws on past accomplishments, self-assurance, and the obstacle's perceived magnitude. How one views expectancy signals their perceived proficiency, agency, and the goal's arduousness. Instrumentality is the belief that meeting performance criteria will secure a specific payoff, essentially, "What is my reward for this?" or "If I perform, what comes next?" Frequently anticipated outcomes are monetary bonuses, career advancement, peer recognition, or inner fulfillment.

Formal policies operate similarly to a binding contract, assuring that the reward follows upon successful completion of the agreed performance. Instrumentality suffers, however, when the reward structure is poorly defined or does not vary with differing achievement levels. Valence addresses the subjective worth of a given outcome, as reflected in the thought, "This reward matters uniquely to me" or "How do I truly feel about these possible results?" Valence is ultimately shaped by one's personal needs, life goals, core values, motivational style, and the degree of passion or preference they hold for the specific outcome.

Expectancy Theory retains considerable value as a conceptual tool for interpreting motivation in numerous organizational environments. By recognizing the thought processes that steer human action, companies can develop a motivated staff that is both invested in and answerable to their performance targets. A central tenet of the theory is the alignment of personal expectations with broader corporate goals, which contributes to a productive and harmonious atmosphere. When applied faithfully, this model gives managers sharper insight into how individuals respond to various behavioral incentives. To strengthen the perceived bond between achievement and reward, managers should adopt performance-based compensation structures. However, an excessively simplistic application of the theory may prove counterproductive. Vroom's work moves decisively past the elementary premise that workers intensify their efforts purely in hope of external recompense.

2.3. Previous Research

While numerous empirical studies examine compensation and benefits within individual Asian countries, there remains a scarcity of integrative reviews that synthesize regional trends, challenges, and best practices. Most existing research is fragmented, focusing on specific industries or limited national contexts (Cooke et al., 2020; Malik et al., 2022; Wajeeh-ul-Husnain et al., 2020). There is also limited comparative analysis of how cultural dimensions, government regulations, and economic systems collectively influence compensation models across Asian nations. This gap restricts scholars and practitioners from forming a holistic understanding of compensation and benefits strategies in Asia.

Furthermore, the rapid transformation of work arrangements during the COVID-19 pandemic accelerated shifts toward remote work, gig economy participation, and digital labor platforms, fundamentally altering traditional employment relationships and how compensation practices are adapting to new employment realities (Awasthi et al., 2025; Ng et al., 2021; Waldkirch et al., 2021). In addition, organizations are increasingly replacing full-time employees with contingent or gig workers, and automation is further driving this trend. Digitalization and the use of online platforms have become central to both large and small enterprises, with digital skills now strongly correlated with wage levels and labor market flexibility (Dvořák et al., 2020; Piroşcă et al., 2021). Therefore, a systematic scoping review is timely and essential to map the existing body of knowledge, identify research gaps, and propose directions for future inquiry.

3. Methods

3.1. Design

This study employed a scoping review methodology, an exploratory approach that mapped the existing literature on compensation and benefits practices across selected Asian countries. This methodology was appropriate as it synthesized knowledge on a broad topic, identified research gaps, and clarified the scope and boundaries of existing research (Arksey & O'Malley, 2005). The review systematically identified, selected, and synthesized relevant studies from both peer-reviewed and grey literature to answer the study's research questions.

3.2. Environment

The study focused on selected Asian countries that had diverse economic, cultural, and institutional settings. These countries included India, Singapore, China, Japan, and Philippines, which provided a broad representation of Asia's labor markets and compensation systems. The review also included a comparative analysis of the existing literature from these countries to understand regional and national variations in compensation and benefits practices.

3.3. Data Sources

This scoping review relied on a diverse range of electronic databases to ensure comprehensive data collection. The primary sources included Scopus, Google Scholar, PubMed, EBSCOhost, and JSTOR, as these platforms provided extensive access to peer-reviewed journals, conference proceedings, and scholarly articles on compensation and benefits practices. In addition to these academic databases, the review incorporated grey literature from reputable international organizations, such as the International Labour Organization (ILO), including policy reports. Moreover, this diverse selection of sources ensured that both scholarly and practical insights were captured in the review.

3.4. Inclusion-Exclusion Criteria

To ensure the relevance and quality of the literature included in the scoping review, specific inclusion and exclusion criteria were established. Studies were included if they: (1) were published between 2010 and 2025 ; (2) focused on compensation and benefits practices, reward systems, employee retention, employee motivation, or compensation-related human resource management policies; (3) examined organizations, industries, or labor markets within selected Asian countries, namely India, Singapore, China, Japan, and the Philippines; (4) were published in peer-reviewed journals, conference proceedings, government publications, or reports from reputable international organizations; (5) were available in full-text format; and (6) were written in English or had an accessible English translation.

The studies were excluded if they: (1) focused primarily on countries outside Asia; (2) did not directly address compensation and benefits practices; (3) consisted of editorials, opinion articles, commentaries, book reviews, or unpublished manuscripts lacking scholarly rigor; or (4) contained insufficient methodological information; (5) were duplicate publications; or (6) were inaccessible in full-text format. These criteria ensured that only relevant and credible sources were included in the review and contributed to the reliability of the findings.

3.5. Data Gathering Procedure

The data collection process was carried out in two phases. In the first phase, an initial screening of studies published between 2010 and 2025 was conducted using keywords such as "compensation and benefits," "compensation practices," and "Asian labor markets." Boolean operators (AND, OR) were used to refine the search and ensure relevant results. Studies were included if they were peer-reviewed and focused on compensation and benefits practices, employee retention, or relevant government policies in the selected Asian countries. Non-English articles were excluded unless an English translation was available. In the second phase, a full-text review was performed for articles that met the inclusion criteria. These articles were assessed for their alignment with the study's objectives, focusing on how they addressed compensation systems, cultural influences, and employee welfare within the Asian context.

3.6. Data Analysis

The data collected were analyzed using thematic analysis to identify common trends, patterns, and themes across the selected studies. The analysis categorized studies by key themes, primarily focusing on compensation practices across selected Asian countries. A narrative synthesis was employed to summarize the findings and highlighted significant similarities and differences in compensation and benefits practices across the countries studied. This approach provided a clear understanding of how compensation systems had evolved and were shaped by cultural, economic, and institutional factors across selected Asian nations.

3.7. Ethical Consideration

This study used secondary data from published scholarly articles, reports, and institutional documents; therefore, no human participants were involved, and informed consent or ethics approval was not required. Ethical standards for literature-based research were maintained by properly citing all sources in accordance with APA 7th Edition, respecting intellectual property rights, and ensuring transparency throughout the literature selection, screening, and analysis processes. The findings were synthesized and reported objectively to minimize bias and accurately represent compensation and benefits practices across the selected Asian countries.

4. Results and Discussion

The findings of this scoping review reveal distinct yet interconnected patterns of compensation and benefits practices among selected Asian countries: India, Singapore, China, Japan, and the Philippines. Despite cultural and institutional differences, recurring themes such as performance-based pay, flexibility, equity, and holistic employee well-being are evident across the studies reviewed, as shown in Table 1.

Table 1. Summary of Compensation and Benefits Practices Across Selected Asian Countries (India, Singapore, China, Japan, and the Philippines)

INDIA			
Authors	**Research Title**	**Findings**	**Practices & Approaches**
Khan et al. (2024)	Influence of Compensation, Performance Feedback on Employee Retention in Indian Retail Sector	Ensuring salaries and incentives are on par with industry standards is critical for attraction and retention.	Competitive, Industry-Aligned Pay
Agarwal et al. (2019)	Trend Related to Compensation among Different Industries		

Gowrisankar (2019)	An Analytical Study on Employees Compensation & Benefits of the Organization with Special Reference to Selected Textile Industries in Southern Region of Tamilnadu (India)	Linking pay, bonuses, and promotions to individual and team performance is highly motivating and widely adopted.	Performance-Linked Rewards
Zafar and Sudiardhita (2022)	Reward and Compensation Management on Performance of Health Care Workers in India		
Rao (2009)	Identifying the "Best" Human Resource Management Practices in India: A Case Study Approach	Comprehensive benefits include health/life insurance, paid leave, retirement (PF, gratuity), and flexible allowances (e.g., transport, medical, LTA)	Holistic Benefits Packages
Sreenath et al. (2019)	Employee Benefits and its Effect on Productivity at Semcon India Private Limited, Bangalore		
Balakrishnan & Varambally (2025)	Employee Benefit Systems and Organizational Efficiency in Kerala's Public Sector Undertakings: A Systematic Review and Critical Analysis		
Rao (2009)	Identifying the "Best" Human Resource Management Practices in India: A Case Study Approach	Flexible benefit plans allow employees to choose benefits that suit their needs, such as work-from-home, flexible hours, and family care programs.	Flexibility & Personalization
Pattnaik and Padhi (2023)	Towards Compassionate Total Rewards: COVID-19's Clarion Call for a Paradigmatic Shift		
Khan et al. (2024)	Influence of Compensation, Performance Feedback on Employee Retention in Indian Retail Sector	Recognition, career development, learning opportunities, and a positive work environment are increasingly valued.	Non-Financial Rewards
	SINGAPORE		
Authors	**Research Title**	**Findings**	**Practices & Approaches**
Wan & Ong (2002)	Compensation Systems in Singapore	Core to Singapore's model; allows variable pay components (e.g., bonuses, annual wage supplements) to adjust for business performance and economic conditions.	Flexible Wage System (FWS)
Sharma and Chew (1992)	The Role of Compensation Policies in Singapore's Competitiveness		
Wan & Ong (2002)	Compensation Systems in Singapore	Widespread use of performance-based bonuses	Performance-Linked Pay

Kusnadi et al. (2024)	Analysis of the Influence of Compensation and Training on the Performance of BPO Business Partner Outsourcing (BPO) Employees at the Development Bank of Singapore Limited	and incentives to motivate and reward high performers	
Kang and Lee (2021)	Employee Compensation Strategy as Sustainable Competitive Advantage for HR Education Practitioners		
Reddy (2020)	Impact of Compensation on Employee Performance	Regular benchmarking to ensure pay is competitive within industry and region, supporting talent attraction and retention	Competitive, Market-Aligned Pay
Ho (1997)	Corporate wellness programmes in Singapore: effect on stress, satisfaction and absenteeism	Includes health insurance, retirement (CPF), paid leave, and increasingly, wellness programs (mental health, fitness, etc.)	Comprehensive Benefits
Wan & Ong (2002)	Compensation Systems in Singapore	Clear communication of pay structures and benefits, with attention to fairness across roles and demographics	Transparency & Equity
		CHINA	
Authors	**Research Title**	**Findings**	**Practices & Approaches**
Usman et al. (2020)	Executives' pay–performance link in China: evidence from independent and gender-diverse compensation committees	Both executive and non-executive compensation are increasingly tied to individual, team, and firm performance, especially in private and foreign-invested firms.	Performance-Linked Pay
Chzhan (2020)	The practice of employee motivation via salary in the private economic sector of the People's Republic of China		
Zhao et al. (2025)	Nonexecutive Employee Compensation and Firm Labor Productivity		
Zhu et al. (2022)	The impact of employee compensation restrictions on labor productivity in state-owned enterprises: Evidence from China	SOEs and regulated sectors focus on external fairness, equity, and compliance with government wage controls, which can enhance productivity and reduce income gaps.	Fairness & Transparency
Ding et al. (2006)	Organizational differences in managerial		

	compensation and benefits in Chinese firms		
Lu et al. (2019)	Adaptation of Compensation Practice in China: The Role of Sub-National Institutions	Standard packages include statutory social insurance (pension, medical, unemployment, housing fund), with some firms offering additional health checks and commercial insurance.	Benefits & Social Insurance
		Compensation practices are adapted to regional labor markets and sub-national regulations; MNCs adjust global policies to remain competitive locally.	Adaptation to Local Context
Usman et al. (2020)	Executives' pay–performance link in China: evidence from independent and gender-diverse compensation committees	Gender-diverse and independent compensation committees strengthen the link between pay and performance, especially in state-controlled firms.	Gender & Diversity in Committees
Usman et al. (2018)	Gender diversity in compensation committees and CEO pay: evidence from China		
Meng et al. (2024)	Is executive compensation aligned with the company's ESG objectives? Evidence from Chinese listed companies based on the PSM-DID approach	Executive compensation is increasingly aligned with ESG (Environmental, Social, Governance) objectives, especially in listed and state-owned firms	ESG & Sustainability Linkage
He et al. (2024)	The Benefits and Costs of Employee Stock Ownership Plans in China	ESOPs are used to boost productivity and retention, though their impact on overall performance is modest and costs must be managed.	Employee Stock Ownership Plans
Adithipyangkul et al. (2009)	Executive perks: Compensation and corporate performance in China	Perks and non-cash benefits (e.g., housing, allowances) are common, especially for executives, and can incentivize performance.	Non-Cash & Perk Compensation
		JAPAN	
Authors	**Research Title**	**Findings**	**Practices & Approaches**
Tanaka (2020)	Compensation Policies of Japanese Employers' Organizations From 1990s to 2000s: What Changed or Not?	Traditionally, pay increases are linked to tenure and age, supporting long-term employment and organizational loyalty. The "regular wage hike system" remains a cornerstone, even as other elements evolve.	Seniority-Based Pay & Regular Wage Hikes
Conrad (2009)	From Seniority to Performance Principle: The Evolution of Pay Practices in Japanese Firms since the 1990s		
		Since the 1990s, firms have gradually introduced	Performance-Linked Pay

Miyamoto and Higuchi (2007)	Paying for Success: Performance-Related Pay Systems and its Effects on Firm Performance in Japan	performance-based pay, especially for specialists and managers. However, performance pay is often layered atop seniority systems, not replacing them entirely.	
Conrad (2009)	From Seniority to Performance Principle: The Evolution of Pay Practices in Japanese Firms since the 1990s	Semi-annual bonuses (often tied to company and individual performance) and various allowances (family, commuting, housing) are standard components	Bonuses & Allowances
Weathers et al. (2023)	Litigating Equal Pay for Equal Work in Japan, 2012–2020	Recent reforms and court rulings have pushed for more equitable treatment between regular and non-regular workers, and for clearer, more transparent pay structures.	Fairness, Transparency & Equity
Tanaka (2020)	Compensation Policies of Japanese Employers' Organizations From 1990s to 2000s: What Changed or Not?		
Usuki (2007)	Recent Changes to Retirement Benefits in Japan, and Relevant Public Policy Issues	Comprehensive retirement benefits, health insurance, and job security are highly valued. Retirement plans are shifting from lump-sum to more portable, performance-linked systems.	Holistic Benefits & Security
Conrad (2009)	From Seniority to Performance Principle: The Evolution of Pay Practices in Japanese Firms since the 1990s		
Takahashi (2006)	Effects of wage and promotion incentives on the motivation levels of Japanese employees	Fair promotion opportunities are a strong motivator, sometimes even more than wage increases, reflecting the importance of career progression in Japanese firms.	Promotion & Internal Mobility
PHILIPPINES			
Authors	**Research Title**	**Findings**	**Practices & Approaches**
Saflor et al. (2024)	Investigating the Enduring Determinants of Workers' Decision to Stay or Emigrate: An Extended Application of the Theory of Planned Behavior	Ensuring salaries are aligned with industry standards and the cost of living is crucial for retention and satisfaction. Employees are more likely to stay when they feel their pay is fair and sufficient.	Competitive, Fair Compensation
Mendoza et al. (2023)	A Microanalysis of Employee Retention Strategies		
De Mesa et al. (2023)	Experiences from the Philippine grassroots: impact of strengthening primary care systems on health worker satisfaction and intention to stay	Bonuses, profit-sharing, and recognition rewards tied to individual or team performance are widely used and shown to improve motivation and quality of work.	Performance-Based Incentives
Peabody et al. (2011)	Financial incentives and measurement improved physicians'		

	quality of care in the Philippines.		
Melchor (2024)	The Influence of HRM Practices on Employee Performance: A Study of Retail Establishments in a Municipality in the Philippines		
Echanis (1993)	Employee Benefit Programs of Some Philippine Firms	Health insurance, paid leave, retirement plans, and flexible allowances are highly valued. Healthcare benefits and wellness programs are especially important for retention.	Comprehensive Benefits Packages
Mendoza et al. (2023)	A Microanalysis of Employee Retention Strategies		
De Mesa et al. (2023)	Experiences from the Philippine grassroots: impact of strengthening primary care systems on health worker satisfaction and intention to stay		
Cruz and Cabaluna (2022)	Investigating Human Resource Practices and its Impact on Employee Performance in Selected Banks in the Philippines	Early or on-time release of compensation, especially during uncertain times, helps maintain financial stability and trust.	Timely and Transparent Payouts
Mendoza et al. (2023)	A Microanalysis of Employee Retention Strategies	Non-monetary rewards, appreciation, and recognition programs foster engagement and loyalty.	Employee Engagement & Recognition
Mendoza et al. (2023)	A Microanalysis of Employee Retention Strategies	Clean, safe, and supportive workplaces, along with opportunities for participation in decision-making, significantly boost retention.	Positive Work Environment
Jiang and Po (2023)	The effect of human resource practices on employee retention in the food manufacturing industry in the Philippines: The moderating role of the work environment		
Cruz and Cabaluna (2022)	Investigating Human Resource Practices and its Impact on Employee Performance in Selected Banks in the Philippines	Adapting HR practices (e.g., virtual processes, flexible work arrangements) to changing conditions, such as during the pandemic, is recommended.	Flexibility & Adaptability

4.1. India

In India, compensation practices emphasize competitive, industry-aligned pay and performance-linked rewards as primary drivers of employee motivation and retention. Khan et al. (2024) found that ensuring salaries and incentives align with industry standards is critical for retaining skilled workers in the retail sector. Similarly, Gowrisankar (2019) observed that linking pay, bonuses, and promotions to individual and team performance fosters higher levels of engagement and organizational commitment. The incorporation of flexible and personalized benefit plans, which allow employees to select perks suited to their lifestyles, has also been recognized as a growing practice (Sreenath et al., 2019). Overall, Indian organizations exhibit a progressive transition from traditional compensation models to compassionate and holistic total rewards systems, balancing financial and non-financial motivators.

4.2. Singapore

Singapore's compensation model is characterized by a Flexible Wage System (FWS) that enables organizations to adjust variable pay components based on business performance and economic conditions (Wan & Ong, 2002). This flexibility supports both competitiveness and resilience. In addition, performance-linked pay and market-aligned benchmarking are widespread practices aimed at motivating high performers and attracting top talent (Kusnadi et al., 2024). The country also emphasizes comprehensive benefits, including health insurance, paid leave, and wellness programs, reflecting its commitment to employee welfare (Ho, 1997). Transparency and equity in compensation processes are likewise prioritized, ensuring fairness and reinforcing employee trust (Sharma & Chew, 1992). Collectively, these elements position Singapore as a regional leader in transparent, adaptable, and performance-driven compensation management.

4.3. China

China presents a dual compensation structure, where market-oriented approaches dominate private enterprises while state-owned enterprises (SOEs) operate under government-regulated wage systems. Across both sectors, performance-linked pay remains prevalent, supported by fairness and compliance with national wage controls (Usman et al., 2020). Lu et al. (2019) further emphasized the role of regional adaptation, as firms adjust compensation strategies according to sub-national labor markets and local regulations. Notably, recent trends reveal growing integration of ESG-linked executive compensation (Meng et al., 2024) and employee stock ownership plans (ESOPs) to enhance productivity and retention (He et al., 2024). The presence of gender-diverse and independent compensation committees also strengthens the relationship between pay and performance (Usman et al., 2018). These findings suggest that China's compensation systems are evolving toward more transparent, sustainable, and performance-oriented frameworks.

4.4. Japan

Japanese firms continue to balance traditional and modern compensation systems. Historically, the seniority-based pay model where wages increase with tenure has underpinned long-term employment and loyalty (Tanaka, 2020). However, since the 1990s, organizations have gradually integrated performance-linked pay, particularly for specialists and managerial staff (Conrad, 2009). Standard packages include semi-annual bonuses, housing and family allowances, and comprehensive retirement benefits, providing both financial security and motivation (Miyamoto & Higuchi, 2007). Recent reforms have introduced stronger principles of fairness and transparency, ensuring equal treatment across regular and non-regular employees (Weathers et al., 2023). Promotion opportunities and career mobility remain central to employee motivation, underscoring Japan's emphasis on loyalty and long-term growth.

4.5. Philippines

Compensation practices in the Philippines prioritize competitive and fair pay as a foundation for employee satisfaction and retention (Mendoza et al., 2023). Studies indicate that performance-based incentives, such as bonuses and profit-sharing, are instrumental in improving motivation and productivity (Peabody et al., 2011). Comprehensive benefit packages including health insurance, paid leave, and retirement plans are likewise highly valued (Echanis, 1993). Moreover, organizations are increasingly recognized for their timely and transparent payout systems, which build trust and stability among employees (Mendoza et al., 2023). Non-financial strategies such as employee engagement and recognition programs and positive work environments contribute to stronger organizational commitment (Cruz & Cabaluna, 2022; Jiang & Po, 2023). The pandemic has further encouraged firms to adopt flexibility and adaptability through remote work and virtual HR practices, demonstrating resilience in the Philippine workforce.

The findings indicate that compensation and benefits practices across selected Asian countries are increasingly influenced by globalization, technological advancement, changing workforce expectations, and evolving labor market conditions. While traditional compensation approaches remain evident in countries such as Japan and China, organizations are progressively adopting performance-based, flexible, and employee-centered reward systems. These findings support Equity Theory, which suggests that employees evaluate the fairness of rewards relative to their contributions, and Expectancy Theory, which posits that employees are motivated when they perceive a clear relationship between performance and rewards. The growing emphasis on wellness programs, work-life balance initiatives, employee recognition, and flexible work arrangements further reflects the shift toward holistic reward systems that address both financial and non-financial employee needs. Consequently, compensation management in Asia is no longer limited to salary administration but has evolved into a strategic tool for enhancing employee engagement, retention, productivity, and organizational sustainability.

4.6. Cross-Country Synthesis

The review revealed several common themes across compensation and benefits practices in India, Singapore, China, Japan, and the Philippines despite differences in cultural, economic, and institutional contexts. One of the most prominent similarities is the widespread adoption of performance-linked compensation systems designed to motivate employees and align individual performance with organizational objectives. Organizations across these countries increasingly utilize bonuses, incentives, profit-sharing schemes, and merit-based rewards to enhance productivity and employee engagement. Another recurring theme is the importance of comprehensive benefits packages, including health insurance, retirement programs, paid leave, and wellness initiatives, which remain critical factors in employee satisfaction and retention.

In addition, organizations have increasingly embraced flexibility and personalization in compensation and benefits, allowing employees to choose benefits that suit their individual needs and lifestyles. Flexible work arrangements, remote work opportunities, and customized benefit programs have become more prevalent, particularly following the COVID-19 pandemic. Transparency and fairness also emerged as essential components of effective compensation systems, particularly in Singapore, Japan, and China, where organizations have strengthened efforts to ensure equitable treatment and clear communication of compensation policies. Moreover, non-financial rewards such as employee recognition, career advancement opportunities, professional development programs, and supportive work environments have become increasingly significant in enhancing employee motivation and organizational commitment. Overall, the findings suggest that compensation systems across Asia are evolving toward more strategic, employee-centered, and sustainable approaches that balance financial rewards with employee well-being and organizational performance.

5. Conclusion

This scoping review synthesized and compared compensation and benefits practices across selected Asian countries including India, Singapore, China, Japan, and the Philippines. The findings revealed that despite variations in economic systems, institutional frameworks, and cultural orientations, there is a gradual convergence toward more performance-oriented, equitable, and flexible compensation models. Systems that reward merit, flexibility, and overall employee well-being are increasingly being used to counterbalance traditional pay structures that prioritize seniority and stability. The impact of globalization and competitive labor markets is reflected in market-aligned compensation and performance-linked rewards. Transparency measures and the flexible wage system show how institutional innovation promotes organizational resilience and equity. Fairness, promptness, and worker welfare, supported by extensive benefits and engagement programs. In addition to improving organizational performance and employee motivation, this evolution promotes sustainability and resilience in the quickly changing global labor market. Compensation strategies must remain sustainable, equitable, and adaptive in response to the ongoing challenges that Asian organizations encounter, including globalization, workforce diversity, digital transformation, and evolving employment arrangements.

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