

Effect Of Compensation On The Work Performance Of Junior Staff Of The University Of Cape Coast

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Abstract: The purpose of the study was to examine the effect of compensation systems on the work performance of employees (junior staff) of the University of Cape Coast, Ghana. The sample size for the study was 346. Stratified random sampling technique was used to select the junior staff. Also, 24 administrators were selected purposively to help collect data from the respondents. Questionnaire and an annual assessment form were the instruments used in collecting data. Both descriptive and inferential statistics were used in analysing the data. Findings from the study show that junior staff have positive view on the University's compensation packages as a whole. However, junior staff view on the University's compensation packages do not influence employees' work performance directly. It does so only if it boosts their level of satisfaction which in turn boost their commitment to the University and in the long run increase their work performance. It was recommended to management of the University to ensure a congenial environment and improved its compensation packages, especially non-financial, to encourage and motivate staff to be committed to the University which will leads to a significant increase in the work performance of the staff.

Keywords: Compensation, Junior Staff, Staff Commitment, Staff Satisfaction, Work Performance

1. INTRODUCTION

People are the assets on which competitive advantage is built, whether in the public, private sector or in the world of education. They are the organisation's key resource, and organisational performance largely depends on them [2]. The government of Ghana is making several efforts to support institutions that contribute to the human resource needs of the country [13]. One of such efforts is the country's continues expansion of the scope of operations and programmes of universities in Ghana, including University of Cape Coast (UCC). It is, however, important to note that universities are human institutions and government's efforts at improving their performance to produce the human resource need of the country cannot materialise without the people who work in these institutions. Employers expect certain degree of result-oriented services that would fall in line with their vision and mission [18]. Employees on the other hand demands job satisfaction [14]. It is, therefore, imperative to compensate employees with benefits of merits to induce them to give their best to the organisation. [16] opine that because of the importance of compensation in people's lifestyle and self-esteem, individuals are very concerned with what they are paid. Employees expect a fair and competitive wage, while organisations are concerned with what they pay because compensation administration affects important decisions such as employee retention and work performance. Thus, prudent administration of compensation to both the employer and the employee in the achievement of the organisational goal cannot be underestimated. A well-managed organisation usually sees an average worker as the root source of quality and productivity gains. Such organisations do not only look to capital investment, but to employees as the fundamental source of improvement [7]. An effective organisation ought to make sure that there is spirit of cooperation and sense of commitment and satisfaction among its employees. A well-compensated employee contributes highly to the organisational growth [11]. Therefore, it is important for employers to take a serious look at any issue that adversely

affects the contributions that human resource can make to the development of an organisation.

Statement of the Problem

Employees' compensation and work performance within public universities has been the subject of significant scrutiny in the media in recent times but it appears to have received less attention in academic research, especially in Ghana [1]; [13]. Following the implementation of the Single Spine Pay Policy (SSPP), the government's wage bill on emolument for public sector workers is said to have increased from 2.4 billion in 2010 to 13 billion Ghana Cedis in May 2015 and was expected to hit 17 billion Ghana Cedis by December 2020 [5]. It is evident that significant improvements have been made in the salaries of workers and therefore, one could have expected a corresponding improved performance for the purpose of which the policy was introduced to be achieved. However, the implementation of SSPP has been received with varied reactions by the University workers. Whilst workers think SSPP has failed to address the problem of low salaries, the government is also contemplating whether to phase out the policy as a result of high wage bill without corresponding increase in work performance [5]. This contention between the employer and the workers raises the question of whether compensation has any effect on employees' work performance. These are clear issues of concern that require in-depth investigation which the study sought to accomplish.

2 OBJECTIVES OF THE STUDY

The main objective of the study was to examine the effect of compensation on the work performance of junior staff of UCC. Specifically, the study sought to:

1. find out the views of junior staff of UCC on compensation systems of UCC, and
2. examine the effect of compensation systems on employees' work performance, taking into consideration the mediating role of staff satisfaction and commitment.

3 RESEARCH HYPOTHESES

Based on the specific objectives of the study, the following hypotheses were formulated to guide the study:

- H₁⁰: Employees do not view compensation systems of UCC in positive terms.
- H₂⁰: There is no statistically significant relationship between employees' view on compensation and their work performance.
- H₃⁰: There is no statistically significant relationship between employees' level of job satisfaction and their work performance.
- H₄⁰: There is no statistically significant positive relationship between employees' level of commitment to the University and their work performance.
- H₅⁰: Employees' views on compensation have no direct significant effect on employees' work performance.

Significance of the Study

This study is significant for several reasons. First, it is hoped that findings of the study would advance the understanding of how employers can adequately reward their employees to create harmonious atmosphere at the workplace. Secondly, findings of the study, if implemented, is expected to be of immense benefit to the University management in making compensation decisions that foster the attraction and retention of a satisfied and committed workforce. Also, the results would enable both management and labour unions to better understand how the various incentive packages could be harnessed to stir staff to increase and sustain productivity. Thus, labour union officials and representatives at the negotiation table will find it useful when putting together their requests before management for better solutions. Finally, it is hoped that the results would contribute to the stock of knowledge in human resource management in general by serving as a source of reference for further studies.

Delimitations

Geographically, the study focused on UCC. Although there are other categories of staff in the University, the focus of the study was on only the junior staff in the University. With regard to the variables, the focus of study was on compensation (financial and non-financial), staff satisfaction, staff commitment, and staff work performance.

3 LITERATURE REVIEW

Work performance is associated with quantity, quality and timeliness of output, presence or attendance on the job, efficiency and effectiveness of work completed. According to [8], performance is measured in terms of productivity, job satisfaction, turnover and absenteeism. Employee performance is about the timely, effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer [8]. There have been varied results regarding the effect of compensation on staff work performance. [17] posit that giving relatively high monetary compensations to staff lead to increase in staff work performance. [17] noted that respondents overall fast response to task was positively correlated to the high compensations given them. The comments of [17] are consistent with other studies by [3], [15] which noted that relatively high monetary compensations may function as a catalyst for enhanced effort by employees to perform well. In

Ghana, a study conducted by [18] indicated a significant relationship between compensation and work performance. The study concluded that higher productivity can be achieved if there is transparency in the compensation system and if the compensation meets the aspirations of the beneficiaries. Another study conducted by [12] focused on the relationship between compensation and job performance in the Ghana Police Service. The result of the study indicated that equitable and holistic compensation packages increase job performance in the Ghana Police Service. Theoretically, the concept of employee compensation may be categorised into two main dimensions that is, financial and non-financial compensations. This categorisation is in line with that of [13] who argued in his study that both financial and non-financial compensation have a significant effect on teachers' work performance, however, financial compensation contributes more to teachers' work performance than non-financial compensation. From the brief review, the model in Figure 1 was derived to form the conceptual framework within which the study was conducted. The model serves as a systematic way in measuring the influence of compensation on junior staff satisfaction level, their commitment and work performance. The argument of the study is that employee compensation influence employee work performance, however, the influence becomes stronger and more positive when other variables such as staff satisfaction with the various forms of compensation and staff commitment to the University are considered. The study therefore, hypothesis that if the University expose staff to both financial and non-financial compensations it will lead to their work performance. However, staff work performance become stronger and more positive when staff are satisfied with the various forms of compensation which in turn boost their commitment to the University. The incremental effect of staff satisfaction and commitment in the long run will strengthen the significant effect of compensation on staff work performance.

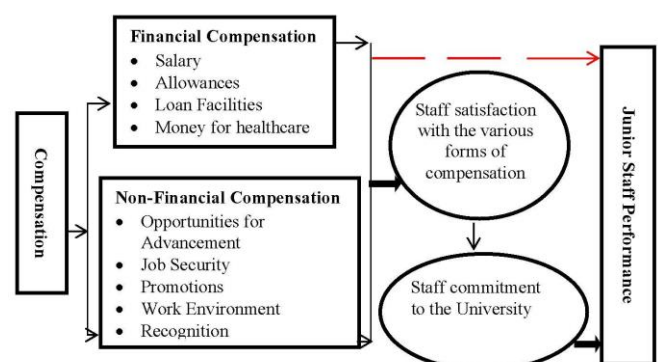


Figure 1: Effect of Compensation on Junior Staff Work Performance

Source: Adapted from [13].

4 RESEARCH METHODOLOGY

The study sought to gather and analyse information on existing compensation systems for the junior staff in UCC, using the descriptive survey design. Therefore, the target population was the junior staff of UCC, who were 3,078 as at the time of the study [10]. UCC was chosen for the study because public universities in Ghana are among institutions benefiting from SSPP but whose employees are still agitating for better salaries as at the time of the study. Also, there is

the perception among the junior staff of the University, especially, the sanitary labourers that they were better off before than after the implementation of SSPP and therefore, had been disadvantaged with the implementation of the policy. The sample for the study was 346 staff of the University. Twenty-four (24) administrators under whose direct supervision the selected junior staff work were selected to assess the performance of the junior staff. The sampling frame was a list of junior staff obtained from the Division of Human Resource, UCC after permission had been granted from the Deputy Registrar in charge of the Division of Human Resource. The 24 administrators were purposively selected from the various colleges, directorates, and halls of residence where the junior staff sample were assigned. The 346 junior staff sample was obtained based on the recommendation of [6] table for determining a sample size from a given population. Therefore, it was appropriate to sample 346 junior staff from the population of 3078. To obtain a fair representation of the junior staff from the population of 3,078, stratified random sampling technique was used to put the junior staff in the various units based on their job schedule and sex. This is to ensure that each element was given an equal chance of being selected. A sampling proportion was used to select from each group. For example, to obtain the sample for male and female clerks and messengers, the following procedure was followed: First, the total number of clerks and messengers which is 529 was divided by the total number of junior staff which is 3,078, then multiplied by 346 which is the sample for the junior staff obtained from the table for determining sample size of a given population by [6]. The result was 59. The same procedure was followed to obtain representations for all the other positions. Since equal representation for male and female was desired for the study, proportional sampling was again used. Table 1 presents population and sample distribution of staff by gender. After stratifying them into the various groups/strata, the lottery method of simple random sampling technique was used to select the staff from each group by writing their names on sheets of paper, which was folded and put into a bowl. The bowl was shaken and the folded pieces of paper then picked at random without replacement. The bowl was shaken to mix up the pieces of paper after each paper had been picked. The procedure was continued until the required number was obtained in each stratum.

Table 1: Population and Sample Distribution of Junior Staff by Job Position and Gender

Job position	Male	Female	Total	Male	Female	Total
Clerks/ Messengers	315	214	529	35	24	59
Ward assistants	83	69	152	9	8	17
Library assistants/ Janitors	94	45	139	11	5	16
Drivers	129	0	129	15	0	15
Security guards	314	8	322	35	1	36
Technical assistants/ Tradesmen	418	65	483	47	7	54
Porters	87	52	139	10	6	16
Conservancy Gen. Lab.	1071	114	1185	120	13	133
Total	2511	567	3078	280	66	346

Source: Field data, 2019.

Data collection instruments, procedure, and analysis

Questionnaire for junior staff and an annual assessment form for junior staff to be answered by the administrators were the main research instruments used to collect data from the respondents. Each questionnaire had an annual assessment form of junior staff attached to it. The assessment form was used to elicit data on junior staff performance. After answering the questionnaire, all the junior staff handed the completed questionnaires to their immediate respective supervisors (administrators) to complete the assessment form for each staff. Responses to the various items used in the instruments were measured numerically using unilinear scale such that one (1) represents the strongest disagreement to the issues while five (5) represents the strongest agreement to the issues. The reliability of the two instruments (junior staff questionnaire and annual assessment form for junior staff) were 0.81 and 0.79 respectively. The data collection was carried out in three stages. Stage I was the collection of list of junior staff from the administrators in charge, stage II was the distribution of the instruments and stage III was the retrieving stage. On the whole, out of the 346 respondents visited, 335 provided completed instruments; the remaining questionnaires and assessment forms were given back uncompleted while others were not retrieved. This resulted in 96.8 percent retrieval of completed questionnaires and assessment forms. The data were analysed using both descriptive and inferential statistics. Specifically, mean and standard deviation were used to analyse data on the first specific objective while Pearson product moment correlation and multiple regression analyses were used to analyse data on the second specific objective.

5 RESULTS AND DISCUSSION

The rationale for the first objective was to ascertain the views of junior staff of UCC on compensation systems of UCC. The results showing the views of the staff are depicted in Table 2 and 3 respectively. As depicted in Table 2, respondents disagreed that they were motivated by the high salary the university is giving to them (Mean = 2.355, Std. Dev. = 0.307). Respondents further indicated that the annual allowances and cash bonus given to them by the University did not motivate them to work harder (Mean = 2.415, Std. Dev. = 0.562). However, the respondents agreed that there were enough loan facilities available to the staff (Mean = 3.308, Std. Dev. = 0.468). In addition, the staff disagreed that the opportunity of benefitting from car/motor loans motivates them to work harder (Mean = 2.436, Std. Dev. = 0.483). They further disagreed that there are allowances for accommodation for junior staff (Mean = 1.728, Std. Dev. = 0.352).

Table 2: View of Respondents on Financial Compensation of the University

Statements on financial compensation	Mean	Std. Dev.
I am motivated by the high salary the university is giving me	2.355	0.307
The annual allowances and cash bonus motivates me to work harder	2.415	0.562
There are enough loan facilities available to junior staff of the university.	3.308	0.468
The opportunity of benefitting from car/motor loans motivate me to work harder	2.436	0.483
There are allowances for accommodation for junior staff	1.728	0.352
Financial compensation	2.448	0.304

Source: Field data, 2019.

Generally, junior staff of the University were not pleased with the various forms of financial compensation available or given to them. This means, the staff were not happy with the financial payment (including wages, salaries, commissions and bonuses) they receive as part of their work. The findings are consistent with that of [12] who examined the link between compensation packages and job performance in the Ghana Police Service. Their study revealed that the staff of the Ghana Police Service were not happy with the various forms of financial compensation packages given to them by the government and the institution. The study further elicited data on respondents view on the various non-financial compensation packages available or given to them. The results are presented in Table 3.

Table 3: View of Respondents on Non-Financial Compensation of the University

Statements on non-financial compensation	Mean	Std. Dev.
The provision of healthcare schemes or facilities for all staff motivates me to work harder	2.731	0.386
There are enough leave with pay for all staff of the university	3.343	0.566
There are opportunities for promotion in the university	4.012	0.191
I am happy with the various training and development opportunities available for junior staff	2.955	0.361
My job in this university is secured	4.006	0.245
The pension scheme for junior staff in this university motivates me to undertake my job responsibilities diligently	2.928	0.380
There is good working environment for junior staff in this university	2.946	0.394
Non-financial compensation	3.275	0.307

Source: Field data, 2019.

As indicated in the table, respondents disagreed that the provision of healthcare schemes or facilities for all staff motivated them to work harder (Mean = 2.731, Std. Dev. = 0.386). This may probably have been due to the existence of the free healthcare facilities provided by the National Health Insurance Scheme. Similarly, respondents were of the view that the pension scheme for junior staff in the university did not motivate them to undertake their job responsibilities diligently (Mean = 2.928 Std. Dev. = 0.380). However, they agreed that there were enough leave with pay for all staff of the University (Mean = 3.343, Std. Dev. = 0.566), and also there were opportunities for promotion in the University (Mean = 4.012, Std. Dev. = 0.191). Similarly, respondents were of the view that they were happy with the various training and development opportunities available for them (Mean = 2.955, Std. Dev. = 0.361). They added that their job in this university was secured (Mean = 4.006, Std. Dev. = 0.245). However, they disagreed to the view that there was good working environment for junior staff in this university (Mean = 2.946, Std. Dev. = 0.394). The standard deviations in both Tables 2 and 3 were small and close to each other, indicating the narrow dispersion about the mean responses of junior staff with respect to the forms of compensation. As depicted in Table 3, junior staff of the University viewed non-financial compensation positively. In other words, junior staff of the University are happy with the non-monetary and psychological payments that the University provides for them in exchange for the work they perform. Therefore, junior staff are pleased with the satisfaction they receive from the job itself or from the physical or psychological environments in which they work. This means, non-financial

rewards which focus on issues like needs for achievements, recognition, responsibility, influence and personal growth are seen to have positive effect on the junior staff. The study therefore, rejects the hypothesis that employees do not view financial and non-financial compensation systems of UCC in positive terms. The results show that they view the compensation packages of the University positively however, they view non-financial compensation more positively than that of financial compensation. The findings support the comments of [15] who posits that lower rank employees are normally pleased with compensation packages that are concerned with those non-financial rewards that provide intrinsic and extrinsic motivation to employees. In order words, they are happy with rewards that are inherent in job design such as interesting and challenging job, degree of feedback, task variety, and autonomy, and also those that arise from the factors of job context that include financial rewards, developmental rewards, and social rewards. The second objective examined the effect of compensation systems on employees' work performance, taking into consideration the mediating role of staff satisfaction and commitment. In dealing with this objective, the study first analysed the relationships between the study variables. The results are presented in Table 4. As contained in the table, financial compensation ($r = 0.013$, $p = 0.033$), non-financial compensation ($r = 0.495$, $p = 0.005$), level of satisfaction ($r = 0.565$, $p = 0.004$), and commitment to the University ($r = 0.258$, $p = 0.036$) were statistically significant and positively correlated with employees' performance.

Table 4: Relationships between Employees' view on Compensation, their Level of Satisfaction, Commitment to the University and Work Performance

Variables	Mean	Std. Dev.	Employees' performance	
			Correlation coefficient (r)	Sig.
Financial compensation	2.448	0.304	0.013*	0.033
Non-financial compensation	3.275	0.307	0.495**	0.005
Level of satisfaction	3.035	0.301	0.565**	0.004
Commitment to the University	3.064	0.304	0.258*	0.036
Performance	3.845	0.251	1	

Source: Field data, 2019

This means that if the junior staff view the University's various form of compensation packages in positive terms, there will be an increase in their performance, especially that of non-financial compensation. Similarly, the more employees are satisfied with the various form of compensation, the better they will increase their performance. Furthermore, the more they are committed to the University, the more they will improve their performance in the institution. Based on the findings, the study therefore rejected all the null hypotheses that there are no relationship between employees' view on compensation, level of job satisfaction, level of commitment to the University and employees' performance. The finding that employees' positive view on compensation has a significant and positive relationship with employees' performance is consistent with the submission of [17] who noted that employees overall fast response to task in an organisation is positively correlated to the high compensations given to them. They added that when compensations are low, employees either slack or show little interest in the task at hand. According to [4], high monetary compensations may function as a catalyst for enhanced effort

or determination by employees to perform well. Also, the findings are in line with the view of [4] who posits that individual employee level of satisfaction in the organisation has a positive association with the employee success at the workplace. Also, there was a significant and positive relationship between employees' level of commitment to the University and their performance. This finding is consistent with the submission of [2] who asserted that employees' commitment to the organisation has a direct link with their performance. The study further employed multiple regression analysis to analyse the data in order to deal with the second objective. Employees' view on the various forms of compensation packages of the University was used as the independent variables while employees' performance was the dependent variable. However, junior staff level of satisfaction and commitment to the University were used as mediators. This was based on the assertions of many researchers [9]; [13] who assert that employees' level of satisfaction and commitment to an organisation are variables that boost employees' performance. Therefore, this study adopted these two intervening variables to confirm or disprove the assertions of the researchers that increase in employees' level of satisfaction and commitment to the organisation lead to a corresponding increase in their performance. Results of the analysis are shown in Table 5.

Table 5: Effect of Employees' Compensation Packages on their Work Performance

Variables	Model I	Model II	Model III
	Beta	Beta	Beta
Financial compensation	0.134 (0.074)	0.249 (0.074)*	0.380 (0.073)*
Non-financial compensation	0.565 (0.062)**	0.390 (0.060)*	0.405 (0.057)**
Employees' level of satisfaction		0.260 (0.051)**	0.227 (0.049)**
Employees' commitment to the University			0.499 (0.044)**
Constant	3.415	2.576	1.830
R	0.534	0.578	0.791
R Square	0.325	0.470	0.753
Adjusted R Square	0.310	0.435	0.739

(Standard errors are in parentheses)

**p<0.01; *p<0.05 (N = 335)

Dependent variable: Employees' performance

Source: Field Data, 2019.

The multiple regression analysis involved testing of three models. In the first model the two main forms of compensation packages (financial and non-financial) were entered as independent variables. As contained in Table 13, the variable that predicted junior staff performance in the University significantly was non-financial compensation ($\beta = 0.565$, $p < 0.01$). Financial compensation was a non-significant contributor to the variance in the dependent variable ($\beta = 0.134$, $p > 0.05$). The total contribution of the independent variables to the variance in the dependent variable is 0.325 with an adjusted R^2 of 0.310. This means that financial and non-financial compensation packages predicted or explained about 31 percent of the variance in the junior staff performance in the University. In the second model junior staff level of satisfaction in the various forms of compensation given to them was entered into the equation to serve as a mediating variable. The theory here is that the

independent variables do not predict employees' performance in the University directly, and that they do so indirectly through employees' level of satisfaction and their commitment to University. When the variable employees' level of satisfaction with their work was used in the equation the Beta coefficients of financial and non-financial compensation packages reduced. However, financial compensation which was non-significant became significant and expanded in the second model. The percentage decrease of non-financial compensation which is the only variable that is significant in the first model was 31 percent. As expected, there was a slight increase with regard to the total contribution (R^2) of all the independent variables, including junior staff level of satisfaction with their work, to the variance in the dependent variable. It increased from 0.325 to 0.470 with an adjusted R^2 of 0.435, which means that junior staff level of satisfaction tends to boost the total predictive power of the various compensation packages available and given to them. Junior staff level of satisfaction was statistically significant when it was entered into the second model ($\beta = 0.260$, $p < 0.01$). In the third model the variable employees' commitment to the University was entered into the equation, and the result was that the Beta coefficients of the independent variables were still statistically significant. The confident level for financial compensation was still 95 percent while that of non-financial compensation moved from 95 percent to 99 percent. As indicated in Table 13, the beta coefficients of all the variables increased. Employees' level of commitment to the University was statistically significant when it was used in the second model ($\beta = 0.499$, $p < 0.01$) because it changed the beta coefficients of the other significant variables in the third model. This means that the explanatory power of employees' view on the various forms of compensation packages of the University (financial and non-financial) are shared with the mediating variables. The beta coefficient for financial compensation, non-financial compensation and employees' level of satisfaction with their work variables increased. Naturally, the total contribution (R^2) of the variables when employees' level of commitment to the University was added increased from 0.470 to 0.753, while the adjusted R^2 increased to 0.739. The data further showed that when employees' level of commitment to the University was used in the equation the rate of increase of the R^2 was 60.2 percent. This suggests that the junior staff level of commitment to the University is a major condition for increase in junior staff performance. Thus, employees' satisfaction with the work in the University gradually builds up and translates into commitment to the University. What all the resultant increases and statistical non-significance mean is that the independent variables (financial and non-financial compensations) do not directly influence employees' performance in the University. They do so only when the staff are satisfied with their work in their respective units and when they are committed to the University. This means, the various forms of compensation packages of the University have a significant effect on employees' performance. The study therefore rejects the hypothesis that employees' views on compensation systems have no statistically significant effect on their performance. Thus, junior staff views of the University's compensation package do not directly influence their performance in the University. First the compensation packages must enhance the junior staff level of satisfaction with their work, and this will in turn ignite their commitment to the University. This increased

level of commitment to the University by the junior staff will result in an overall increase in their performance. Thus, compensation packages of the University are not enough to explain employees improved performance unless the employees are satisfied and committed to the University. The findings and the argument support the conceptual framework of the study. The findings corroborate with that of [13] who avers that employee compensation has an indirect effect on employee performance. He further posits that with appropriate compensation packages in the organisation, employees are likely to be satisfied and committed to the organisation. These incremental effects on level of satisfaction and commitment will ignite employees' performance significantly.

6 CONCLUSIONS

The junior staff of the University are dissatisfied with the financial compensation system of the University which comprises of salary, allowances, loan and accommodation facilities. They are, however, satisfied with the non-financial compensation packages such as healthcare facilities, leave of all kinds, job security, good working environment and opportunities for advancement offered by the university. The staff have positive view on the institution's compensation packages as a whole. However, the staff views on the University's compensation packages do not influence their performance directly. It does so only if it boosts the staff level of satisfaction in the University's compensation packages. If staff are satisfied with the University's compensation packages, they are likely to be committed to the University which will in turn increase their performance. Whenever the junior staff views on the University's compensation packages get them to be satisfied with their job, it makes them committed as well. This is then translated into a significant increase in performance. It is, therefore, necessary for the University to develop, nurture and maintain attractive compensation packages that will make staff satisfied and committed to enhance their performance in the long run.

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