

# Corporate learning, compensation management, performance management: Basis for talent management framework in real estate industries

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## Abstract

In China's dynamic real estate landscape, attracting and retaining top talent is crucial for success. This study explores how a strategic framework built on corporate learning, compensation management, and performance management can empower your organization to build a competitive edge. The study aimed to examine the corporate learning, compensation management and performance management that was made the basis in developing a talent management framework in real estate industries in China. The research design used was descriptive and this is well-suited in understanding the current state of affairs regarding corporate learning, compensation, and performance management in the Chinese real estate industry. It can reveal trends, patterns, and typical practices employed by companies. The respondents of the study were the 400 employees working in 10 real estate companies in 5 provinces in China. The respondents of this study consist of professionals actively working within the real estate sector in China. The survey questionnaire was the instrument used in the study. The respondents showed moderate agreement on their corporate learning as to continuous learning, team learning and empowerment and organizations created a culture of learning where employees are constantly growing and developing, and where teams are able to achieve their full potential. They agreed on compensation management in terms of pay level, organization benefits, justice benefits and pay equity. This confirms that real estate firms are doing a good job of managing employee compensation. The real estate companies' performance management system revealed moderate agreement in terms of performance planning, performance review and giving feedback. These three elements are in place and are essential for effective performance management. A high significant relationship exists between corporate and compensation management, corporate learning and performance management and compensation management and performance management which created a positive work environment where employees are engaged and motivated to achieve their best. This can lead to improved organizational performance, increased profitability, and a stronger competitive advantage. A talent management framework was developed for real estate industries in China.

**Keywords:** corporate learning, compensation management and performance, management, talent management framework

## **Corporate learning, compensation management, performance management: Basis for talent management framework in real estate industries**

### **1. Introduction**

In the contemporary competitive landscape, it has become critical for organizations to improve their productivity and performance through the development of internal employee talent (Salas-Vallina et al., 2020). In particular, real estate enterprises, at the forefront of this competition, are rapidly grasping the gravity of securing and nurturing top-caliber professionals to ensure they command a dominant market presence and a distinguished standing (Al Aina & Atan, 2020). The knowledge-centric workforces, known as human resource talent, is becoming a primary aspect of organization's strategic development. The real estate industry is evolving to focus more on amenities and features that enhance property appeal, reflecting a shift from the industrial to the knowledge worker era. This trend highlights the increasing importance of intellectual skills and competencies over traditional tangible assets.

Corporate learning has emerged as a critical driver in the evolving landscape of organizational development, underpinning the continuous enhancement of employee skills and knowledge. Empirical evidence from Zur and Friedl (2021) highlights corporate learning as a strategic tool that fosters employee competencies, insights, and adaptive capabilities in a rapidly changing business environment. Further research by Hiremath et al. (2021) supports the notion that corporate learning initiatives, including continuous upskilling and collective learning programs, are essential for empowering employees and sustaining organizational competitiveness. These studies collectively underscore the importance of an integrated approach to corporate learning that aligns with organizational goals and employee growth trajectories.

Compensation management plays a pivotal role in attracting and retaining top talent, as well as in fostering a sense of organizational justice and equity. Juchnowicz et al. (2020) emphasize the significance of developing holistic compensation strategies that go beyond mere financial incentives to include non-monetary benefits and recognition, contributing to employee satisfaction and loyalty. Bonache et al. (2023) further elaborate on the impact of well-structured compensation systems on talent retention, highlighting the importance of aligning compensation practices with market standards and organizational objectives. These findings suggest that effective compensation management is not just about competitive pay scales but also involves a comprehensive understanding of employee expectations and the external market landscape.

Performance management, as a strategic imperative, involves setting clear goals, conducting periodic assessments, and providing constructive feedback to employees. Maley et al. (2021) argue that a well-executed performance management system is crucial for aligning individual performance with organizational objectives, thereby enhancing overall productivity and efficiency. Their research points to the need for iterative feedback mechanisms and regular performance evaluations as means to not only assess but also motivate and guide employees towards optimal performance. This body of evidence highlights the significance of performance management in fostering a culture of continuous improvement and accountability within organizations.

The dynamic shifts within China's real estate market, characterized by its rapid transformation, heightened competition, and changing consumer demands, underscore the imperative for strategic talent management (Wu et al., 2020). This study is motivated by the recognition that adept talent management can serve as a key differentiator in navigating these complexities (Li et al., 2019). The rationale for focusing on corporate learning, compensation management, and performance management stems from their critical role in shaping a resilient and innovative workforce capable of driving organizational success. The selection of this research topic is deeply personal, reflecting a commitment to address the practical challenges faced by real estate firms in China and a passion for contributing to the development of more effective talent management practices.

The utility of this research lies in its potential to offer tangible, evidence-based strategies for enhancing talent management within the real estate sector, not only in China but also globally. By integrating insights from various studies and applying them to the unique context of the Chinese real estate industry, this dissertation aims to provide a comprehensive framework that can guide firms in cultivating a competitive edge through their human capital strategies. The broader relevance of this work is evident in its contribution to both the academic literature and the practical field of human resource management, offering a blueprint for talent management that is adaptable to the diverse challenges and opportunities presented by the global real estate landscape.

**Objectives of the study** - This study aimed to determine corporate learning, compensation management, and performance management as the fundamental inputs necessary for developing talent management framework in real estate companies in China. Specifically, this study determined the corporate learning in terms of continuous learning, team learning, and empowerment; described the compensation management in terms of pay level, organizational justice, and benefits and pay equity; determined the performance management in terms of performance planning, performance review, and giving feedback; tested the relationships between corporate learning, compensation management, and performance management; and developed a Talent Management Framework for real estate companies in China..

## 2. Methods

**Research Design** - Descriptive research design was used in this study for an adequate and precise interpretation of the findings. According to the study of Hoffman and Tadelis (2021), descriptive method of research is a type of research which obtains relevant facts, data and information at present state, providing a precise outline of situations, people or events. Alabdullah and Kanaan-Jebna (2023) also shared that descriptive research seeks to study and monitor an arising sensation which cannot be recognized by an impartial factor. The researcher seeks to gather information from the respondents by providing survey questionnaires and distributing these to them. This descriptive kind of research was helpful in collecting the respondents' data efficiently.

**Participants** - The respondents of the study were the 400 employees working in 10 real estate companies in 5 provinces in China. The respondents of this study consist of professionals actively working within the real estate sector in China. The criteria for their selection are based on their current employment in real estate companies or organizations in various cities and provinces across China. The research locale encompasses a diverse range of real estate firms, spanning different cities and provinces. To ensure the study's robustness, an exact sample size of 400 participants has been determined to provide a comprehensive understanding of talent management practices and their impact on sustainable organizational performance within the Chinese real estate industry. This precise sample size was selected to maintain statistical validity and reliability in the research findings. The questionnaire was sent to employees of real estate companies through WeChat, emails, phone messages, and QQ mini programs.

**Instrument** - The questionnaire employed in this research is a combination of both adopted and self-developed sections. The dimensions of corporate learning, compensation management, and performance management have been adapted and modified from established sources and authors in the respective fields, ensuring content validity and reliability. In cases where specific questions required customization to fit the context of the Chinese real estate sector, self-developed questions were incorporated. The questionnaire includes sections related to employee perceptions and experiences with regard to corporate learning practices, compensation packages, and performance management processes within their organizations. Additionally, it explores their insights on talent management strategies. The questionnaire aims to provide a comprehensive understanding of these crucial aspects in the context of the real estate industry in China.

The reliability coefficient for each section of the questionnaire was measured using Cronbach's alpha coefficient, indicating high internal consistency. Based on result, the Corporate Learning, Compensation Management, Performance Management Instrument has an Excellent consistency as exhibited by the Cronbach's

Alpha value of (.933). This was validated by the Excellent remarks from Corporate Learning (.911); it was confirmed by the Excellent results from Continuous Learning (.905) and Empowerment (.920), and good result from Team Learning (.897). Also, it was validated by the Excellent remarks from Compensation Management (.916); it was confirmed by the Excellent results from Pay level (.903), Organizational Justice (.926), and good result from Benefits and pay equity (.857). Moreover, it was further validated by the good results from Performance Management (.891); it was confirmed by the Excellent results from Giving feedback (.832), which shows that the instrument at hand passed the reliability index test. Thus, the researcher can now proceed to the actual survey using the aforementioned instrument.

**Data Gathering Procedure** - The data gathering procedure for this research follows a well-structured sequence of steps to ensure the reliability and validity of the data collected. It begins with an extensive content validation process, where the research framework is established through a comprehensive literature review. The questionnaire, designed based on this framework, undergoes rigorous validation for relevance and accuracy. Subsequently, actual data gathering commences as the questionnaire is distributed to participants, who are requested to voluntarily complete it. The collected data is then meticulously entered into a database, and data cleaning procedures are applied to ensure consistency and accuracy. Finally, the data is subjected to in-depth interpretation and analysis, utilizing various statistical measures and techniques to derive meaningful insights and uncover patterns and relationships among the variables.

**Data Analysis** - The data analysis phase uses a combination of statistical techniques. This analytical approach helps identify patterns, trends, and relationships between variables and sheds light on research questions. The collected data, including responses from the questionnaires, will be tallied, encoded, and analyzed using various statistical measures. Weighted mean and rank were used to determine corporate learning in terms of continuous learning, team learning, and empowerment; to determine the compensation management in terms of pay level, organizational justice, and benefits and pay equity; and to determine the performance management in terms of performance planning, performance review, and giving feedback. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set is not normally distributed. Therefore, Spearman rho was used to test significant relationships as part of the non-parametric tests. All analyzes were performed using SPSS version 28.

**Ethical Considerations** - Ethical considerations were practiced in the conduct of the research work to warrant that every information gathered is used for research purposes to maintain the quality and integrity of the research. The researcher also seeks the consent of the participants through letters and communication to make sure that the target respondents were prepared to answer necessary questions involved in the research. It also ensured the confidentiality and anonymity of the respondents by not seeking their names as they were answering the questionnaires. The researcher also ensured that the respondents voluntarily answer the questionnaires according to their will. Lastly, it ensured that none of the respondents of the study got hurt or harmed and their safety and security is of top priority.

### 3. Results & discussion

#### 4. Table 1

*Summary Table on Corporate Learning*

Key Result Areas	Composite Mean	VI	Rank
Continuous Learning	2.63	Agree	3
Team Learning	2.70	Agree	2
Empowerment	2.83	Agree	1
Grand Composite Mean	2.72	Agree	

*Legend: 3.50-4.00 = Strongly Agree; 2.50-3.49 = Agree; 1.50-2.49 = Disagree; 1.00-1.49 = Strongly Disagree*

The overarching composite mean for Table 1 is 2.72, fitting within the "Agree" parameter. This metric

suggests a consensus among respondents on the importance of various components of corporate learning in China's real estate firms. Empowerment (Composite Mean: 2.83): Earning the top spot, empowerment emerges as the most valued element of corporate learning. This underscores the need to cultivate a milieu where employees feel empowered, are encouraged to articulate their views, and take the helm of their professional evolution. Contemporary studies underscore empowerment's role in enhancing employee participation, innovation, and adaptability, especially in dynamic sectors (Zur & Friedl, 2021; Breevaart & Bakker, 2018).

Team Learning (2.70): Securing the second position, team learning underscores collective wisdom, collaborative growth, and unified direction as catalysts for organizational progress. Within corporate learning, such collaborative exchange is pivotal for addressing intricate industry obstacles and spurring innovative approaches (Li et al., 2019; Hiremath et al., 2021). This ensures that stakeholders can work collectively to acquire better outcomes. Continuous Learning (2.63): Positioned third, continuous learning accentuates the essence of fostering an enduring culture of growth where knowledge update and skill development are perpetual pursuits. Despite its rank, its centrality in volatile sectors such as real estate, characterized by ever-evolving market trends, remains pivotal. Literature has also emphasized that continuous learning leads to the development of knowledge, skills, and capabilities leading to improving both individual and collective performance (Kools et al., 2020; Tortorella et al., 2020; Lemmetty & Collin, 2020). It is critical to the achievement of shared goals and long-term improvements in the organization.

The sequenced order reveals that, while every dimension of corporate learning holds importance, empowerment particularly stands out. The elevation of empowerment could be attributed to the transforming work paradigms, with employees gravitating towards increased autonomy, open dialogue channels, and significant decision-making roles. The competitive nature of China's real estate sector necessitates organizations to be nimble, a quality optimized when employees feel truly empowered. In summation, corporate learning emerges not just to enrich employees' potential but also as a vital contributor to an organization's resilience, edge, and sustained growth. Deepening training experiences over time can significantly benefit both employees and the institution. Introducing active learning trajectories via progressive learning technology ensures an intuitive learning approach. The choice of appropriate corporate learning strategies hinges on the organizational aims, requisite employee skills, and prevalent learning preferences. Integrating these strategies can engender a dynamic, continuous learning atmosphere that fosters perpetual upskilling, thus sculpting an invigorating culture of corporate learning.

**Table 2**

*Summary Table on Compensation Management*

Key Result Areas	Composite Mean	VI	Rank
Pay Level	2.65	Agree	3
Organizational Justice	2.77	Agree	2
Benefits and Pay Equity	2.84	Agree	1
Grand Composite Mean	2.75	Agree	

*Legend: 3.50-4.00 = Strongly Agree; 2.50-3.49 = Agree; 1.50-2.49 = Disagree; 1.00-1.49 = Strongly Disagree*

From the composite mean of 2.75 in Table 2 respondents generally "Agree" that the Compensation Management of the organization aligns with their expectations. This shows that, while the organization is perceived as having adequate compensation management, there is potential for further enhancements to gain even more widespread approval. The results have been discussed from high to low including benefits and pay equity, organizational justice, and pay level.

Benefits and Pay Equity (2.84): This zone records the highest concurrence from the respondents, indicating it as the most commendable aspect of compensation management. Over time, the emphasis on benefits and fair pay has grown, mainly due to heightened awareness around workplace diversity and inclusiveness. A sense of receiving apt benefits and equitable pay can uplift employee spirits, satisfaction, and overall organizational trust. Literature has also reflected that benefits and pay equity do not only attract and retain talent, but also in upholding organizational justice and minimizing legal issues from pay discrepancies (Xiang et al., 2019;

Mukonka et al., 2023; Irshad et al., 2023).

Organizational Justice (2.77). This zone receives a positive acknowledgment, suggesting the presence of transparent and equitable compensation-related decision mechanisms. Organizational justice, especially related to compensation, impacts employee trust and allegiance. Open communication and perceived fairness can amplify employee dedication and association with the organization. Its marginally lower score points to areas that might benefit from refinement. Literature has also reflected that organizational justice is critical to uplifting employee spirits and curtailing workplace disagreements (Peng et al., 2021; Zayer & Benabelhadi, 2020).

Pay Level (2.65). Falling on the "Agree" spectrum, the pay level appears to be the least agreeable among the trio. This might hint at the organization's compensation aligning with industry norms but being influenced by external elements like economic flux or perhaps internal compensation variations. Literature has also reflected that market-aligned pay is vital, employees often juxtapose their compensation with contemporaries. Such comparisons can skew satisfaction metrics (Ganguli et al., 2022). Collectively, the organization is navigating the right trajectory concerning compensation management, with notable success in benefits and pay equity. However, periodic assessments, especially around pay levels, remain imperative to uphold and amplify employee trust and contentment.

A holistic compensation strategy, often termed a "total compensation plan," integrates all elements of an organization's compensation approach: salaries, wages, benefits, and other compensatory provisions. It also encompasses raise frameworks, additional benefits, union privileges, and company-offered vendor benefits. Starting with a composite mean of 2.72 in Table 10, the consensus from respondents is that they "Agree" with the efficacy of the Performance Planning within the organization's Performance Management procedure. This reflects a favorable perception of the organization's approach to performance planning and management, while also signaling opportunities for enhancement.

**Table 3**

*Summary Table on Performance Management*

Key Result Areas	Composite Mean	VI	Rank
Performance Planning	2.72	Agree	2
Performance Review	2.77	Agree	1
Giving Feedback	2.69	Agree	3
Grand Composite Mean	2.73	Agree	

*Legend: 3.50-4.00 = Strongly Agree; 2.50-3.49 = Agree; 1.50-2.49 = Disagree; 1.00-1.49 = Strongly Disagree*

The composite average for the performance management stands at 2.73, as indicated in Table 3. Based on the legend, this value falls under the "Agree" category. This indicates a generally favorable view from respondents toward the performance management systems within the organization. Performance Review (2.77): Performance reviews received the highest rating among the core aspects of performance management by the respondents. Such reviews are pivotal for any organization. They not only evaluate previous performances but also provide direction for future endeavors. The positive rating suggests respondents consider the review process in their organization as both constructive and advantageous. Effective reviews contribute to heightened employee motivation, increased engagement, and performance enhancement (Kreiling & Bounfour, 2020; Jones, 2020).

Performance planning (2.72) garnered a slightly lesser rating compared to the review aspect but was nonetheless seen positively by the respondents. The feedback (2.69) dimension, despite being the lowest rated among the three, still enjoyed a commendable score from the respondents. Continuous growth is rooted in effective feedback. A favorable score in this domain indicates respondents' trust in the feedback they receive, viewing it as a catalyst for their career progression. In this regard, feedback that is both precise and actionable markedly boosts learning and performance (Aguinis & Burgi-Tian, 2021; Demartini & Otley, 2020).

**Table 4***Relationship Between Corporate Learning and Compensation Management*

Variables	rho	p-value	Interpretation
<b>Continuous Learning</b>			
Pay Level	0.461**	0.000	Highly Significant
Organizational Justice	0.483**	0.000	Highly Significant
Benefits and Pay Equity	0.546**	0.000	Highly Significant
<b>Team Learning</b>			
Pay Level	0.568**	0.000	Highly Significant
Organizational Justice	0.544**	0.000	Highly Significant
Benefits and Pay Equity	0.606**	0.000	Highly Significant
<b>Empowerment</b>			
Pay Level	0.557**	0.000	Highly Significant
Organizational Justice	0.545**	0.000	Highly Significant
Benefits and Pay Equity	0.611**	0.000	Highly Significant

\*\* . Correlation is significant at the 0.01 level

Table 4 presents the relationship between Corporate Learning and Compensation Management. A significant positive correlation is found between continuous learning and pay level, evident from a rho value of 0.461. This trend indicates that as organizations intensify their continuous learning initiatives, there is a concomitant rise in pay levels. It suggests that firms value the essence of continuous learning and reward it proportionately. A study by Lemmetty and Collin (2020) supported the notion that continuous learning bolsters employee capabilities, which can enhance their worth to the organization, leading to elevated pay scales. Continuous learning and organizational justice share a notable positive correlation, marked by a rho value of 0.483. Such a correlation hints that continuous learning frameworks in firms might boost employees' sense of equity, especially concerning compensation. Research posited that as organizations amplify their commitment to continuous learning, employees discern it as a mark of organizational allegiance, fostering a sense of just treatment (Roscoe et al., 2019; Guinan et al., 2019).

A marked positive correlation is evident between continuous learning and benefits and pay equity, with a rho standing at 0.546. This suggests that as employees refine their skills through continuous learning, they are likely to both anticipate and procure superior benefits and just compensation. In this respect, organizations prioritizing employee progression typically embrace fair compensation mechanisms to retain their cultivated talent (Zhang et al., 2020; Mullen & Klimaitis, 2021). Team learning and pay level are positively correlated, as evidenced by a rho of 0.568. Such a correlation signifies that organizations valuing team learning practices witness a parallel uplift in pay scales. These organizations likely understand the aggregated merits of teams, rewarding them fittingly. A study delving into team learning demonstrated that cohesive learning teams often outperform others. Thus, recognizing this synergetic performance, organizations may offer improved compensation (Okeke & Ikechukwu, 2019).

A correlation exists between team learning and organizational justice, with a rho of 0.544. This association suggests that team learning might cultivate an environment of openness and mutual regard. Cohesive learning among teams possibly results in a comprehensive grasp of their joint capabilities, steering towards balanced rewards and roles. Such balance further enhances feelings of fairness in compensation. Kumar (2022) highlighted the potential of team learning in fostering enhanced unity and augmented perceptions of organizational justice. A robust correlation of 0.606 exists between team learning and benefits and pay equity. Enhanced learning within teams can lead to a collective uplift in skills and shared wisdom. Such teams might secure improved benefits and fair pay. Recognizing the significance of team dynamics, firms might adopt compensation structures reflecting team accomplishments. Research indicates that rich team learning settings often align with superior team outcomes, inclusive of compensation (Pandey et al., 2019; Alerasoul et al., 2022).

Empowerment and pay level share a positive relationship, denoted by a rho of 0.557. Empowerment, by definition, offers employees the latitude and resources to be proactive and decisive. Organizations fostering empowerment likely appreciate the augmented contributions of their employees, rewarding them suitably.

Empirical research on empowerment revealed that such employees typically display elevated performance, justifying enhanced compensation (Narzary & Palo, 2020; Lewis et al., 2019; Baird et al., 2020; Jena et al., 2019).

A correlation between empowerment and organizational justice is evident with a rho of 0.545. By empowering employees, organizations potentially enhance transparency and stakeholder participation in key decisions. Feeling integrally involved, employees might view organizational mechanisms, including compensation, as more equitable. Ju and Li (2019) explored how empowerment can positively influence perceptions of fairness in organizational practices. A strong relationship exists between empowerment and benefits and pay equity, signified by a rho of 0.611. Empowered individuals, given their elevated autonomy, might be strategically positioned to negotiate improved benefits and fair pay. Their proactive involvement in organizational duties can translate into richer benefits. It's suggested that empowerment can amplify intrinsic motivation, guiding employees to pursue and attain fair compensation (Purwanto, 2020; Jayus, 2021; Kurdoglu, 2020).

**Table 5**

*Relationship Between Corporate Learning and Performance Management*

Variables	rho	p-value	Interpretation
<b>Continuous Learning</b>			
Performance Planning	0.471**	0.000	Highly Significant
Performance Review	0.483**	0.000	Highly Significant
Giving Feedback	0.518**	0.000	Highly Significant
<b>Team Learning</b>			
Performance Planning	0.535**	0.000	Highly Significant
Performance Review	0.611**	0.000	Highly Significant
Giving Feedback	0.614**	0.000	Highly Significant
<b>Empowerment</b>			
Performance Planning	0.572**	0.000	Highly Significant
Performance Review	0.594**	0.000	Highly Significant
Giving Feedback	0.575**	0.000	Highly Significant

\*\**. Correlation is significant at the 0.01 level*

Table 5 presents the relationship between Corporate Learning and Performance Management. A positive correlation of 0.471 between continuous learning and performance planning signifies a notable relationship. It infers that firms stressing continuous learning often harmonize with strategic performance planning. As employees embrace continuous learning, they likely synchronize their professional ascent with the company's objectives. Hiremath et al. (2021) asserted that continuous learning is pivotal in steering organizations to dovetail their learning goals with overarching performance strategies. Demonstrating a correlation of 0.483, continuous learning and performance review have a meaningful association. When a culture of ongoing learning is nurtured, performance evaluations tend to be more productive since employees become more attuned to feedback and adjustments. Literature has observed that a persistent learning environment often cultivates enriching performance assessment dialogues (Kools et al., 2020; Tortorella et al., 2020).

With a rho of 0.518, continuous learning and offering feedback share a compelling bond. In realms where continuous learning is a staple, feedback serves as a pivotal compass guiding learning pathways and underscoring areas for enhancement. Maley et al. (2021) conveyed that in entities championing a learning ethos, feedback is frequently dispensed and eagerly pursued. Team learning and performance planning, with a rho of 0.535, showcase a marked positive correlation. This indicates that teams delving into collective learning are aptly poised to dovetail with performance planning. Collaborative learning enables teams to orchestrate their collective professional trajectory in line with organizational aspirations. Research affirms that cohesive learning teams often exhibit enhanced goal alignment, fortifying the efficacy of performance strategies (Kumar, 2022).

A robust correlation of 0.611 is evident between team learning and performance evaluations. In spheres emphasizing collaborative learning, performance feedback sessions are likely enriched. Insights gleaned from team learnings can augment the review process. Alerasoul et al. (2022) inquiry revealed that teams imbibing a learning culture tend to cultivate open and constructive appraisal dialogues. A pronounced correlation of 0.614



links team learning and feedback dissemination. Within teams, shared learning experiences often command iterative feedback to ensure alignment. Feedback thus evolves into a recurrent mechanism, refining the learning journey and propelling team accomplishments. Aguinis and Burgi-Tian (2021) delineated feedback's prominence, particularly during pivotal team development phases.

With a correlation of 0.572, empowerment and performance planning convey a significant linkage. Empowered personnel, enriched with autonomy, are poised to proactively marry their aspirations with the company's vision, elevating performance planning's potency. Demartini and Otley (2020) underscored that such employees resonate with the firm's direction, enriching the performance mapping process. A strong bond of 0.594 is evident between empowerment and performance assessment. Empowered individuals, leveraging their autonomy, are predisposed to embrace performance evaluations. Their active participation in shaping decisions could render them viewing evaluations as a developmental tool. Hiremath et al. (2021) posited that such empowered staff, driven by intrinsic motivations, are more vested in the review processes. With a rho of 0.575, empowerment and feedback dissemination exhibit a strong relationship. Owing to their roles, empowered personnel likely champion a proactive feedback culture, spurring consistent performance enhancements. Research accentuates that individuals endowed with empowerment and agency are innately inclined to solicit feedback to finetune their contributions (Juchnowicz et al., 2020; Bonache et al., 2023).

**Table 6**

*Relationship Between Compensation Management and Performance Management*

Variables	rho	p-value	Interpretation
<b>Pay Level</b>			
Performance Planning	0.517**	0.000	Highly Significant
Performance Review	0.528**	0.000	Highly Significant
Giving Feedback	0.551**	0.000	Highly Significant
<b>Organizational Justice</b>			
Performance Planning	0.514**	0.000	Highly Significant
Performance Review	0.548**	0.000	Highly Significant
Giving Feedback	0.535**	0.000	Highly Significant
<b>Benefits and Pay Equity</b>			
Performance Planning	0.568**	0.000	Highly Significant
Performance Review	0.566**	0.000	Highly Significant
Giving Feedback	0.629**	0.000	Highly Significant

\*\* Correlation is significant at the 0.01 level

Table 6 presents the relationship between Compensation Management and Performance Management. A correlation of 0.517 between pay level and performance planning illustrates a meaningful relationship. This suggests that firms with well-defined pay scales tend to exhibit more methodical performance management strategies. When employees grasp their pay determinants, their inclination to harmonize their performance with company benchmarks might amplify. Lucidity in compensation can augment employee drive, thereby promoting congruence with performance strategies (Okeke & Ikechukwu, 2019; Durrant et al., 2021; Zhang et al., 2020).

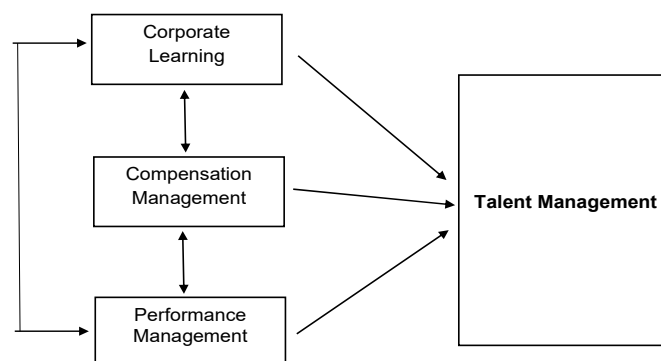
With a correlation of 0.528, pay level and performance review share a notable association. Employees, when enlightened about their pay dynamics, could be more participative during performance evaluations. Clarity in compensation can catalyze fruitful performance assessment discussions (Li & Wu, 2019). A compelling correlation of 0.551 exists between pay level and feedback provision. Employees, when familiar with their compensation models, might be more receptive to feedback, considering it an avenue for advancement and potentially increased pay. Ganguli et al. (2022) deduced that transparent compensation models often lead to heightened feedback responsiveness.

With a correlation of 0.514, organizational justice and performance planning exhibit a significant bond. Organizational justice, denoting employees' perceptions of fairness regarding organizational activities and outcomes, critically influences their engagement in performance strategies. Employees perceiving elevated fairness levels are apt to actively partake and trust the planning trajectory. Kurdoglu (2020) highlighted that fair

treatment perceptions motivate employees to fully immerse in organizational endeavors. A robust correlation of 0.548 ties organizational justice to performance evaluations. Employees feeling fairly treated within their workspace tend to view performance feedback as unbiased and advantageous. This fosters constructive dialogue during evaluations. Phong and Son (2020) revealed that fairness perceptions considerably sway employees' responses to organizational resolutions, enhancing performance review receptivity.

A pronounced correlation of 0.535 between organizational justice and feedback dissemination suggests that in settings marked by perceived fairness, feedback is more openly exchanged. Such equanimity encourages candid communication, refining the feedback quality. Xiang et al. (2019) emphasized that fair operational environments bolster interpersonal dynamics and feedback mechanisms. A correlation of 0.568 suggests a noteworthy relationship between benefits, pay equity, and performance planning. Employees perceiving a fair distribution of benefits and compensation are likely more engaged in performance strategies, aligning their endeavors with company goals to achieve such benefits. Schrittwieser et al. (2020) underlined the role of equitable rewards in steering employee alignment with organizational visions. A strong correlation of 0.566 underscores the link between benefits, pay equity, and performance evaluations. Employees sensing fair remuneration tend to perceive performance assessments as genuine organizational endeavors for their progression. Paais and Pattiruhu (2020) highlighted how perceived pay equitability can influence various organizational processes, including performance assessment efficacy.

Boasting a rho of 0.629, the bond between benefits, pay equity, and feedback exchange is particularly robust. Fair remuneration systems might cultivate a trust-filled environment, prompting employees to be more communicative. Feeling esteemed, employees are predisposed to indulge in feedback interchanges. Dachner et al. (2021) posited that equitable and transparent reward practices foster a nurturing organizational ambiance, where feedback is candidly and constructively exchanged. In the conceptual framework as shown in Figure 1, corporate learning stands as a variable shaping both compensation management and performance management. This implies that the introduction of learning elements directly contributes positively to both compensation and performance management. Compensation management involves the strategic formulation and execution of financial rewards and benefits for employee efforts, gauged through diverse criteria. Within this framework, salary administration is influenced by corporate learning and performance management. To put it differently, effective salary administration positively impacts both corporate learning and performance management. Performance management, characterized by aligning tasks with organizational objectives and maximizing employee-generated value, is similarly affected by corporate learning and salary administration, reflecting a positive correlation.



**Figure 1.**

*Talent Management Framework for Real Estate Industries*

A substantial correlation is observed among corporate learning, compensation management, and employee performance management. Employees actively participating in corporate learning and receiving higher

remuneration exhibit a heightened commitment to performance management. This connection can be ascribed to various factors. Firstly, employee engagement in organizational learning enhances their professional skills, leading to more generous compensation and amplified effects on performance management. Secondly, higher remuneration fosters a sense of value among employees, promoting satisfaction with performance management and resulting in increased dedication. Finally, the development of robust and inclusive performance management strategies boosts organizational enthusiasm for learning initiatives and the refinement of salary administration.

In summary, the noteworthy interrelation among corporate learning, compensation management, and performance management can be attributed to diverse factors. However, these three elements are intricately linked, collectively exerting a substantial influence on the work environment within real estate companies, potentially optimizing talent management. This pivotal association in the context of real estate employees underscores the importance of strategic talent management. When employees in real estate companies actively engage in corporate learning, express contentment with their remuneration, and experience optimized performance management, they are more likely to demonstrate efficiency and effectiveness, resulting in heightened motivation, productivity, and creativity. Well-trained employees are inclined to deliver advanced, efficient, and contemporary work solutions. Content and scientifically optimized performance management reduce the likelihood of employee turnover, contributing to significant profits for the company and concurrently enhancing employee satisfaction.

## 5. Conclusion and recommendations

The respondents showed moderate agreement on their corporate learning as to continuous learning, team learning and empowerment. The respondents agreed on compensation management in terms of pay level, organization justice and benefits and pay equity. The real estate companies' performance management system revealed moderate agreement in terms of performance planning, performance review and giving feedback. A highly significant relationship exists between corporate learning and compensation management, corporate learning and performance management and compensation management and performance management. A Strategic of Talent Management Framework for Real Estate Industries in China was developed to enhance their corporate learning, compensation management and performance management. The HR manager of real estate companies may create a culture of continuous learning, where employees are empowered to learn together and apply their learning to their work. The HR manager may develop a fair and equitable compensation system that is aligned with the organization's goals and objectives. This can be done by conducting regular salary surveys, developing a transparent compensation system, and providing employees with clear and concise information about their compensation and benefits. The HR team may implement an effective performance management system that sets clear goals and objectives, provides regular feedback, and recognizes and rewards employee performance. The Talent Management framework may be adopted by the real estate companies to ensure talent retention of employees. Future researchers may explore the relationship between corporate learning, compensation management, performance management and organizational performance in different industries and contexts.

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