

PRIMARY RESEARCH

Effect of compensation on employee productivity in Albabello trading company Unilever Kano

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Abstract

This study sought to determine the effect of compensation on employee productivity in Albabello trading company, Unilever, Kano. However, the specific objectives of the study are: To determine the effects of reward system on employee productivity in Albabello trading company Unilever Kano, to identify the effect of motivation on employees' productivity in Albabello trading company Unilever Kano, and to investigate the effect of financial compensation on employees' productivity in Albabello trading company. The research design adopted in the study is a survey research design; meanwhile, the total population used in the study was three hundred and ninety-nine (399). The sample size derived from the population was two hundred (200), and a convenient sampling technique was used for the selection of the sample. A structured questionnaire was developed and used as the instrument for data collection. The biodata of the respondents was analyzed using simple percentage and frequency counts, while the formulated hypotheses were tested using multiple regression analysis, descriptive statistics, and correlation analysis. The major findings include motivation is not effective in Albabello trading company Unilever Kano. The study recommends that Management should endeavor to apply an appropriate motivation system to improve and enhance employees' productivity.

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INTRODUCTION

Employees are a valuable resource for any organization. Employee productivity nowadays has been the main concern of organizations. It is customarily accepted that employees discover a valuable source of competitive edge for the company. When a company is implementing a value-creating strategy not simultaneously being implemented by any current or potential competitors, then we can say the company has a competitive advantage (Hausman, Nebeker, McCreary, & Donaldson, 2002). When a company is implementing a value-creating strategy not simultaneously being implemented by any current or potential competitors and when these other companies are unable to duplicate the benefits of this strategy, then we can say the company has a sustained competitive advantage (Mata, Fuerst, & Barney, 1995).

In order to achieve a competitive advantage, the company

is required to choose the type of competitive advantage it seeks to attain and the scope within which it will attain it. Choosing the competitive scope or the range of the company's activities can play a powerful role in determining competitive advantage because it aims to establish a profitable and sustainable position against the forces that determine industry competition.

Mayson and Barrett (2016) found that a company's ability to attract, motivate and retain employees by offering competitive salaries and appropriate rewards is linked to company productivity and growth. On the other hand, Küster and Canales (2011) found that the compensation system used for the salespeople has significant effects on individual salesperson productivity and sales organization effectiveness.

In prior research companies tend to initiate compensation productivity in the aspects of direct and indirect financial

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compensation as well as benefits that motivate and ultimately improve productivity. Financial compensation such as wages, salaries, or productivity-related payments is adhered to in many organizations in order to retain employees and outwit their rivals. The employee benefits in the country are designed to protect employees and their families from loss of income due to health problems or other work-related financial disruptions and can improve the employees' general quality of life through special programs and services in the workplace (Ali & Ahmed, 2009; Hamid, Jam, & Mehmood, 2019; Waheed & Kaur, 2019). They include additional health coverage that is not included in the provincial plan, such as medical, prescription, vision, and dental plans, group disability, employee assistance plans, retirement benefit plans, and so on. The provision of various compensation mechanisms has, in the short or long run, enhanced employee productivity which has, in turn, created a competitive environment over the companies that lag with respect to offering better compensation.

Ali and Ahmed (2009) are of the opinion that employees only stay in an organization to give their best when they believe the remuneration process is commensurate to their input. This has constituted a high rate of employees leaving their employers, moving sometimes away from their city or the country just to find greener pastures. Evidently, in the country, many organizations still grapple with issues relating to the proper compensation of employees in order to increase their productivity standards. This, therefore, calls for a study of this magnitude to find out whether the same is applicable in Nigeria or otherwise.

LITERATURE REVIEW

Compensation can be defined as all forms of financial returns received by employees as a reward for the services rendered (Bernardin, 2006). These include all forms of compensation to employees, such as reward systems, motivation, financial compensation, etc. While motivation is concerned with factors that influence people to behave in certain ways. Motivating people is about getting them to move in the direction you want them to go to achieve results (Armstrong, 2008). According to Armstrong (2008) in the expectancy theory, motivation is likely to be when there is a perceived and usable relationship between and outcome, with the outcome being seen as a means of rewarding needs. In other words, there must be a relationship between a certain reward and what has to be done to achieve it. This theory is very important in the context of this research. It is instrumental especially when designing efficiency, quality service and output-based employee well-

being programmers. This theory helps explain why an organization's staff would feel confident that they can grow in the same organization, hence remain there, or seek development elsewhere by exiting the organization. Also Total reward describes a reward system that brings components such as learning and development together with aspects of the work environment, into the benefits package (Armstrong, 2016).

Therefore, in an ever-competitive business environment, many companies today are attempting to identify innovative motivation, reward system and financial compensation strategies that are directly linked to improving organizational efficiency, quality service and output (Denis & Michel, 2011).

Compensation, also known as reward systems and pay systems, refers to the scheme by which rewards are distributed to an employee. According to Jean, Ngui, and Robert (2017), the typical compensation package includes two basic components: direct pay and indirect pay or benefits.

DeNisi and Griffin (2008) defines benefits as the various rewards, incentives and other things of value that an organization provides to its employees beyond their wages, salaries and other forms of direct financial compensation, While reward system refers to monetary and non-monetary remuneration that an employee gets indirectly from the organization for their continued service with the organization (Dessler, 2011). Dessler classifies reward system into, fringe benefits such as staff housing, car grants, mileage allowance, supplemental pay benefits, insurance benefit, retirement benefits e.g. pension and social security, personal benefits such as staff meals and day care center.

Financial compensation occurs where employees are paid money for their services rendered to the organization. According to Dessler (2008) the financial payments include bonuses, commissions, wages and salaries. Dessler (2008) define financial compensation as payment to employees that enhance employee's financial position when paid to them. Direct compensation is categorized into base pay and contingent pay. Basic pay can be expressed in form of normal rate which can be weekly, hourly, monthly or annually.

According to prior research a Competency-based compensation policy is a pay structure that rewards employees based on how well they perform in the workplace rather than the hierarchy of their position or years of experience. With a competency-based compensation policy, the only thing standing between the employees and a greater wage is how much they contribute and how well they perform. With this method, employees are often more likely to take greater initiative and contribute a competitive advantage

for the organization. Creating a culture of self-improvement and wide productivity is through a competency-based compensation policy or structure.

On the other hand, Competency or skill-based pay is a compensation system that rewards employees with additional pay in exchange for formal certification of the employee's mastery of skills, knowledge, and/or competencies (Ledford & Heneman, 2011).

Odunlami and Matthew (2014) measure the effect of compensation management on employees' productivity in the Manufacturing Sector; in a case study of A Reputable Food and Beverage Industry. It shows that there is a significant relationship between good welfare motivation, reward system, financial compensation, and employees' productivity. (Akter, 2016) identify the effect of compensation in Chittagong, Bangladesh showing quality motivation, reward system, and financial compensation as the dependent variable while financial compensation as the Independent variable, the theoretical analysis indicated that a proper reward system and financial compensation scheme could enhance the efficiency and quality motivation, reward system and financial compensation of the employees. Because employees will confer the maximum effort for providing the best productivity when a compatible (with the current market situation) compensation scheme is offered and maintained by the organizations. Thus, compensation has a significant effect on productivity. The quantitative analysis demonstrated that there is a strong and positive relationship between compensation and job productivity.

According to (Jean et al., 2017) while it may be considered that salary attached to a post represents appropriate remuneration of its holder for proper and efficient quality service and output of day-to-day duties; there are circumstances in which benefits are warranted.

This therefore implies that employees in both public and private sectors should properly be compensated to motivate them to perform better. Firms should come up with good strategies that include incentives to the employees in form of profit sharing, bonus, and promotion, employee stock ownership amongst others (Milkovich, Newman, & Gerhart, 2013).

According to previous research study established that financial and non-financial rewards can combine to enhance company productivity.

Financial payments has been linked to extrinsic motivation (external factors). Extrinsic motivation (financial payment) motivates staff to complete their assigned tasks to be able to receive the payments (Ryan & Deci, 2000).

Hsin-Hsi (2011) measures the influence of compensation

system design on employee productivity in Taiwan. Employee productivity has a significant impact on the reward system, skill-based pay, and productivity. Empirical analysis demonstrates a positive correlation between employee productivity and reward systems, skill-based pay and efficiency, quality service, and output-based pay. In addition, some demographic variables reveal a moderating effect on this relationship.

Mayson and Barrett (2016) found that a firm's ability to attract, motivate and retain employees by offering competitive salaries and appropriate rewards are linked to firm efficiency, quality service, and output and growth.

Saleem (2011) asserts that motivation increase employee loyalty in the organization. It is therefore recommended that the organizations should seek to maintain good relationship with their employees by offering good motivation in form of financial and non-financial compensation.

Küster and Canales (2011) found that the compensation system used for the salespeople has significant effects on individual salesperson efficiency, quality service, output, and sales organization effectiveness. Therefore, in an ever-competitive business environment, many companies globally, in Africa, regionally, and locally are today attempting to identify innovative compensation strategies that are directly linked to improving employee efficiency, quality service, and output (Denis & Michel, 2011).

Hausman et al. (2002) states that when a firm is implementing a value-creating strategy not simultaneously being implemented by any current or potential competitors, then we can say the firm has a competitive advantage. When a firm is implementing a value-creating strategy not simultaneously being implemented by any current or potential competitors and when these other firms are unable to duplicate the benefits of this strategy, then we can say the firm has a sustained competitive advantage (Mata et al., 1995).

Young (2010) defines conceptual framework as a diagrammatically representation that shows the relationship between dependent and independent variables. This study's conceptual framework to demonstrate the relationship between compensation and employee productivity.

In a study conducted by Keynan (2018), on effect of compensation management practices on employee productivity in wajir county, Kenya KCA Universities: The study found out the relationship between compensation management practices and employee productivity in the in Kenya, a case study of Wajir county. The specific objective of the study were to find out the relationship between financial compensation, reward system, motivation and employee productivity. This study was important in pointing out the challenges

faced by county governments in implementation of compensation management system that will motivate employees and improve their productivity. In a study conducted by Keynan (2018), on effect of compensation management practices on employee productivity in wajir county, Kenya KCA Universities: The study found out the relationship between compensation management practices and employee productivity in the in Kenya, a case study of Wajir county. The specific objective of the study were to find out the relationship between financial compensation, reward system, motivation and employee productivity. This study was important in pointing out the challenges faced by county governments in implementation of compensation management system that will motivate employees and improve their productivity.

METHODOLOGY

The research design of the study is a survey research design. The study uses a quantitative approach to help analyze and interpret data. Thus, the researcher carried out a survey whereby selected individuals from the study's target population were studied in order that their opinions are sought about the effect of compensation on employee productivity in Albabello trading company Uniliver, Kano. The study population consists of 399 staff members of Albabello trading company Uniliver, kano, and also convenient sampling technique was used; structured questionnaires were given to the staff to be returned upon completion. The Likert scale is used as part of the questionnaire; the questionnaires consist of close-ended questions.

Zikmund, B., Carr, and M. (2010), define sampling frame as a process in which a subset of individuals are selected from the entire population for the purposes of making predictions which is based on statistical inference.

Data collection, questions were coded, and data were analyzed using descriptive statistics for quantitative data and content analysis for qualitative data. The hypotheses developed were tested using correlation and regression analysis based on data gathered. The correlation and regression analysis for the hypotheses were also conducted.

The methodology adopted for this research work is the survey

method and collected the data for the study through primary sources only. Also, model specification is basically on a multiple regression model (GLM) based on the cross-sectional data. Multiple regression, descriptive, and correlation were to be used for the analysis of data.

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

This chapter presents the research findings and interpretation of the study data. The study investigated the effect of compensation on employee productivity in Albabello trading company Unilever Kano. The study targeted 200 respondents, and questionnaires were distributed, out of which only 192 were fully returned and completed. This consists of a response rate of 96%, which is good for the study.

Data analysis and the report of the findings were done using descriptive statistics in the form of tables, figures, frequencies, and percentages. The questionnaire responses are quantified and presented using frequency tables and simple percentages and are thereafter subjected to inferential analysis using correlation and regression analyses. Findings emanating from the tests are used to validate the hypotheses. Overview of data collections.

TABLE 1. Rates of response from respondents (Source: Field survey 2021)

Questionnaire	Respondents	(%)
Returned	192	96
Not returned	8	4
Total	200	100

Table 1 above indicates a total of 200 copies of the questionnaire were obtained from the sample size and distributed to the respondent using a convenient sampling method. In the process of collection, some 8 copies of the questionnaire were not returned by the respondent either they were missing or misplaced the respondents. Meanwhile, 96.0% of the respondents were able to respond to the questionnaire. However, 4.0% of the respondents were not returned. The pie charts below represent the information in the table.

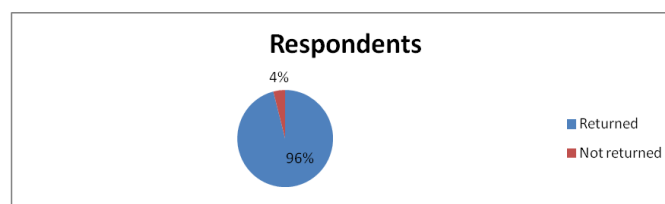


FIGURE 1. Questionnaire

The pie chart above displays the questionnaire distribution with percentages and how it was distributed, i.e., 96% re-

turned, and 4% did not return, respectively.

TABLE 2. Respondents by Age

AGE	F	%	Valid Percent	Cumulative Percent
20-29	50	25	26	26
30-39	88	44	45.8	71.8
40-49 and above	54	27	28.2	100
Total	192	96	100	
Missing	8	4		
Total	200	100		

Table 2 above displays the age distribution of the respondents and how they respond. Hence 88 (45.8%) of the respondents were between the age group of 30 -39 years, while 54 (28.2%) of the respondents between the ages of 40-49 also responded. Meanwhile, 50 (26.0%) of the re-

spondents between the age of 20-29 years were the least to respond. However, the highest response was from the age of 30-39 years, representing 44.0% indicating interest in responding to the research study. The bar chart below displays the information in the table above.

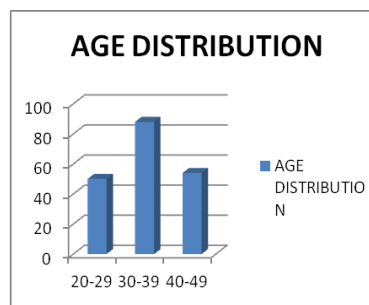


FIGURE 2. Display age distribution

TABLE 3. Respondents by gender (Source: Field survey 2021)

Gender	F	%	Valid Percent	Cumulative Percent
Male	150	76	78.2	76
Female	42	20	21.8	100
Total	192	96	100	
Missing	8	4		
Total	200	100		

Table 3 display the gender of the respondents. 150 (78.2%) of the respondents are male category, While the remaining 42 (21.8%) of the respondents are female category who re-

sponded to the questionnaire. The bar chart below displays the information on the table.

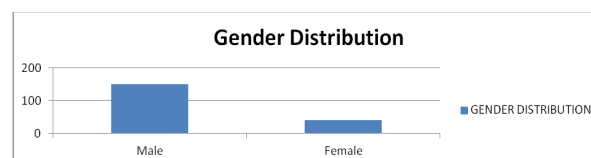


FIGURE 3. Gender distribution

The figure above displays the gender of the respondents

TABLE 4. Educational qualification (Source: field survey 2021)

	<i>F</i>	%	Valid Percent	Cumulative Percent
Certificate	87	44	45.3	45.3
Diploma	93	47	48.4	93.7
B.sc and above	12	5	6.3	100
Total	192	96	100	
Missing	8	4		
Total	200	100		

Table 4 displays the educational qualification of the respondent. 87 (45.3%) of the respondents are in the certificate category, While 93 (48.4%) of the respondents are in the category of Diploma with high response. Meanwhile, 12

(6.3%) of the respondents in the category of B.sc and above have the least response. The bar chart below displays the information on the table.

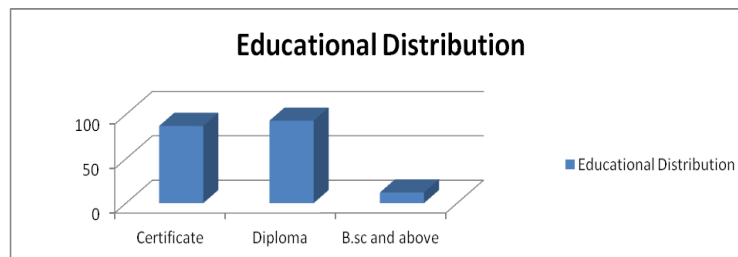


FIGURE 4. Educational qualification of respondents

The figure above displays the educational qualification of respondents from the field survey.

TABLE 5. Model summary

Model	<i>R</i>	<i>R</i> -Square	Adjusted <i>R</i> -Square	Std. Error of the Estimate
1	.975a	.950	.949	.21351

a. Predictors: (Constant), F.CMP, RWD.S, MTV

b. Dependent variable: EM.P

In the summary table above, from a column of *R*, it is evident that there is a correlation between the variables used in the study. The *R* = 97.5%, however, suggests that there is a strong relationship between compensation and employee

productivity. On the other hand, the R^2 is a measure of variance and how closely the variables are with 95.0%; it is, therefore, a means that the predicting variable's compensation has explained the independent variable.

TABLE 6. ANOVA

Model	Sum of Squares	df	Mean Square	<i>F</i>	Sig.
1 Regression	163.76	3	54.590	1197.46	.000 ^b
Residual	8.570	188	.046		
Total	172.339	191			

a. Dependent Variable: EM.P

b. Predictors: (Constant), F.CMP, RWD.S, MTV

The ANOVA table above shows the value F (1197.463), indicating that the data obtained from the field survey do not support the null hypothesis but that the data obtained from the field is compatible with the alternate hypothesis. However, the sig value in the table that is $p = .000$, is lower than the 95% significance level, which is 0.005. Statistically, ($p <$

α), this means that $.000 < 0.05$ significant. Compensation by objective is a predictor of employee productivity, and hence it is statistically significant.

Decision rule: From this point, we can now reject the null hypothesis.

TABLE 7. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	.727	.067		10.828	.000		
RWD.S	.137	.046	.144	2.976	.003	.114	8.808
MTV	.129	.078	.126	1.654	.100	.046	21.791
F.CMP	.608	.064	.716	9.514	.000	.047	21.407

a. Dependent variable: EM.P

The table above revealed the degree of influence of compensation on the level of employee productivity and their levels of significance. The statistical results are as follows; (RWD.S; $\beta = .137$; $t = 2.976$; $p < 0.05$, MTV; $\beta = .129$; $t = 1.654$; $p < 0.1$, F.CMP; $\beta = .608$; $t = 9.514$; $p < 0.01$). The statistical results imply that both employee productivity and compensation are significant predictors of employee productivity.

$$Y = b_1 + b_2X_2 + b_3X_3 \dots \dots \dots b_nX_n$$

Where y is the dependent variable that is employee productivity

β is independent variables 1 and 2 and 3

$$\text{EMP. PRODUCTIVITY} = .137 (x_1) + .129 (x_2) + .608 (x_3)$$

Based on the results from the Anova table above, the significance level for all items is less than 0.05 significance level except for motivation (MTV) which indicates a 0.1 level of significance. Therefore, we reject the null hypothesis, while based on the reward system and financial compensation, we accept the null hypothesis and based on motivation as indicated in the above ANOVA table. That is, employee productivity has a significant influence on compensation in Albabello trading company Unilever Kano.

TABLE 8. Correlations

			EM.P	RWD.S	MTV	F.CMP
Spearman's rho	EM.P	Correlation Coefficient	1.000	.986**	.975**	.983**
		Sig. (2-tailed)	.	.000	.000	.000
		N	192	192	192	192
	RWD.S	Correlation Coefficient	.986**	1.000	.982**	.985**
		Sig. (2-tailed)	.000	.	.000	.000
		N	192	192	192	192
	MTV	Correlation Coefficient	.975**	.982**	1.000	.981**
		Sig. (2-tailed)	.000	.000	.	.000
		N	192	192	192	192
	F.CMP	Correlation Coefficient	.983**	.985**	.981**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	192	192	192	192

**. Correlation is significant at the 0.01 level (2-tailed).

In the table above, there is a relationship between compensation and employee productivity in Albabello trading company Unilever Kano. A positive correlation between the variables means that there is a perfect correlation be-

tween the variables. This means that there is a correlation between compensation and employee productivity. Hence 1.00 indicates that there is a perfect correlation between the independent and dependent variables as mentioned above.

The p-value for the correlation coefficient on the table is .000 since it is less than the correlation significance at 0.01 levels two-tailed. We, therefore, reject the null hypothesis and accept the alternate hypotheses.

Decision rule: From this point, we can now reject the null hypothesis. We, therefore, say that there is a significant relationship between compensation and employee productivity.

DISCUSSION AND FINDINGS

The Spearman's rho correlation analysis used to establish the direction of the relation between the variables showed that there is a significant correlation between the reward system and employee productivity in Albabello trading company, Unilever, Kano, at a 95% confidence level. The study reveals that the correlation between financial compensation and employee productivity is highly positive and significant. These results imply that, according to the respondents, increased adoption of financial compensation and reward system tends to affect employee productivity in Albabello trading company, Unilever, Kano.

The results between the compensation and employee productivity were as well highly positive and significant. This implies that an increase in compensation packages affects employee productivity positively in Albabello trading company Unilever Kano. The results also showed that there is a positive and significant relationship and employees' productivity. This finding agrees with prior research who stated that compensation provides employees and managers with opportunities to discuss areas in which employees excel and those in which employees need improvement. Compensation packages are to be considered more to motivate employees and need to be directly attached to promotion opportunities. However, this observation implies that according to the respondents, there is no adoption compensation in Albabello trading company Unilever Kano and hence has a probability of positively affecting employee productivity in Albabello trading company Unilever Kano. A regression analysis was then adopted to establish the strength of the association between the variable under study, and it revealed that when independent variables (RWD.S, MTV, F.CMP) are controlled for or held constant, there is a probability that employee's productivity would be affected positively

by a coefficient of ($R = 1.000$).

CONCLUSION AND RECOMMENDATIONS

Employees are to be considered the most vital above other factors of production, the most valuable resource available to an organization. This is because they are an integral part of the organization; as such, it is very important for organizations, in pursuit of a competitive edge, to ensure that the satisfaction of their employees is made a top priority. This is to ensure that employees display a positive attitude to work through improved performance and productivity levels. Also, it is important to note that a poor reward system, motivation, and financial compensation results in low productivity and vice versa.

This study has contributed to research that examines the link between employers or management and work engagement. This study has also highlighted the importance of management practices to the improvement of employee productivity. The variables for compensation are a reward system, motivation, and financial compensation would have an effect on employee productivity.

Management should endeavor to apply an appropriate motivation system to improve employee productivity.

Management should provide more financial compensation such as the end of year parties to the employees to improve employee productivity.

Management should increase the reward system to improve employee productivity. Determining compensation used in Albabello trading company, Unilever, Kano.

Management should frequently address the deficiencies of employees to improve their productivity.

Management should schedule regular meetings to discuss the result in order to enhance employee productivity. Managers have to consistently measure employee performance using job quality for better productivity.

As established that compensation has a positive effect on employee productivity, we recommend on improving their salaries, allowances, bonuses and other direct compensations.

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