

Effect of Compensation Administration on Employee's Performance of Private Universities in North Central Nigeria

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Abstract: - Compensation has a significant impact on employee job satisfaction and performance. The impression of being paid what one is worth predicts job satisfactions. However, it is unclear how compensation affects employee performance, which may have led to many disagreements. This concentrate subsequently looked to lay out the impacts of remuneration on workers' exhibition in private universities in north-central, Nigeria. The study's objective was to investigate how compensation administration affects employee performance at private universities in the central part of Nigeria. The review utilized an engaging exploration plan. Defined irregular examining was utilized to choose an example size of 1290 representatives drawn from the objective populace of 1312. Reactions were gathered through the organization of a poll. The legitimacy and unwavering quality of the survey were improved through a pilot concentrate on completed in chosen private universities. Both face and content legitimacy were utilized to guarantee the legitimacy of the instruments. SPSS was used to classify and code the collected data before tabulating it. Means frequency tables, percentages, and descriptive statistics were used to analyze the qualitative data. Competitive salaries were established, and the study came to the conclusion that incentive plans motivate workers to work at a higher level of efficiency and productivity, as well as increase productivity and reduce employee turnover. It can work on the work process and work techniques, The review suggests that the college organization can impact Representative execution by conveying to the workers that they esteem their commitment and furthermore reassuring representative cooperation in the dynamic course of the pay organization framework at the universities. At the point when representatives feel that their viewpoints are esteemed at their employers, they will generally show unwaveringness and responsibility because of the feeling of belongingness and trust from the administration.

Key-Words: - Compensation, compensation administration, employee performance, direct financial compensation, private universities.

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1 Introduction

The present associations are working in an extremely unique and exceptionally serious climate. They need to be able to quickly respond to the changing needs and demands of every client and stakeholder in order to remain relevant in the market. Pay organization is one of the techniques involved by associations for drawing in and holding reasonable workers, as well as, working with them to work on their presentation through inspiration and to follow business regulations and guideline, [1].

Accordingly, representatives are compensated for their commitment to the association and the three goals of the remuneration organization framework

are to draw in great specialists from the work market; commit them to the association, hold the best representatives the association as of now has, and rouse representatives to work harder and to assist the association with accomplishing high efficiency in its essential objectives. Taking into account this, workers are viewed as quite possibly of the main resource in the association; subsequently, they ought to be expertly and superbly made due, [2].

One of the apparatuses that the organization is utilizing to tempt, keep, and energize individuals or representatives is pay and advantages organization. By and large, the pay framework is joined by a few activities both from the view point of the company

and the person. It has prompted strains for the company. Representatives can be redressed/compensated in two fundamental ways for the gig they do. They can be compensated monetarily and non-monetarily, [3]. Monetary prizes are those prizes which are communicated in crude money like expansion in compensations, compensation, and other monetary motivators. Representatives can likewise be compensated utilizing non-monetary means like acknowledgment, preparing programs in type of short courses, classes, and studios.

In Canada, as per [4], organizations will more often than not start remuneration procedures in the parts of direct monetary pay as well as advantages that rouses and eventually further develops execution. The monetary remuneration, for example, wages, compensations, or execution related installments is obviously stuck to in numerous associations to hold workers and outmaneuver their adversaries. In Africa with explicit regard for Nigeria, greater part of representatives who change starting with one work then onto the next move because of tracking down better compensation, [5]. The creators demonstrate that in excess seven out of ten individuals in Nigeria that are over 70% of representatives who are keen on changing their manager typically gave the explanation of low pay in their current work that makes them look for new business climate.

A few creators like [6], are of the assessment that workers possibly stay in an association to give their best when they accept the compensation cycle is equivalent to their feedback. This has comprised a high pace of workers leaving their bosses, at times getting away from their city or the country just to track down greener fields. Clearly, in the country, numerous associations actually wrestle with issues connecting with legitimate remuneration of representatives to build their presentation norms.

[7], tracked down that a company's capacity to draw in, persuade, and hold representatives by offering cutthroat compensations and fitting prizes is connected to firm execution and development. According to [8], and numerous other studies, there is a non-significant correlation between executive compensation and performance. According to a study by [9], a combination of financial and non-financial rewards boosts company performance.

Accordingly, concentrates on exploring the connection between pay organization variables and worker execution have uncovered to some degree

unique outcomes. In the radiance of these discoveries, this study features the requirement for a more profound examination of the relationship between compensation administration and employee performance with particular reference to selected private universities in North-central Nigeria.

The major aim of this research is to explore the impact of compensation administration on employee's performance in Private Universities in North Central Nigeria in respect of Job Satisfaction and employee productivity.

2 Literature Review

2.1 Compensation Administration

Pay organization is an essential part of human asset the board. It comprises of fundamental components, for example, individuals, cycles, decisions, and necessary guidelines to accomplish the targets of any association in the space of giving sufficient compensation for the commitments of workers in the association. From this, it implies that remuneration organization covers every one of the exercises that are engaged with figuring out what is to be given to a worker, who is to give it, the way things are to be given, and when it is to be given. Thus, it envelops the entirety of all that is engaged with perceiving the presentation of a representative, [10].

Remuneration organisations from the above relationship can likewise be worried about the plan and execution of procedures and approaches equipped towards compensating individuals decently, fairly, and reliably as per the upsides of the association, [11]. Concurring with the view communicated by [12], [13], augmented the extent of pay organization by expressing that it comprises of ways of thinking, techniques, approaches, core values, practices, designs, and methodology which are concocted and figured out how to give and keep up with proper sorts and levels of pay, benefits and different types of remuneration.

As a result, [14], based on the aforementioned opinions of the authors came to conclusion that compensation and rewards are used to determine employees' performance in order to determine whether or not they are paid appropriately. [15], characterizes remuneration organization as a segment of human asset the executives that spotlights on arranging, sorting out, and controlling the immediate

installments to workers consequently to the work they put in the association. Pay incorporates direct structures, for example, fundamental compensation, merit pay, and motivator pay. The association concern itself in remuneration organization determined to keep an effective work-force, evenhanded compensation, and consistence with administrative specialists of the public authority.

Employees frequently become dissatisfied with their benefits and compensation when they begin to believe they are an essential part of the business. At long last, when workers feel they are a predominant piece of an association, they regularly accept that the association owes them substantially more than whatever they are now getting. As of now, pay is basically the paste which holds numerous dis-fulfilled workers set up.

In addition, this does not imply that there is a positive correlation between higher compensation and higher performance, [16]. Instead, employers and business owners must establish organizations in which high-performance results in competitive compensation for all employees. Without remunerations, an association is sowing seeds for high turnover, low efficiency, and long-haul disappointment. In any case, remunerate workers that are not performing burden an association with higher finance cost and urges unfortunate entertainers to remain while deterring the representatives that blow away assumptions, [17].

To give pay, models foresee the advancement of remuneration frameworks that orchestrate compensation so a laborer's anticipated utility improves with noticed efficiency. These prizes can take numerous different structures, including acclaim from managers and colleagues, unsaid commitments of future advancement prospects, healthy identity regard that come from prevalent achievement and recognition, and current and future cash rewards related to performance, [18].

Monetary trained professionals, while seeing that nonmonetary prizes for execution can be critical, will commonly focus in monetary awards since individuals will substitute nonmonetary for cash related rewards and considering the way that money tends to a summarized ensure on resources and is thusly generally preferred over an identical dollar-regard portion in kind, [19].

2.2 Employee Performance

Repaying representatives is related with the inspiration of the labor force of association for better execution. Notwithstanding, what type and blend of remuneration methodologies to utilize is difficult for the associations. A few examinations emphatically affect the representative's wellbeing and work place security. One of the variables looked for increment representative's commitment to the work place, which is the vital component in the work execution among representatives, [3], [7], [12].

The reasoning behind the utilization of different parts of pay to workers is that roused representatives become fulfilled as far as satisfying their needs, both monetary and non-monetary accordingly show further developed execution. Inability to do as such, workers will be enticed to leave the association, [20]. On one hand, representatives favor getting natural awards concerning acclaim and acknowledgment for specific work achievements, while different workers are content with outward compensation as far as pay rates, reward and impetus proposed to representatives to upgrade their presentation, [21].

Any business's market performance is directly correlated with the output of its employees. In this way, the most pivotal element that emphatically impacts the inspiration of the colleagues is the wages that the association pays them. Therefore, it is imperative that different organizations create different organizations must create a comprehensive compensation practice that correctly rewards the efforts of their employees in a bid to increase their productivity, [22].

An affiliation's compensation practice incorporates arranging and directing a pay structure which contemplates both the show and the ongoing money related conditions. Furthermore, there are real responsibilities that all of the affiliations ought to meet while cultivating their compensation strategies. Then again, an association lays out execution objectives for every representative and the association all in all determined to diminish squander, expanding client esteem, and expanding productivity. Representative execution might allude to work quality, proficiency, and viability on an individual level. For instance, execution of a sales rep could include completing a specific piece of calls to likely leads in a solitary hour with a particular level of those calls changing over into shut calls, [22].

Basically, execution for a creation expert incorporates meeting creation necessities for hourly outcome and thing quality. As a general rule, individual execution has direct effect in the entire gathering and progressive execution. The presence of a delegate that performs at disgraceful extends the probability of various specialists hurrying up or having the work patched up. Neglecting to live up to assumptions agents also effect on buyer reliability and could provoke loss of business for a really long time expecting the organization to fails to determine the secret issues. To shield the business and lift worker inspiration, associations are committed to further develop representative execution consistently. At the same time, affiliations require solid execution improvement intends to meet their show targets totally, [23].

The game plan will zero in on perceiving the principal factors that hold laborers back from meeting their presentation suspicions. Hence, the arrangement will proceed to figure out proper measures, based on the identified factors, to work on the general execution of the association, [22]. Moreover, the arrangement ought to likewise set an unmistakable guide on how the distinguished advances will be carried out too how to accomplish and upgrade supportability with respect to representative execution. Through and through, representative execution stays a basic part of the association as it straightforwardly decides the level of outcome of the association.

2.3 Compensation Administration and Employees Performance

Compensation is the remuneration received by an employee in return for their contribution to the organization. It is an organized practice that involves balancing the work-employee relation by providing monetary and non-monetary benefits to employees. Compensation includes payments such as bonuses, profit sharing, overtime pay, recognition rewards, and sales commission. Compensation weighs significantly in job performance, [24].

An organization's performance management system begins long before the employee reports for her first day on the job. Performance management starts with discussing the job duties, responsibilities, and expectations with candidates during the recruitment and selection process. Ideally, a job posting should contain a summary of the job, the qualifications the company is looking for, and what

the company expects from employees in that particular role, [25]. Consequently, when a recruiter hands a job applicant the full job description, essentially saying, "This is what we expect from the person we hire to fill this position and if you accept this, we can move forward with the selection process".

Employees today are not willing to work only for the cash alone, they expect 'extra'. This extra is known as employee benefits. Also known as fringe benefits, Employee benefits are non-financial form of compensation offered in addition to cash salary to enrich workers' lives. Employee benefits as a whole have no direct effect on employee performance, however, inadequate benefits do contribute to low satisfaction level and increase truancy and turnover in workers, [26].

So you would need to painstakingly plan your arrangement for assistance. Your package might include giving each worker a cell phone, taking them to a seminar or training workshop, giving them a few days off each month, etc. While settling on the advantages bundle, do think about the related expenses. A very much planned pay and advantages plan assists with drawing in, propel and hold ability in an association. A company or employee will benefit in the following ways from a well-designed compensation and benefits plan:

Job Satisfaction: Representatives would be content with their positions and couldn't want anything more than to work for such an association on the off chance that they get fair remunerations in return of their administrations.

Motivation: We as a whole have various types of requirements, [27]. Employees work for companies that pay more because some of us want money. Some worth accomplishment more than cash, they would connect themselves with firms which offer more prominent possibilities of advancement, learning, and improvement. A remuneration plan that hits laborers' requirements is bound to propel them to act in the ideal manner.

Absenteeism is low: at the point when specialist's remunerations are enough made due, representatives will have the energy and excitement to be customary working as opposed to with nothing to do at home. Albeit some will quite often remain inactive at work place likewise, however when they are dealt with well, they will offer incentive for it, [28].

Low Turnover: representatives cannot work for some other association for however long they are dealt

with well and get their pay brilliantly and measure. So, there will be a low pace of representative turnover.

2.4 Theoretical Framework

Theoretical framework is the 'blueprint' or guide for research, [29]. It is a structure in view of a current hypothesis in a field of request that is connected as well as reflects the speculation of a review. An outline is frequently 'acquired' by the specialist to construct his/her own home or exploration request. It is the basis upon which research is built. Consequently, with the end goal of this review, the Herzberg Two-Component hypothesis and Vroom Hope hypothesis of work inspiration were embraced in this study since they make sense of and best suit the reason or objective for which this study is secured upon.

Our comprehension of how monetary and non-monetary incentives can motivate employees to perform in an organizational setting is facilitated by reviewing these motivational theories. Fredrick Herzberg Two-Variable hypothesis of representative inspiration is one of the broadly talked about need-based speculations of worker inspiration, [30].

As per [31], Herzberg guaranteed that individuals have two arrangements of fundamental requirements, one zeroing in on endurance and one more zeroing in on self-awareness. Herzberg fought that elements in the working environment that fulfill endurance requirements or cleanliness factors, can't give work satisfaction however just forestall disappointment. These cleanliness factors are pay and security, working circumstances, relational relationship, organization strategy, and oversight. The self-improvement factors he considered as inspirations are accomplishment, acknowledgment, the actual work, obligation, progression, and development.

Herzberg contended that the inspiration factors make sensations of occupation satisfaction yet their nonattendance won't be guaranteed to prompt work disappointment. According to the Herzberg two-factor model, management must provide not only hygiene factors to prevent dissatisfaction but also motivators (intrinsic factors) for the job itself to have potential for motivation. The argument that non-monetary incentives can be just as effective as monetary incentives in motivating employees is supported by the motivation-hygiene theory.

Hope hypothesis was first proposed by Victor Vroom who states that inspiration is a cognizant-

decision process, [31]. As indicated by this hypothesis, individuals decide to invest their energy into exercises that they accept they can perform and that will deliver wanted results. Hope hypothesis contends that choices about which exercises to take part in depend on the blend of three arrangements of convictions: anticipation, instrumentality, and valence. Hope is worried about apparent connection between how much exertion a worker places in and the subsequent result. Instrumentality alludes to the degree to which the results of the specialist's presentation, whenever saw, brings about a specific outcome. Valence implies the degree to which a worker esteems a specific result.

The ramifications of this hypothesis are that assuming a representative accepts that regardless of how hard he functions he won't ever arrive at the fundamental degree of execution, then, at that point, his inspiration will presumably be low in regard of hope. As respects instrumentality, the worker will be roused provided that his conduct brings about some particular outcome. Assuming he works additional hours, he hopes to be boosted while for valence, in the event that if a representative is compensated, the motivations should be something he esteems. An inexorably huge number of associations have made sense of how impetuses, especially cash could be connected to wanted conduct and execution results to further develop viability, [32].

Over time, it has been widely acknowledged that monetary incentives can have a significant impact on behavior. Early inspiration speculations, for example, anticipation hypothesis have exhibited instinctive allure and its fundamental parts have gotten exact help. Throughout the long term, authoritative exploration has exhibited that representatives are roused by something other than by money related motivators alone. In any case, numerous associations depend entirely on monetary motivators. There are an entire host of elective inspirations that can impact worker conduct and improve inspiration, [33].

3 Methodology

According to this constructivism perspective which is quantitatively disposed, review research configuration will be embraced in this review; this is on the grounds that the idea of the review requires direct data for examination and thus sufficient philosophical establishing. Information will be gathered from the chose private universities in north

central Nigeria as the review required firsthand data from the review firms.

The specialist will utilize the review research configuration in this review. Review research permitted the analyst to have firsthand data over the information that is gathered and utilized for examination in this review. Overview research configuration is considered fitting, effective, and adaptable in light of the fact that it empowers the analyst to limit predisposition and amplify unwavering quality of information that is gathered and further utilized for examination. Review research includes the utilization of essential instruments like poll, meetings and perceptions. This study will use the instrument of five-point Likert Scale poll. The survey things depend on the examination questions which likewise concur with the exploration goals and examination speculations.

The review people comprises of showing staff of the review associations/universities. Baze University, Nile University of Nigeria, Veritas University, the African university for science and technology, Bingham University, Salem University, University of Mkar, Landmark University, Al-hikmah University, Summit University, and Anan University are the eleven private universities in north central Nigeria included in the study organizations.

The analyst will utilize the non-likelihood examining technique; Thus, non-likelihood examining depicts a gathering of inspecting methods that help scientists to pick units from a craving concentrate on populace. Therefore, judgmental (purposive) non-probability sampling methods will be used by the researcher in the study. The specialist utilized essential wellsprings of information assortment. This assisted with expanding the substance of the work. The essential wellspring of information assortment is survey. The duplicates of the survey will be conveyed to eleven (11) private universities in North central Nigeria under study with help from a portion of the staff of the review firms.

In this study, only the quantitative data collection methods were utilized for the instruments. In this study, the scientist will utilize five focuses Likert scale surveys. Consequently, the review embraced the utilization of a poll as the instrument of information assortment.

In this examination, a combination of elucidating and inferential technique was used. Demographic and quantitative data will be presented using descriptive methods. In contrast, inferential is used for

hypothesis testing and organizational clarity. Clear insights are helpful to enquire in a superior comprehension of information however are not suitable to give valuable data on research circumstances and various connections between numerous inert factors, [34].

In contrast, inferential statistics is a statistical analysis tool that focuses on the interference and evaluation of sample-based information regarding the level of confidence in the population, [35]. It is helpful to test speculations and calculated models about the connections in the populace based on estimations made on examples, [36].

3.1 Model Specification

This study adopted the model specified by [37], in their study on effect of compensation administration on employee Performance in Higher Educational Institutions with modifications as thus;

$$EP = f(CA) \quad (i)$$

$$EP = f(EP, JS) \quad (ii)$$

$$CA = f(DFC) \quad (iii)$$

Model 1

$$JS = f(DFC)$$

$$EP = \beta_0 + \beta_1 DFC$$

Model 2

$$EP = f(DFC)$$

$$JS = \beta_0 + \beta_1 DFC$$

CA = Compensation Administration

EP = Employee performance

JS = Job satisfaction

EP = employee productivity

DFC = Direct financial compensation

3.2 Test of Significance

The null hypothesis will be rejected if p-value < 0.05, hence the alternative hypotheses will be accepted. Also, if 0.05 > p-value, the hypothesis null will be agreed upon and the alternative hypothesis will be declined.

4 Data Analysis

4.1 Overview of the Data Collection

According to the population's sample determination formula, a total of one thousand three hundred and twelve (1312) people were required to respond to the survey. The surveys were properly circulated yet

1,000 200 and ninety (1290) polls were accurately filled and returned. Making around 98% reaction rate for the poll organization. [34], states that base exactness of 10% is satisfactory. Thus the investigation was completed in view of the quantity of surveys gathered.

After information assortment, the information is coded, introduced, and furthermore dissected. The analyst originally introduced tables that are produced from the PC as the result. Descriptive research; frequencies and percentages were gathered to explain characteristics of the research in the organizations.

Pearson correlation coefficient was used to determine how the variables under study relates with each other, while regression analysis was used to determine the effect on employee’s performance of eleven selected private universities in North central Nigeria.

4.2 Research Questions Analysis

Table 1 presents the results of the effect of direct financial compensation on Job satisfaction in Private Universities in North Central Nigeria.

Table 1. Research Question 1: Does direct financial compensation have effect on Job satisfaction in Private Universities in North Central Nigeria?

Sn	Research Question	Item	SA (%)	A (%)	UD (%)	D (%)	SD (%)	n (%)	Fx	Mean	
1	RQ1: Direct financial compensation and Job satisfaction	Do you agree that the basic pay is sufficient to make one desire working for this University	544 (37%)	493 (29.2%)	87 (13.2%)	59 (4.6%)	107 (16.2%)	1290 (100%)	2420	3.66	
2		The salary and remuneration paid reflect the skills, competence, and the work output offered.	410(31.8%)	525 (35.1%)	111 (16.8%)	67 (5.1%)	91 (7%)	1290 (100%)	2446	3.70	
3		Direct financial compensation have effect on employee Job satisfaction in your University	549 (37.6%)	546 (37.3%)	87 (11.7%)	28 (2.8%)	80 (10.9%)	1290 (100%)	2563	3.88	
4		Direct financial plays a primary role in determining the overall performance of employees.	579 (44.8%)	569 (44.1%)	52 (4%)	54 (4.1%)	42 (3.2%)	1290 (100%)	2722	4.12	
5		Direct financial compensation does not have effect on employee Job satisfaction in your University	618 (43.8%)	555 (38.6%)	60 (9.1%)	14 (2.2%)	43 (6.6%)	1290 (100%)	2716	4.11	
Sectional Mean							3.89				

Source: Researchers compilation, 2023

Table 2 shows the results of the effect of direct financial compensation on Employee productivity in Private Universities in North Central Nigeria.

Table 2. Research Question 2: How does direct financial compensation influence Employee productivity in Private Universities in North Central Nigeria?

Sn	Research Question	Item	SA (%)	A (%)	UD (%)	D (%)	SD (%)	n (%)	Fx	Mean	
1	RQ 2: Direct financial compensation and Employee Productivity	The attraction of direct financial compensation is a major driver of employee productivity in your university	619 (43.9%)	519 (33.2%)	89 (13.5%)	10 (0.7%)	53 (4.1%)	1290 (100%)	2666	4.03	
2		Direct financial compensation Influence employee productivity in Private Universities	530 (41%)	631 (48.6%)	62 (4.8%)	10 (0.7%)	57 (4.4%)	1290 (100%)	2642	4.00	
3		Subjecting employees to various compensation strategies motivates them and consequently a replica to an improved performance	477 (26.8%)	603 (41.5%)	94 (14.3%)	33 (5%)	83 (12.6%)	1290 (100%)	2412	3.65	
Sectional Mean							3.89				

Source: Researchers compilation, 2023

From the research survey on the item "Do you agree that the basic pay is sufficient to make one desire working for this University", it was observed that 544 (37%) of the respondents strongly agreed, 493(29.2%) of the respondents agreed, 87 (13.2%) of the respondents are not sure/ undetermined, 59 (4.6%) of the participants disagreed, while 107 (16.2%) of the participants strongly disagreed. The general mean response for this item is 3.66, that form agreed on the likert scale and it implies that the respondents agreed that the basic pay is sufficient to make one desire working for the University.

From the examination review on the thing 2 "The compensation and compensation paid mirror the abilities, capability and the work yield offered", it was seen that 410 (31.8%) of the respondents unequivocally concurred 525(35.1%) of the respondents concurred, 111(16.8%) of the respondents are don't know/unsure, 67 (5.1%) of the members deviated, while 91 (7%) of the members firmly conflicted. The general mean reaction for this thing is 3.70 that structure settled on the likert scale and it suggests that the respondents concurred that compensation and compensation paid mirror the abilities, capability, and the work yield advertised.

From the examination overview on the thing 3 "Direct monetary pay affects worker Occupation satisfaction in your College", it was seen that 549 (37.6%) of the respondents emphatically concurred, 546(37.3%) of the respondents concurred, 87(11.7%) of the respondents are don't know/dubious, 28 (2.8%) of the members deviated, while 80 (10.9%) of the members unequivocally conflicted. The general mean reaction for this thing is 3.88 which address settled on the likertscale and it infers that the respondents concurred that immediate monetary remuneration significantly affects representative Work satisfaction

From the examination overview on the thing 4 "Direct monetary assumes an essential part in deciding the general exhibition of representatives". it was seen that 579(44.8%) of the members unequivocally concurred, 569(44.1%) of the respondents concurred, 52(4%) of the members didn't know/were unsure, 54 (4.1%) of the members dissented, while 42 (6.4%) of the members firmly conflicted. The general mean reaction for this thing is 4.12 that depict settled on the Likert scale and it suggests that the respondents concurred that direct monetary assumes an essential part in deciding the general exhibition of representatives.

From the examination overview on thing the 5 "Direct monetary pay doesn't have effect on employee Job satisfaction in your university ". It was seen that 618(43.8%) of the members unequivocally concurred, 555(38.6%) of the members concurred, 60(9.1%) of the respondents are don't know/unsure, 14 (2.2%) of the members deviated, while 43 (6.6%) of the members firmly conflicted. The general mean reaction for this thing is 4.11 which address settled on the likert scale and it suggests that the members concurred Direct monetary remuneration doesn't significantly affect representative Work satisfaction.

The sectional mean for all things is 3.89 that depict settled on the likert scale, and this shows that the respondents concurred with the previously mentioned assertions about Direct monetary remuneration and Occupation satisfaction. A few creators, like [36], are of the assessment that direct financial compensation have significant effect on Job satisfaction in organisations.

From the examination study on the thing 1 "The fascination of direct monetary remuneration is a significant driver of representative efficiency in your college" it was seen that 619(43.9%) the respondents emphatically concurred 519(33.2%) of the respondents concurred, 89(13.5%) of the respondents are don't know/dubious, 10 (0.7%) of the members deviated, while 53 (4.1%) of the members unequivocally conflicted. The general mean reaction for this thing is 4.03 that depict settled on the Likert scale and it suggests that the respondents concurred that immediate monetary pay is a significant driver of representative efficiency.

From the exploration review on the thing 2 "Direct monetary pay impact Representative efficiency in Private Universities". It was seen that 530(41%) of the respondents unequivocally concurred 631(48.6%) of the respondents concurred, 62(4.8%) of the respondents don't know/dubious, 10 (0.7%) of the respondents deviated, while 57 (4.4%) of the respondents strongly disagreed. The general mean reaction for this thing is 4.00 that address settled on the Likert scale and it suggests that the respondents concurred that immediate monetary pay impact Representative efficiency.

From the examination review on the thing 3 "Exposing worker to different pay systems propels them and thusly an imitation to a better exhibition" it was seen that 477(26.8%) of the members emphatically concurred 603(41.5%) of the members concurred, 94(14.3%) of the respondents are don't

know/unsure, 33(5%) of the respondents deviated, while 83(12.6%) of the respondents unequivocally clashed.

Table 3. Correlational Analysis of Study Variables

Correlations		DFC	EP	JS	EMPER
DFC	R	1			
EP	R	-0.036	1		
JS	R	-0.004	0.047	1	
EMPER	R	0.061	.258**	-.117**	1
	N	1290	1290	1290	1290
*. Correlation is significant at the 0.05 level (2-tailed).					
**. Correlation is significant at the 0.01 level (2-tailed).					
Key: Variable Definition					
DFC	Direct financial compensation				
EP	Employee productivity				
JS	Job satisfaction				
EMPER	Employee Performance				

Source: Researcher's compilation, 2023

According to the Likert scale, the general mean response for this question is 3.65, which indicates that exposing employees to various compensation strategies inspires them to perform better.

According to the Likert scale, the sectional mean for all items is 3.89, indicating that respondents agreed with the aforementioned statements regarding direct financial compensation and employee productivity. This is in line with [36], that direct financial compensation have significant influence on employee productivity in organizations.

Table 3 portrays the correlation coefficient (Compensation Administration and employee's performance) for the extent of relationship measure within the variables recognized in this study. The value of correlation ranges from -1 to +1, where 0.75 - 0.99 indicates a very strong connection between the intersecting variables, 0.5 - 0.74 implies strong relationship within the intersecting variables, 0.35-0.49 indicates a weak association among variables as presented above

4.3 Test of Hypothesis

Regression model analytical techniques were adopted to test the six null hypotheses so as to provide answers to the research questions and achieve the research objectives. Table 4 presents the regression model

coefficients and shows how direct financial compensation, affect dependent variable job satisfaction and shows how they affect dependent variable, employee productivity.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1.	.398 ^a	.158	.155	1.06145

a. Predictors: (Constant), direct financial compensation

As seen from Table 4, the R-square of 15.8% shows the joint explanatory strength of compensation administration variable (direct financial compensation) and employee performance (job satisfaction). Leaving about 84% impact to other extraneous variables not featured in the model.

Table 5. Regression ANOVA^a
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	144.157	3	48.052	42.650	.000 ^b
Residual	766.140	680	1.127		
Total	910.297	683			

a. Dependent Variable: job satisfaction

b. Predictors: (Constant), direct financial compensation

Also, from the Table 5 of the regression model ANOVA. The F-test p-value is observed to be 0.000 which is less than 0.05 (5%) significant level and thus simplifies that all the compensation administration variables are jointly having a significant impact on employee job satisfaction.

Table 6. Regression Model Coefficients^a
Coefficient^s

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients	t	Sig.
Constant	1.476	.167		8.828	.000
Direct financial compensation	.044	.033	.048	1.329	.184

a. Dependent Variable: job satisfaction

Note: Regression Model coefficients is used to interpret Research Hypotheses 1.

4.3.1 Research Hypothesis One

H₀₁: There is no significant impact of direct financial compensation and Job satisfaction in Private Universities in North Central Nigeria.

The primary variable is utilized to enact the principal invalid speculation - H01: There is no critical effect of direct monetary pay and Job satisfaction in Private Universities in North Central Nigeria. The variable direct monetary pay has a relapse coefficient 0.044. This suggests that the direct monetary pay decidedly affects the job satisfaction of the chose private universities in North-central Nigeria. Hence, proposing that, with an expansion in direct monetary remuneration of the chose private universities in North-central Nigeria could result to around 0.044-unit expansion in job satisfaction of the foundations as seen by the administration. Besides, direct monetary pay has a p-worth of 0.184 which is more prominent than 0.05 (5%) level of importance in this way suggests that the coefficient isn't measurably critical. Consequently, the invalid speculation "There is no critical effect of direct monetary pay and Job satisfaction in Private Universities in North Central Nigeria" isn't dismissed. We thusly infer that the relationship saw between the direct monetary remuneration and job satisfaction is not generalisable although a positive relationship is observed.

Table 7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437 ^a	.191	.188	1.17099

a. Predictors: (Constant), direct financial compensation

As seen from Table 7, the R-square of 19.1% shows the joint explanatory strength of the compensation administration variables (direct financial compensation). Leaving about 81% impact to other extraneous variables not featured in the model.

Table 8. Regression ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	220.458	3	73.486	53.591	.000 ^b
Residual	932.435	680	1.371		
Total	1152.893	683			

a. Dependent Variable: employee productivity

b. Predictors: (Constant), direct financial compensation

Also, from the Table 8 of the regression model ANOVA. The F-test p-value is observed to be 0.000 that less than 0.05 (5%) significance level and thus implies that all the compensation administration variables are jointly having a significant impact on employee productivity.

Table 9. Regression Model Coefficients^a

Model	Unstandardized coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
Constant	1.367	.184		7.413	.000
direct financial compensation	.077	.037	.074	2.091	.037

a. Dependent Variable: employee productivity

Note; Regression Model coefficients is used to interpret Research hypotheses 2.

4.3.2 Research Hypothesis Two

H₀₂: Direct financial compensation does not significantly impact on Employee productivity in Private Universities in North Central Nigeria.

The second variable serves as the trigger for the activation of the second null hypothesis, H04: direct monetary pay doesn't fundamentally affect on Worker efficiency in Private Universities in North Central Nigeria. The regression coefficient for the variable direct financial compensation is 0.077. This suggests that the direct monetary remuneration decidedly affects the Worker efficiency of the Private Universities in North Central Nigeria. Thus implying that an increase in private universities' direct financial compensation could result in approximately 0.077 unit increases in employee productivity as perceived by employees. Moreover, direct monetary remuneration has a p-worth of 0.037 which is under 0.05 (5%) level of importance hence suggests that the coefficient is genuinely huge. Consequently, the null hypothesis states that "direct financial compensation does not significantly impact Employee productivity in Private Universities in North Central Nigeria" is rejected. We therefore, conclude that the relationship observed between the direct financial compensation and Employee productivity is generalisable.

4.4 Discussion of Findings

Two (2) unmistakable exact outcomes have risen up out of the approval of speculations above. In the first place, it was found that there is no huge connection between direct monetary pay and Job satisfaction in

Private Universities in North Central Nigeria, despite the fact that it has positive relationship as displayed in Table 6. This finding supports with the review did by [23], researched the effect of direct monetary pay in the presentation of representatives in client assistance organizations in the Republic of Ghana. The investigation discovered that prize aspects affect employees' execution. Specifically, they observed that compensation, execution reward, acknowledgment, and recognition are the apparatuses that administration can use to persuade representatives for them to perform successfully and proficiently. In this way, laborers reward bundle matters a great deal and ought to be a worry of both the businesses and workers.

The concentrate in this manner recommends that for the chose Private Universities in North Central Nigeria to really and effectively accomplish job satisfaction they need to decisively consolidate direct monetary pay to remunerate their representatives. The second speculation from this concentrate likewise shows that immediate monetary remuneration altogether and emphatically relates with direct monetary pay and worker efficiency in the Private Universities in North Central Nigeria. In his study titled "Compensation and Performance," [38], found that pay decisions have an impact on a wide range of HR value chain activities, such as employee retention, development, and recruitment. Additionally, pay is a significant component for the inspiration and satisfaction of representatives.

According to [39], 6 out of 10 laborers showed that pay in sort of pay was fundamental to their general business execution, putting it just three rate communities under conditions that use aptitudes and cutoff points and essentially a lone rate point under capable strength in 2018. It is moreover conveyed pay, nearby business security, has reliably stayed on the outline of the best five development satisfaction factors commonly vital for workers.

The findings then suggest that private universities in the central and northern parts of Nigeria ought to make certain that their staff members receive adequate compensation in order to boost organizational performance by increasing employee productivity.

5 Conclusion

Therefore, the findings of the study demonstrate that direct compensation; affect worker execution of private universities in north-central, Nigeria.

Concerning direct pay, the respondents concur that the universities organization endeavors to further develop worker's immediate pay have impacted the representative execution. The examination presumes that there was a beneficial outcome of direct remuneration on worker execution of private universities in North-central, Nigeria. The concentrate likewise finishes up, a cutthroat compensation bundle can further develop representative inspiration, decrease worker turnover, and increment efficiency. Businesses incur a significant cost from employee turnover, which can be reduced with motivation. While pay isn't the main inspiring component for representatives, it can assist laborers with feeling esteemed by the business. Pay plans propel laborers for higher effectiveness and efficiency. It can further develop the work process and work techniques. Costs associated with supervision can be reduced when employees are committed. The prizes for the most part connect with the accomplishment of specific objectives, either private, group or hierarchical, or a blend of these. The review presumes that representatives become more drawn in when their presentation is appropriately perceived by their manager. Through remunerations, the association can guarantee that the job satisfaction level of your employee increases, hence would result to better employee retention

6 Recommendations

Based on the findings, the researcher recommended thus:

- i. Worker execution can be affected by the universities organization by conveying to the representatives that they esteem their commitment and furthermore reassuring worker cooperation in the dynamic course of the pay organization framework at the association. At the point when representatives feel that their viewpoints are esteemed at the associations they work, they will generally show dependability and responsibility because of the feeling of belongingness and trust from the administration.
- ii. According to the findings, a company's ability to attract and keep top talent depends on offering a competitive salary. Salary ranges that are consistent with all job descriptions ought to be established by the organization. To decide pay ranges, research and dissect the cutthroat compensation ranges for all significant positions in view of geographic area.

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