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EFFECTS OF COMPENSATION PRACTICES ON ACADEMIC STAFF'S JOB PERFORMANCE IN FEDERAL UNIVERSITY OF AGRICULTURE, ABEOKUTA, OGUN STATE, NIGERIA

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ABSTRACT

The study examined the effect of compensation practices on academic staff's job performance in Federal University of Agriculture, Abeokuta, Ogun State, Nigeria. Multi stage sampling technique was used to purposively select 3 Agricultural base colleges followed by proportionate stratified sampling technique where respondents were randomly selected. One hundred and three (103) respondents from the three colleges of agriculture of the university were selected of which 92 questionnaires were retrieved. Data obtained was analyzed using descriptive and inferential statistics such as mean, standard deviation, chi-square and Pearson Product Moment Correlation. Finding revealed that the mean age of the respondents was 42.71 years, 71.7% of the respondents were male, 81.5% of them were married and 79.3% of the respondents were PhD holders. The mean years of experience was 10 years while their mean income was ₦217447.29. Most (79.4%) academic staff perceived that there is a pressing need to review and rationalize the pay structure to improve employee efficiency, some of the compensation packages available were; retirement benefit (100%), study leave (91.3%), career development opportunity (82.6%). The major constraints to compensation strategies identified were poor insurance scheme (21.7%), inadequate welfare package (20.7%) and poor communication network (19.6%). Furthermore, a significant relationship existed between respondents' age ($r= -0.204$, $P<0.05$), compensation packages ($r= 0.26$, $P<0.05$) and their job performance. The results concluded that academic staff perceived a pressing need to review the compensation packages by involving them in the compensation decision making process. Effective management and implementation of compensation packages is highly recommended.

Keywords: Compensation Practices, Academic Staff, Job Performance

INTRODUCTION

In the age of global competition, it is very essential to identify and retain the efficient, competent and knowledgeable employees in organisation by developing and maintaining an effective compensation program for getting the best job performance from the employee (Akter and Moazzam 2016). Ardana (2012) defined compensation as everything received by employees as a reward for its contribution to company or organisation. Compensation is everything that employees receive as a reward for their work. Panggabean (2004) also explained compensation

as rewards and can be defined as any form of reward given to employees for contributions they provide to organisation. Sirait (2006) explains that compensation is something received by employees, whether in form of financial or non-financial reward for employee's contribution to organisation.

Management of compensation is a very important activity to make employees quite satisfied in their work. Compensation is the human resource management function that deals with every type of reward individuals receive in exchange for performing organisational tasks (Ivancevich, 2006). It is considered the major cost incurred by a business organisation. However, today the human resource is considered as human capital and compensation hence is not cost but rather investment. It is a systematic approach to providing monetary value to employees in exchange for work performed.

Compensation may achieve several purposes; assisting in recruitment, job performance, and job satisfaction (Yamoah, 2013). Compensation can acquire or create and maintain productivity. Without adequate compensation, existing employees tend to leave the organisation and organisations will have difficulty in replacement, especially in recruiting. Employees are the organisation's key resource and the success or failure of organisations center on the ability of the employers to attract, retain, and reward appropriately talented and competent employees. Employees' willingness to stay on the job largely depends on compensation packages of the organisation (Armstrong, 2003). In an attempt to ensure employees optimal performance and retention, organisations need to consider appropriate ways to reward the employees to get the desired results (Falola *et al.*, 2014). It has been argued that the degree to which employees are satisfied with their job and their readiness to remain in an organisation is a function of compensation packages and reward system of the Organisation (Fadugba, 2012). Adeniyi (2013) posit that the fundamental tasks in human resources management is compensation management. It is a complex task that occurs periodically, demand accuracy and must not be delayed.

Compensation management requires integrating employees' processes and information with business process and strategies to achieve optimal organisational goals and objectives (Adeniyi 2013). This can be attributed to the fact that compensation management is an essential tool to "integrate individual efforts with strategic business objectives by encouraging employees to do the right things with ever improving efficiency. (Adeniyi, 2013). In recent years, the inclusion of non-financial measures has gained some popularity in compensation management, while some schools demonstrate positive effects of incorporating non- financial measures in to the compensation management system empirically. Human resources model of compensation generally assume that higher performance requires greater effort on the part of workers. According to Gupta and Shaw (2014), the design and implementation of compensation systems not only can affect employee motivation, but also can be harnessed to improve safety, quality, creativity, innovation and a myriad other outcomes critical in a successful workplace. And that's exactly, what is needed from teachers to build a lasting educational foundation for students. By extension, what Gupta and Shaw mean to say is that any employee (teacher) who benefits from a properly designed compensation system is likely to give off their best to ensure a successful and ef-

fective performance. And it should not be overlooked that people look for jobs that not only suit their creativity and talents, but compensate them in terms of salary and other benefits accordingly (Osibanjo, Adeniji, Falola & Heirsmac, 2014).

Types of Compensation

Direct Compensation: According to Dessler (2013), direct compensation is usually limited to the direct cash benefits that the employees receive on monthly, bimonthly or weekly basis for the services they render as employees of a particular organisation. It could also be in the form of stock bonus compensation, where employees of the organisation are given the opportunity to own shares in the organisation they work for and at the end of every year they have the opportunity again to gain some dividend in the form of equity on their shares. Ivancevich (2006) states that direct compensation includes Base and variable. Base Pay refers to the basic compensation that an employee receives, usually as a wage or salary. Base Pay may be hourly and salaried, which are identified according to the way pay is distributed and the nature of the jobs. Hourly pay is the most common means of payment based on time while people paid salaries receive consistent payments each period regardless of the number of hours worked. Variable Pay, another type of direct pay is compensation linked directly to individual, team, or organisational performance. The most common types of variable pay for most employees take the form of bonuses and incentive program payments.

Indirect Compensation: Dessler (2013) refers to indirect compensation as the indirect financial and nonfinancial payments employees receive for continuing their employment with the company which are an important part of every employee's compensation. Other terminology such as fringe benefits, employee services, supplementary compensation and supplementary pay are used. Indirect compensation or Employee benefits are elements of remuneration given in addition to the various forms of cash pay. They also include items that are not strictly remuneration such as annual holidays. Management uses it ostensibly to facilitate its recruitment effort or influence the potential of employees coming to work for a company, influence their stay or create greater commitment, raise morale, reduce absenteeism in general and improve the strength of the organisation by instituting a comprehensive programme in this area Dessler (2013).

Ivancevich (2006) mentioned Paid Holidays, Workers' Compensation, retirement and pension plans, and paid vacations as some of the more popular indirect compensations. From the ongoing discussions, it could be concluded that compensation packages entail some basic features that tend to make employees satisfied on their job amongst which includes salaries, bonuses, incentives, allowances, promotion, recognition (Werner, 2001; Martineau, Lehman, Matwa, Kathyola and Storey, 2006). And as indicated by Yamoah (2013), all these have significant impact on employees' performance. However, as indicated by Osibanjo *et al.*, 2014), to avoid wrong perception and controversy by employees, compensation system must be clearly communicated to employees with job measurement which will drive the much needed performance in the employees. Osibanjo, Adeniji, Falola and Heirsmac (2014), indicate that compensation package must be attractive enough to prevent employees from becoming dissatisfied and looking elsewhere for better salary, career development opportunities, fringe benefits, bonuses and incen-

tives. Thus, an organisation's compensation package could be referred to as a total rewards program and includes all the methods (cash, equity, and benefits) used by employers to pay employees for the work they provide for the organisation. An effective compensation package or total reward package therefore, includes a variety of components that attract and retain employees who have skills needed by the organisation. Because people have different needs, based on their individual circumstances, the components included in the package should be sufficiently varied to address the different requirements of people at different stages in their lives. For example, employees with young children may be looking for benefits that help them raise their children such as day care or time off to attend to school activities. Though the review discusses compensation in its various forms, the study will focus more on monetary compensation.

Statement of the problem

It has been said that a nation's prosperity cannot be better than the quality of the teachers. And quality to a large extent depends so much on the motivation and satisfaction of the teacher. Teachers are fundamental to the success of any nation, of which Nigeria is not an exception. It has also been indicated that the foundation upon which Nigeria's educational superstructure is built is at the higher level of education. Hence, the need to ensure that teachers at that level are kept motivated and satisfied in order to help build a proper educational foundation. In spite of the numerous studies conducted in the area of job performance, compensation which is at the core of any employment relations exchange and serves as a defining characteristic of any employment relationship seems not have received much emphasis, especially in educational institutions. Even those studies that touched on compensation are few; hence the plea by some (Gupta & Shaw, 2014) for more research to be carried out on this all-important human resource practice. More interestingly, the few that have been conducted are found in other contexts other than the Nigerian context and also focused on industry rather than the educational sector. And further, the few conducted on the sector placed emphasis on teachers at the Secondary levels (Bozeman & Gaughan, 2011; Muguongo, Muguna & Muriithi, 2015). Since most studies (Mugongo, Muguna & Muriithi, 2015) in the area laid much emphasis on secondary levels, it is not very clear, the state of the Nigerian employee, (especially, at the tertiary school level), in respect of whether compensation plays a role in their performance on the job. This study therefore, is poised to assess compensation at the tertiary level of education, in the Nigerian context, to assess teacher perceptions about compensation practices and to determine whether compensation, in its various forms influence the performance of teachers, with a view to establishing the real state of affairs.

Broad objective

The general objective of the study is; to examine the effect of compensation practices on academic staff job performance in Federal University of Agriculture, Abeokuta, Ogun State, Nigeria.

Objectives of the study

i) describe the socio economic characteristics of respondents in the study area;
ii) examine the compensation packages in the study area.
iii) determine respondents' perception of compensation in the study area;
iv) determine the level of job performance

in the study area.

v) identify the various constraints affecting compensation in the study area.

Hypotheses of the study

The hypotheses of this study were stated in null form;

Ho_1: There is no significant relationship between respondents' socio-economic characteristics and academic staff's job performance.

Ho_2: There is no significant relationship between compensation and academic staff's job performance.

METHODOLOGY

The study was carried out in the Federal University of Agriculture, Abeokuta, Nigeria. The university is one of the three specialized universities of agriculture in the country. The university became operational during the academic session of 1988. The university has nine colleges, a postgraduate school and some specialised institutes and centres. The population for the study comprised of the total academic staff of the university. A multi-stage sampling procedure was used to select respondents for the study. At the first stage, a purposive selection of the three colleges (COLAMRUD, COLANIM and COPLANT) offering Bachelor of Agriculture (B.Agric.) programme was made. This is because by design, the three colleges run similar curricula and students from the three colleges jointly participate in the Farm Practical Year programme in their 400 level, the programme which is also supervised and coordinated by selected academic staff members within the colleges as part of the requirement for the award of the B.Agric. Degrees in the three colleges. At the second stage, a proportionate sampling of 50 per cent of the academic staff in the colleges was carried out to give 30 respondents from COLAMRUD, 38 respondents from COLANIM and 35 respondents from COPLANT. At the third stage, the specified number of respondents from each of the colleges was selected using simple random sampling technique. In all, 103 respondents were selected for the study.

Data was collected using a well-structured and valid questionnaire. The questionnaire had five sections based on the specific objectives of the study. Section one contained items on the socioeconomic characteristics of the academic staff. The personal characteristics of the respondents were measured at both nominal and interval levels. Section two contained questions on the respondents' perception of compensation in the study area measured using researcher-made tool having 11 items on a five-point scale of strongly agree (5), agree (4), undecided (3), disagree (2) and strongly disagree (1). Section three contained questions on the availability and desirability of compensation packages in the study area using A researcher-made tool with 15 items on a four-point scale of Available (A)=1, Unavailable(UA)=2, Very desirable (VD)=5, Desirable(D)=4, Neutral(N)=3, Undesirable(U)=2, Very undesirable(VU)=1. Section four measures the level of job performance of respondents in the study area using a 5-point likert scale which is Strongly Agree(SA)=5, Agree(A)=4, Undecided(U) =3, Disagree(D)=2, Strongly Disagree(SD) =1. Section five: This was used to measure the various constraints affecting compensation in the study area using a 3-point which is Not a constraint(NC)=1, Mild constraint (MC)=2, Severe constraint(SC)=3. Data collected were analyzed using specific descriptive statistics such as frequency, percentage, mean and standard deviation. Inferential statistics such as Chi-square and Pearson Product Moment Correlation was used for analysis, to test the hypothesis of the study.

RESULTS AND DISCUSSION

Respondents' socio-economic characteristics

The results in Table 1 shows the age of the respondents, Majority (47.8%) of the respondents were between 35-44 years, (17.4%) were between 45-53 years and also, (17.4%) of the respondents were between 54-62 years. Minority (1.1%) of the respondents were above 63 years. The mean age of the respondents is 42.7 years. This implies that most of the respondents are agile and active individuals who can handle institutional responsibilities properly. Majority (71.7%) of the academic staff were male while (28.3%) were female. This indicates that the number of male in the institution is more than the female counterpart. The result showed that majority (79.3%) of the respondents were PhD holders, (17.4%) were M.Sc holders while (3.3%) were B.Sc holders. Majority (81.5%) of the respondents were married, less than half (10.9%) were single, a few (4.3%) of the respondents were divorced, also a few of (3.3%) of the respondents were widowed. Fapojuwo (2010) asserts that marriage confers some level of responsibility and commitment on the individual. Findings revealed that majority (57.6%) of the respondents earn between 90,000 - 197,000 naira, (18.5%) earn between 198,000 - 305,000 naira, (17.4%) earn between 306,000 - 413,000 naira and minority (6.5%) earn 414,000 naira and above. Less than half of the respondents (43.5%) had less than 8 years of working experience, 34.8% had 8-15 years working experience, (16.3%) had 16-23 years of working experience, 3.3% had 24-31 years of experience while (2.2%) had more than 32 years of experience. Findings revealed that 22.8% of the respondents were Professors, 6.5% were Readers, 15.2% were Senior Lecturers, 8.7% were Lecturer 1, 28.3% were Lecturer 2, 10.9% were Assistant Lecturer, while 10.6% were Graduate Assistants. Most (78.3%) were Christians, 20.7% were Muslims and 1.1% were traditional worshippers.

Table 1: Distribution of respondents by socio-economic characteristics. N=(92)

VARIABLES	FREQUENCY	PERCENTAGE	MEAN	S.D
		Age		
25-34	15	16.3	42.71	9.195
35-44	44	47.8		
45-53	16	17.4		
54-62	16	17.4		
>63	1	1.1		
		Sex		
Male	66	71.7		
Female	26	28.3		
		Marital Status		
Single	10	10.9		
Married	75	81.5		
Divorced	4	4.3		
Widowed	3	4.3		

	Academic Qualifications			
BSc	3	3.3		
M.Sc	16	17.4		
PhD	73	79.3		
	Years Of Experience			
1-7	40	43.5	10.01	8.051
8-15	32	34.8		
16-23	15	16.3		
24-31	3	3.3		
>32	2	2.2		
	Religion			
Islam	19	20.7		
Christianity	72	78.3		
Traditional	1	1.1		
	Rank			
Professor	21	22.8		
Reader	6	6.5		
Senior Lecturer	14	15.2		
Lecturer I	8	8.7		
Lecturer II	26	28.3		
Assistant Lecturer	10	10.9		
Graduate Assistant	7	7.6		
	Income			
₦90,000 - ₦ 197,000	53	57.6	217447.29	107921.05
₦ 198,000 - ₦ 305,000	17	18.5		
₦ 306,000 - ₦ 413,000	16	17.4		
₦ 414,000 And Above	6	6.5		

Source: Field Survey, 2019. S.D: Standard Deviation

Perception of compensation

The findings in Table 2 shows the perception of compensation by the academic staff in the study area. About 34.8% of the respondents strongly agree that there is pressing need to review the pay structure, 68.5% agree that the compensation package in FUNAAB is fair, (63.0%) agree that they know where to go for information related to benefits. (29.3%) of the respondents disagree that the amount of pay they currently receive is comparable to what they think should be, (40.2%) strongly disagree that they participate in the compensation decision process, (34.8%) disagree that the current compensation package is motivating and provide incentive for better policy.

From the findings, it can be deduced that the academic staff of the Federal University of Agriculture, Abeokuta perceive that the current compensation packages in the institution is not fair and there is a pressing need to review the packages by involving the them in the compensation decision making process. The result shows that there is a high level (56.5%) of perception towards compensation.

Table 2: Perception towards compensation. N=(92)

S/N	VARIABLES	SA	A	U	D
1	Compensation and benefit package of FUNAAB is fair	4(4.3)	63(68.5)	17(18.5)	8(8.7)
2	The current compensation and benefit package is motivating and provide an incentive for better performance	5(5.4)	51(55.4)	15(16.3)	19(20.7)
3	The current compensation and benefit package of FUNAAB is adequate to cope with the ongoing cost of living	3(3.3)	17(18.5)	29(31.5)	32(34.8)
4	FUNAAB has a written compensation and benefit policy	-	37(40.2)	42(45.7)	9(9.8)
5	FUNAAB periodically evaluates the effectiveness of compensation and benefit packages.	1(1.1)	37(40.2)	23(25.0)	14(15.2)
6	The current compensation and benefit package provides appropriate payment for the work related experience and qualification I have	9(9.8)	50(54.3)	10(10.9)	14(15.2)
7	The compensation provides the opportunity to attain self- interests like building my own house, buy a car, etc.	13(14.1)	35(38.0)	14(15.2)	28(30.4)
8	There is availability of information on compensation benefits in FUNAAB that builds me.	9(9.8)	58(63.0)	4(4.3)	17(18.5)
9	The amount of pay I currently receive is comparable to what I think it should be	4(4.3)	16(17.4)	22(23.9)	27(293)
10	There is a pressing need to review and rationalize the pay structure to improve employee efficiency	32(34.8)	41(44.6)	12(13.0)	6(6.5)
11	There is a pressing need to review and rationalize the pay structure to improve employee efficiency	-	10(10.9)	14(15.2)	31(33.7)

Source: Field Survey, 2019.
S.A= Strongly Agreed, A=Agree, U= Undecided, D=Disagree, S.D= Strongly Disagree

Table 3: Perception Compensation Index. N=(92)

VARIABLE	CATEGORIZATION	FREQUENCY	PERCENTAGE
Low	11-33	40	43.5
High	34-55	52	56.5

Source: Field Survey, 2019.

Compensation availability

Table 4 shows available compensation packages in the study area.

All (100.0%) the respondents indicated availability of retirement benefits, (83.7%) availability of sick leave. Furthermore, (91.3%) indicated availability of regularity of promotion, (8.7%) indicated availability of regularity of promotion, (16.3%) indicated availability of sick leave. Furthermore, (95.7%) of the respondents indicated unavailability of free transportation and (79.3%) indicated unavailability of extra duty allowance. This implies that of compensation packages such as: retirement benefits, sick leave, regularity of promotion is available in the study area. This means the compensation packages are very limited in number, it therefore calls for the institution to put more effort to make additional packages which will serve as the motivating factor for the employees to do their best at work. Packages

such as free transportation and extra duty allowance needs to be put in place in order to avoid not coming to work or late coming and closing before time.

Table 4: Compensation Package Availability. N= (92)

S/N	VARIABLE	A	UA
1	Vehicle maintenance allowance	4(4.3)	88(95.7)
2	Free recreation	9(9.8)	83(90.2)
3	Retirement benefit	92(100.0)	-
4	Career development opportunity	76(82.6)	16(17.4)
5	Free medical insurance	57(62.0)	35(38.0)
6	Vacation leave	49(53.3)	43(46.7)
7	Extra duty allowance	19(20.7)	73(79.3)
8	Creche for children	72(78.3)	20(21.9)
9	Casual allowance	38(41.3)	54(58.7)
10	Free medical services	37(40.2)	55(59.8)
11	Study leave	84(91.3)	8(8.7)
12	Regularity of promotion	84(91.3)	8(8.7)
13	Long service awards	49(53.3)	43(46.7)
14	Free training workshop	79(85.9)	13(14.1)
15	Sick leave	77(83.7)	15(16.3)
16	Free transportation	4(4.3)	88(95.7)

Source: Field Survey, 2019.
A= Available UA= Unavailable

Compensation Packages Desirability

Based on findings, Table 5 shows the result of the desirability of compensation packages in the study area.

Most (46.7%) of the respondents indicated that career development opportunity, free medical insurance (45.7%), vacation leave (63.0%), extra duty allowance (43.5%) and free medical services compensation packages (41.3%) are very desirable. Most (35.9%) of the respondents strongly agree that free training workshop is desirable. On the other hand, the respondents indicated that career development opportunity (6.65%), free medical insurance (10.9%), vacation leave (1.1%), extra duty allowance (3.3%) and free medical services compensation packages (12.0%) are undesirable.

This implies that majority of the respondents' desires career development opportunity, free medical insurance, vacation leave, extra duty allowance, free medical services compensation packages while minority of the respondents do not desire the same stated compensation packages.

Table 5: Compensation Packages Desirability. N= (92)

S/N	VARIABLE	VD	D	N	U	VU
1	Vehicle maintenance allowance	4(4.3)	42(45.7)	38(41.3)	8(8.7)	-
2	Free recreation	12(13.0)	23(25.0)	46(50.0)	10(10.9)	1(1.1)
3	Retirement benefit	50(54.3)	27(29.3)	14(15.2)	-	1(1.1)
4	Career development opportunity	43(46.7)	30(32.6)	13(14.1)	6(6.5)	-
5	Free medical insurance	42(45.7)	8(8.7)	31(33.7)	10(10.9)	1(1.1)
6	Vacation leave	58(63.0)	19(20.7)	14(15.2)	1(1.1)	-
7	Extra duty allowance	40(43.5)	27(31.5)	20(21.7)	3(3.3)	-
8	Creche for children	35(38.0)	24(26.1)	27(29.3)	6(6.5)	-
9	Casual allowance	25(27.2)	26(28.3)	35(38.0)	6(6.5)	-
10	Free medical services	38(41.3)	15(16.3)	26(28.3)	11(12.0)	2(2.2)
11	Study leave	54(58.9)	21(22.8)	11(12.0)	6(6.5)	-
12	Regularity of promotion	52(56.5)	20(21.7)	20(21.7)	-	-
13	Long service awards	24(26.1)	37(40.2)	24(26.1)	7(7.6)	-
14	Free training workshop	31(33.7)	33(35.9)	26(28.3)	1(1.1)	1(1.1)
15	Sick leave	15(16.3)	37(40.2)	30(32.6)	10(10.9)	-
16	Free transportation	19(20.7)	23(25.0)	32(34.8)	9(9.8)	9(9.8)

Source: Field Survey, 2019.
VD= Very desirable D= Desirable N= Neutral U= Undesirable VU= Very undesirable

Respondents' job performance

Table 6 shows the results on the findings on academic staff job performance in the study area. The respondents indicated that a well-designed compensation policy and its effective management and implementation has an effect on employee performance in the following ways:

i) increases employees' readiness to learn new skills and preparedness to transfer skills onto the job (62.0%),

ii) makes employee committed to the organisation and therefore commitment to work increases (59.8%),

iii) makes employees feel appreciated and they give their best (56.5%),

iv) rewarding hardworking employees to sustain high performance (52.2%) and

v) improves employee willingness to extra work and go the extra mile (57.6).

This implies that a well-designed compensation policy and its effective management and implementation has an effect on employee performance. This result shows that there is a high level (80.4%) of job performance.

Table 6: Distribution of respondents by their level Job Performance

S/N	VARIABLES	SA	A	U	D
1	Motivates employees to perform better	57(62.0)	35(38.0)	-	-
2	Improves employee willingness to extra work and go the extra mile	53(57.6)	37(40.2)	-	2(2.2)
3	Makes employee committed to the organisation and therefore commitment to work increases	55(59.8)	37(40.2)	-	-
4	Increases employees' readiness to learn new skills and preparedness to transfer skills onto the job	57(62.0)	34 (37.0)	1 (1.1)	-
5	Creates a healthy environment for work and improves the health (soundness) of employees	42(45.7)	48 (52.2)	-	2 (2.2)
6	Creates very good working relationship between management and employees to improve performance	46(50.0)	46 (50.0)	-	-
7	Makes employees feel appreciated and they give their best	52(56.5)	40 (43.5)	-	-
8	Attracts and motivates qualified personnel to work better	50(54.3)	42 (45.7)	-	-
9	Improves employees punctuality to work and reduces employee absenteeism	45(48.9)	42 (45.7)	3 (3.3)	2 (2.2)
10	Rewarding hardworking employees to sustain high performance	48(52.2)	42 (45.7)	-	2 (2.2)

Source: Field Survey, 2019.
S.A; Strongly Agree A; Agree U; Undecided D; Disagree S.D; Strongly Disagree

Categorization of respondents' job performance in the study area

Results in Table 6 reveal the categorization of respondents' job performance in the study area. Findings reveal that 80.4% of the respondents score above the mean score, indicating they had high job performance while 19.6% of the respondents score below the mean score, indicating they had low job performance. This is expected as many of the respondents score above the weighted grand mean in job performance expectation in the organisation. It may be as a result of positive organisational culture possessed in the organisation and this could directly influence the success of the organisation.

Table 7: Level of employee's job performance

VARIABLE	CATEGORIZATION	FREQUENCY	PERCENTAGE
Low	10-30	18	19.6
High	30-50	74	80.4

Constraints affecting academic staff job performance in the study area

The result in Table 8 shows that the major challenges identified in the study area were inadequate equipment (38.0%), poor insurance scheme (21.7%), inadequate welfare package (20.7%), poor communication network (19.6%) while mild constraints are poor or unsafe working conditions (78.3%), ethnic preference (68.5%). This means there are problems that needs to proffer solutions to, in order to make the employees perform their job effectively and efficiently, adequate equipment, welfare package and good communication network must be provided if not workers will just be coming to without utilizing their ability, also the working conditions must be safe so that they can feel protected from any infection, attack and other things that may harm them at work.

Table 8: Distribution of respondents by constraints faced by the academic staff

S/N	VARIABLES	NC	MC	SC	WM
1	High cost and poor quality of ICT facilities	25(27.2)	52(56.5)	15(16.3)	1.9
2	Inadequate equipment	10(10.9)	47(51.1)	35(38.0)	2.3
3	Poor communication network	6(6.5)	68(73.9)	18(19.6)	2.1
4	Delay promotion	52(56.6)	26(28.3)	14(15.2)	1.6
5	Poor or unsafe working Condition	10(10.9)	72(78.3)	10(10.9)	2.0
6	Inadequate welfare Package	12(13.0)	61(66.3)	19(20.7)	2.1
7	Poor insurance scheme	12(13.0)	60(65.2)	20(21.7)	2.1
8	Ethnic preference	17(18.5)	63(68.5)	12(13.0)	2.0
9	Job insecurity	34(37.0)	40(43.5)	18(19.6)	1.8

Source: Field Survey, 2019.
NC= Not a constraint MC= Mild constraint SC= Severe constraint WM: Weighted mean

HYPOTHESIS TESTING

Test of association between respondents' socio-economic characteristics and their job performance

The significance of the association was determined at 0.05 levels. The Chi-square analysis showed that there is no significant association between the respondents' socio-economic characteristics and job performance. The socio-economic characteristics considered were sex, marital status, academic qualification, rank and religion. Sex (χ= 0.403, P< 0.05), Marital Status (χ= 1.853, P< 0.05), academic qualification (χ= 1.037, P< 0.05), rank (χ= 8.327, P< 0.05), religion (χ= 0.898, P< 0.05). This implies that despite the sex, marital status, academic qualification, rank and religion of the academic staffs, academic staffs still carried out their respective task in the institution.

Table 9: **Association between socio-economic characteristics and job performance**

VARIABLE	CHI-SQUARE	DF	P-VALUE	DECISION
	SEX			
Male	0.403	1	0.526	NS
Female				
	MARITAL STATUS			
Single	1.853	3	0.603	NS
Married				
Divorced				
Widowed				
	ACADEMIC QUALIFICATION			
B.Sc	1.037	2	0.595	NS
M.Sc				
PhD				
	RELIGION			
Islam	0.898	2	0.638	NS
Christianity				
Traditional				
	RANK			
Professor	8.327	6	0.215	NS
Reader				
Senior Lecturer				
Lecturer I				
Lecturer II				
Assistant Lecturer				
Graduate Assistant				

Source: Field Survey, 2019.
Note: S-Significant, NS-Not significant
P-value>0.05=Not significant P-value<0.05=Significant DF=Degree of freedom

Test of relationship between socio-economic characteristics and academic staff job performance

PPMC was used to test variables measured at interval level. The socio-economic characteristics considered were: age, income and years of experience. The significant relationship was determined at 0.05 levels. The correlation analysis showed that a significant and negative relationship existed between the respondents age (r= -0.204, P< 0.05) and the level of job performance. This implies that as academic staff gets older, their level of job performance reduces.

The correlation analysis also showed that there was no significant relationship between income (r= -0.195, P>0.05), years of working experience (r= -0.156, P>0.05). This implies that despite the income and years of working experience of the academic staff, they still don't perform better as a result of old age, inadequate equipment, unsafe working condition and poor communication skills.

Table 10: Test of relationship between socio-economic characteristics and academic staff job performance

VARIABLE	R-VALUE	P-VALUE	DECISION
Age	-0.204	0.051	S
Income	-0.195	0.062	NS
Years of experience	-0.156	0.139	NS

Source: Field Survey, 2019.
Note: S-Significant, NS-Not significant
P-value>0.05=Not significant P-value<0.05=Significant

Test of relationship between compensation packages and job performance

The result in Table 10 indicated that there was a positive relationship between compensation packages of the academic staff (r=0.264, P=0.011) and job performance. This result implies that academic staff will work better if there is a well-designed compensation packages, compensation policy, effective management and implementation of the compensation packages.

Table 11: Test of relationship between compensation package and job performance

Variable	R-value	P-value	Decision
Compensation package and job performance	0.264	0.011	S

Source: Field Survey, 2019.
Note: S-Significant, NS-Not significant
P-value<0.05=Significant

CONCLUSION AND RECOMMENDATIONS

The study concluded that academic staff's work better when given good compensation packages, there is significant relationship between the respondents' age and the level of job performance and that the management of compensation packages also enhances performance. Based on the conclusion of this study, the findings recommend that;

- Proper compensation packages and policies should be established to ensure proper execution of task.
- The institution should involve the academic staff in the compensation decision making process.
- Institution should make effective management and implementation of compensation packages so as to enhance their job performance.

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