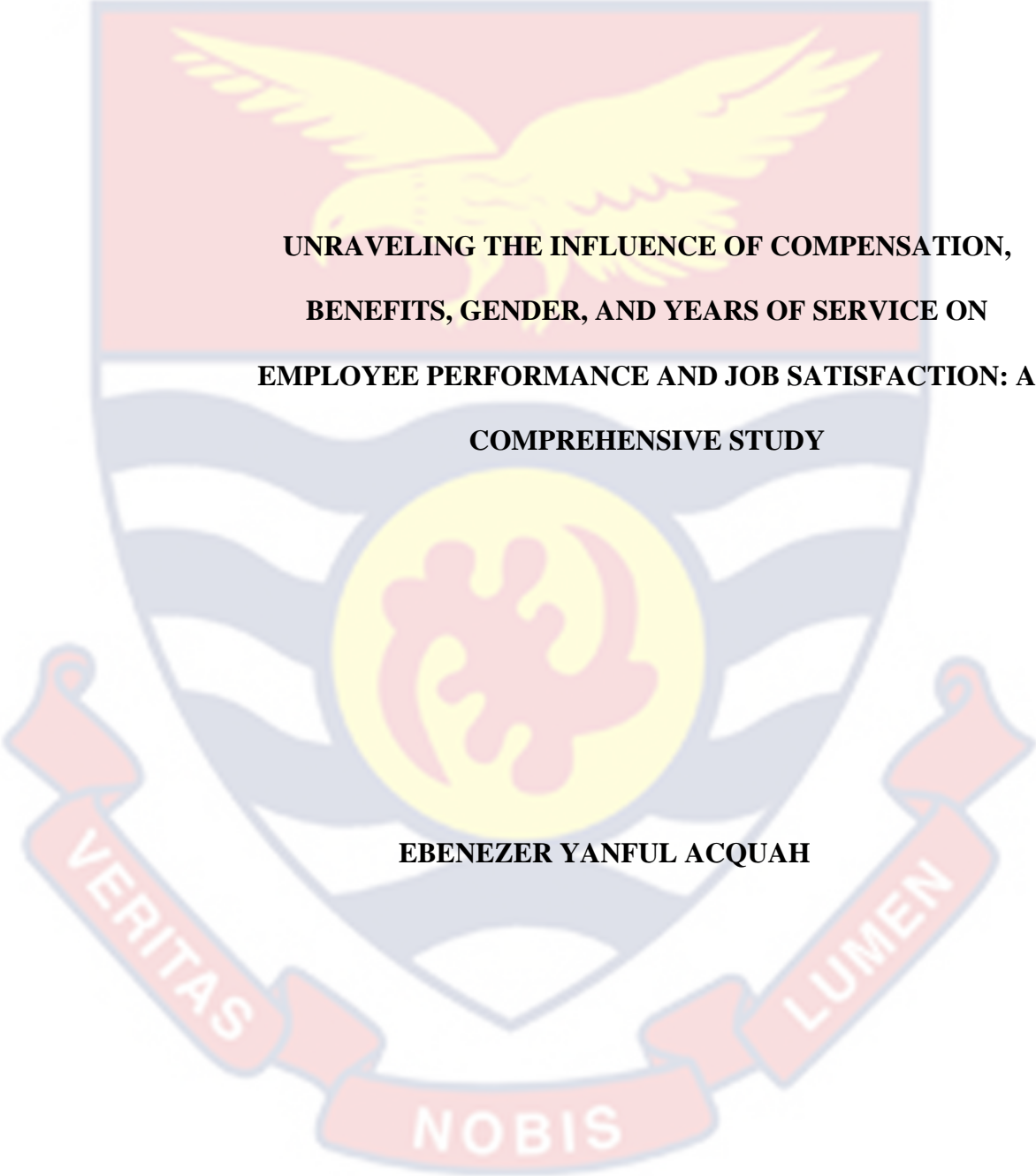**UNIVERSITY OF CAPE COAST**

UNRAVELING THE INFLUENCE OF COMPENSATION,

BENEFITS, GENDER, AND YEARS OF SERVICE ON

EMPLOYEE PERFORMANCE AND JOB SATISFACTION: A

COMPREHENSIVE STUDY

EBENEZER YANFUL ACQUAH

AUGUST, 2023

DECLARATION

Student's Declaration

I hereby declare that this capstone project is the result of my own original project and that no part of it has been presented for another degree in this University or elsewhere.
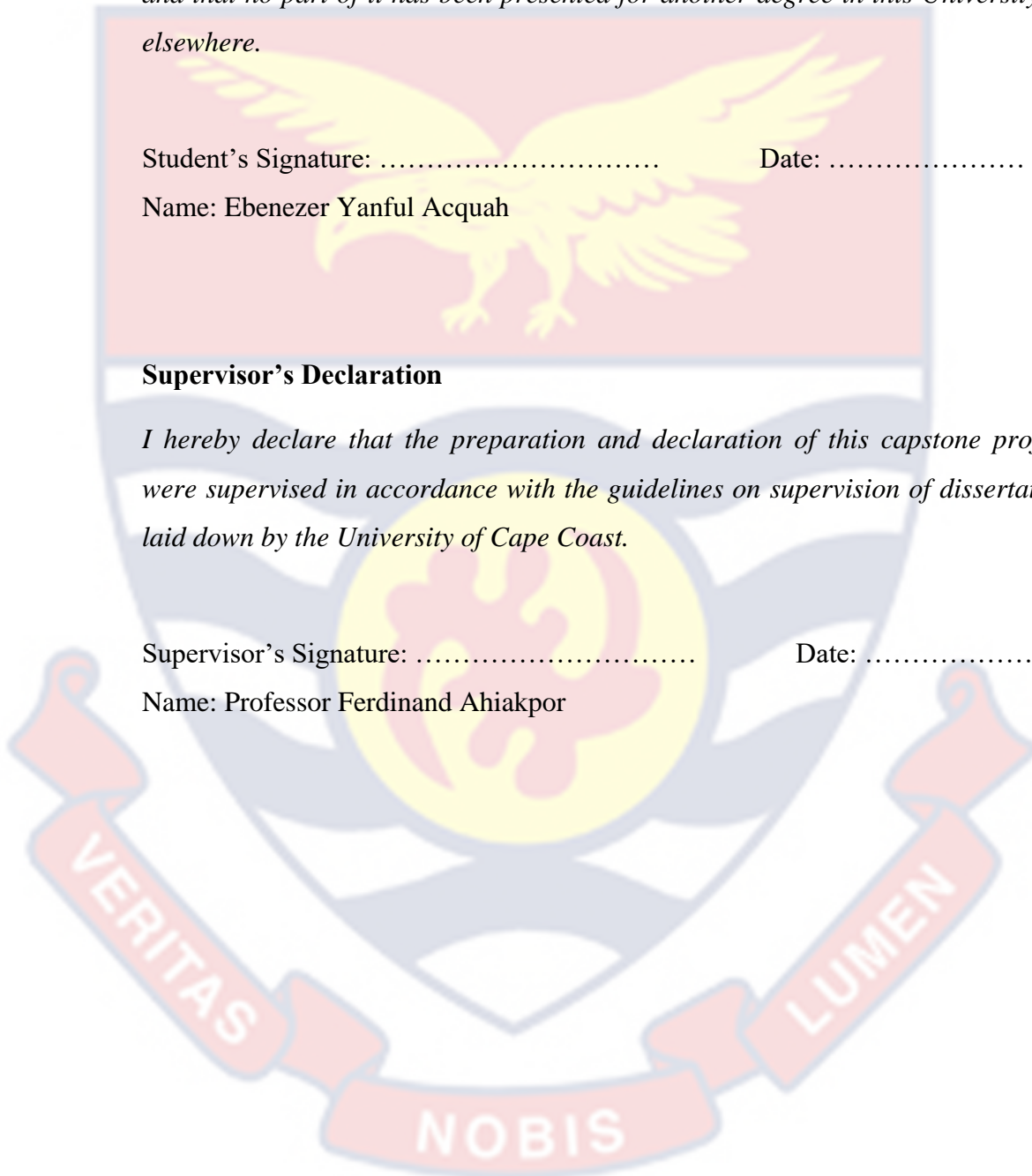
Student's Signature: ………………………   Date: …………………

Name: Ebenezer Yanful Acquah

Supervisor's Declaration

I hereby declare that the preparation and declaration of this capstone project were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: …………………………   Date: …………………

Name: Professor Ferdinand Ahiakpor

ABSTRACT

Purpose: The main objective of this study was to ascertain how employee performance at the Western Regional Coordinating Council was affected by compensation, benefits, gender, and years of service.

Design/methodology/approach: The study was conducted at the Western Regional Coordinating Council in Sekondi in the western region of Ghana. A quantitative approach and an empirical study design were utilized for the data collecting and analysis, along with a convenience sampling technique to sample 110 employees, an interview schedule, multiple linear regression, and STATA version 14 for the analysis.

Findings: Employee years of service and work satisfaction had no association, according to the study, $Pr = 0.335$ and $P \leq 0.05$). Once more, the results showed that in the Western Regional Coordinating Council, benefits and salary have a big bearing on employee performance. The study's outcomes also discovered that, although employee years of service and gender are both shown to affect performance, their effects were most pronounced in the male gender and 25 years and older age groups, respectively.

Therefore, the study suggests that management of Western Regional Coordinating Council consider providing remuneration and benefits packages that give employees the competitive advantage they require to be hired, retained, and motivated.

ACKNOWLEDGEMENT

The greatest appreciation goes to the Almighty God for keeping me safe while I was learning. I thank my supervisor, Professor Ferdinand Ahiakpor, for all of his efforts in guiding me through with my research work. I would want to thank my pals for their inspiration and assistance.

DEDICATION

This study project is being done in honor of my wife, Mrs. Lydia Ocquaye Nortey, as a way of saying thank you for their support and encouragement.

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

1.1 INTRODUCTION

The relevance of benefits and compensation for employees in every organization cannot be overstated. To safeguard the welfare of its employees, some businesses offer compensation and perks in the form of wages, allowances, promotions, and incentives. Typically, an employee's performance affects their compensation and perks. Non-monetary and indirect rewards known as staff benefits are given to employees on top of their pay. They are also called fringe benefits and are offered to staff for the performance of a specific service. Employees desire to receive and enjoy the reaping benefits of their work. They want to be appreciated and recognized for their hard work and efforts. Many people apply to organizations depending on the perks and benefits offered by that company. Job gratification is directly tied up with employee satisfaction hence ignoring employee gratification will eventually lead to a decline in commitment in that way, triggering a lack of motivation, efficiency, and finally productivity (Loui, 1995). Palmer (2015) indicated that employees are a company's most valued asset. Therefore, every manager must take the welfare of their employees seriously and invest more in employee benefits.

Compensation and job satisfaction are positively correlated, according to Mangi et al. (2011). These employees' level of job satisfaction will have a big impact on how well these firms succeed. Employees' behavior and productivity may be positively impacted by compensation, which is a useful weapon in the

1

management's toolbox for enhancing organizational effectiveness. A study by Kadirl et al. (2019) emphasizes the significant impact of various compensation components, such as salaries, allowances, promotions, and incentives, on driving high levels of employee performance. Again, research by Indrayanti et al. (2016) uncovered a strong positive relationship between compensation and benefits and worker performance, reinforcing the importance of rewarding employees. This results is in line with those made by Paluhulawa (2013) who further solidified the significance of performance allowances, demonstrating how they can make a substantial impact on workers' performance. These studies collectively emphasize the crucial role of compensation in boosting job satisfaction, employee performance, and ultimately contributing to organizational effectiveness. It's an essential element in the toolkit of successful management strategies.

1.2. Statement of the Problem

The organization faces significant challenges despite the importance of human resources. The output of WRCC remains stagnant, leading to issues like poor-quality goods and slow services. Employee compensation is skewed towards materials and money, resulting in underpayment relative to employee contributions. High staff turnover highlights management difficulties, driven by employees seeking better benefit packages elsewhere. The absence of a fair compensation system creates uncertainty, necessitating investigation and correction. Inconsistent rewards tied to factors like merit and gender lead to disparities that require correction. Further compounding this, confusion between visible busyness and actual productivity leads to unequal rewards. In a 2018

2

Randstad poll, 42% of employees reported that they were considering quitting their current positions due to their poor benefit packages, while 55% had already quit their jobs in order to pursue better benefits or perks elsewhere. The research aims to rectify these concerns by establishing a fair and effective compensation system that genuinely reflects employee contributions and mitigates turnover.

1.3. Study Objectives

The general goal of this study is to examine the effects of compensation and benefits on employee performance. However, the following specific goals are also included:

- To ascertain how employee performance is effected by compensation and benefits, gender, and years of service.

- To assess the association between years of work and employee job satisfaction.

1.4. Questions for the Research

The following questions serve as a guide for this research:

- How does compensation, benefits, gender, and years of service affect an employee's performance?

- What is the association between years of work and employee job satisfaction?

1.5. Study Purpose

The purpose is to assess how the Western Regional Coordinating Council staff's outputs are affected by compensation, benefits, gender, and years of service. Even though some organizations have conducted research on the value of compensation and benefits in relation to employee outputs, nothing about WRCC can be said. Given the unique work environment of the target populations, the aim of this study is to validate or refute the hypothesis that employees' exposure to these variables has a positive effect on their performance. The study will make a significant contribution to our understanding of the relationship between benefits and compensation and worker performance.

1.6. Significance of study

Assessing the effects of compensation, benefits, gender and employee's length of service towards WRCC employee's performance is significant because, some engagements surveys have concluded that most employees would leave their job for better employee benefits hence, benefits are important. In order to boost employee motivation to deliver quality work, compensation and benefits are crucial. This encourages team members to have a growth mentality as a result. Through the use of continual performance management, managers may recognize when employees go above and beyond. It enables them to measure their progress toward their goals and personal growth, as well as to make well-informed decisions on additional compensation, such as salary increases or benefits.

CHAPTER TWO

LITERATURE REVIEW

2.1. Employee Performance

Hellriegel, Jackson, and Slocum (1999) defined performance as the pinnacle of a person's professional achievement following significant effort. Job performance refers to an individual's capacity to effectively do the task that has been assigned to them, within the customary limitations of the practical application of the resources available. (Dar, Akmal, Akram and Khan, 2011). Motowidlo, Borman, and Schmidt (1997) defined job performance as the anticipated overall gain from employees' efforts over a predetermined time frame. Bullock (2013) asserts that while being technical, this definition has distinct ideas that are worthwhile exploring. Performance is a behavior trait or more simply expressed, what people do when they are at work. An employee's behavior can be classified as either helping or hindering to an organization however, as the effects of an employee's action are rarely evaluated, their value is only projected. In other words, an employee's activity produces anticipated value to the business.

Task performance and contextual performance are two independent categories of performance. The processes required to transform initial inputs into finished goods and services are referred to as task execution. Usually, job descriptions include a list of these duties. Selling clothing and jewelry, drilling holes, and instructing a class are a few examples. The term "contextual performance" refers to actions that improve overall effectiveness while simultaneously fostering a

5

positive social and psychological environment at work. Examples include settling disputes, working with coworkers, and keeping the conference room in good repair (Borman & Motowidlo, 1993). Three guiding principles serve as the foundation for the distinction between task- and context-specific performances (Borman & Motowidlo, 1997; Motowidlo & Schmit, 1999). First off, whereas contextual performance activities vary widely between jobs, task-related tasks do not. Furthermore, task performance is more specified and indicates in-role behavior whereas contextual performance is more arbitrary and extra-role. Task performance is tied to ability once more, whereas contextual performance is related to personality and motivation (Sonnentag and Frese, 2005).

Every institution has a very serious problem with employee performance. It serves as the cornerstone for an organization whose success will depend only on the performance of each individual employee. Additionally, if a worker conforms to the expected standards, the performance of the organization will improve (Chegini, 2010). Thus, it seems obvious that an employee's performance would play a key role in deciding a company's success and outcomes. Given the importance of employee performance, the company's management must carefully assess each employee in order to pinpoint the factors that contribute to great work performance. Depending on the sort of employment, several factors are used to assess a person's performance. For example, (Burke, 2016) stipulates that, in the health care industry, these issues will include the relationship of work practices, occupation pressure and psychological welfare.

Individual and ecological groups are two ways to measure employee performance in the research industry. Heneman (2005) found that there are several variables that affect employee performance, including working conditions, job security, employee reward programs, worker development opportunities, and relationships with both the company and employees.

2.2. Compensation

According to Dirks (2020), compensation is the reward given to employees in return for their services rendered and it is often the cornerstone of a productive workforce. The quality and performance of your company's talent pool is usually directly dependent on how well you execute your compensation planning strategies. For businesses that recruit people, it is often one of the highest costs. Beyond the employee's usual pay, there is compensation. Numerous additional pay and benefit types are also included. When time, labor, and skill are exchanged for payment, this is known as compensation. Putting direct compensation and indirect compensation in different categories is one way to organize the many forms of remuneration. Both types of compensation are monetary in character or have a monetary value, which means that they are both financial in nature. According to Iqbal (2009), compensation is the restitution, reward, wage, or salary that an organization gives to a person or group of individuals in exchange for labor, services, or contributions that help the organization achieve its objectives. The job performance of a worker in the Kingdom of Saudi Arabia was used in the Qureshi et al. (2015) study to highlight the effect of remuneration,

7

which is both directly and indirectly related to work family conflict. According to this concept, there is a connection between pay, job performance, and work-family conflict. The performance of employees and compensation, according to Omosanya (2018), are significantly correlated. We can therefore conclude that there is a strong correlation between effective compensation and employee performance. In contrast to financial compensation, which has a weak negative negligible link with employee productivity, non-financial compensation has a strong positive significant association with employee productivity, according to a correlation analysis by Abebe (2018). The results of research by Yuli Triana (2017) found that compensation has a significant influence on performance. Compensation in this study is looking at salary and allowance which are the main forms of compensation for the employees of the Western Regional Coordinating Council.

2.2.1. Salary

According to Braton and Gold (2003), a basic salary is a fixed monthly payment for quasi employees that is typically presented in annual terms and does not typically increase for efficiency. A salary, in the words of Surbhi (2015), is a fixed amount of money th at is regularly paid to employees in return for their performance and output. There are numerous types of individual and corporate performance compensation systems, according to research by Millvier and Newman (2005). When assessing a quality, the effectiveness of a person's actions merit pay to performance and bonus long incentive schemes be taken into

consideration. Monetary reward is the first category of remuneration; it is based on an individual's performance and grade. Again, Heneman (2005) indicated that several variables, including working environment, job security, the relationship between an employee and their employer, opportunities for training and development, and employee reward programs, among others, can affect how well an employee performs. Nagaraju and Pooja (2016) concluded that salaries had a favorable effect on employee performance. The effectiveness of the workforce is positively impacted. The results of the ANOVA demonstrated that salaries have an impact on worker performance. According to Ldama and Nasiru's (2020) research, salary increases have a significant effect on the effectiveness, employee cooperation, and employee creativity at Adamawa State University. Salary increases significantly affect employees' levels of creativity, cooperation, and production.

2.2.2. Allowance

An allowance is a financial benefit given to the employee by the employer over and above the regular pay. These benefits are offered to cover expenditures that may be incurred to enable the delivering of service for example, out-station allowance is paid to cater for expenses incurred for performing an official function outside the workplace. Again, compensation for specific purposes such employee office-related activities, financial assistance, and employee engagement allowances can be considered compensation outside of pay paid to employees. A person can choose to remain with the business in order to show their dedication

and loyalty if they were offered high-level salary. Long-term employees build their knowledge and expertise in carrying out their jobs based on their significant experience. However, the use of allowances differs by nation and profession. Some nations and professions enable particular employment types, projects, working hours or regimes, and locations. Performance allowance, according to Lestari and Riyanto (2020), has a significant effect on worker productivity, workplace conduct, and training.

2.3. Benefits

Employee perks are quasi compensation provided to employees by an employer in addition to their regular salary or wages. These advantages include things like sick days, vacation days, group insurance such as health, dental, life, etc., retirement benefits, student loans, other loans like home loan, auto loan, etc., flexible alternative arrangements, sick days, and vacation days. The Concept of employee benefit came into being because of human resource development. It was brought up because of employees being motivated to increase their efficiency, it also came up because of industrial revolt whereby the employees were enlightened by labor actions about enhancement of task being executed and the potential effects of productivity in an organization. Largely, it is assumed that benefits increase effort and, but past research performances have been rambling. Past researchers have come up with some concepts to describe the relationship between employee benefits and employee's productivity. Employee benefits may increase employee efforts, but those efforts may not fundamentally affect

employee productivity if the employee is deficient on the needed skills. In some situations, when employees lack suitable skills to perform their task, financial incentives only increase certain areas on effort but not their productivity. Employee benefit programs have a greater effect on junior employees' job performance, based Chao Hong et al(1995) research. Additionally, they found that workers with varied levels of education and employment experience perceive various effects of employee benefits. Miao and Evans (2007) discovered a favorable association between remuneration-driven inspiration and assignment enjoyment based on a number of distinct cross-sectional research. We look more closely at the two primary areas of employee benefits incentives and promotion in light of the job environments of the research group.

2.3.1. Incentives

Incentives include tangible rewards and any form of cash payment offered to an employee. The objective standards that are applied when merely establishing measurable performance standards are sometimes referred to as incentives. Researchers have divided incentives into two classes: moral incentives and tangible incentives. Moral incentives are defined by (Prasad, Siddhardha, and Lakshmi, 2019) as indirect remuneration through certification, such as grading someone. In the context of agency theory, incentives are explored in depth with the aim of balancing the interests of the principal and the agent and inspiring the agent to act in a desirable manner (Garnefeld, 2012, Gibbons, 1998). Incentives and reward systems are essential for building capacities and converting those

11

capacities into improved performance in companies, claims a 2006 UNDP report. Organizations need motivated employees, especially in the fast-paced technological environment of today. By making investments in the welfare of their employees and providing them with incentives for success, businesses can keep their competitive edge. A study conducted by Lui (2022) indicated that monetary incentives also impact job performance.

2.3.2. Promotion

Promotion, according to Gupta (2011), is the elevation of an employee to a higher role with more responsibility, status, and pay. An employee moves up the organizational structure to a position with more authority, greater status, and better working circumstances. Promotions are used to reward staff for improved performance and to spur them on to put up more effort. It is unusual that managers want to see the proper individuals leave the company after they have invested in, nurtured, and trained them. Nevertheless, if managers are looking for short-term results and high profits, internal promotion may be a less attractive option (Torrington et al 2005). In cases where individuals are promoted from within, they are more possible to have a comprehensive understanding of operational and other applicable parts of the organizational setting. Additionally, promoting from within the organization is likely to preserve a favorable organizational society (Torrington et al 2005). The study findings will outline the proposed impact organizational benefits have on performance outcomes. According to Dean and Joseph (2015), job promotion refers to hiring more people

or placing current employees in positions that are better than those they previously held. These better employment also have higher status requirements, competency standards, facilities, bigger duties, higher incomes, and additional compensation or salary and benefits for the other. This is consistent with the view put forth by Flipo (2018) that a promotion is a transfer to a position with a higher prestige and responsibility. Winda Yulyarta Simanjuntak's (2015) study discovered that job promotion has a positive and significant impact on worker performance. Virginia Maulidiah Septiani (2015) found that performance is influenced by job advancement. Suharni Rahayu (2017) found that performance is positively and significantly impacted by position promotion.

2.4. Employee Gender

Studies involving male and female employees' views regarding their jobs, levels of job satisfaction, and intentions to quit have revealed differences. Other studies have shown that both high and low performers leave their jobs for a number of reasons, including evaluations of their performance on the job, feelings of job satisfaction, and plans to exit the profession. Hendrawijaya (2019) looked at age, sex, education, years of service, the number of family members, and their influence on employee empowerment, both directly and indirectly through employee performance. It was discovered that these elements significantly improve employee empowerment as well as performance. However, according to Ogunyele and Osekita (2016), the gender of Local Government employees in Ekiti State has little to no effect on their productivity. This result implies that all

13

employees perform their jobs in a relatively similar way, regardless of their sexual orientation. This study refutes prior findings and maintains that women and girls belong in the homes and kitchens, where they give birth to and care for their families' children (Broverman et al.,1970).

2.5. Employee Years of Service

The second demographic component is employee tenure, or the number of years spent working for a specific company. Due to their higher dependability compared to more recent hiring, prior study has indicated that companies can predict greater performance from long-term employees (Brauchle., et al, 2004). The amount of time an employee has worked for the organization has an impact on their performance, according to a study by Janardhanan and Raghavan (2019). Studies by Shaffril and Uli (2010) as well as Schmidt, Hunter, and Outerbridge both found that employee performance increased with experience (1986). According to Ng and Sorensen (2008), those who had worked for a company for a longer period of time were able to perform much better since they were more accustomed to their duties and may have attained higher degrees of professional accomplishment (2008). According to Shaffril, Azril, and Jegak, there are positive and significant connections between age, work experience, and gross monthly compensation and work performance (2010).

CHAPTER THREE

SURVEY DESIGN AND METHODOLOGY

3.1. The Survey Design

The study design selected was an empirical investigation. The research that the researcher has direct knowledge is the research that is founded on empirical phenomena observation and measurement. This information can be compared to a theory or hypothesis, but the results are still grounded in real-world data. This study is mostly based on information gathered from the organization's archives, a review of the literature, a survey of the personnel of the organization, and the researcher's own experience and observations given that he works for the organization.

3.2. Techniques for Sampling and Sample

The participants in the study were all workers at WRCC because it was about this company. Since there are 110 employees at WRCC, the convenience sample technique was used to administer questionnaires to 86 of them. This sample thus covers 78% of the overall workforce. Using the 1970 Krejcie and Morgan sample size table, the sample was calculated with a 95% confidence interval. When there is a time constraint, convenience sampling is advantageous because it is a quick and easy procedure. Because there are few standards to follow and convenience sampling enables researchers to produce large samples quickly, it is preferred by many researchers. All job categories, genders, educational levels, and ages of the employees were taken into consideration when making the selection. The

15

management was fully aware of the questionnaires and other data collection procedures because the researcher had authorization from WRCC to conduct this research.

3.3. Data Source and Tools for Data Gathering

Primary data came from interviews with the organization's human resource manager and questionnaire responses from WRCC workers. A questionnaire was developed to obtain the views, suggestions, and attitudes of the workforce regarding the pay policy of the company and other performance-based rewards.The organization's books, articles, and official documents served as the secondary source of data. It was therefore easier to design the questionnaire to meet the institutional organizational framework, to conduct the literature research, and to support the findings' presentation.

3.4. Methods for Data Collection

The opinions of the staff were gathered through a questionnaire. Since everyone could read and write in English, that language was used. Only Sekondi-based employees provided the data; employees working elsewhere in the region were not included in the sample due to time and travel considerations.

3.5. Employee Performance Measurement

Nomenclature and conceptual underpinnings for performance measurement have been hotly debated, and there are no reliable standards or guidelines (Ford and

Schellenberg, 1982). There are several factors that can be measured that affect overall employee performance, depending on the research field and the organization involved. According to most researchers, the measuring of employee performance heterogeneity is possible when employing multidimensional performance indicators (Delmar, Davidsson, and Gartner, 2003). Since performance appraisal is the sole allowed method for assessing employee performance in WRCC, employee performance was consequently measured using this method. A questionnaire on a five-point Likert scale was used to collect the responses regarding their performance assessment.

3.6. Compensation and Benefits Measurement

According to Wooll, compensation is a reward provided to an employee in return for the labor they offer for a business (2022). Employee pay and benefits, such as out-of-station and fuel allowances, are the basis of compensation at WRCC.A questionnaire with a five-point Likert scale was therefore used to collect responses relating to these characteristics. In contrast, benefits are a form of non-monetary payment made to a worker as a show of appreciation for their work Wooll (2022). Benefits including job promotions and incentives like housing, welfare support, official vehicles, etc. are available to WRCC employees. A questionnaire on a five-point Likert scale was used to collect data on these factors.

3.7. Data Analyses Techniques

The information gathered was qualitative, so a concise summary of the data was provided using a descriptive statistical method like percentages. The respondents' demographic traits will be the subject of a descriptive study. Multiple linear regression analysis was utilized to determine the effects of compensation and benefits, gender, and years of service on employee performance. The responses to the aforementioned factors was gathered using a five-point Likert scale. After that, Principal Component Analysis will be performed to create component index for the variables, performance, and benefit to be used for the regression analysis. All these analyses will be done in STATA version 14.
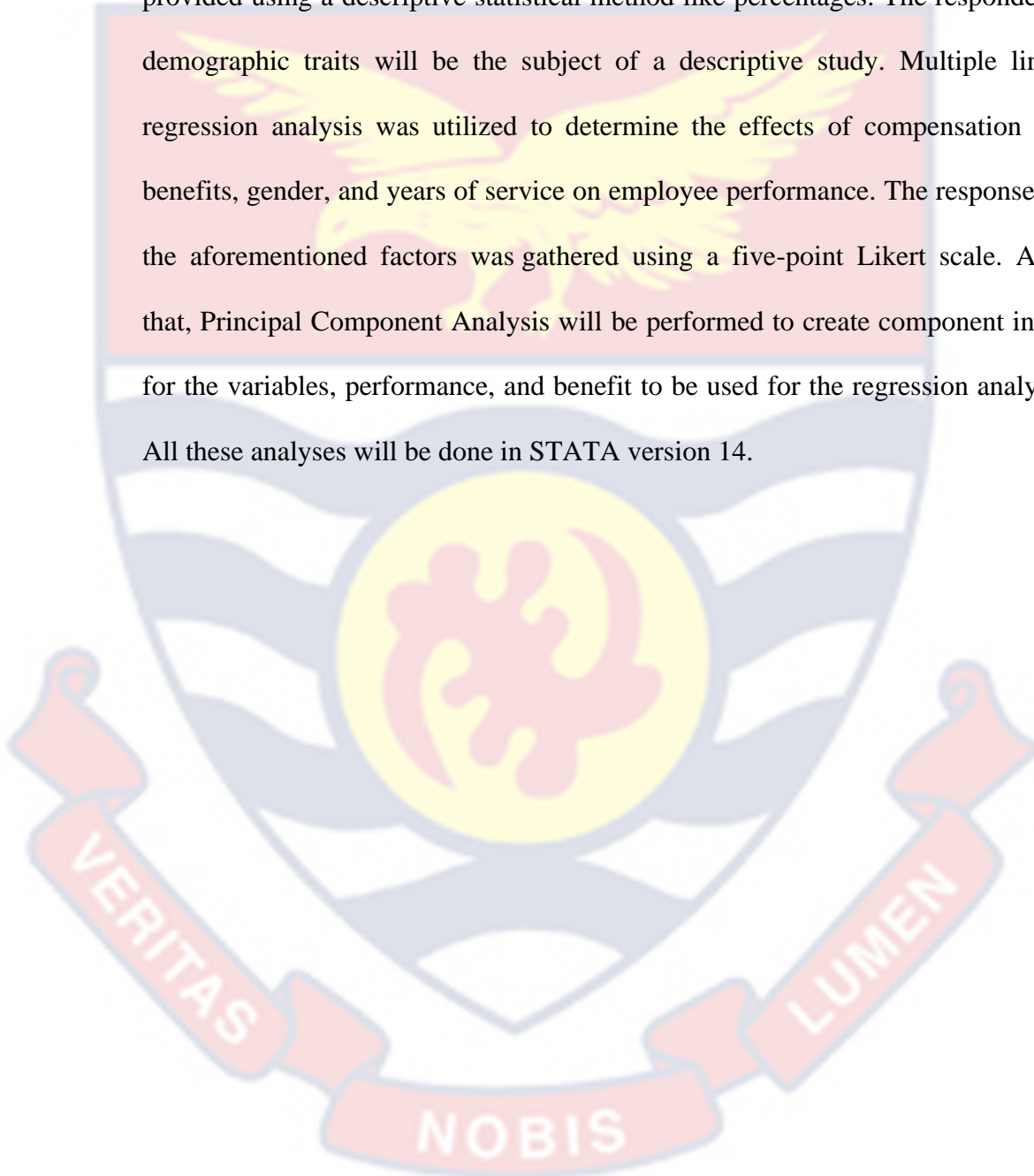
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

This chapter contains the data and analysis. Additionally, it provides an overview of the demographics and response rate of the survey's respondents. The information was gathered using a survey given to workers at the Western Regional Coordinating Council in Sekondi. The organization's human resources manager was also the subject of an interview.

SECTION A

4.1. Characteristics of Respondents by Demographics

Table 4.1.1. Age Distribution

AGE	Freq.	Percent	Cum.
20 - 29	52	60.47	60.47
30 - 39	22	25.58	86.05
40 - 49	9	10.47	96.51
50+	3	3.49	100.00
Total	86	100.00	

Source: Fieldwork, 2022.

The table above shows that, out of the 86 participants, 52 of them were within the 20–29-year age category representing 60.47 percent, 22 of them representing 25.58 percent were within 30-39 category and 9 participants representing 10.47 percent were within 40-49 category. The age category that had the least participants was 50+ with 3 members representing 3.49 percent.

Table 4.1.2. Gender Distribution

GENDER	Freq.	Percent	Cum.
female	45	52.33	52.33
male	41	47.67	100.00
Total	86	100.00	

Source: Fieldwork, 2022.

From the table, 45 respondents representing 52.23 percent were females and 41 representing 47.67 percent were males.

Table 4.1.3. Marital Status

MARITAL	Freq.	Percent	Cum.
married	22	25.58	25.58
other	1	1.16	26.74
single	63	73.26	100.00
Total	86	100.00	

Source: Fieldwork, 2022.

The respondents' marital status demonstrates that, 63 of them representing 73 percent of them were single and 22 representing 25.58 percent were married. Out of the 86 participants, only an individual chose other.

Table 4.1.4. Academic Qualification

ACADEMIC	Freq.	Percent	Cum.
degree	47	54.65	54.65
diploma/HND	31	36.05	90.70
masters	8	9.30	100.00
Total	86	100.00	

Source: Fieldwork, 2022.

The table above shows that the highest qualification of the participants is 1st degree with 47 respondents representing 54.65 percent. The participants with Diploma/HND were 31 representing 36.05 percent and those with Masters were 8 representing 9.30 percent.

Table 4.1.5. Departments of the participants

DEPARTMENTS	Freq.	Percent	Cum.
IT	4	4.65	4.65
admin	26	30.23	34.88
budget	9	10.47	45.35
finance	5	5.81	51.16
human	7	8.14	59.30
internal audit	4	4.65	63.95
parks	10	11.63	75.58
planning	9	10.47	86.05
procurement	12	13.95	100.00
Total	86	100.00	

Source: Fieldwork, 2022.

According to the table above, the Administration department participated in the survey the most, with 26 members or 30.23 percent of the 86 employees selected from among the various departments. The department of procurement, which had 12 members, or 13 percent of the total, came in second. The internal audit and IT departments had the fewest responders in the survey, each with four, or 4.65 percent of the total.

21

SCTION B

4.2. Association between years of service and job satisfaction among employees.

Table 4.2.1. Job Satisfaction and Years of Service

JOB SATISFACTION	YEARS OF SERVICE				
	25 yrs and above	16-24yrs	9-16yrs	below 8yrs	Total
dissatisfied	0	2	0	10	12
somewhat dissatisfied	0	1	0	11	12
somewhat satisfied	0	2	6	25	33
very dissatisfied	1	2	1	15	19
very satisfied	0	0	0	10	10
Total	1	7	7	71	86

Source: Fieldwork, 2022.

Pearson chi2(12) = 13.4750   Pr = 0.335

According to the Crosstab table, 33 participants said they were somewhat content with their current job satisfaction in the company; of them, 25 have worked for the company for less than 8 years, and 6 have done so for between 9 and 16 years. Only 2 members who have been with the group for between 16 and 24 years said they are slightly satisfied. 10 participants, all of whom had been employed by the organization for less than 8 years, stated once more that they were quite happy with their current position. Nineteen of the 86 respondents said they were very dissatisfied with their current job in the organization. 15 of these individuals have worked for the organization for less than 8 years, while 2 have done so for 16 to 24 years. It is evident from this that 71 individuals, or 82% of the total, had worked for the company for fewer than 8 years. We come to the conclusion that there is no statistically significant relationship between employee years of service

22

and work satisfaction since the probability of 0.33 is bigger than the alpha value

of 0.05. As a result, we are unable to reject the earlier null hypothesis.

SECTION C

4.3. Creating Component Index for Performance, Compensation and Benefit

Table 4.3.1. Component Index for Performance

Number = 86

Number = 6

Trace = 6

Rho = 1.000   Rotation

Component	Eigenvalue	Difference	Proportion	Cumulative
Component 1	2.157	1.024	0.359	0.359
Component 2	1.133	0.269	0.189	0.548
Component 3	0. 864	0.072	0.144	0.692
Component 4	0. 792	0.262	0.132	0.824
Component 5	0. 530	0.007	0.088	0.913
Component 6	0. 524		0.087	1.000

Source: Fieldwork, 2022.

Variable	Comp1	Comp2	Comp3	Comp4	Comp5	Comp6	Unexplained
annual	0.465	-0.376	-0.324	0.003	-0.442	0.585	0
targets	0.357	0.424	0.269	-0.703	-0.337	-0.114	0
dep	-0.424	0.359	0.539	-0.110	0.596	0.183	0
resources	0.348	0.541	-0.538	0.023	0.519	0.166	0
average	-0.490	-0.306	-0.262	0.108	-0.042	-0.764	0
appraisal	0.339	0.404	0.417	0.695	-0.255	0.025	0

Source: Fieldwork, 2022

23

Table 4.3.2. KMO Test for Performance

Variable	Kmo
Annual	0.6778
Targets	0.6838
Dep	0.6575
Resources	0.5983
Average	0.6957
Appraisal	0.7179
Overall	**0.6693**

Source: Fieldwork, 2022.

The indicator of adequate sampling is KMO. KMO must have a minimum acceptable value of 0.6. KMO returns values ranging from 0 to 1. According to a general guideline for interpreting statistics, KMO values below 0.6 indicate that the sampling is insufficient and that corrective action should be made. Since this sampling's overall KMO value is 0.6693, the sampling is sufficient and can be utilized for the regression.This means that the variables sampled to create the component index for performance were adequate in explaining the performance.

24

Table 4.3.3. Component Index for Compensation

Obs. = 86

Comp. = 7

Trace = 7

Rho = 1.000   Rotation

Component	Eigenvalue	Difference	Proportion	Cumulative
Comp1	2.999	1.848	0.428	0.428
Comp2	1.151	0.296	0.164	0.593
Comp3	0.855	0.144	0.122	0.715
Comp4	0.711	0.227	0.102	0.816
Comp5	0.484	0.015	0.069	0.885
Comp6	0.468	0.134	0.067	0.952
Comp7	0.334		0.048	1.000

Source: Fieldwork, 2022

Variable	Comp 1	Comp 2	Comp 3	Comp 4	Comp 5	Comp 6	Comp 7	Unexplained
salary	0.309	0.455	-0.468	0.501	0.469	0.043	-0.071	0
basic	0.421	-0.226	-0.315	0.204	-0.604	0.472	0.208	0
saved	0.326	-0.638	0.009	-0.088	0.568	0.001	0.395	0
receive	0.404	-0.278	0.431	0.413	-0.076	-0.220	-0.591	0
extra	0.412	0.176	0.003	-0.659	-0.158	0.393	-0.430	0
payment	0.316	0.457	0.659	0.071	-0.007	0.124	0.487	0
compensate	0.434	0.133	-0.246	-0.298	-0.249	-0.747	0.156	0

Source: Fieldwork, 2022

Table 4.3.4. KMO Test for Compensation

Variable	Kmo
Salary	0.7794
Basic	0.8045
Saved	0.6615
Receive	0.6877
Extra	0.7536
Payment	0.6116
Compensate	0.8189
Overall	**0.7341**

Source: Fieldwork, 2022

Since the overall KMO value for this sampling is 0.7341, then the sampling is

adequate and can be used for the regression.

Table 4.3.5. Component Index for Benefit

Number of observations = 86

Number of components = 6

Trace = 6

Rho = 1.000   Rotation

Component	Eigenvalue	Difference	Proportion	Cumulative
Comp1	3.335	2.469	0.556	0.556
Comp2	0.866	0.048	0.144	0.700
Comp3	0.817	0.261	0.136	0.929
Comp4	0.557	0.257	0.093	0.979
Comp5	0.300	0.175	0.050	0.885
Comp6	0.125		0.021	1.000

Source: Fieldwork, 2022

26

Variable	Comp1	Comp2	Comp3	Comp4	Comp5	Comp6	Unexplained
vehicle	0.290	0.750	0.400	0.412	-0.137	0.064	0
grade	0.339	-0.534	0.558	0.341	0.402	-0.100	0
living	0.416	-0.087	0.379	-0.668	-0.342	0.334	0
fuel	0.416	-0.292	-0.439	0.463	-0.425	0.393	0
medical	0.508	0.029	-0.223	-0.126	-0.174	-0.803	0
welfare	0.443	0.241	-0.378	-0.192	0.701	0.272	0

Source: Fieldwork, 2022

Table 4.3.6. KMO Test for Benefit

Variable	Kmo
Vehicle	0.8521
Grade	0.7090
Living	0.6792
Fuel	0.6628
Medical	0.6768
Welfare	0.8205
Overall	**0.7140**

Source: Fieldwork, 2022

Since the overall KMO value for this sampling is 0.7140, then the sampling is adequate and can be used for the regression.

4.4. Model Estimation

Table 4.4.1. Relationship between compensation and performance

performance	Co-ef.	St-Err.	T-value	P-value	Conf	Interval	Sig..
compensation	.444	.098	4.55	0	.25	.639	***
Constant	4.06e-09	.097	0.00	1	-.193	.193	

Mean dependent var		0.000	SD dependent var	1.000
R-squared		0.198	Number of obs	86
F-test		20.681	Prob > F	0.000
Akaike crit. (AIC)		228.123	Bayesian crit. (BIC)	233.032

*** p<.01, ** p<.05, * p<.1

Source: Fieldwork, 2022

Using a simple linear regression analysis, it was determined whether compensation variables could significantly predict performance. The regression table shows that the R-squared value is 0.19, which indicates that 10.9 percent of the variation in performance can be attributable to compensation. With probability value of 0.00, compensation is a trustworthy barometer of performance.

28

Table 4.4.2. Relationship between benefit and performance

performance	Coef	St. Error	t-value	p-value	95% Conf.	Interval	Sig
Benefit	-.261	.105	-2.48	.015	-.471	-.052	**
Constant	3.99e-09	.105	0.00	1	-.208	.208	
The mean dep var		0. 000	SD dep var			1.000	
R^2 value		0. 068	Num of obs			86	
F test value		6. 163	Prob >F			0.015	
AIC		240. 963	BIC			245.871	

*** p<.01, ** p<.05, * p<.1
Source: Fieldwork, 2022

An analysis by linear regression was done to see if the benefit variable had any significant effects on performance. In the regression table, benefits have an R-squared value of 0.068, which means that 6.8% of the variation in performance is attributable to them. The 0.05 alpha level shows the importance of the probability value of 0.015. This highlights how crucial benefit is when talking about productivity.

29

Table 4.4.3. Relationship between employee gender and performance

performance	Coefficient	Std. Error	t-test value	p-test value	95% Conf	Inter.	Sigf.
Gender: base female	0	.	.	.	.		.
male	.191	.216	0.89	.379	-.239	.621	
Constant	-.091	.149	-0.61	.543	-.388	.206	
Mean dependent var		0.000	SD dependent var			1.000	
R-squared		0.009	Number of obs			86	
F-test		0.784	Prob > F			0.379	
Akaike crit. (AIC)		246.253	Bayesian crit. (BIC)			251.162	

*** p<.01, ** p<.05, * p<.1
Source: Fieldwork, 2022

A simple linear regression analysis was carried out to see if there was any relationship between performance and male gender. The value explains 0.0% of the variation in performance, according to the regression table, where the R-squared value is 0.009. At an alpha level of 0.05, the probability value of 0.39 is not significant. It follows that it is obvious that performance differences between men and women are minimal.

Table 4.4.4. Relationship between years of service and performance

performance	Coef.	St.Error.	t-value	prob-value	[95% Conf	Interval]	Sig
Years of Service: base 16~s	0	.	.	.	.	.	
25 yrs and above	-.605	1.056	-0.57	.569	-2.705	1.496	
9-16yrs	-.432	.528	-0.82	.416	-1.482	.618	
below 8yrs	.341	.391	0.87	.387	-.438	1.119	
Constant	-.239	.373	-0.64	.524	-.982	.504	
Mean dependent var		0.000	SD dependent var			1.000	
R-squared		0.059	Number of obs			86	
F-test		1.706	Prob > F			0.172	
Akaike crit. (AIC)		245.844	Bayesian crit. (BIC)			255.661	

*** p<.01, ** p<.05, * p<.1*

Source: Fieldwork, 2022

A simple linear regression analysis was performed to determine whether the 25 and above years of work category significantly predict performance. According to the regression table, the R-squared value is 0.059, meaning that this variable accounts for 0.0% of the variation in performance. The p-value is 0.56, which, at an alpha level of 0.05, is not significant. This shows is the 25 and above years of work category is not significant in explaining performance on its own.

Table 4.4.5. Effects of compensation, benefit, gender, years of service on performance

performance	Coef.	St.Error.	t-value	prob-value	[95% Conf	Interval]	Sig
Compensation	.446	.096	4.63	0	.254	.637	***
Benefit	-.205	.069	-2.98	.004	-.342	-.068	***
Gender: base female	0	.	.	.	.	.	
male	.371	.191	1.95	.055	-.008	.751	*
Years of Service: base 16~s	0	.	.	.	.	.	
25 yrs and above	-.918	.42	-2.19	.032	-1.754	-.083	**
9-16yrs	-.432	.388	-1.11	.269	-1.204	.34	
below 8yrs	.277	.396	0.70	.486	-.51	1.065	
Constant	-.36	.374	-0.96	.339	-1.105	.385	
Mean dependent var		0.000	SD dependent var			1.000	
R-squared		0.326	Number of obs			86	
F-test		.	Prob > F			.	
Akaike crit. (AIC)		221.101	Bayesian crit. (BIC)			235.827	

*** p<.01, ** p<.05, * p<.1
Source: Fieldwork, 2022

The effect of compensation, benefits, gender, and years of service as performance predictors was examined using a multiple linear regression analysis. According to the regression analysis, which yielded an R-squared value of 0.326, the predictors account for 32.6% of the variation in performance. The significant statistic of 0.00 in the F probability value demonstrates that the explanatory-variable is significantly explained by the predictors. The coefficient of compensation is 0.44 meaning that, performance will rise by 0.44 unit if compensation increases by a unit, however performance will decline by 0.205 unit if benefit increases by a unit since the coefficient of benefit is 0.205.

Again, the coefficient of the male gender is 0.37 which means that, if the male gender increases by a unit, performance will increase by 0.37. The coefficient of below 8years category of years of service is 0.277 meaning that, performance will rise by 0.277 unit if below 8years category increases by a unit, however performance will decrease by 0.432 unit if 9 to 16years category of years of service increases by a unit since the coefficient of 9 to 16years category is -0.432 whereas if the 25 years and above category increase by a unit, performance will decrease by 0.91 unit since the coefficient of this years of working category is -0.91. In comparison to the alpha value of 0.05, the p-values for compensation and benefits are smaller at 0.00 and 0.004 respectively. This shows that both compensation and benefits significantly predict performance. Finally, the p-values for male and 25 years and above years of service are 0.055 and 0.32 respectively which per the regression table are significant in explaining performance but the male category ability to influence perform is very low even though it is significant.

33

4.5. Post Estimation Test

Figure 4.5.1. Normality Test

Kernel density estimate

kernel = epanechnikov, bandwidth = 0.3031
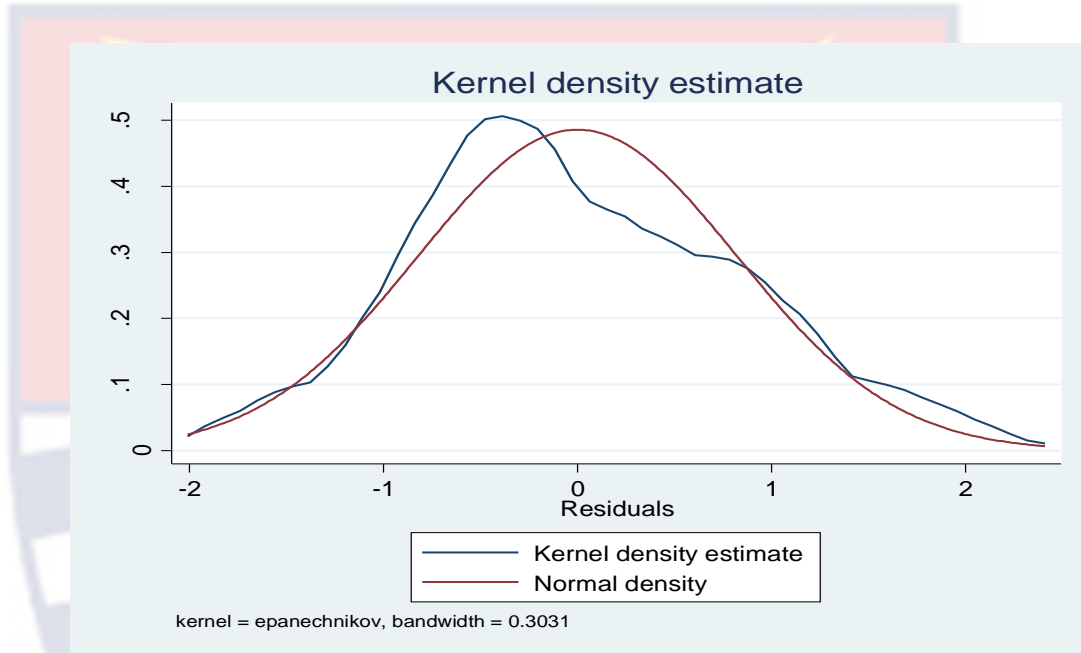
Skewness/Kurtosis tests for Normality
------ joint ------

Source: Fieldwork, 2022

Table 4.5.1. Normality Test

Var	Obs.	Skew.	Kurt.	Adj Chi^2	Prob chi^2
error	86	0.203	0.675	1.850	0.397

Source: Fieldwork, 2022

From the table, the probability value is 0.39 which is greater than the value of 0.05, we therefore fail to reject the earlier null hypothesis. Therefore we conclude that the distribution is normal.

34

Table 4.5.2. Heteroskedasticity Test

Source	Chi2	df	P
Heteroskadasticity	17.94	15	0.2658
Skewness	14.77	6	0.0221
Kurtosis	1.03	1	0.3106
Total	33.74	22	0.0522

Source: Fieldwork, 2022

The probability value for this test is 0.0522 which is greater than the alpha value

0.05, hence we fail to reject the null hypothesis and conclude that there is

homoscedasticity in the variables.

Table 4.5.3
Testing for Multi-collinearity

VIF

	VIF	1/VIF
compensation	1.031	.97
benefit	1.115	.897
2.sex	1.067	.938
2.year	1.16	.862
3.year	1.837	.544
4.year	2.006	.499
		.

Source: Fieldwork, 2022

From the table, VIF for all the variables is less than 10, indicating that there's no

multicollinearity.

35

CHAPTER FIVE

FINDINGS AND DISCUSSION

5.1. The association between years of service and job satisfaction among employees.

Because 0.33 (probability value) is greater than 0.05 (alpha-value), we are unable to contradict the hypothesis (null) and reach the conclusion that, there is no significant relationship between employee years of service and work satisfaction. This result is consistent with Oshagbemi's (2000) investigation, which found that tenure in higher education had no appreciable impact on university instructors' overall job satisfaction. Furthermore, a study by Sarker et al. (2003) indicated a significant relationship between tenure and measures of contentment such as job, salary, and fringe benefits, with age having a significant effect.

5.2. The effect of compensation on employee performance of Western Region Coordinating Council employee.

A Sig value of 0.00 less than 0.05 alpha level, and the calculated value (t-value) of 4.55 which is greater than 1.96 from the results of the multiple linear regression model for the impact of compensation on performance lead us to reject the null hypothesis and accept the alternative hypothesis that compensation has a significant impact on employee performance. The Western Regional Coordinating Council's staff members' performance is impacted by their compensation, the study's findings show. This result is congruent with a study from 2019 by Iqbal Aldio, which intended to ascertain the function of work motivation among Pt Pos

36

Indonesia employees in Purbalingga as a mediator and the impact of direct and indirect compensation on job performance. The results of a multiple regression analysis with a sample size of 50 participants show that indirect compensation has a positive effect on work performance. Similar conclusions from Yuli Triana's research from 2017 demonstrated that compensation had a significant impact on output. The research by Mohd Hamran Mohamad et al. and others had similar results (2016). According to the study's findings, performance and pay are positively correlated, with more pay correlated with better performance.

5.3. The effect of benefit on employee performance of Western Region Coordinating Council employee.

Based on the findings of the multiple linear regression for Benefit on Performance, it is concluded that Benefit has a substantial impact on or a positive association with the performance of the employee of the Western Regional Coordinating Council. The Sig value is 0.015, which is smaller than 0.05, and the t-value is -2.48, which is greater than 1.96 in absolute value. The output corroborate those of Kadir et al(2019) .'s research, which established a connection between perks and employee performance. This is so because receiving a promotion will enable an employee to advance in the organization, which will increase that person's sense of responsibility and motivation.

37

5.4. The effect of gender on employee performance of Western Region Coordinating Council employee.

The multiple linear regression results for Employee Gender on Performance show the Sig value of the male gender variable as 0.055 greater than 0.05 and t-value of 1.95 smaller than 1.96, then the conclusion that can be explained is, we are unable to reject the null hypothesis and conclude that Employee Gender in this model does not affect Employee Performance. The Western Regional Coordinating Council's workforce performs without regard to employee gender, according to the study's findings. The results of this study corroborate those of Ogunyele and Osekita's (2016) study, which discovered that the gender (male/female) of Local Government employees in Ekiti State has no discernible impact on their performance.

5.6. The effects of years of service on Western Region Coordinating employee performance

The null hypothesis is rejected and come to the conclusion that employee years of service have a significant impact or a positive relationship on the performance of Western Regional Coordinating Council's employees based on data from the multiple regression table which shows a significance value for those who have worked for the organization for 25 years or more as 0.032 less than 0.05 and a t-value of 2.19 in absolute value greater than 1.96. According to a study by Janardhanan and Raghavan (2019), the length of time an individual has worked for the company has an impact on their performance.

This result is consistent with that finding.

38

5.7 Conclusions

In light of the study's findings and analysis of how employees' performance at the Western Regional Coordinating Council is influenced by pay, benefits, gender, and years of service, the following conclusions can be drawn:

- The Western Regional Coordinating Council's employee performance is positively and significantly influenced by compensation. It demonstrates that an employee's performance increases with increasing compensation. As a result, compensation can enhance performance in terms of work abilities and product quality.

- The benefit has a good and considerable impact on the Western Regional Coordinating Council's employee performance. It demonstrates that the greater the benefits provided to an employee, the better their performance will be.

- The Western Regional Coordinating Council's employee performance is negatively and insignificantly impacted by employee gender. This demonstrates that gender does not necessarily affect performance; rather, it may depend on a person's unique traits and other variables.

- Employee performance in the Western Region Coordinating Council is positively and significantly impacted by length of service for those in the 25-years and older category. This demonstrates that the longer a worker stays on the job, the better their performance will be due to the knowledge and experience they accumulate.

39

- Finally, the Western Regional Coordinating Council's employees perform substantially better when they are compensated well, receive benefits, and have a long tenure with the organization. It demonstrates that factors such as compensation, benefits, and employee tenure have a significant impact on how well the personnel of the Western Regional Coordinating Council perform. Therefore, focusing on and stressing the components that serve as the independent variables will produce the best performance improvement outcomes.

5.8. Recommendations

The management of the Western Regional Coordinating Council is advised to take the following actions in light of the research's results, analyses, and conclusions.

- Budget allocation should be made to cater for compensations like allowance to maximize employee performance and which will in tend increase the productivity of the organization.

- The company should offer a benefits package that gives employees the competitive advantage they need to be recruited, retained, and motivated.

- Offering rewards like the Long Service Package to employees who have devoted a lot of time to the company.

5.9. Study Limitations

The process of conducting academic research has its difficulties and restrictions. The researcher ran into a number of obstacles while conducting fieldwork, including: Respondents' reluctance to provide pertinent information and documents that could be useful to the study, interviews with officers that occasionally took a long time for them to respond while some of them pretended to be engaged in office activities, missed appointments with officers who claimed they were not yet ready for the interview, and financial limitations all had an impact on the research.
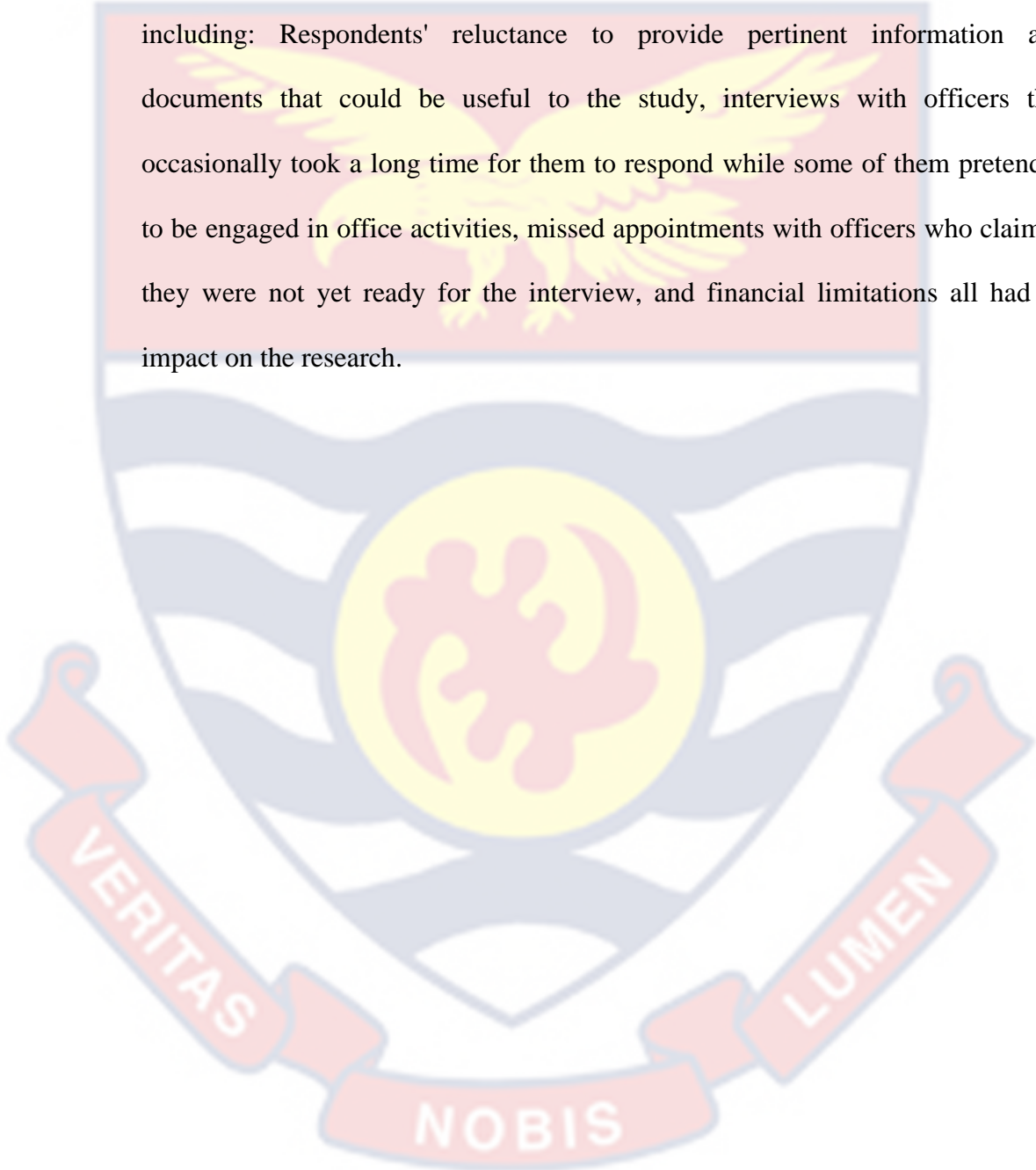
REFERENCES

Assignment on Hr Promotion & Transfer. (2018, Oct 29). Retrieved from
https://studymoose.com/assignment-on-hr-promotion-transfer-essay.

Brauchle, P. E., & Azam, M. S. (2004). The relationships between selected
demographic variables and employee work ethic as perceived by the
supervisors. *Journal of Industrial Teacher Education*, 41(1), 151- 167.

Broverman, I. K., Broverman, D. M., Clarkson, F. E., Rosenkrantz, P. S., &
Vogel, S. R. (1970). Sex-Role stereotypes and clinical judgments of
mental health. *Journal of Consulting and Clinical Psychology*, 34 (1), 1-7.

Bullock, J. A., Haddow, G. D., & Coppola, D. P. (2013). Mitigation, Prevention,
and Preparedness. *Introduction to Homeland Security*, 435–494.
https://doi.org/10.1016/B978-0-12-415802-3.00010-5.

Chegini, M. G. (2010). The Relationship between Organizational Culture and
Staff Productivity Public Organizations. *Journal of Social Sciences*, *6*(1),
127-129. https://doi.org/10.3844/jssp.2010.127.129

D. Torrington, L. Hall, and S. Taylor, "Human Resource Management," 6th
Edition, Financial Times Prentice Hall, Harlow, 2005.

Dean, M. R. W., & Joseph, M. J. (2015). Human Resource Management (14th
Edition). UK: McGraw-Hill Education.

Delmar, Frédéric & Davidsson, Per & Gartner, William. (2003). Arriving at the
High-Growth Firm. *Journal of Business Venturing*. 18. 189-216.
10.1016/S0883-9026(02)00080-0.

42

Dirks, E. (2020, April 20). Employee performance. Retrieve from, https://hrsoft.com/how-compensation-affects-employee/.

Ford, J. D. & Schellenberg, D. A. (1982). Conceptual issues of linkage in the assessment of organizational performance. Academy of Management Review, 7, 49-58.

Fred Miao, C., & Evans, K. R. (2007). The impact of salesperson motivation on role perceptions and job performance—a cognitive and affective perspective. *Journal of Personal Selling & Sales Management*, 27(1), 89-101.

Garnefeld, I., Iseke, A., & Krebs, A. (2012). Explicit Incentives in Online Communities: Boon or Bane? *International Journal Of Electronic Commerce*, 17(1), 11-38.

Gibbons, R. (1998). Incentives in Organizations. *Journal Of Economic Perspectives*, 12(4), 115-132.

Gupta, C. B. (2011). Human Resource Management. New Delhi: Sultan Chand & Sons.

Hellriegel. D., Jackson, S. E., Slocum, J.W. (1999). Management. Cincinnati: South- Western College Publishing.

Hendrawijaya, A. (2019). Demographic Factors and Employee Performance: The Mediating Effect of Employee Empowerment, Media Ekonomi dan Manajemen, 34.

Hong, Jon-Chao, Sung-De Yang, Li-Jung Wang, En-Fu Chiou, Fan-Yin Su, and Sui-Lan Huang (1995). Impact of employee benefits on work motivation and productivity. *International Journal of Career Management* 7: 10–14.

Ikawati Lestari, Setyo Riyanto (2020) the effect of performance allowances on training,work discipline that impacts employee performance at the library and information services center at the national library of the republic of indonesian. Vol.5, No.2: 2020

Iqbal Aldio, R. (2019). The Effect of Direct Compensation and Indirect Compensation towards Work Motivation and Its Impact to Job Performance (Study on Pos Indonesia Purbalingga). Universitas Jenderal Soedirman.

Jalal Sarker, S., Crossman, A. and Chinmeteepituck, P. (2003), "The relationships of age and length of service with job satisfaction: an examination of hotel employees in Thailand", *Journal of Managerial Psychology*, Vol. 18 No. 7, pp. 745-758. https://doi.org/10.1108/02683940310502421

Kadir, A., AlHosani, A., Ishmail, F. and Sehan, N. (2019). The Effect of Compensation and Benefits Towards Employee, Proceedings of the 1st Asian Conference on Humanities, Industry, and Technology for Society, ACHITS 2019, 30-31 July 2019, Surabaya, Indonesia. Doi: 10.4108/eai.30-7-2019.2287551.

Krejcie, R.V., & Morgan, D.W., (1970). Determining Sample Size for Research Activities. Educational and Psychological Measurement.

Laiba, D., Anum, A., Muhammad, N., and Kashif, K. (2011) Impact of Stress on Employees Job Performance In Business Sector of Pakistan. *Global Journal of Management and Business Research,* [S.l.], v. 11, n. 6, may 2011. ISSN 2249-4588. Available at: <https://journalofbusiness.org/index.php/GJMBR/article/view/510>. Date accessed: 26 sep. 2022.

Ldama, J. & Nasiru, M. (2020). Salary Increase and Its Impacts on Employee Performance in Adamawa State University, Mubi, International Journal For Innovative Research In Multidisciplinary Field, ISSN: 2455-0620 Volume - 6, Issue - 8, Aug – 2020.

Lui, W. & Lui, Y. (2022), The Impact of Incentives on Job Performance, Business Cycle, and Population Health in Emerging Economies, Front Public Health 2022 Feb 10;9:778101. doi: 10.3389/fpubh.2021.778101. eCollection 2021.

Mohamad, Mohd Hamran; Khulida Kirana Yahya, Suhaimi Ishak, dan Rashid Nordin. (2016). "The Influence of Compensation Practice on Performance of Enforcement Employees". *Journal of Global Business and Social Entrepreneurship (GBSE).* Vol.1. No.2. e-ISSN 24621714. Hal 39-45.

Motowidlo, S. J., & Schmit, M. J. (1999). Performance assessment in unique jobs. In D. R.Ilgen & E. D. Pulakos (Eds.), The changing nature of job performance: *Implications forstaffing,motivation,and development (pp. 56–86).* San Francisco, CA: Jossey-Bass

Motowidlo, S. J., Borman, W. C., & Schmit, M. J. (1997). A theory of individual differences in task and contextual performance. Human Performance, 10(2), 71–83. https://doi.org/10.1207/s15327043hup1002_1

Motowidlo, S.J. & Kell, Harrison. (2013). Job performance. Handbook of Psychology, 12: Industrial and Organizational Psychology. 82-103.

Nagaraju, B. and Pooja, J. (2016). Effectiveness of Employee"s Education on Organisational Climate - A study of Public and Private Sector Banks in Karnataka. *International Journal of Marketing and Human Resource Management*, 8(4), 2017, pp. 01–13.

Ng, T.W.H., & Sorensen, K.L. (2008). Toward a further understanding of the relationships between perceptions of support and work attitudes: *A meta-analysis. Group and Organization Management*, 33(3), 243- 268.

Ogunleye, A.J. and Osekita, D.A. (2016.) Effect of Job Status, Gender, and Employees' Achievement Motivation Behavior on Work Performance: a Case Study of Selected Local Government Employees in Ekiti State, Nigeria. *European Scientific Journal,* ESJ. 12, 26 (Sep.2016), 235. DOI: https://doi.org/10.19044/esj.2016.v12n26p235.

Oshagbemi, Titus. (2000). Correlates of pay satisfaction in higher education. International Journal of Educational Management. 14. 31-39. DOI:10.1108/09513540010310387.

Palmer, B. (2021). Since Pandemic, 'Employees Have Become a Company's Most Valuable Asset'. Retrieved from https://www.pcma.org/pandemic-employees-have-become-companys-most-valuable-asset/.

Performance Conference: Proceedings of the 1st Asian Conference on Humanities, Industry, and Technology for Society, ACHITS 2019, 30-31 July 2019, Surabaya, Indonesia. DOI:10.4108/eai.30-7-2019.2287551

Prasad TS, Siddhardha D, Lakshmi PM. An Empirical Study On Training Quality And Its Effectiveness On Organizational Development. FIFI-2019 (2019).

Raghavan, S., & Janardhanan, S. (2019). Investigating employees' tenure and performance among middle managers: The moderating role of psychological empowerment. *International Journal of Academic Research in Business and Social Sciences*, 9(6), 548-559. doi: https://doi.org/10.6007/IJARBSS/v9-i6/5971

Rahayu, Suharni. (2017). "Pengaruh Promosi Jabatan Terhadap Kinerja Karyawan pada PT. Garuda Metalindo". *Jurnal KREATIF: Pemasaran, Sumberdaya Manusia dan Keuangan*. Vol.5. No.1. ISSN 2339 – 0689. Hal 59-75.

Schmidt, F., Hunter, J., & Outerbridge, A. (1986). Impact of job experience and ability on job knowledge, work sample performance, and supervisory ratings of job performance. Journal of Applied Psychology, 71, 432-439.

Septiani, Virginia Maulidiah. (2015). "Pengaruh Pelatihan, Pengalaman Kerja, dan Promosi Jabatan terhadap Kinerja Karyawan pada Badan Pemeriksa Keuangan Republik Indonesia Perwakilan Sulawesi Utara". *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis, dan Akuntansi*. Vol.3. No.3. ISSN 2303-11. Hal 992-1002.

Shaffril, H.A.M & Uli, J. (2010). The Influence of Socio-Demographic Factors On Work Performance Among Employees Of Government Agriculture Agencies In Malaysia. *The Journal of International Social Research*, vol. 3 / 10 winter.

Simanjuntak, Winda Yulyarta. (2015). "Pengaruh Promosi Jabatan terhadap Kinerja Karyawan pada PT. Riau Media Grafika/Tribun Pekanbaru". *Jurnal Online Mahasiswa Fakultas Ilmu Sosial dan Ilmu Politik*. Vol.2. No.2. Hal 1-12.

Sonnentag, Sabine & Frese, Michael. (2005). Performance Concepts and Performance Theory. 10.1002/0470013419.ch1.

Triana, Yuli. (2017). "The Influence of Compensation, Organizational Commitment and Career Path to Job Performance Employees". *Jurnal Aplikasi Manajemen.* Vol.15. No.1. Hal 68-73.

Wooll, M. (2022, August 17). Compensation and benefits: Why the right pay and perks matter. Retrieve from, https://www.betterup.com/blog/compensation-and-benefits.

APPENDIX

QUESTIONNAIRE FOR RESIDENTS

TOPIC: Payment of Compensation and other benefits and its effect on staff output

Dear Respondent, I am Ebenezer Yanful Acquah, a University of Cape Coast master's candidate in my last year who is researching on the aforementioned topic. Any information submitted will be kept private and used just for the research. Consequently, you must adhere to the following guidelines.

i.   **You are urged to provide the most truthful and accurate responses you can in the questions.**

ii.   **Please answer all the questions.**

iii.   **Please respond to the questions in accordance with the guidance offered for each one.**

iv.

NB: Where appropriate, mark the box with a (√). I appreciate your help.

SECTION A

Demographic Profile of the Respondent

1. What is your Sex?

a) Male [   ]   b) Female [   ]

2. What is your Age?

a) 20 – 29 [   ]   b) 30 – 39 [   ]   c) 40 – 49   [   ]   d) 50+ [   ]

3. What is your marital Status?

a) Single [   ]   b) Married [   ]   c) Widow/Widower [   ] d) Other [   ]

4. Your highest education level?

a) SHS [   ]   b) Diploma/HND [   ]   c) Degree [   ]   d) Masters [   ]   e)

Other   [   ]

5. Please what Division or Unit do you work in?

a) Central Administration [   ]   b) Human Resource [   ]   c) Budget [   ]   d)

Finance [   ]

50

e) Procurement [   ]   f) Planning [   ]   g) Internal Audit [   ]   h) IT [   ]   I)

Parks &Gardens [   ]

6. Indicate the category that best fits your grade.

a) Junior Staff [   ]   b) Middle Management [   ]   c)Senior

Management [   ]

7. How many years have you been working with Local Government Service?

a) Below 8 years [   ]   b) 9-16 years [   ]   c) 16-24 years [   ]   d) 25 years

and above [   ]

Section B

This section questions provides insight into an employee's performance

benchmarking, compensation, and benefits in relation to their work

1 To indicate your agreement or disagreement with each of the following assertions, please check (√) the box next to the number that corresponds to your response. Please make careful to respond to each assertion.					
1– Strongly Disagree 2 – Disagree 3– Neutral 4 – Agree 5 – Strongly Agree					
Questions	**SD -1**	**D- 2**	**N-3**	**A-4**	**SA-5**
Performance					
I meet my annual performance targets					

51

I meet my annual targets timely					
My targets directly contribute to the key performance areas of my department					
I judiciously apply resources in the completion of my targets					
My output is in line with the average organizational/department output					
My performance appraisal is evaluated regularly by my supervisor					
Compensation					
Increase my salaries by month's end					
My monthly salary covers my basic needs					
I am able to save part of my salary					
I regularly receive payments for all allowances due me					
I receive allowances for working extra hours/duties					
Allowance payments are timely					
I am compensated fairly					
Benefits					
I am entitled to an official vehicle					
I am entitled to accommodation per my					

grade					
I am living in a government/ organization accommodation					
My daily commute/ transportation/ fuel is paid for by my organization					
My medical bills are paid by the organization					
I receive other welfare support from the organization					
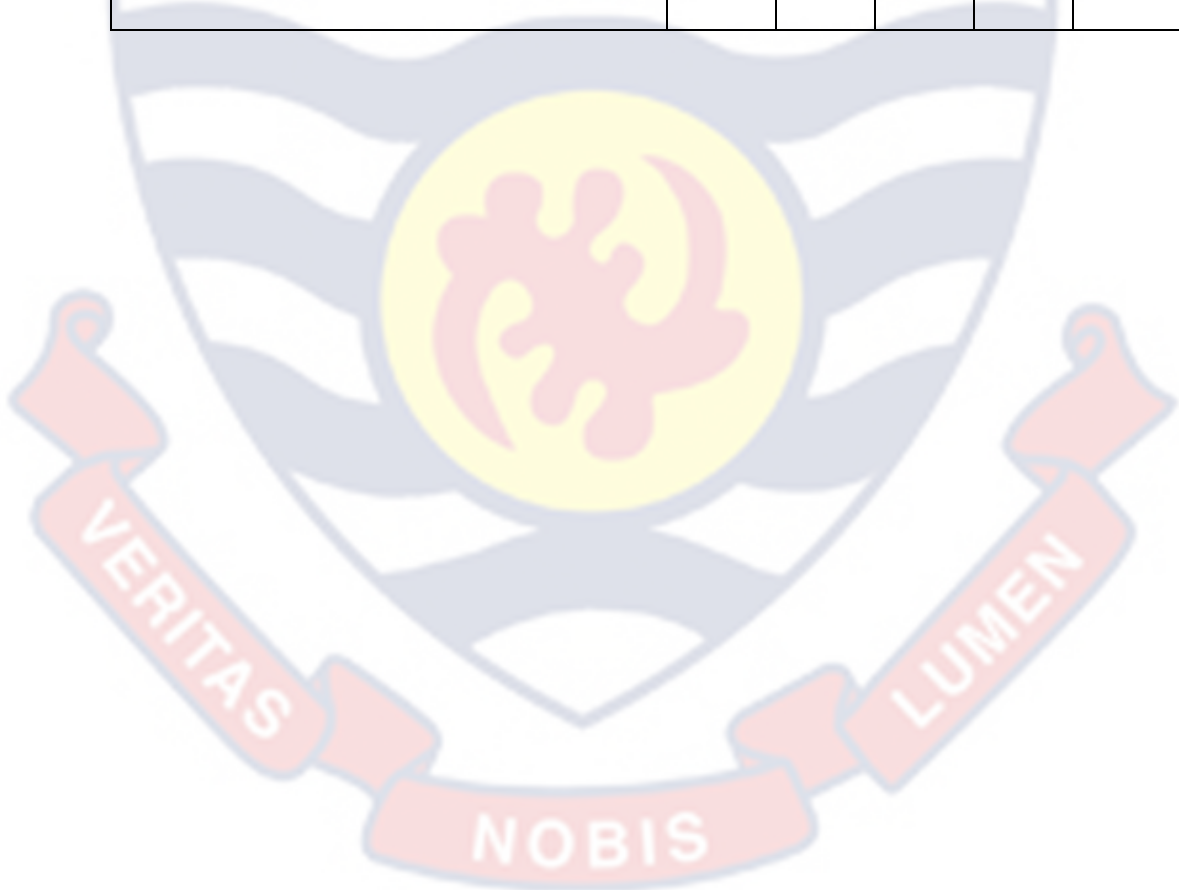
How would you describe the current state of these conditions of work in your organization?

Please indicate your reaction to each of the following statements by ticking (√) the number that represents your level of agreement or disagreement with it. Please make you sure to respond to every statement.					
Questions	Poor - 1	Fair- 2	Good-3	Very Good-4	Excellent-5
Work Environment					
Leave					
Training and Development					
Performance Reviews / Management					
Salary/Wages					
Retirement Plan					

54

These questions are to assess the period in which employee performance is evaluated

Please indicate your agreement to the frequency of the employee evaluation in your organization					
	Weekly or more	Often Monthly	Quarterly	Less than quarterly	Never
Company Performance					
Career Goals					
Goal Setting					
Noting Achievements					
Individual Performance discussion					
Discussing Departmental Performance					
Manager's Overall Performance					

Overall, how satisfied are you with your current position at this company?

a)   Very dissatisfied   [   ]

b)   Somewhat dissatisfied   [   ]

c)   Not satisfied or dissatisfied   [   ]

d)   Somewhat satisfied   [   ]

e)   Very satisfied   [   ]

How has your work performance been impacted by the payment of benefits

and compensation?

i.   Low   [   ]

ii.   Average   [   ]

iii   High   [   ]

iv   Very High   [   ]