**ANALYSIS OF STAFF REMUNERATION SYSTEM**

**(A CASE STUDY OF RITMANCOLLEGE, IKOT EKPENE)**

**TABLE OF CONTENTS**

Title Page - - - - - - - - -

Approval Page - - - - - - - -

Declaration - - - - - - - -

Dedication - - - - - - - - -

Acknowledgement - - - - - - -

Abstract - - - - - - - - -

Table of Contents - - - - - - -

**CHAPTER ONE – INTRODUCTION**

1.1 Background of the Study - - - - -

1.2 Statement of the Problem - - - -

1.3 Objectives of the Study - - - - - -

1.4 Research Questions - - - - - -

1.5 Research Hypotheses - - - - - -

1.6 Significance of the Study - - - - -

1.7 Scope/Limitations of the Study - - - - - -

1.8 Definition of Terms - - - - - -

**CHAPTER TWO – REVIEW OF RELATED LITERATURE**

2.1 Introduction - - - - - - -

2.2 Conceptual Framework - - - - -

2.3 Theoretical Framework - - - - -

2.4 Empirical Review - - - - - -

**CHAPTER THREE – RESEARCH METHODOLOGY**

3.1 Introduction - - - - - - -

3.2 Research Design - - - - - -

3.3 Population of the Study - - - - - -

3.4 Sample and Sampling Technique - - -

3.5 Research Instrument and Instrumentation - - -

3.6 Validity of Instrument - - - - - -

3.7 Reliability of Instrument - - - - - -

3.8 Method of Data Collection - - - - - -

3.9 Method of Data Analysis - - - - - -

**CHAPTER FOUR – DATA PRESENTATION AND ANALYSIS**

4.1 Introduction - - - - - - - -

4.2 Analysis of Demographic Data of Respondents - - - -

4.3 Analysis of Psychographic Data - - - - - -

4.4 Test of Hypotheses - - - - - - - -

**CHAPTER FIVE – SUMMARY, CONCLUSION AND RECOMMENDATION**

5.1 Summary of Findings - - - - - - -

5.2 Conclusion - - - - - - - -

5.3 Recommendations - - - - - -

References - - - - - - - -

Appendix - - - - - - - -

**CHAPTER ONE**

**INTRODUCTION**

Remuneration is the monetary compensation that one receives exchange for the work or services performed. Typically, this consist of monetary rewards, also referred to as wage or salary. A number of complementary benefits, however, the increasingly popular remuneration mechanism. Thus it is financial compensation received by a officer/employed/staff of an organization. It typically a metric of salary, bonuses, shares of and/or call options on the company stock, benefits, and perquisites, ideally configured to take into account government regulations, tax law, the desires of the organization and the executive and rewards for performance. The past decades starting with the 1980’s saw a dramatic rise in executive pay in the country relative to that of overage workers wage in Nigeria, and to lesser extent in a number of other countries. Observers differ as to whether this is a natural and beneficial result of competitive for scare business talent that can add greatly to stock holder value in large companies/organizations. In a modern corporation Chief Executive Officers (CEOs) and other top executives are often paid salary plus short-term incentives or bonuses. This combination is referred to as total cash compensation (TCC). Short-term incentives usually are formular-driver and have some performance criteria attached depending on the role of the executive.

**1.1     Theoretical Background**

Adequate and effective payment of staff remuneration, salaries, allowances, entitlement or emolument has been a great source of concern challenge over the years especially in RitmanCollege, IkotEkpene. Challenges such as duplicate payment of remuneration to a staff, wrong calculation or arithmetics when competing the total remuneration to staff. Possible tampering of staff benefits of those competing the payments, time compilation, in the general process of compilation, possible omission of mistake of inclusion of staff names and lots more. But this new system after implementation will bring all the above mentioned challenges and the likes to rest, and also improve and increase the spirits and confidence of managers, staff at various levels or organization as it regards security, efficiency and effectiveness in all the remuneration processes.

**1.2   Statement of the Problem**

As mentioned previously, great problems have been seen when processing the remuneration of staff in organization/institutions, such as time delay or factor, duplicate payment of entitlement, intrusion to individuals/staff account. The problem of familiarity with the existing system which has made users to endure the general problems been encountered or experienced with the system. The problem of possible Ostracization or omission of staff name or identify when recording the remuneration.

**1.3    Aims and Objectives of the Study**

The aim of this research is to design and implement a system for the analysis of staff remuneration. The objectives of this study includes:

i. To develop a system that will be used for the analysis of staff remuneration.

ii. To create a new technology that will have a long standing and positive effects in the management of staff entitlements.

iii.  To developed a system that will prevent the incessant tampering/attempt of staff money.

iv.  To identify the short coming connected to the existing method.

**1.4   Significance of the Study**

The significance pf the study includes:

i.  It would help reduce the level of intrusion existing in our organization of management.

ii.  Managers/users of the system will fell or experience utmost relieve and convenience when using the system as it regards timeliness in all the process.

iii. It would help sanitize our companies, institution and organization of duplicate payment of staff.

iv. It would help to calculate the general allowance, salaries to staff.

**1.5   Scope of the Study**

The scope of this research cover the analysis of staff remuneration system, with reference to Ritman College as the case study in IkotEkpene.

**1.6   Organization of the Research**

This project work is divided into five chapters. Chapter one starts with the introduction, theoretical background,  statement of the problem, aims and objective of the study, scope of the study, organization of the research and definition of terms. Chapter two focuses on the review of related literature, chapter three is concerned with the system analysis and design implementation and documentation which are system design diagram, choice of programming, analysis of modules, programming environment, hardware/software requirements and implementation. Chapter five contains summary, conclusion, constraint of the study and recommendation.

**1.7  Definition of Terms**

**Barter:** To exchange goods or services in return for other goods or services.

**Contract:** A formal or legally bonding agreement.

**Extrinsic:** Not an essential part of something, coming or operating from outside something.

**Intrinsic:** A basic essential part of something as one of it’s features.

**Periodic:** Occurring or appearing  at a regular intervals in regular cycles.

**Retirement:** The act of leaving a job or career at or near the usual age for doing so, or the state of having left a job or career.

**Remuneration:** A payment or reward for losses sustained or in convenience.

**Subsidize:** to reduce the cost of something by providing a subsidy or a monetary gift/contribution to somebody or something, especially to pay expenses.

**CHAPTER TWO**

**LITERATURE REVIEW**

**2.1 INTRODUCTION**

This chapter gives an insight into various studies conducted by outstanding researchers, as well as explained terminologies with regards to the analysis of staff remuneration system. The chapter also gives a resume of the history and present status of the problem delineated by a concise review of previous studies into closely related problems.

**2.2 CONCEPTUALFRAMEWORK**

**REMUNERATION**

Sofa (2008) found that remuneration is a reward, or remuneration is given to workers or employees as a result of the achievements that have been given in order to achieve organizational goals.

Organizations in giving responsibility to employees to generate contributions in achieving goals must be balanced with reward. Providing rewards is the obligation of the organization to provide services to employees who have carried out their duties or responsibilities. Giving rewards in practice uses 3 determining indicators, namely giving based on performance (Pay for performance), giving based on position or position (Pay for position) and giving based on individuals (pay for person). Current pay for performance that starts frequently and is generally used to determine the amount of compensation, where the approach is often referred to as the remuneration system. Remuneration System has a remunerate base word which means paying or can also be called payroll (Echols and Shadily in Roberia, 2009). In practice, remuneration is given to employees on the basis of an employment relationship, where when a job has been completed, remuneration can be received. In general, there are many opinions that judge that remuneration has similarities with compensation. But what needs to be understood is that in remuneration there is no acknowledgment of non-financial returns so that there is a difference with the concept of compensation for that (Roberia, 2009). Remuneration has become an indispensable instrument from an organization both private and public, especially for public organizations that have used a lot of remuneration systems. In the context of the company, remuneration is interpreted as an act of repayment of services or compensation received by employees / workers from employees for the achievements given by workers in order to realize company goals (Pora, 2011: 3).

Mahmudi (2007: 167) said that the main purpose of giving remuneration is as follow:

1. To attract people who are competent, qualified, and characterized by joining the organization.
2. To maintain people who have excellence, competence, quality and good character who have joined the organization so as not to leave the organization.
3. To keep the people in the organization willing to work because inadequate remuneration allows employees to carry out a strike which actually is very detrimental to the organization.
4. To motivate employees to achieve the best performance.

There are five remuneration indicators according to Santoso (2012) including the following:

1. Merit system, namely the determination of employee income based on position.
2. Fair, in the sense that the position with the workload and responsibility of work with the same weight is paid equally and work that demands higher knowledge, skills and responsibilities is paid more.
3. Eligible, that is, it can fulfill the needs of a decent life (not minimum).
4. Competitive, where the salary of civil servants is equivalent to the salary of employees with the same qualifications in the private sector, in order to avoid brain drain.
5. Transparent, in the sense that employees only get official salaries and benefits.

**Remuneration and Employee Attitude**

Renumeration is a technique for promoting morale, increasing inspiration and encouraging team cohesion. Renumeration can propel workers to be more productive yet does not need to essentially be pay based (Xanthopoulou et al, 2009a). Renumeration can likewise be acclaim or acknowledgment. However, monetary renumeration can be powerful in long haul inspiration and profitability, for example, a raise or advancement (Calvin, 2017). Renumeration builds employees’ confidence provided the rewards are perceived as equitable. In other words, giving incremental rewards considering which employee is the most prolific, the second most valuable and so on (Baker et al, 2007). General morale improves if every worker is conceded an opportunity to achieve an arrangement of objectives as opposed to defining one high objective that just a single employee can accomplish. It is trusted that compensation strategy represents one of the best speculations an organization makes (Christensen, 2011). Although a reasonable wage is the foundation of the legally binding and implied agreements amongst workers and businesses, the basic presumption is that money can directly impact conduct. Numerous representatives and supervisors trust that essentially expanding what individuals are paid will make them more roused, beneficial and steadfast (Bauer et al, 2006). The impact of compensation system is an essential ingredient in each association and that worker execution is a basic issue for some organizations, because of the need to pull in, rouse and retain the correct talent pool for a business to succeed (Coyle and Conway, 2004).

The need to attract, persuade, develop and hold employees is basic to any association's success today as far as making a domain in which workers feel genuinely engaged and connected to the association's objectives and goals and happy with their jobs has never been more essential (Masterson et al, 2000). The fundamental component in payment strategy is to guarantee that employees retain a decent execution level in the workplace as laborers need to trust that the compensation they gain is fair in connection to the work they do (Knippenberg et al, 2007). Furthermore, remuneration is one of the most grounded determinants of employee attitudes, inspiration and behaviours (Peterson et al, 2011). However, the effect of pay on employees’ activities and attitudes has concentrated on how pay is regulated (Wayne et al, 2002). Consistent with reinforcement and expectancy theories, when higher outcomes result in high pay increases, execution is strengthened and more prone to be rehashed later. A single change in pay is regularly a component of numerous elements including general soundness of the economy, financial capacity of the firm to raise compensation, association transactions, the need to hold an important individual or class of workers, and relative execution of a specific employee (Baker and Demerouti, 2007).

**Remuneration and Employee Performance**

Remuneration is considered as one of the most effective investments an organization can make. Although an impartial wage serves as a cornerstone for implied and contractual agreements between work force and employers (Xanthopoulou et al, 2009a), but the underlying presumption is that money could directly influence behaviour that leads towards performance (Christensen et al, 2011). Many individuals and managers believe that enhancing the level of payment will simply make individuals more motivated, loyal and productive (Detert et al, 2007). Organizations compensating their employees effectively are more likely to attain higher levels of productivity than others (Xanthopoulou et al, 2009b), because mostly remuneration is considered as a motivator by employees as well as managers (Shields et al, 2015). When employees are inspired by striking remunerations, their performance tremendously increases, and they are more likely to move towards attain organizational objectives without any resistance (Peterson et al, 2011). Employees’ satisfaction depends on their expectations and how such expectations are fulfilled, hence favourably paid workers are mostly inspired to produce more while low payments leads to lower motivation which results in lower performance as well ((Crossman and Zaki, 2003).

Money although motivates employees by increasing their purchasing power and enabling them to fulfil their needs and wants but it is not the sole motivator to enhance employees’ performance (Xanthopoulou et al, 2007), employees’ may also want some non-monetary benefits like prestige, promotion, acknowledgment etc (Calvin, 2017). So, organizations are required not only to offer monetary benefits as remuneration but also acknowledging employees’ contribution towards organizational goal achievement (Luthans et al, 2008). When individual goals are aligned with the goals of the organization, they are more satisfied, more motivated to contribute positively hence more productive for the organization (Malhotra et al, 2007).



The above framework indicates that remuneration is an independent variable, employee performance is the dependant one, while employee attitude mediates the relationship between independent and dependent variables.

**2.3 THEORETICAL FRAMEWORK**

# Reinforcement and Expectancy Theory

Reinforcement theory states that responses followed by rewards are more likely to recur in future. In other words, behaviours that result in receiving rewards are mostly repeated. Hence, the implication of remuneration is that high performance resulting in monetary rewards will ensure future performance (DeCremer et al, 2008). moreover, behaviours and attitudes of employees could be transformed if they receive rewards while exhibiting the desired behaviours or attitudes. A significant assumption of this theory is the regular delivery of rewards to make them the acquired right (Cropanzano et al, 2005).

# Equity Theory

Equity theory states that employees expect same rewards for same inputs. In other words, employees when performing like other employees also desire same rewards as the others receive, thus the reward distribution becomes significant for the organizations (Wayne et al, 2002). the perceived equity of input-reward balance is significant in determine the way employees’ behaviours, motivation and attitudes will transform. The theory mainly focuses on the equity of remuneration in terms of their pay structures (DeCremer et al, 2008). Employees perceptions about being treated by the organization becomes important to be considered by the organization. The inequity perceived by employees may result in declining productivity, increased absenteeism and higher turnovers (Cropanzano et al, 2005).

# Agency Theory

Agency relationships are developed when one (the principal) hires the other (the agent) because of his/her specialised knowledge and skills. The theory centres around the disparate interests and objectives of the organization's partners and the way that compensation can be utilized to align these interests and objectives (Wayne et al, 2002). The remuneration owed to workers is the agency cost and traditionally employees expect higher cost while the business tries to limit it. Hence remuneration as wages or salaries can be settled upon based on the outcome or the conduct of employees (DeCremer et al, 2008).

Other theories associated to this work is discussed below:

**Wage Theories**

The wage theories fall under remuneration theories. Dunn and Rachel (1971) described wage theories as generalizations that attempts to explain the entire range of questions about the relationship between a man, his work and the reward he receives for the work”.

They explained wage theories using the concept of labour supply and demand, long and short run, micro and macro-economic analysis. The major wage theories include the following:

1. The subsistence theory of wages
2. The wage fund theory of wages
3. The marginal productivity theory of wages
4. The bargaining theory of wages
5. The investment theory of wages.

**The Subsistence theory of wages**

The theory of subsistence wages was developed by Malthus and Richardo. The theory pointed out that wages will remain in subsistence level in the long run but in a short-run it will rise and fall continually. The authors further pointed out that in good-times, the wages of the population will rise and in bad times it will fall. When it rises labourers will purchase more food. More food will consequently result in more children, and more food will result in fewer people dying of multination and diseases. At bad times, there will be more poor which will result in malnutrition and starvation. This theory is focused on hovering of wages at subsistence level and the consequences of he hovering on the populace. Some management scientists argued that the theory is wrong and this resulted in the development of other theories.

**Wage-Fund theory of Wages**

John Staurt (1891) developed this theory in his work titled

“Principles of Political economy”. The wage -fund theory came after the subsistence theory. The theory goes in this way – wages cannot rise but by an increase of aggregate funds employed in hiring labourers, or a diminution in the number of competitors for hire, nor fall, except either by a diminution of funds devoted to pay ing labour, or an increase in the labourers to be paid. Wages then depends on the proportion between the number of labouring population and the capital or other funds devoted to the purchase of labour. Dunn and Rachel (1971:35) explained that the theory assumes that there is always a fixed fund. The wage level is therefore the ratio of this fund to the number of labourers.

This is explained as follows:

Wage level per worker = wage as fixed fund in the short-run

Number of labourer

If for instance the fixed fund is N100.00 and the number of labourers is 20 the wage level is therefore

10000 = N5,000

20

**Marginal Productivity theory of wages:**

This is the most perfected and most logically constructed theory of wages, which explains the short and long term wage determination. Dunn and Rachel explained that the marginal productivity of wages holds that the labourers cause surplus of labour themselves by simply asking too much for their services. They explained that unemployment can only exist for a short while, and if the unemployment does exist, it is only because the workers are shiftless on their demands and would not work for the existing wage

rate.

**The Bargaining theory of wages:**

The proponent of this theory held that short-run wages have always been determined to some extent by collective bargaining. At the early state, bargaining was by individuals but later collective bargaining started with industrial revolution.

Collective bargaining theory emphasizes on the short -run and deals with specific situation.

**Investment theory of Wages**

Giteman (1968) proposes an investment of wages to replace the marginal productivity theory (MPT). Whereas the marginal productiv ity theory is focused on output of the labour. Giteman s theory is focused on labour input (another side of the same coin). The theory states that if wages are assumed to be a return on workers investment, then logically, one would assume that the larger the investment, the higher the wages.

**2.4** **SUMMARY OF LITERATURE REVIEW**

The review was done under the following: theoretical framework and conceptual framework.

**CHAPTER THREE**

**RESEARCH METHODOLOGY**

**3.1 Introduction**

This chapter covers the description and discussion on the various techniques and procedures used in the study to collect and analyze the data as it is deemed appropriate

**3.2 Research Design**

For this study, the survey research design was adopted. The choice of the design was informed by the objectives of the study as outlined in chapter one. This research design provides a quickly efficient and accurate means of assessing information about a population of interest. It intends to study an analysis of staff remuneration system. The study will be conducted in Ikot Ekpene metropolis.

**3.3 Population of the Study**

The population for this study were staff of Ritman College in Ikot Ekpene, Nigeria. A total of 134 respondents were selected from the population figure out of which the sample size was determined. The reason for choosing Ikot Ekpene metropolis is because of its proximity to the researcher.

**3.4 Sample and Sampling Techniques**

The researcher used Taro Yamane’s formula to determine the sample size from the population.

Taro Yamane’s formula is given as;

n = N

1+N (e)2

Where N = Population of study (134)

n = Sample size (?)

e = Level of significance at 5% (0.05)

1 = Constant

**.:** n **=** 134 = 134 = 134

1 + 134 (0.05)2  1+134(0.0025) 1+0.335

n = 134 = 100

1.335

The sample size therefore is 100 respondents.

**3.5 Research Instrument and Instrumentation**

Data for this study was collected from primary and secondary sources. The primary source of data collected was mainly the use of a structured questionnaire which was designed to elicit information on an analysis of staff remuneration system. The secondary source of data collections were textbooks, journals and scholarly materials.

**3.6 Validity of Instrument**

The instrument of this study was subjected to face validation. Face validation tests the appropriateness of the questionnaire items. This is because face validation is often used to indicate whether an instrument on the face of it appears to measures what it contains. Face validations therefore aims at determining the extent to which the questionnaire is relevant to the objectives of the study.

In subjecting the instrument for face validation, copies of the initial draft of the questionnaire will be validated by supervisor. The supervisor is expected to critically examine the items of the instrument with specific objectives of the study and make useful suggestions to improve the quality of the instrument. Based on his recommendations the instrument will be adjusted and re-adjusted before being administered for the study.

**3.7 Reliability of Instrument**

The coefficient of 0.81 was considered a reliability coefficient because according to Etuk (1990), a test-retest coefficient of 0.5 will be enough to justify the use of a research instrument.

**3.8 Method of Data Collection**

This study is based on the two possible sources of data which are the primary and secondary source.

1. **Primary Source of Data:** The primary data for this study consist of raw data generated from responses to questionnaires and interview by the respondents.
2. **Secondary Source of Data:** The secondary data includes information obtained through the review of literature that is journals, monographs, textbooks and other periodicals.

**3.9 Method of Data Analysis**

Data collected will be analyzed using frequency table, percentage and mean score analysis while the nonparametric statistical test (Chi- square) was used to test the formulated hypothesis using SPSS (statistical package for social sciences). Haven gathered the data through the administration of questionnaire, the collected data will be coded, tabulated and analyzed using SPSS statistical software according to the research question and hypothesis. In order to effectively analyze the data collected for easy management and accuracy, the chi square method will be used for test of independence. Chi square is given as

X2 = ∑ (o-e)2

e

Where X2 = chi square

o = observed frequency

e = expected frequency

Level of confidence / degree of freedom

When employing the chi – square test, a certain level of confidence or margin of error has to be assumed. More also, the degree of freedom in the table has to be determined in simple variable, row and column distribution, degree of freedom is: df = (r-1) (c-1)

Where; df = degree of freedom

r = number of rows

c = number of columns.

In determining the critical chi \_ square value, the value of confidence is assumed to be at 95% or 0.95. a margin of 5% or 0.05 is allowed for judgment error.

**CHAPTER FOUR**

**DATA ANALYSIS AND INTERPRETATION**

* 1. **Introduction**

This chapter deals with the presentation and analysis of the result obtained from questionnaires. The data gathered were presented according to the order in which they were arranged in the research questions and simple percentage were used to analyze the demographic information of the respondents while the chi square test was adopted to test the research hypothesis.

* 1. **Analysis of Demographic Data of Respondents**

**Table 1: Gender of Respondents**

|  |  | Frequency | Percent | Cumulative Percent |
| --- | --- | --- | --- | --- |
| Valid | Male | 65 | 65.0 | 65.0 |
| Female | 35 | 35.0 | 100.0 |
| Total | 100 | 100.0 |  |

Source: Field Survey, 2020.

Table1 above shows the gender distribution of the respondents used for this study. Out of the total number of 100 respondents, 65respondents which represent 65.0percent of the population are male. 35 which represent 35.0 percent of the population are female.

**Table 2: Age range of Respondents**

|  |  | Frequency | Percent | Cumulative Percent |
| --- | --- | --- | --- | --- |
| Valid | 20-30years | 15 | 15.0 | 15.0 |
| 31-40years | 10 | 10.0 | 25.0 |
| 41-50years | 25 | 25.0 | 50.0 |
| 51-60years | 20 | 20.0 | 70.0 |
| above 60years | 30 | 30.0 | 100.0 |
| Total | 100 | 100.0 |  |

Source: Field Survey, 2020.

Table 2 above shows the age grade of the respondents used for this study. Out of the total number of 100 respondents, 15 respondents which represent 15.0percent of the population are between 20-30years. 10respondents which represent 10.0percent of the population are between 31-40years. 25respondents which represent 25.0percent of the population are between 41-50years. 20respondents which represent 20.0percent of the population are between 51-60years. 30respondents which represent 30.0percent of the population are above 60years.

**Table 3: Educational Background of Respondents**

|  |  | Frequency | Percent | Cumulative Percent |
| --- | --- | --- | --- | --- |
| Valid | FSLC | 20 | 20.0 | 20.0 |
| WASSCE/GCE/NECO | 25 | 25.0 | 45.0 |
| OND/HND/BSC | 35 | 35.0 | 80.0 |
| MSC/PGD/PHD | 15 | 15.0 | 95.0 |
| OTHERS | 5 | 5.0 | 100.0 |
| Total | 100 | 100.0 |  |

Source: Field Survey, 2020.

Table 3 above shows the educational background of the respondents used for this study. Out of the total number of 100 respondents, 20 respondents which represent 20.0percent of the population are FSLC holders. 25 which represent 25.0percent of the population are SSCE/GCE/WASSCE holders. 35 which represent 35.0percent of the population are OND/HND/BSC holders. 15 which represent 15.0percent of the population are MSC/PGD/PHD holders. 5 which represent 5.0percent of the population had other type of educational qualifications.

**Table 4: Marital Status**

|  |  | Frequency | Percent | Cumulative Percent |
| --- | --- | --- | --- | --- |
| Valid | Single | 30 | 30.0 | 30.0 |
| Married | 55 | 15.0 | 45.0 |
| Divorced | 5 | 20.0 | 65.0 |
| Widowed | 10 | 15.0 | 80.0 |
| Total | 100 | 100.0 |  |

Source: Field Survey, 2020.

Table 4 above shows the marital status of the respondents used for this study. 30 which represent 30.0percent of the population are single. 55 which represent 55.0percent of the population are married. 5 which represent 5.0percent of the population are divorced. 10 which represent 10.0percent of the population are widowed.

**Table 5: Category of Respondents**

|  |  | Frequency | Percent | Cumulative Percent |
| --- | --- | --- | --- | --- |
| Valid | Senior staff | 25 | 25.0 | 25.0 |
| Middle staff | 45 | 45.0 | 70.0 |
| Junior staff | 30 | 30.0 | 100.0 |
| Total | 100 | 100.0 |  |

Source: Field Survey, 2020.

Table 5 shows the category of respondents used for the study. 25 respondents representing 25.0perrcent of the population under study are senior staff. 45 respondents representing 45.0perrcent of the population under study are middle staff. 30 respondents representing 30.0perrcent of the population under study are junior staff.

**4.3 Analysis of Psychographic Data**

**Table 6: There are several occurrences of duplicate payment of renumeration to staff.**

|  |  | Frequency | Percent | Cumulative Percent |
| --- | --- | --- | --- | --- |
| Valid | Strongly agreed | 30 | 30.0 | 30.0 |
| Agreed | 42 | 42.0 | 72.0 |
| Undecided | 10 | 10.0 | 82.0 |
| Disagreed | 10 | 10.0 | 92.0 |
| Strongly disagreed | 8 | 8.0 | 100.0 |
| Total | 100 | 100.0 |  |

Source: Field Survey, 2020.

Table 6 shows the responses of respondents if there are several occurrences of duplicate payment of renumeration to staff. 30 respondents representing 30.0percent strongly agreed that there are several occurrences of duplicate payment of renumeration to staff. 42 respondents representing 42.0percent agreed that there are several occurrences of duplicate payment of renumeration to staff. 10 respondents representing 10.0 percent were undecided. 10 respondents representing 10.0percent disagreed that there are several occurrences of duplicate payment of renumeration to staff. 8 respondents representing 8.0percent strongly disagreed that there are several occurrences of duplicate payment of renumeration to staff.

**Table 7: There is possible tampering of staff benefits by those completing the payments.**

|  |  | Frequency | Percent | Cumulative Percent |
| --- | --- | --- | --- | --- |
| Valid | Strongly agreed | 10 | 10.0 | 10.0 |
| Agreed | 15 | 15.0 | 25.0 |
| Undecided | 5 | 5.0 | 30.0 |
| Disagreed | 40 | 40.0 | 70.0 |
| Strongly disagreed | 30 | 30.0 | 100.0 |
| Total | 100 | 100.0 |  |

Source: Field Survey, 2020.

Table 7 show the responses of respondents if there is possible tampering of staff benefits by those completing the payments. 10 of the respondents representing 10.0percent strongly agreed that there is possible tampering of staff benefits by those completing the payments. 15 of the respondents representing 15.0percent agreed that there is possible tampering of staff benefits by those completing the payments. 5 of them representing 5.0percent were undecided. 40 of the respondents representing 40.0percent disagreed that there is possible tampering of staff benefits by those completing the payments. 30 of the respondents representing 30.0percent strongly disagreed that there is possible tampering of staff benefits by those completing the payments.

**Table 8: A new system is needed that will prevent the incessant tampering of staff money.**

|  |  | Frequency | Percent | Cumulative Percent |
| --- | --- | --- | --- | --- |
| Valid | Strongly agreed | 60 | 60.0 | 60.0 |
| Agreed | 25 | 25.0 | 85.0 |
| Undecided | 10 | 10.0 | 95.0 |
| Disagreed | 5 | 5.0 | 100.0 |
| Total | 100 | 100.0 |  |

Source: Field Survey, 2020.

Table 8 show the responses of respondents if a new system is needed that will prevent the incessant tampering of staff money.60 of the respondents representing 60.0percent strongly agreed that a new system is needed that will prevent the incessant tampering of staff money.25 of the respondents representing 25.0percent agreed that a new system is needed that will prevent the incessant tampering of staff money.10 of them representing 10.0percent were undecided. 5 of the respondents representing 5.0percent disagreed that a new system is needed that will prevent the incessant tampering of staff money.

**Table 9: The new system will have no different impact/positive effects of the management of staff renumeration.**

|  |  | Frequency | Percent | Cumulative Percent |
| --- | --- | --- | --- | --- |
| Valid | Strongly agreed | 25 | 25.0 | 25.0 |
| Agreed | 32 | 32.0 | 57.0 |
| Undecided | 13 | 13.0 | 70.0 |
| Disagreed | 15 | 15.0 | 85.0 |
| Strongly disagreed | 15 | 15.0 | 100.0 |
| Total | 100 | 100.0 |  |

Source: Field Survey, 2020.

Table 9 shows the responses of respondents if the new system will have no different impact/positive effects of the management of staff renumeration.25 of the respondents representing 25.0percent strongly agreed that the new system will have no different impact/positive effects of the management of staff renumeration.32 of the respondents representing 32.0percent agreed that the new system will have no different impact/positive effects of the management of staff renumeration.13 of the respondents representing 13.0percent were undecided. 15 of the respondents representing 15.0percent disagreed that the new system will have no different impact/positive effects of the management of staff renumeration. 15 of the respondents representing 15.0percent strongly disagreed that the new system will have no different impact/positive effects of the management of staff renumeration.

**Table 10: There is no short coming of the existing system.**

|  |  | Frequency | Percent | Cumulative Percent |
| --- | --- | --- | --- | --- |
| Valid | Strongly agreed | 65 | 65.0 | 65.0 |
| Agreed | 30 | 30.0 | 95.0 |
| Disagreed | 3 | 3.0 | 98.0 |
| Strongly disagreed | 2 | 2.0 | 100.0 |
| Total | 100 | 100.0 |  |

Source: Field Survey, 2020.

Table 10 show the responses of respondents if there is no short coming of the existing system. 65 of the respondents representing 65.0percent strongly agreed that there is no short coming of the existing system. 30 of the respondents representing 30.0percent agreed that there is no short coming of the existing system. 3 respondents representing 3.0percent were undecided. 3 of the respondents representing 3.0percent disagreed that there is no short coming of the existing system. 2 of the respondents representing 2.0percent strongly disagreed that there is no short coming of the existing system.

**CHAPTER FIVE**

**CONCLUSION AND RECOMMENDATIONS**

**CONCLUSION**

Remuneration has a significant role in improving employee’s performance. Remuneration is the main objective of implementing additional employees’ duties.

The focal issue in personnel administration is the effective management of human resources in order to attain organizational goal; it is a known fact to every professional manager that human beings in the organization control materials and other resources to achieve organizational goals.

Any organization that neglects the vital roles of remuneration on the lives of its employees is doing so on its peril. Human beings within an organization can make or mar the progress of any organization. Hence, it is imperative that organizations should pay adequate attention to the human elements within organizations so as to maintain smooth operations and growth. Organizations that are proactive incorporate employees growth objective into the overall objective of the organization. The organizations reap the benefits of this long-term measure in a long run.

Adequate remuneration and reward system benefits both the employees and the employers in the following ways:

i) The organization that engages in total remuneration attracts potential applicants. ii) Good remuneration system helps to retain good employees.

iii) It motivates the employees

iv) It helps the firm to gain competitive edge over others.

1. High motivation helps to give the employees sense of belonging.
2. Some organizations engage in total compensation in order to define organizational structure.
3. Total remuneration helps the organization to get the best employees which consequently helps the organization to dominate market share.
4. It helps to facilitate organizational strategy.

Any organization that fails to recognize the essence of adequate remuneration and its impact or both employees and employers is doing a lot of disservice to itself. For a business to progress, all the stakeholders in the business must be happy in order to contribute their respective quotas.

**RECOMMENDATIONS**

Current study is limited to a specific sector while results may change incorporating some other sectors as well. Moreover, it only focused on the manufacturing firms while similar study could be conducted for service firms and investigating whether remuneration also have significant influence on employees’ performance in services firms or not?

Organization should also focus on the quick feedback and superior praise to the employees for more active working environment. The employees expected reward system can be understood by the fair wage system. The business and employees should maintain the fairness that is the internal quality of relative business employees.

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**APPENDIX I**

**QUESTIONNAIRE**

**INSTRUCTION:** Please endeavor to complete the questionnaire by ticking the correct answer (s) from the options or supply the information where necessary.

1. Gender
2. Male
3. Female
4. Age range
5. 20-30
6. 31-40
7. 41-50
8. 51-60
9. Above 60
10. Educational qualification
11. FSLC
12. WASSCE/GCE/NECO
13. OND/HND/BSC
14. MSC/PGD/MBA/PHD
15. Others
16. Marital Status
17. Single
18. Married
19. Divorced
20. Widowed
21. Category of Respondent
22. Senior staff
23. Middle staff
24. Junior staff

**SECTION B**

**QUESTIONS ON AN ANALYSIS OF STAFF REMUNERATION SYSTEM.**

1. There are several occurrences of duplicate payment of renumeration to staff.
2. Strongly agreed
3. Agreed
4. Undecided
5. Disagreed
6. Strongly disagreed
7. There is possible tampering of staff benefits by those completing the payments.
8. Strongly agreed
9. Agreed
10. Undecided
11. Disagreed
12. Strongly disagreed
13. A new system is needed that will prevent the incessant tampering of staff money.
14. Strongly agreed
15. Agreed
16. Undecided
17. Disagreed
18. Strongly disagreed
19. The new system will have no different impact/positive effects of the management of staff renumeration.
20. Strongly agreed
21. Agreed
22. Undecided
23. Disagreed
24. Strongly disagreed
25. There is no short coming of the existing system.
26. Strongly agreed
27. Agreed
28. Undecided
29. Disagreed
30. Strongly disagreed