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Relationship Between Compensation and Employees' Job Performance in Ministry of Education in Adamawa State.

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Abstract
The purpose of the study was to ascertain relationship between compensation and employees' job performance in Ministry of Education in Adamawa State. three research questions were raised for the study while three hypotheses were tested at 0.05 alpha level. Correlational research design was adopted for the study. The population of the study consisted of 1,540 Staff in all the 21 Local Government Area of the Adamawa State. The sample for the study consisted of 1,232 staff in the Ministry of Education Adamawa State obtained by proportionate sampling technique. Compensation Rating Scale (CRS) and Employees' Job Performance Rating Scale (EJPRS) were used to collect data. The instruments were validated by three experts, two in the Department of Educational Management and Policy and the other in the Department of Educational Foundations (Measurement and Evaluation Unit). The reliability coefficients of the instruments were established using Cronbach alpha statistics. Coefficients of 0.862 and 0.806 were respectively obtained for CRS and EJPRS. Data collected were analyzed using Pearson Moment Correlation Coefficient and Pearson Correlation critical value table. The findings of the study revealed that a high positive and significant relationship existed on the relationship between compensation packages and employees' job performances in the Ministry of Education. The findings of the study further revealed that there is a very high positive and significant relationship between salary and bonus package and employees' job performances in the Ministry of Education. It was recommended among others that Ministry of Education should ensure that they retain their employees' salary and bonus packages so as to improve the job performance of their employees.

Keywords: Compensation, Employee, Job Performance and Ministry of Education.

Introduction

The Main objective of the ministry of education is to provide access to relevant education at all levels to all citizens,taking into account the issues of efficacy, equity, and special needs. Realizing that education is the foundation and the central pillar of economic and social development and being cognizant of its core mandate, the Ministry of Education continues to commit itself to provide accessible,affordable and relevant education of the highest quality. The Ministry's commitment to contribute positively to the attainment of the country's vision is strategically and succinctly expressed in its mission statement. The statement reads as: 'To provide relevant, quality and affordable education and training opportunities for the entire populace of the nation to develop all positive aspects of life for self-reliance, social and economic development,and global competitiveness" (Federal Republic of Nigeria, 2013).

The State Ministry of Education has prominent roles to perform in the educational development of the country, the institution is saddled with the responsibility of ensuring effective implementation of the curriculum through effective supervision and inspection (human and non-human resources) and ensuring competent staff for schools (FGN, 2013). The Ministry's vision amply expresses its demonstration of a reinvigorated strength and determination in developing policies,

strategies, and programmes aimed at ensuring that the rights of the child are respected and that commitments made at international, regional and national levels are duly observed. At the center of its vision, which reads, 'Attainment of equality in educational opportunity for all pupils of school going age and adults irrespective of their socio-economic background, with the ultimate goal of enhancing their productive capacity, improving the quality of their lives', lies the quest and passion for reducing socio-economic inequalities, improving productivity and the overall quality of the life of the people of Nation (FGN,2013). This will promote the well-being of education workers and thereby improves their job performance.

Job performance is the end product of an individual's behavior that promotes or demotes an organization from accomplishing its objectives. In support of the above claim, Saka and Salman (2014) opined that job performance the discharge of legitimate duties or roles based on the employee's area of specialization, these legal duties are strictly geared towards the achievement of predetermined organizational objectives. Still on this development, Ogunleye and Osekita (2016) defined job performance as the completion of a duty schedule according to organizational prescribed guidelines subject to the normal constraints of reasonable utilization of available resources. Job performance is made possible through the acquisition of certification, relevant knowledge, competency, ability and capability to do the work. All of these qualities lead to the attraction of the employee by the employer. It is in exchange of this value that the compensation is made when the employee is spurred to action when compensated. Job performance is act of discharging one's legal duties in the organizational set up.

Employees' performance could be described in various ways. Employees' job performance entails the result of statutory duties undertaken by members of workforce at a given time. By implication, it is the ability of employees to combine relevant inputs for quality service delivery. Amaefule, Michael and Umeh (2024) defined employees' job performance as the responsibilities as well as actions carried out by employees to achieve daily objectives and broader institutional goals. It can be argued that employees' performance is determined by the workers' level of participation in the day to day running of the organization. Employees' poor job performances in broad term imply poor quality service delivery which could be attributed to the poor compensation practices adopted by the government.

Compensation in general term is the payment made in cash or kind to the employee to substitute for the duties performed for the organization. This is in line with Okoye (2022) who noted that compensation is capable of driving committed and passion into the fabrics of the workforce for effective job performance describes compassion as an enhancer to employees' job performances. Similarly, Jaiswal, Kushe and Lucky (2022) defined compensation as both monetary and non-monetary perks in an organization given to the employee in an exchange for the services rendered to the organization. Compensation is a return on investment which is based on the remuneration based on what the employee contributed to the growth of the organization. It is a mutual relationship between the employer and employee which involves "give and take" which could be direct or indirect or financial and non-financial.

In most ministries, compensations are poorly executed while in some other situations, compensations are unduly delayed and/or arbitrary carried out. Compensation no doubt acts as stimulator, motivator, propeller and instigator to the workforce making them more committed to their duties thereby accelerating the employees' job performances. It is one of the determinant factors that try to locates not just employees' job performances but also promotes effectiveness and efficiency in the workplace. Akter and Moazzam (2016) aptly observed that compensation is capable of assisting the employers of labour to identify and retain the efficient, competent and knowledgeable employees in organization through the development and improvement on effective compensation practices to extract the best job performance from the staff. In affirmation of this construct, Akter and Moazzam emphasized that compensation has to do with all types of direct and indirect financial returns and tangible services that the employees receive as part of an employment relationship. Going further, Onuora, Okeke and Ibekwe (2019) asserted that compensation involves some basic elements that tend to give the employees satisfaction while performing their legitimate duties in the workplace such as salaries, bonuses, incentives, promotion, recognition, tuition reimbursement, sick leave, leave allowance in addition to flexible work arrangements. The current study would be concentrating on salaries, bonuses, and promotion.

Salaries refer to monthly emolument paid to employees of an institution. Salaries remain of the compensation packages given to employees for discharging their duties. Thus, payment of salaries as and when due could be compensatory to employees. More so, a salary raise for employees could further be seen as a compensation for them to put in more effort so as to enhance their job performance. Bonuses as principal's compensation technique are perks that are given to the employees that are beyond any financial incentive to enhance their job performance. This benefits could be bonuses reimbursement, education assistance, fitness centers, employees meals and cafeteria plans among others which will drive the employees to put in their best or even attend self-development programmes so as to produce the best in their designated task. The ministry of education in their consideration of this compensation technique should observe their employees and try to understand their pressing needs in order to employ the most appropriate of these bonuses in compensating them.

Regular promotion of employee as a main technique of compensation is the advancement of employee title or position in the ministry of education in adamawa state, as a reward for good performance. Before a employee is promoted, the management ensures that the employee being promoted is able to handle the added task or responsibility (Obinwa, 2023). This management does through screening or based on employee experience in work and educational system, or latest qualification obtained by the employee. A promotion can involve advancement in terms of designation and benefits among others. The issue of promotion is an important aspect of compensation which should not beheld with levity by any organisation. Promotion occurs when an employee is given the opportunity to have upward movement inthe organisational hierarchy to the point where he/she performs greater responsibility. Irregularity or delay in the implementation of the employees' promotion may lower their morale and also affect goals achievement (Dessler,2008).

Obviously, the employer has outlined intended goals of the organization while the employee has their personal needs, dreams and aspiration before taking up the job. In the performance of this job, both the organizational goal and that of the employee has to be met for the employee to feel committed and dedicated in achieving organizational goal. It is likened to a two edge sword which demands absolute compensation for the employ to be devoted in the discharge of the services. Jaiswal, Kushe and Lucky further enumerated the elements of compensation system to include; salary, bonus, performance based incentives, retirement benefits, recognition, career advancement opportunities, promotion, job enrichment, organizational work environment and job security. All of this compensation system dictates the employees' job performance in any organization.

Apparently, employees that are compensated tend to be dedicated to their jobs thus increased job performance unlike employees that are not adequately compensated. Employees' level of job performance varies in an organization. More often than not, employees complain of under and/or delayed remuneration, at other times they complain of career guide, yet others complain of inadequate compensation administration programs. Most heart breaking is the report that most employee do not get wages commensurate with what they put in the organization. The finding of Asiegbu and Nwosu (2020) indicates that respondents showed strong agreement to the fact that public secondary school teachers' salary is poor, not regularly paid and cannot motivate job performance. This attitude of the employers whether it is intentional or otherwise puts the employees' job performance in jeopardy which reflects negatively in the quality output. The issue of poor employees' job performance in Nigeria has been of much concern to all and sundry. This is prevalent in almost all the ministries especially in the ministry of education. The reason for this absurdly is not far-fetched as every employee has their dreams and aspiration while trying to attain the organizational goal all together. Moreover, human beings by nature are prone to being expectant which more or less spurs them into action when their desires are met through compensation. This has clearly led to the widely acclaimed fallen standard of employees' job performance in Adamawa State and Nigeria at large.

Employees' job performance can be gingered by compensation principles such as salary, bonus, incentives, retirement benefits, job security and promotion. Zubairu and Oyekale (2021) observed that most libraries' observation and workplace practices have shown a decline in quality service delivery due to low performance. In view of the above expositions, it is evident that compensation is necessary in an organization that strives to remain afloat irrespective of trending business challenges. There are series of compensation practices listed by the numerous scholars cited above but for the purpose of this study, the researcher desires to focus on the following most crucial to

the employees in the ministry for effective and efficient job performance to cushion the effect of quality educational delivery process. These are: salary, bonus, performance based incentives, retirement benefits, recognition, promotion and job security. These are the basis of this study thus formed the elements of the research problems.

Purpose of the Study

1. Relationship between salary package and employees' job performances in the Ministry of Education in Adamawa State
2. Relationship between bonus package and employees' job performances in the Ministry of Education in Adamawa State
3. Relationship between the promotion package and employees' job performance in the Ministry of Education in Adamawa State

Research Questions

The following research questions were raised to guide the study:

4. What is the relationship between salary package and employees' job performances in the Ministry of Education in Adamawa State?
5. What is the relationship between bonus package and employees' job performances in the Ministry of Education in Adamawa State?
6. What is the relationship between the promotion package and employees' job performance in the Ministry of Education in Adamawa State?

Hypotheses

The following null hypotheses were tested at 0.05% level of significance.

1. There is no significant relationship between the relationship between salary package and employees' job performances in the Ministry of Education in Adamawa State.
2. There is no significant relationship between bonus package and employees' job performances in the Ministry of Education in Adamawa State.
3. There is no significant relationship between the promotion package and employees' job performance in the Ministry of Education in Adamawa State.

Methods

The study adopted correlational research design. The population of this study comprised all 1,540 Staff in all the 21 Local Government Area of the Adamawa State (Adamawa state Ministry of Education, 2024). A total of 1,232 staff in the Ministry of Education Adamawa State were sampled from the population using proportionate sampling technique. A researcher-structured questionnaires titled: "Compensation Rating Scale (CRS) and Employees' Job Performance Rating Scale (EJPRS) was used for data collection. The first instrument CRS contains two sections, A and B. Section A sought background data of the respondents (employee) such as gender. Section B has three clusters 'A-C with respect to the 3 research questions. The instrument CRS have a total of 35-item statements. The second instrument was Employee Job Performance Rating Scale (EJPRS) with 15-item statements. Both were prepared on a four point rating scale of Very High Extent (VHE), High Extent (HE), Low Extent (LE), and Very Low Extent (VLE), weighted 4, 3, 2, and 1 point respectively. The instruments were subjected to face validation by three experts, all in the Faculty of Education, Nnamdi Azikiwe University. The internal consistency was verified using Cronbach Alpha, and this yielded a reliability coefficient of 0.83 for CRS, while EJPRS yielded coefficient value of 0.806. The coefficients were considered reliable and suitable for the study. A total of 1, 232 copies of questionnnaire were administered by the researcher directly on the respondents. Out of these, only 1,228 copies, representing 99.67% return rate, where properly completed, retrieved and were used for data analysis. Pearson Product Moment Correlation Coefficient (r) was used to answer research questions and in testing the hypotheses. All analyses were carried out using Statistical Package for Social Science (SPSS) Version 25.Testing of hypotheses was done with Pearson Correlation critical value table at 0.05 alpha level. In taking decisions regarding the hypotheses, a null hypothesis was rejected if the probability value (p-value) is less than or equal to significant value of 0.05; if otherwise ($p>0.05$), the null hypothesis was not rejected.

Results

Research Question one:

What is the relationship between salary package and employees' job performances in the Ministry of Education in Adamawa State?

Table 1: Pearson r on Relationship between Salary Package and Employees' Job Performances in the Ministry of Education.

Source of Variation	n	r	Remark
Salary Package Employee Job Performance	1228	0.764	High Positive Relationship

Data in Table 1 show that there is a high positive relationship existing between relationship between salary package and employees' job performances in the Ministry of Education. This is evident by the size of Pearson's Correlation Coefficient r, which is 0.764.

Research Question 2:

What is the relationship between bonus package and employees' job performances in the Ministry of Education in Adamawa State?

Table 2: Pearson r on Relationship between Bonus Package and Employees' Job Performances in the Ministry of Education.

Source of Variation	n	r	Remark
Bonus Package Employee Job Performance	1228	0.802	Very High Positive Relationship

Data in Table 2 show that there is a very high positive relationship existing between relationship between bonus package and employees' job performances in the Ministry of Education. This is evident by the size of Pearson's Correlation Coefficient r, which is 0.802.

Research Question 3:

What is the relationship between promotion package and employees' job performances in the Ministry of Education in Adamawa State?

Table 3: Pearson r on Relationship between Promotion Packages and Employees' Job Performances in the Ministry of Education.

Source of Variation	n	r	Remark
Promotion Packages Employee Job Performance	1228	0.780	High Positive Relationship

Data in Table 3 show that there is a high positive relationship existing between relationship between promotion packages and employees' job performances in the Ministry of Education. This is evident by the size of Pearson's Correlation Coefficient r, which is 0.780.

Hypothesis One:

There is no significant relationship between the relationship between salary package and employees' job performances in the Ministry of Education.

Table 4: Test of Significance of Pearson Correlation between Salary Package and Employees' Job Performances in the Ministry of Education.

Source of Variation	n	r	p-value	Remark
Salary Package Employee Job Performance	1228	0.764	0.00	Sig

Analysis in Table 4 shows that there is a significant relationship between salary package and employees' job performances in the Ministry of Education. The calculated r (0.764) has *P*-value <0.05. The null hypothesis one was therefore rejected.

Hypothesis Two:

There is no significant relationship between the relationship between bonus package and employees' job performances in the Ministry of Education.

Table 5: Test of Significance of Pearson Correlation between Bonus Package and Employees' Job Performances in the Ministry of Education.

Source of Variation	n	r	p-value	Remark
Bonus Package Employee Job Performance	1228	0.802	0.03	Sig

Analysis in Table 5 shows that there is a significant relationship between bonus package and employees' job performances in the Ministry of Education. The calculated r (0.802) has *P*-value <0.05. The null hypothesis two was therefore rejected.

Hypothesis Three:
There is no significant relationship between the relationship between promotion packages and employees' job performances in the Ministry of Education.

Table 6: Test of Significance of Pearson Correlation between Promotion Packages and Employees' Job Performances in the Ministry of Education.

Source of Variation	n	r	p-value	Remark
Promotion Packages Employee Job Performance	1228	0.780	0.02	Sig

Analysis in Table 6 shows that there is a significant relationship between promotion packages and employees' job performances in the Ministry of Education. The calculated r (0.780) has *P*-value <0.05. The null hypothesis six was therefore rejected.

Discussion of Findings

Relationship between Salary Package and Employees' Job Performances in the Ministry of Education

The findings of the study showed that a high positive and significant relationship existed between relationship between salary package and employees' job performances in the Ministry of Education. This goes to show that the higher or more consistent the salary packages, the better the employees' job performance and vice versa. In other words, salary packages are motivational techniques that are capable of provoking job performance among employees. The finding of the study is consistent with the position of Oboreh and Arukaroha (2021) that salary increase has a positive and significant effect on the organizational performance in the sampled universities in Edo State. In order words, salary increase is a huge contributor to organizational performance. This points to the fact that when salary issues are not addressed, the performance of an institution would be at a low ebb. The finding of the study is further in consonance with that of Zafar, Sarwar, Zafar and Sheeraz (2021) that there existed a positive relationship between compensation and job performance. The place of compensation in improving the job performance of employees cannot be over-stressed.

Relationship between Bonus Package and Employees' Job Performances in the Ministry of Education

The findings of the study showed that a very high positive and significant relationship existed between relationship between bonus package and employees' job performances in the Ministry of Education. This points to the fact the higher or more constant the bonus packages, the greater the tendency of an employee to perform well in their jobs and vice versa. Put differently, bonus packages possess the capacity to engender job satisfaction among employees and the logical consequence s optimum job performance among employees. Corroborating the findings of the study, Oboreh and Arukaroha (2021) found that cash bonus has a positive and significant effect on the organizational performance in the sampled universities in Edo State. This is an indication that cash bonuses go a long way to impact positively on the performance of an organization. In other words, in the absence of cash bonus as a source of motivation to employees, the organization suffers from poor performance. The finding of the current study is further corroborated by that of Gaidam (2019) who identified more than five different compensation components (bouns packages inclusive) in different organization and

emphasized that the various component have positive and significant effect on the staff job performance in an organization.

Relationship between Promotion Packages and Employees' Job Performances in the Ministry of Education

The findings of the study showed that a high positive relationship existed between relationship between promotion packages and employees' job performances in the Ministry of Education. This depicts the fact the more the promotion packages, the higher employees' job performance and vice versa. The prospect of promotion packages is a strong motivational technique for employees. When employees are motivated or compensated with promotion packages, chances are that their job performance will be improved upon. In agreement with the finding of the current study is that of Oboreh and Arukaroha (2021) who found that promotion packages have positive and significant effect on the organizational performance in the sampled universities in Edo State. Thus, employees perceive promotion packages as a huge source of compensation to engender optimum job performance. The finding of the present study is in further agreement with that of Okoye (2022) that promotion had positive and significant effect on organizational performance.

Conclusion

Based on the findings of the study, it was concluded that a positive and significant relationship existed between compensation and employees' job performance in Ministry of Education. It was further concluded that indices of compensation such as salary package, bonus package,and promotion packages have positive relationship with employees' job performance in Ministry of Education.

Recommendations

Consequent upon the findings of the study, several recommendations were made:

1. Ministry of Education should ensure that they retain their employees' salary and bonus packages so as to improve the job performance of their employees.
2. Ministry of Education should make sure that they sustain promotion packages with a view to optimizing employees' job performance.
3. Employees should ensure to perform well in the jobs so that performance-based incentive would not elude them.

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