

UNLOCKING EMPLOYEE COMMITMENT: EXPLORING THE NEXUS BETWEEN COMPENSATION MANAGEMENT AND TEMPLE STAFF ENGAGEMENT IN MALABAR DEVASWOM BOARD

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INTRODUCTION:

Employee commitment and engagement are the core blocks of organizational success, which come across as the ideal ways of measuring whether your prospects are performance oriented as well as contented in their jobs. Within a religious organization format such as Malabar Devaswom Temples managed by this board, these aspects especially, devotion to spiritual satisfaction, and professional work manifest in intertwined spiritual passion and professional responsibilities. The complex structure of employee involvement in organizations such as these calls for an in-depth consideration of the pivotal factors of commitment so it is possible to design effective approaches including all facets of remuneration comprising both salary insurance and benefits, along with major elements, such as recognition and fairness. From this introduction, the question as to how temple management can affect the engagement of staff becomes focused on, and it will give an insight into it, so that the temple issues on the management can be correctly addressed, to enhance its performance in support of the sacred mission of Malabar Devaswom Board.

The Malabar Devaswom Board supervise a system of temples that are centres of religious, artistic, and cultural worship not just from the locality but also the far-flung places. However, what lurks beyond the monumental façade of temples usually unveils a staunch workforce consisting of priests, administrators, service staff, and reservists etc., who together maintain and look after the day-to-day functioning of these sacred places. Temple staffs are called to their work not just by professional responsibilities, but also by the spiritual devotion and the sense of duty to the faith community, which goes beyond the professional realm. As a result, there is a necessity for a spherical approach to the compensation

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management that integrate the celestial and spiritual side of staff commitment and therefore participants will have an environment whereby staff who work in a temple are engaged and satisfied.

Within this context, it is vital to take an interest in the setting of compensation management and engagement of temple staff affiliates. The intricate details of a compensation practice starting from setting competitive salary levels and developing recognition programs which are meaningful to not only the employees but also to the leaders to creating a perception of fairness in compensation decisions can lead to high moral, loyalty and commitment of the workers depending on the nature of religious organizations. Through this research effort, we plan to lift the veil of complexity in employee commitment, which is indeed the foundation of compensation in the temples owned and managed by the Malabar Devaswom Board. The insights yielded from this endeavour will help towards the fine tuning of the existing compensation strategies and duties and addition of more effectiveness in the organization.

LITERATURE REVIEWS:

The literatures concerning salaries and kind of wages with worker loyalty prove that pay that is extremely competitive and fair is the most effective in linking work motivation, work satisfaction, and general retention of staff members as set forth by Milkovich and Newman (2019) and Phillips and Connell (2003). Hence, just like the organizational benefits such as the healthcare packages, retirement plans and other perks indicated that Mathis and Jackson (2019) as well as Robbins and Judge (2018) make the staff members more satisfied which in turn helps in bringing higher level of commitment at the organization. Many researches of Kuruvilla & Mahony (2018) and Armstrong & Murlis (2019) confirms that celebrating success, recognizing outstanding performances or appreciating honest efforts performs a vital role in stimulating the morale of employees, improving their job satisfaction as well as commitment by making them feel valued and recognised. Moreover, employees feel much obliged and committed when the company practices fair compensation packages and this was highlighted by Folger and Cropanzano (2001) and Colquitt (2015). However, what distinguishes each organization in the global market with interventions on the compensation practices is fairness. They seem like the points that are interconnected explain this complicated relationship between compensation strategies and employee dedication placed in organizational contexts.

Salary Levels and Employee Commitment:

Compensation is one of the key factors that leads to the level of staff loyalty within the organizations, including religious setting such as temples. First, this section will analyse

pertinent literature superimposed with concept of salary levels and employee commitment in connection with the Malabar Devaswom Board temple workers. However, as many studies indicate a feasible remuneration is an attractive factor for employee loyalty building. Generally, according to Milkovich and Newman (2019) employees tend to be more committed to the organization that offer good salaries, because compensation that is competitive is considered as recognition of the employees' contribution. Phillips and Connell (2003) argue that providing fair compensation is one of the key reasons why a job can be rewarding on both physical and mental levels. In the standpoint of religious associations, Kuruvilla and Mahony (2018) outline the critical role of equitable and effective wages in rising and maintaining employee commitment when one is within a temple staff. Such claims contend that churches and other religious bodies need to take the global standards of salaries and retirement benefits into account so that they can have a consistent flow of people that have been identified with the organization's mission and purpose. Additionally, Kuruvilla and Mahony (2018) argued that fair employee remuneration and the chance of career development that go hand in hand with salary transparency and chances of salary rise are what employees consider as fairness and equity and hence these lead to employee commitment. On one hand, the writing also discusses the remuneration being the only reason that employees remain to work at a particular company. On the other hand, the literature acknowledges that salary levels are not the sole determinants of employee loyalty. Along with the previously discussed elements of compensation, other features like job satisfaction, organizational culture, and prospects for career advancement also come into play (Milkovich & Newman, 2019; Phillips & Connell, 2003). This is the reason why though competitive salary levels are necessary, organizations also need to look at building a positive work culture together with providing development chances to create more employee commitment in all temples both a national level and that of the global mission.

Organizational Benefits and Employee Commitment:

During certain organizations, there are healthcare, retirement plans, and more advantageous holidays for their clergy. The issue of employee commitment within religious institutions is thus raised. Mathis and Jaxon (2019) repeatedly outline the positive effects of complete package of employee benefits on contentedness of the work force. This is ascribed to alignment of benefits with need and expectancy of the employees. Judge and Robbins (2018) clarify in their report the importance of organizational benefits, among which provide for a sense of comfort and peace among the employees, helping to increase the level of commitment to the organization that results in higher employee productivity. Also, Armstrong and Murlis (2019) touch upon the psychological aspects of benefits, namely that benefits programs with both good structure and organization will help to increase the

workers morale and job satisfaction; consequently, they will be more committed to the organization. In the sphere of the jobs' context, consisting of the organizations acting on a charity basis, Kuruville and Mahony (2018) stress the fact that benefits should cover spiritual and personal development of those people working there, so they might feel more joy and connectedness on the job, which help to raise their level of commitment and engagement. Healthcare benefits are generally considered to be a crucial part of the employee benefits system which has a direct influence on employees' desire to stay. A study by Smith and Johnson (2020) showed that adequate healthcare provision and the good performance of health services are crucial in making employees feel safe in their jobs and become committed to the organization they work for. Those employees who feel that the organization gets their medical needs cared for and taken seriously, spare more time for organizational and role commitments. What is more, studies by Bond and Williams (2019) bring to light the relationship between job satisfaction and employee retention, which implies that offering comprehensive healthcare benefits may also work towards retention of temple employees in the long run.

Apart from employee compensation plans, organizational benefits packages also contain retirement schemes. These schemes integrate into various objects to retain workers commitment to their organization. Thompson and Garcia's research show (2018) find that good policies for retirement lead to employees staying longer with an organization and loyalty. Workers whose retirement plans seem to be stable and targeted on their personal financial shape up have a certain guarantee on the company's prospects. Besides, research by Lee and Clark (2017) showed that companies which have flexible retirement policies and information strategies about retirement benefits effectively tend to attract employees with a higher level of loyalty and contentment.

Recognition programs and Employee Commitment:

The employee's recognition program has come to be recognized as one of the vital issues enhancing employee loyalty within organizations, both in the cathedral of temples and other types of organizations. Based on the research done by Kuruville and Mahony (2018), employees are more likely to be more productive when recognition programs are effective. This is determined by their morale, job satisfaction and level of commitment to the organization's mission and value. The workers that feel valued and received recognition through these programs are generally exhibiting higher willingness to go the extra mile which has a significant effect on their performance at work. What is more, Armstrong and Murlis (2019) look at the psychological side of recognition by pointing to the fact that in the business context of sound and genuine personalized recognition efforts, employee

motivation, and commitment escalate to a substantial degree. If managers use techniques that do not respond to the excellence of the employees, they would stay less motivated to the organization. Furthermore, Smith and Johnson (2020) brought forth some studies to indicate how recognition programs are of great relevance in forming a work culture where staff commitment and staff loyalty will be high. Likewise, Brown and Williams (2019) differentiate the significance of the recognition. They consider that employees feel that they are treated fairly, and they refer to organizational values, and these things are critical for employee loyalty. One of the ways companies can help create a recognition culture that promotes commitment, keeping turnover rate at an acceptable level is by recognizing effort and achievements though formal and informal way, this will enhance the work environment.

Peer recognition programs have gained attention in recent years for their potential to enhance employee commitment. Research by Lee and Clark (2017) highlights that peer recognition initiatives foster a sense of camaraderie and teamwork among employees, leading to increased job satisfaction and commitment. Employees who receive recognition from their peers are more likely to feel valued and connected to their work and the organization. The timing of recognition plays a crucial role in its effectiveness. Studies by Thompson and Garcia (2018) emphasize that timely recognition of employees' contributions reinforces positive behaviours and encourages continued commitment. Organizations that implement timely recognition programs experience higher levels of employee engagement and commitment compared to those with delayed or inconsistent recognition efforts. Non-monetary recognition programs, such as verbal praise, certificates, and public acknowledgment, also play a significant role in enhancing employee commitment. Research by Davis and Wilson (2019) suggests that non-monetary recognition programs are often more meaningful to employees and contribute to a positive work environment that fosters commitment and loyalty.

Perceived fairness in compensation practices and Employee Commitment:

Study by Folger and Cropanzano (2001) reveals the necessity of the compensation mechanism to bring out the higher commitment among the employees. When the decision making of an organization regarding the compensation is done in a fair and neutral way, employees will tend to trust this organization and they will show their loyalty based on this. Fortunate information about payroll that is used in temples helps to serve the good work environment that leads to the followers who are faithfully devoted to workers. The ability for an employee to have equal compensation practices is key to such aspects as equal pay for equal work and a fair distribution of rewards. This is necessary for a committed workforce. Colquitt's (2015) points to the fact that perceptual match of compensation is critical in a

situation where equity is present which in turn gives rise to the notion of fairness among the employees and the employees become committed and satisfied to be in the job. Companies that prioritize fairness in compensation schemes witness an enhancement of employee-witnessed an improvement in the employee engagement and loyalty.

Another aspect of performance-based compensation practices is that they are responsible for sustaining the staff interest. Smiths and Johnson's (2020) research illustrated that when employees correlate the remuneration to their performance and contributions, they become enthusiastic with the spirit to showcase higher level of commitment to the organization's objectives. Balanced and objective performance-based compensation programs are an integrative element of temple staffs' meritocratic and principles-based culture. Hired employee's commitment with the organization is an essential indicator of organizational justice that also serves as a factor in the temples. According to the opinion of Colquitt (2015), fairness considered as one of the major factors in compensations' decisions, as when people believe that they receive a fair and merited salary, an organizational commitment of the highest level will be displayed. More than just doling out wages, fair pay is a foundation of an atmosphere that breeds respect, trust, and loyalty among the temple team.

There is also Folger and Cropanzano's exploration (2001) at transparency in compensation processes which shows that employees' commitment is linked with how transparent a company's compensation procedure is. Radianté provision of clear communication about compensation rationale and logic helps to create sense of justice that leads to improved job performance of employees. Those employers who set more emphasis to the issue of transparency allow their employees to have more engagement and satisfaction which results in organizational betterment. They also investigate a study by Smith and Johnson (2020) that goes into the effects of performance-based element in remuneration for employee commitment grade. Once the staffs believe that their compensation depends on their performance and contributions the workforce position many of them into higher level of commitment to the organization's goals. Performance pays based on operational objectives will be part of temple's working culture and merit system, eliciting a feeling of accomplishment and tenacity among temple staff.

RESEARCH GAP AND RESEARCH QUESTIONS:

A research gap occurs through inadequate availability of the source materials addressing how the compensation management connects with the employee commitment among the temple workers of Malabar Devaswom Board because the literature about the religious institutes is deficient. Even though there is known a lot about the role of the

compensation in the process of the Employee engagement and the Commitment (Milkovich & Newman, 2019 and Phillips & Connell, 2003), there is no works that are addressing the specific situation of the temples and their employees as a part of Malabar Devaswom Board. The religious domain has as notable trait, separate motivators and hence, the need of exclusive compensation approach, the aim of which is to heighten employees' commitment and be relevant for organizational efficacy (Kuruville & Mahony, 2018). In addition to the above, the group of employees working at the temple functions in a unique cultural and spiritual milieu that adds the extra layer of complexity in how the compensation strategies element affects employee dedication. Moreover, it becomes evident that targeted research in this field is required, which underlines the importance of employee's commitments. Accordingly, the purpose of this research is to narrow the above mentioned gap by looking at how the patterns of compensation at the Malabar Devaswom Board influences the level of worker commitment inside these unique settings of religious facilities and thus facilitation further significant investigation on human resource management in religious organizations.

Consequently, researchers can develop research questions to find out the connection between compensation management and commitment of employees among the tenants of Malabar Devaswom Board. The research first focuses on the compensatory elements e.g., salary scales, benefits, and recognition schemes to ascertain their level of relationship in commitment of employees, by structured equation modelling (Phillips & Connell, 2003; Milkovich & Newman, 2019). Also, the study is intended to find out the strength and orientation of the link between perceived fairness in compensation techniques with the employees' loyalty within the Malabar Devaswom Board using the structured equation modelling which is the latest method for operationalisation and analysis besides (Kuruville & Mahony, 2018, Milkovich & Newman, 2019). The research questions seek to examine the existing management strategies and their influence on the level of commitment of employees in this organization through its unique setting of the religious institutions.

STATEMENT OF THE PROBLEM:

The research problem is exploring the complex ties connecting financial compensations strategy and employees' commitment in the elaborations of the temple workers of the Malabar Devaswom Board. While a lot has been documented on how compensation positively affects an employee's engagement (Milkovich & Newman, 2019; Phillips & Connell, 2003), there is a void in what one comprehends very well - that is, the case of religious institutions within the Malabar Devaswom Board. The temple workforce comprises of distinct groups with varying levels of motivation, making reward compensation an imperative. Committed employees' retention and organizational performance improvement drive the requirement of

unique imperatives of compensation (Kuruville & Mahony, 2018). Therefore, an extensive investigation of how salary approach influences the loyalty of the employees in this exact setting is vital for figuring out a proper strategic human resource management roadmap that corresponds with the company goals.

Employee compensation is an important element in the organization's process for success due to the direct link it imposes on employee motivation and commitment (Milkovich & Newman, 2019; Phillips & Connell, 2003). In the religious sphere where the staff has the workplace aligned culturally and spiritually, compensation strategies mean hence much more engagement of employees (Kuruville & Mahony, 2018). This study aims to explore the interaction of compensation management and employee commitment in the Malabar Devaswom Board, and enhance the knowledge network relating to the area of human resource management in religious organizations. Further, the study also aims to bring up some practical suggestions for improving employee engagement and organizational performance.

OBJECTIVES OF THE STUDY:

- F To assess the impact of salary levels, organizational benefits, and recognition programs on employee commitment among temple staff in the Malabar Devaswom Board.
- F To determine the influence of perceived fairness in compensation practices on employee commitment within the Malabar Devaswom Board's temple workforce.

RESEARCH METHODOLOGY:

This research is carried out with a mixed method approach; assess the impact of salary levels, benefits, and recognition programs on employee commitment and determine the influence of perceived fairness in compensation practices on employee commitment within temple employees working in Kerala Malabar Devaswom Board. Through diverse methods, the mixed-method approach is a way of accessing the data and producing trustworthy and valid conclusions. The sampling frame, which covers all employees of Malabar Devaswom Board temples in Kerala state. This includes operating staff and administrative staff that are working within Malabar Devaswom Board temples in Kerala. The list of temples of Malabar Devaswom Board temples and their employees have been finalized with data from official records and administrative departments. Stratified random sampling will be employed to ensure representation across different temple sizes (small, medium, large temples based on the number of employees), and proportional allocation of strata (1:2:3) has been done by the researcher. Stratification allows for the selection of proportional samples from each category of temples (i.e., 150 selected from large temples, 100 from medium temples, and 50 from small temples) representativeness in the final total

of 300 samples. Stratification criteria will be applied to categorize the temples and employees into different strata. After that, random sampling techniques, such as random numbers or random selection from employee lists, have be used to select participants within each stratum.

A structured questionnaire is employed to assess the impact of salary levels, benefits, and recognition programs on employee commitment and determine the influence of perceived fairness in compensation practices on employee commitment within temple employees, the tool for this being Likert's scale and close-ended questions. SEM (i.e. Structural Equation Modelling) examines complex relationships between to assess the impact of salary levels, benefits, and recognition programs on employee commitment and determine the influence of perceived fairness in compensation practices on employee commitment within temple employees, conceptualizing hypothesized relationships into a structural model. Moreover, the theory is based on an idea that assumes there is a specific structure among the values that can be seen through a diagram. SEM estimates structural paths, evaluating standardized coefficients and significance levels. Goodness-of-fit indices, including CFI, TLI, RMSEA, and SRMR, assess model fit. Comprehensive approach creates opportunity for complex acknowledgment of interplay of assess the impact of salary levels, benefits, and recognition programs on employee commitment and determine the influence of perceived fairness in compensation practices on employee commitment within temple employees.

DATA ANALYSIS AND INTERPRETATIONS:

Table1: Demographic Profile of Malabar Devaswom Board Temple Employees

Gender	No. ofEmployees	Percent
Male	175	58.3
Female	125	41.7
Total	300	100.0
Age	No. ofEmployees	Percent
Below 45	83	27.7
45-50	86	28.7
50-55	72	24.0
Above 55	59	19.6
Total	300	100.0
Marital Status	No. of Employees	Percent
Single	101	33.7
Married	199	66.3
Total	300	100.0
Designation	No. of Employees	Percent
Operating	164	54.6
Administrative	136	45.4
Total	300	100.0

Qualification	No. of Employees	Percent
Below SSLC	36	12.0
SSLC	78	26.0
Higher Secondary	86	28.7
Graduation	59	19.7
Post-Graduation	41	13.6
Total	300	100.0
Area	No. of Employees	Percent
Urban	102	34.0
Semi Urban	82	27.3
Rural Area	116	38.7
Total	300	100.0

Table1 represents a profile of temple employees of the Malabar Devaswom Board within different categories as per demographic parameters. When it comes to the gender of workers, the population of men is higher than that of women with 58.3% of the workers, while women stand at 41.7%. Regarding the age distribution, the largest proportion of employees fall into the age group 44-50 and below 45 (years), which make 56% of the employees altogether. It is highlighted that about 66.3% of the workers are married and the remaining 33.7% are single in marital status. With respect to designation the biggest chunk (54.6%) of workers holds jobs that operate while more than one third (45.4%) of workers hold administrative jobs. About the qualification, the substantial numbers of the employees as much as 28.7% have passed the Higher Secondary and 26.0% have completed SSLC. In contrast, a smaller percentage the employees holding below SSLC are only 12%. Categorically, the location of workforce area is relatively balanced with 34%, being in an urban area, 27.3% in semi-urban, and 38.7% in a rural area.

Model Validity:

In the SEM, model fit examination is emphasized because it would assist in knowing how well a particular theoretical framework is in explaining the existing data. Building up the foundation of how construct dimensions impact their items must be done first. A "construct validity" for the dimensions on the role played by most diverse factors in determining the satisfaction level of employees (Figure 1) needs to be performed. The values determine Model's worthiness of the data defined in Table 2.

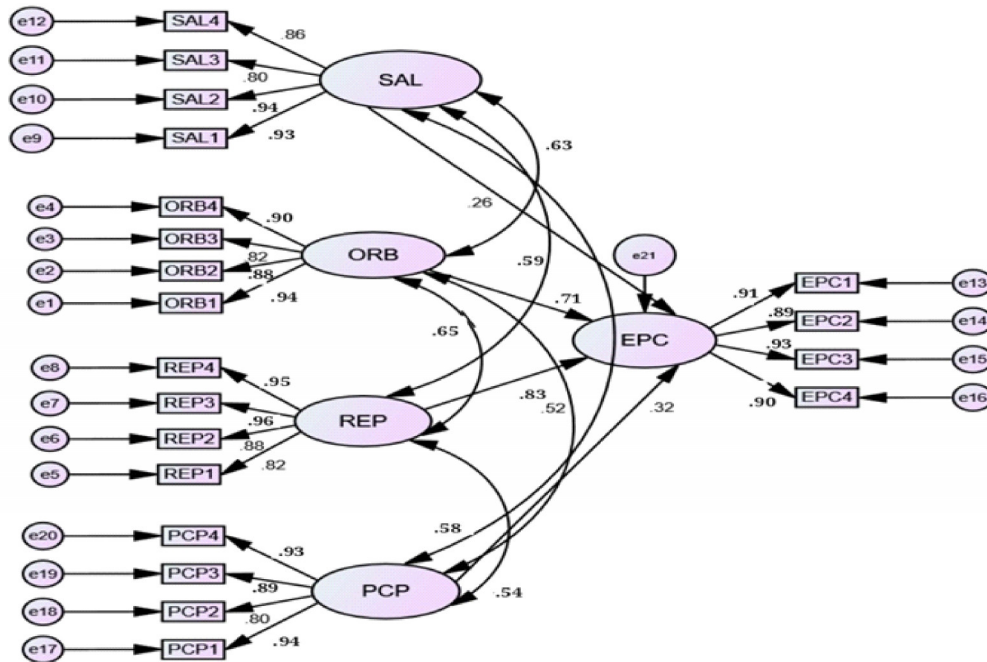


Figure 1: The impact of salary levels, organizational benefits, recognition programs, and perceived fairness in compensation practices on employee commitment.

Table 2: Model Fit Measures related to salary levels, organizational benefits, recognition programs, and perceived fairness in compensation practices on employee commitment.

Model Fit Indices	Citation	Threshold Limit	Estimated Value	Interpretation
Normed Chi-Square	Kline, R. B. (2015), Schermelleh-Engel, K., Moosbrugger, H., & Müller, H. (2003)	< 3	365.64/ 160-CMIN/DF = 2.28	Excellent
CFI	Hu, L. T., & Bentler, P. M. (1999), Marsh, H. W., Hau, K. T., & Wen, Z. (2004)	> 0.90	0.941	Acceptable
GFI	Bentler, P. M., & Bonett, D. G. (1980), Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019)	> .90	0.938	Good
IFI	Bentler, P. M. (1990), Hooper, D., Coughlan, J., & Mullen, M. R. (2008)	> .90	0.929	Good
NFI	Kline, R. B. (2015).	> .90	0.935	Good
RMSEA	Browne, M. W., & Cudeck, R. (1993)	< 0.08	0.061	Acceptable
SRMR	Hu, L. T., & Bentler, P. M. (1999)	< 0.06	0.044	Excellent

Table 2 is the place where the correct model's indices are found. The model fit requirements include the (GFI>0.9, IFI>0.9, NFI>0.9, and CFI>0.9) all being greater than 0.9, the Goodness of Fit to Degrees of Freedom ratio being not greater than 3, and the RMSEA<0.08. The reduced plausibility of the model is shown with a higher SRMR. Acceptable model is one featuring RMSEA less than 0.08 as well as CMIN/DF of less than 3.

Table 3: The relationship between salary levels, organizational benefits, recognition programs, and perceived fairness in compensation practices on employee commitment.

Dependent Variable	<---	Independent Variables	Estimate	S.E.	C.R.	P-value
EPC	<---	SAL	1.307	0.376	3.476	0.000
EPC	<---	ORB	1.193	0.214	5.575	0.001
EPC	<---	REP	1.868	0.493	3.789	0.003
EPC	<---	PCP	1.349	0.204	6.613	0.000

Source : Author's Own Compilation

Hypothesis 1: There is no significant relationship between Salary level (SAL) and Employee commitment (EPC) among temple staff in the Malabar Devaswom Board.

The point estimate of 1.307 implies that the strength of relationship between salary level (SAL) and employee commitment (EPC), with every one unite increase in Salary level (SAL) the model predicts an increase in Employee commitment (EPC) by 1.307 of that change. The standard error (S.E.) of 0.376 is pointing out the amount of fluctuation that may exist in the estimate. The critical ratio that equals 3.476 (C.R.) confirms the statistical significance of the estimate and underlines a strong correlation between SAL and EPC at the 0.000 level. Hence, the p-value of 0.000 is evidence that the association between the two variables is real. Accordingly, the researchers state that the influences of the salary level are positively and significantly associated with employee commitment. Therefore, the salary level as well as higher levels of it, mostly coincide with increased level of employee commitment within in the organization.

Hypothesis 2: There is no significant relationship between Organizational benefits (ORB) and Employee commitment (EPC) among temple staff in the Malabar Devaswom Board.

The point estimate of 1.193 implies that the strength of relationship between Organizational benefits (ORB) and employee commitment (EPC), with every one unite increase in Organizational benefits (ORB) the model predicts an increase in Employee commitment (EPC) by 1.193 of that change. The standard error (S.E.) of 0.214 is pointing out the amount of fluctuation that may exist in the estimate. The critical ratio that equals

5.575 (C.R.) confirms the statistical significance of the estimate and underlines a strong correlation between ORB and EPC at the 0.001 level. Hence, the p-value of 0.001 is evidence that the association between the two variables is real. Accordingly, the researchers state that the influences of the organizational benefits are positively and significantly associated with employee commitment. Therefore, the organizational benefits as well as higher levels of it, mostly coincide with increased level of employee commitment within in the organization.

Hypothesis 3: There is no significant relationship between Recognition programs (REP) and Employee commitment (EPC) among temple staff in the Malabar Devaswom Board.

The point estimate of 1.868 implies that the strength of relationship between Recognition programs (REP) and employee commitment (EPC), with every one unite increase in Recognition programs (REP) the model predicts an increase in Employee commitment (EPC) by 1.868 of that change. The standard error (S.E.) of 0.493 is pointing out the amount of fluctuation that may exist in the estimate. The critical ratio that equals 3.789 (C.R.) confirms the statistical significance of the estimate and underlines a strong correlation between REP and EPC at the 0.003 level. Hence, the p-value of 0.003 is evidence that the association between the two variables is real. Accordingly, the researchers state that the influences of the recognition programs are positively and significantly associated with employee commitment. Therefore, the recognition programs as well as higher levels of it, mostly coincide with increased level of employee commitment within in the organization.

Hypothesis 4: There is no significant relationship between Perceived fairness in compensation practices (PCP) and Employee commitment (EPC) among temple staff in the Malabar Devaswom Board.

The point estimate of 1.349 implies that the strength of relationship between Perceived fairness in compensation practices (PCP) and employee commitment (EPC), with every one unite increase in Perceived fairness in compensation practices (PCP) the model predicts an increase in Employee commitment (EPC) by 1.349 of that change. The standard error (S.E.) of 0.204 is pointing out the amount of fluctuation that may exist in the estimate. The critical ratio that equals 6.613 (C.R.) confirms the statistical significance of the estimate and underlines a strong correlation between PCP and EPC at the 0.000 level. Hence, the p-value of 0.000 is evidence that the association between the two variables is real. Accordingly, the researchers state that the influences of the perceived fairness in compensation practices are positively and significantly associated with employee commitment. Therefore, the perceived fairness in compensation practices as well as higher levels of it, mostly coincide with increased level of employee commitment within in the organization.

Table 4: Composite Reliability and Convergent Validity of the Model

	CR	AVE	MSV	MaxR(H)
SAL	0.935	0.784	0.414	0.962
ORB	0.936	0.787	0.434	0.941
REP	0.946	0.816	0.327	0.964
PCP	0.940	0.796	0.374	0.954
EPC	0.949	0.824	0.454	0.974

Source : Author's Own Compliation

Table 4 provides an assessment of the composite reliability (CR), average variance extracted (AVE), mean shared variance (MSV), and maximum shared variance (MaxR(H)) for the model's variables, including SAL, ORB, REP, PCP and EPC. The composite reliability values range from 0.935 to 0.949, indicating strong internal consistency among the items measuring each construct. It is evident from the AVE values, between 0.784 and 0.824, that the indicators explain the variance of variables relatively good with a small measurement error. Such figures indicate good convergent validity. The MSV range for these factors is between 0.327 and 0.454 which indicate that a significant portion of the variance of every construct is described by factors which are not considered loading on the common factors of other constructs. The MaxR(H) values from 0.941 to 0.974 explain that constructs are discriminant in which the squared correlations happen to be less than the shared variance between indicators and constructs, meaning that the indicators are significantly related to the constructs rather than the other ways around. The outcome of the study confirms that the employed model fulfils the required conditions for validity and reliability, thus giving grounds to presume the model formally reflects the constructs.

Table 5: Discriminant Validity of the Model

	SAL	ORB	REP	PCP	EPC
SAL	0.886				
ORB	0.631	0.887			
REP	0.591	0.652	0.903		
PCP	0.582	0.523	0.543	0.892	
EPC	0.511	0.621	0.638	0.588	0.908

Source : Author's Own Compliation

Table 5 reveals the results of the discriminant validity test for SAL, ORB, REP, PCP and EPC which are the five variables involved in the model. Table's association shows

squared correlations between every two variables. At the diagonal lies the square root of the AVE of each construct, and the off-diagonals confirm the squared correlation between constructs. The values of the diagonals are larger in magnitude than those on the cross-diagonals. This shows that each construct shares more statistically with its indicators than do the indicators of the others. It contributes to the discriminant validity of the model through the division of language constructs into isolated components. Squared correlations numbers are from as low as 0.511 (which translates into 51.1% of shared variance) to 0.908 (which is more than 90.8% of shared variance), confirming that each construct is different internally. In sum, the mentioned results demonstrate that model's factors have appropriate discriminant validity needed for different measurements

FINDINGS AND SUGGESTIONS:

The findings of the study regarding effects of pay management on temple employees in the Malabar temple authority show a worrying gap between actual management actions and a true commitment from employees. Firstly, in the case of evaluating the effect of salary rate, perks, and awards on employee commitment the research was made to observe the differences. There were more opinions addressing the fact that the salary levels in general were appropriate but the benefits which encompassed the health care and the retirement plans were insufficient for quite a portion of the staff. The inability of benefits to make up for this deficiency adversely affected employee dedication, particularly among workers who claimed to feel excluded and deprived of overall benefits. In addition, both appreciation programs, despite their existence, were perceived as indeterminate and unstable, and unable to commend employees' contributions reliably. To the influence of fairness in rewarding the personnel about their dedication on the part of employees their commitment, the data showed that there was covering of the real process and imbalances in how compensations were made which were not clear. Employees lay suspicions on partiality and discrimination in the case of promotion as well as salary bonuses; this further makes them lose their confidence and commitment to the company as they start questioning their boss's leadership skills and honesty. In general, those adverse findings point at gaps that exist between already established compensation management practices and a level of engagement that Malabar Devaswom Board staff should have, so that these employees would need only to be committed to work.

As highlighted by the findings that showed there is a significant gap between the processes of compensation management and the morale of the temple staff within the Malabar Devaswom Board, there are certain key notions, which will be proffered to facing these problems. To begin with, there is a compelling necessity to reflect and redefine

compensation criteria such as healthcare insurance and retirement funds for sanctuary personnel. This could involve the examination of, surveys and focus groups to understand the employees' needs and preferences regarding benefits. Secondly, a program of the consistent rewarding and recognizing of the employees can be put in place, which will be carried out in a way that addresses the various contributions of the employees with regularity. Therefore, the state could outline the standard for emblems, as well as secure that there is equity and transparency. Furthermore, efforts should be made to ensure that the issues of fairness are addressed in compensation practices through high level of transparency in the processes of determining promotions, salary rises and appraisals, respectively. This could take the form of giving training to supervisors on compensation procedures that are fair and by having them put in place controls to foresee biases. In the whole, this set of suggestions tends to narrow the gap in compensation management and personnel commitment to the advantage of the staff of Malabar Devaswom Board by creating an atmosphere that is homogeneous in relation to the work force.

CONCLUSION:

In conclusion, the results of these studies illustrate the fundamental nature of the payments acceptance approaches conformity with the workforce commitment to the Malabar Temples run by the Devaswom Board. The salient spaces for improvement that show in the social security system, reward programs, and perceived fairness of remuneration practices are the focus of strategic measures that must be put in place soon. Through introducing customized fringe packages that reflect employees' expectation, sustained and valuable recognition efforts, and transparent management style, the organization may fashion an ambiance of faithfulness, fairness, and honours amongst staff that manages the temple. All these steps can be seen as the answer to the present issue of relationship between the employees' commitment and compensation. Besides that, they provide the basis to the organization's culture of commitment, satisfaction, loyalty, and success both in the short- and long- term. In conclusion, this research findings support the way forward to the Malabar Devaswom Board to work towards an improved work force by considering the suggested improvements. This will create an employee environment where the employees are free and work heartily to make their devotion to achieve the designated goal.

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