

## Effect of Remuneration on Employees' Attitude to Work in Bingham University

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### **Abstract**

*Everyone works for reward, either in the form of pre-determined salaries, wages or some other benefits or any bonuses for certain performance. Individuals seek for being compensated fairly and are only satisfied if they get the expected rewards resulting for their performance. However, in-spite of efforts aimed at ensuring stable remunerations, employees in Nigerian institutions still suffer from low esteem as evidenced in the low status and prestige accorded to them in the society which affects their attitude to work. The study examines the effect of remuneration on employees' attitude to work in Bingham University. Descriptive survey design was utilized, while structured questionnaire was used in data collection. The respondents were required to read each question carefully and indicate their agreement or disagreement with the statement using a five – point Likert scale. The Pearson Chi-Square Test Statistic was adopted in analyzing the data and testing the research hypothesis. Findings from the study revealed that wages and salaries have significant influence on employees' attitude to work at Bingham University. It showed that when wages and salaries are paid to employees promptly and adequately, their attitude to work improves and as such they are found committed to their work. In addition, the study revealed that bonus and incentives have positive and significant influence on employees' attitude to work at Bingham University. Suggestive from the analysis therefore is that there is the need to ensure that salaries are paid on time and even when it could be delayed, the school management could send memos to all departments pacifying the staff to avoid poor attitude to work. Bingham remuneration policies such as bonus and incentives should be aligned with the school vision and mission so as to sustain positive attitude to work from employees.*

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**Keywords:** Remunerations, Bonus and Incentives, Employee attitude, Wages and Salaries

### **Introduction**

Remuneration is traditionally seen as the total income of an individual and may comprise a range of separate payments determined according to different rules. For example, the total

remuneration of staff may comprise a capitation fee and a fee for services, or it may include a salary and shared financial risk (Buchan, Thompson & O'May, 2010).

Organizations need highly committed and performing individuals in order to meet their goals, to deliver the products and services they specialize in, and finally to achieve competitive advantage. Employee attitude is thus important for an organization to achieve this competitive edge over others. Accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure. Moreover, performance if it is recognized by others within the organization is often rewarded by financial and other benefits (Oduwaiye, 2015)

According to Babagana (2015), employees will give good attitude to work or performance to the level that will meet the needs of the company if given motivation in equal opportunities to grow and coupled with decent remuneration packages. An excellent remuneration system can create positive job competition among employees. Remuneration is intended to stimulate employees to be motivated to do the work, which in turn is expected to generate employee performance at the maximum. Differences will appear between the lazy or diligent employees, those who want to learn or do not want to learn with a perfect remuneration on the ground.

In Nigeria, remuneration which includes staff salaries, wages, retirement benefits, pension payments, bonuses, overtime allowances are fairly inadequate in various academic institutions; and any school which neglects the employees' welfare cannot get high academic performance (Arikewuyo, 2015).

A lot was said about Bingham University within the period under study concerning the employee remuneration which includes prompt payments of salaries, bonuses, compensation and fringe payments in a country like Nigeria, where the psychological needs, that is the lowest order of human needs according Abraham Maslow's hierarchy of needs are not being fulfilled. It is not surprising that so much importance is attached to pay rise, and benefits that will satisfy these basic needs. That is the reason why money is still the best motivator in the Nigerian society (Oduwaiye, 2015).

However, despite the irregular salary at Bingham, poor pension remittances and lack of bonus and incentives especially in the past, employees at Bingham are still working well. This is the problem the study seeks to investigate and to find out why the employees have continued to

work well even in the face of the turbulent past when salaries were unstable. It is therefore imperative for this study to evaluate the impact of remuneration on employees' attitude to work in Bingham University.

In addition, previous research provides evidence that remuneration influences employees' performance and on the other hand it influences employees' attitudes or behaviours, but it is still unclear whether such influence on their attitudes leads them towards performance or whether performance is independent of their attitudes. Previous researches have investigated the impact of remuneration on employees attitudes or behaviours using banking sector and the manufacturing firms separately, but none have extended the investigation in a University. Thus, this current research shall fill this gap by using Bingham University being a higher institution to investigate the relation between remuneration and performance while incorporating employees' attitudes as a mediator.

In-line with the afore-mentioned research problem, the research seeks to provide answers to the following questions:

- i. What effect does wages and salaries have on employees' attitude to work at Bingham University?
- ii. How has bonus and incentives impacted on employees' attitude to work at Bingham University?

The objectives of the paper are to:

- i. evaluate the effect of wages and salaries on employees' attitude to work at Bingham University?
- ii. investigate how bonus and incentives has impacted on employees' attitude to work at Bingham University

In-line with the research questions, the following hypotheses were raised and tested:

**H<sub>01</sub>:** Wages and salaries have no significant influence on employees' attitude to work at Bingham University.

**H<sub>02</sub>:** Bonus and incentives have not significantly impacted on employees' attitude to work at Bingham University.

## **Scope of the Study**

This paper basically covered the impact of remuneration on employees' attitude in Bingham University, Nigeria for the period of 12 years, from 2005 to 2017. This period is long enough to enable the researcher come up with comparative findings. Also, the researcher will restrict the study to only areas that are related to the topic under review.

## **Literature Review**

### **Concept of Remuneration**

Maicibi (2015) defined remuneration as pay or reward given to individuals for work done. He further identified the indicators of remuneration to include: basic salary, wages, health schemes, pension schemes, transport allowances overtime allowances and responsibility allowances.

Remuneration can also be referred to as monetary or financial benefits in form of salaries, wages, bonuses, incentives, allowances and benefits that is accrued or given to an employee or group of employees by the employer (firm) as a result services rendered by the employee(s) commitment to the organization or reward for employment (Okoye, 2017).

In line with these reviews, this study accepts that remuneration is employee benefits that can be salary, honoraria, allowances fixed, incentives and bonuses for achievement, termination, or retirement. For the Civil Service, remuneration means employment benefits which goes beyond salary (Arikewuyo, 2015).

### **Indicators of Remuneration**

According to Maicibi (2015) remuneration is referred to as pay or reward given to individuals for work done. He quoted that remuneration was an important factor especially in affecting performance in most organizations. The indicators of remuneration include: basic salary, wages, health schemes, pension schemes, transport allowances overtime allowances and responsibility allowances.

**Salaries and Wages:** Different definitions have been advanced on salaries and wages usually to show the differences that exist between both terms. Braton & Gold (2013) indicated that basic salary is a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for productivity. Wage refers to payment to manual workers, always calculated on hourly basis or piece rates. Surbhi (2015) also defined

salary as a fixed amount paid to the employees at regular intervals for their performance and productivity whereas wages are the hourly- based payment given to the labor for the amount of work finished in a day. He further argued that while salaried persons are generally said to be doing “white collar office jobs” which implies that an individual is well educated, skilled and is employed with some firm and holds a good position in the society, whereas the waged person are said to be doing “blue collar labour job” which implies that an individual is engaged in the unskilled or semi-skilled job and is drawing wages on a daily basis. According to Bratton and gold (2013), a salary is a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for productivity. Salary is a fixed amount of money compensation paid to an employee by an employer in return for work performed. Salary is paid most frequently, in a bi-weekly pay check to an exempt or professional employee.

**Concept of Bonuses and Incentives:** Investopedia (2016) defined bonus as an additional compensation given to an employee above his/her normal wage. A bonus can be used as a reward for achieving specific goals set by the company, or for dedication to the company. Heathfield (2016) bonus pay is compensation over and above the amount of pay specified as a base salary or hourly rate of pay. The base amount of compensation is specified in the employee offer letter, in the employee personnel file, or in a contract. Employers can distribute bonus pay randomly as the company can afford to pay a bonus, or the amount of the bonus pay can be specified by contract. To Bardot (2014) a bonus is a payment which is backward-looking and usually discretionary or at least not expected from the employee(s). A decision is made to pay it to one, a group or all employees, based on criteria decided by management to reward past achievements, such as reaching a specific profit or some important milestones for the organization, or in a totally discretionary manner but defined an incentive as a plan which is forward-looking. Payment is tied to the achievement of specific objectives that have been pre-determined and communicated to the employees that are on the plan. The purpose of the incentive scheme is to influence behaviour to reach the objectives by providing an incentive to work towards the goals. she further stated that incentive can be paid in cash or in non-monetary award, for example some gifts or travel (especially for sales). The incentive plan is not discretionary: if the upfront, agreed objectives are reached, the payment or award is made.

### **Concept of Employees Attitude**

Employee attitudes deal with how an organization behaves. It involves the management, directing employees into improving organizational and personal effectiveness. It plays an enormous role in determining the attitudes of employees and their job satisfaction. When employees are happy, it is usually because they are satisfied with their work (Bardot, 2014). This also improves the quality of work. Attitudes and job satisfaction may not fall entirely on the management but also on the employees. An attitude is a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour (Eagly & Chaiken, 2008). Attitude describes the way an employee feels inside. These are an employee's feelings toward his employer, his co-workers and his position within the organisation. All employees have attitudes toward their working environment.

If employees enjoy their work, they will not need external motivation from management, but instead, the satisfaction they will attain from the completion of their work will motivate them (Robbins, 2014).

An attitude is referred to as a hypothetical construct that represents a person's degree of like or dislike for an item. Attitudes are generally positive or negative of an individual, place, thing or event (Bagherian 2009). These views are referred to as attitude object. In this instance, the attitude object is referred to as a person's view of change and it is not a physical entity independent of the individual (Visagie, 2010). An attitude is also a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor. Attitudes can be measured and changed as well as influence the individual's emotions and behaviors. Attitudes can also be said to reflect an individual's background and experiences and are formed by a variety of forces including the personal values, experiences, and feelings (Hellriegel & Slocum 2017). Attitude is considered to be another type of individual difference that affects the person's behavior in the organizations. These attitudes are vital for they often influence key aspects of organizational growth (Greenberg, 2013). It focuses on the organizational behavior which includes task performance, absenteeism, and turnover.

Based on the above definitions, employed attitudes are measured by how an individual feel and reacts towards his surroundings. Also, attitudes can be exhibited by an employee either positively or negatively towards his colleagues and his employer/management.

## **Empirical Review**

Babagana (2015) examined the effects of staff remuneration on the performance of Ramat Polytechnic Maiduguri students from 1995-2011 in Borno state. Questionnaire was served to 45 respondents who are academic staff of the polytechnic from the five schools within the polytechnic (school of environmental studies, school of engineering and applied science, school of agricultural science and technology, school of management studies, and school of vocational and technical education). The data was analyzed using Pearson's Product Moment correlation and regression analysis using Microsoft excel. The findings showed strong positive relationship between staff remuneration (fringe benefits and staff nature of working conditions) and performance of Ramat Polytechnic Maiduguri students.

This study focused on school, which was good but did not explain in-depth how the findings was arrived at, which makes the study a bit confusing as it was mostly theoretical in nature.

Using regression techniques, Pattanayak, (2015) investigated in his study that the use of incentives such as pension assumes that people's actions are related to their skills and ability to achieve important long-term goals. Even though many organizations, by choice or tradition or contact, allocate rewards on non-performance criteria, rewards should be regarded as a payoff performance.

With the aid of ANOVA techniques, Hurley and Estelami (2010) in a study on pension and performance points out that a well-paid employee will deliver services effectively because his/attention is only on the job and that they feel part of the job. Postbank agent workers would perform better if the banks employed them directly or at least added them incentives from what their employees pay them, but since this is not the case some agent workers do not feel motivated enough to carry out the banks services because whether they do it or not their salaries will remain the same.

It went straight to findings without explaining the type of econometric tools of analysis that was adopted and it focused also on the entire economy instead of narrowing it down to a particular sector.

Olaleye (2012) investigated the implications of non-implementation of pension and minimum wage in Ekiti State by the state government using t-test statistical tool. It was found that apart from the industrial action that often follow such actions and the productivity loss, employee

turnover is sometimes observed if the dispute becomes a prolonged one. The study found also that financial resources with which to implement such increases have never been lacking as the government have always alleged, rather the problem has been that of lack of will to implement the policy as well as stealing from public funds by those in custody of such funds.

That study only concentrated on the whole of Ekiti state, which is too wide and the length of the scope would have been lesser than what it was because the entire state was studied.

Hameed, Ramzan, Zubair, Ali and Arslan (2014) examined the impact of salary compensation on employee performance (empirical evidence from banking sector of Pakistan). A questionnaire was designed to solicit response from the respondents on factors related to compensation like indirect compensation, wages, salaries and employees' performance. Approximately 45 banks were included to collect data. 200 Questionnaires were distributed among the full time working employees of banks and they were selected randomly. Correlation analysis and Regression analysis using SPSS 17.0 version were used to analyze the collected data. The findings suggest that Compensation has positive impact on employee performance. It is proved from correlation analysis that all the independent variables have weak or moderate positive relationship to each other. Regression analysis shows that all the independent variables have insignificant and positive impact on employee performance

The author did not state what type of tools of analysis they adopted for this study. But it was a nice topic.

## **Theoretical Review**

**Theory of Labour Welfare:** This theory was developed by Russel Aderloff in 1986 and states that a fully mentally and physically satisfied worker is the most efficient. Employee welfare is a means to keep industrial workers content so they may work effectively. In this theory, welfare work is used as a means to secure, preserve and develop the efficiency and productivity of labour. This theory suggests that welfare work can be used as a means of securing, preserving and developing the efficiency and productivity of labor (Manju & Mishra, 2007). The theory states that if an employer takes good care of his work force, they will tend to be more efficient by improving production and that program for housing, education, training, provision of balanced diet and family planning measures are important for labour welfare as they increase

the efficiency of workers in underdeveloped countries. The theory is helpful in understanding the characteristics of labour force as reflected on the contemporary support for labour and it worked well if the employer and employees have the same goal of achieving higher production through better welfare. The theory is adopted in the study since welfare services affect performance of any labour force. It is obvious that if an employer takes good care of his workers, they will tend to become more efficient.

According to this theory, the employer has an obligation or duty towards its employees to look after their welfare. The constitution also emphasizes this aspect of labour welfare. Impact on Efficiency plays an important role in welfare services, and is based on the relationship between welfare and efficiency, though it is difficult to measure this relationship. The development of the human personality is given here as the goal of industrial welfare, which, according to this principle, should counteract the baneful effects of the industrial system. Therefore, it is necessary to implement labour welfare services. Both inside and outside the factory, that is, provide intra-mural and extra-mural labour welfare services. Totality of Welfare emphasizes that the concept of labour welfare must spread throughout the hierarchy of an organization. Employees' at all levels must accept this total concept of labour welfare program will never really get off the ground.

In relation of theory of labour welfare to Bingham University, the institution has an obligation or duty towards its employees to look after their welfare and this has been done through the creation of Bingham University multipurpose cooperative society.

**Expectancy Theory:** This theory was developed and advanced by James Hansen in 2001. Armstrong (2006) argued that the concept of expectancy was originally contained in the valence-instrumentality- expectancy theory by Victor Vroom in 1964. According to Armstrong (2006) valence stands for value instrumentality is the belief that if we do one thing it will lead to another and expectancy is the belief that action or effort will lead to an outcome. The theory holds that individuals choose between alternatives which involve uncertain outcomes. The individual's behaviour is not only affected by his preferences amongst these outcomes but also by the degree to which the individual believes the outcomes to be possible. Armstrong (2006) defines expectancy as a monitory belief concerning the likelihood that a particular act will be followed by a particular outcome.

According to Armstrong (2006) expectancies may be described in terms of their strength. Maximum strength is indicated by subjective certainty that the act will be followed by the outcome while minimal strength is indicated by subjective certainty that the act will not be followed by the outcome. The strength of expectations may be based on past experiences. For example the idea that employees who go beyond the call of duty are rewarded. In these circumstances motivation to perform will be increased. To maintain such employee performance at the workplace managers should reward their employees in accordance with their contribution. This will motivate the employee to continue performing and even go beyond the call of what they are expected to do. The expectancy theory has also made some important contributions to motivation theories. Unlike other theories the expectancy theory takes into account individual perceptions and thus personal histories allowing a richness of response not obvious in other theories which assume that people are essentially the same. However, the expectancy theory has also been criticized. Mitchell (2001) argues that the greatest difficulty in testing the theory stems from the fact that theory is so comprehensive that it is virtually impossible to concurrently test all aspects of the theory.

Applying the expectancy theory to Bingham University situation, it is believed that to maintain employee performance at Bingham University, the school management should reward staff in accordance with their contribution. This will motivate the staff to continue performing and even go beyond the call of what they are expected to do.

### **Research Methodology**

**Research Design:** The study utilised descriptive survey research design. Descriptive approach will thus ensure that comprehensive findings and in-depth information obtained on the subject matter, ‘The effect of remuneration on employees’ attitude to work in Bingham University’.

The population of the study consists of the management and staff of Bingham University, Karu, Nasarawa state. They include the top management, academic and non-academic staff of the institution, totaling eight hundred and thirty (830).

The sampling technique chosen as the population was heterogeneous consisting of administration and academic staff. Stratified random sampling technique was used to ensure that all the departments were represented.

Yamane (1967) sample technique was used to estimate a sample size out of the study population.

The Yamane (1967) formula is given by:

$$n = \frac{N}{1 + Ne^2}$$

Where:

N = Population size

1 = Constant

e = Margin of error (5%)

n = Sample Size

Substituting into the formula we have:

$$n = \frac{830}{1 + 830(0.05)^2}$$

$$n = \frac{830}{1 + 830(0.0025)}$$

$$n = \frac{830}{3.075}$$

$$n = 269$$

**Table 1: Sample of Bingham University Employees**

S/N	Categories	Population	Sample
1	Academic	250	$\frac{250 * 269}{830} = 81$
2	Senior Non- Academic	230	$\frac{230 * 269}{830} = 75$
3	Junior Non-academic	350	$\frac{350 * 269}{830} = 113$
	<b>Total</b>	<b>830</b>	<b>269</b>

Source: Field Survey, 2019

In the course of this study, primary data will be utilized and these data shall be collected through structured questionnaires.

The questionnaires were administered through personal contact to allow for further investigation and picked later by the researcher for data analysis. Variables on the key objectives of the study was measured in interval scales on a five-point Likert scale of strongly agree, agree, undecided, disagree and strongly disagree with their corresponding value of 5,4,3,2 and 1 respectively to determine respondents' agreement.

Descriptive statistics was used to summarize the data and put it in presentable formats for the regression analysis and inferential statistical analysis. Descriptive statistics was preferred for summaries and presentations because they present the facts and they also make it easier to compute and interpret. The quantitative data that were coded into the Statistical Package for Social Science (SPSS) analysis software to analyse and the findings were presented in summarized and easily comparable formats.

Also, postulated hypotheses were tested using the Pearson chi-statistics. Pearson Chi-Square

is given by the formula: 
$$X^2 = \frac{(O - E)^2}{E}$$

**Where;**

E = Expected value

O = Observed value

The justification for the use of chi-square method is because it measures the relationships existing between two or more variables. It is simple to compute without errors and it helps to illustrate the directional outcome and strength of the variable. It further shows a precise quantitative measurement of the degree of relationships between dependent and independent variables.

**Results and Discussion  
Demographic Section**

**Table 2: Demographic Distribution of the respondents**

<b>Gender</b>		
Feature	Frequency	Percentage
Male	164	54.01
Female	105	45.99
Total	269	100
<b>Age</b>		
Feature	Frequency	Percentage
18-30 years	18	8.31
31-45 years	98	36.20
46-55years	128	45.10
56years and above	25	10.39
Total	269	100
<b>Marital Status</b>		
Features	Frequency	Percentage
Married	119	44.21
Single	147	54.90
Widowed	3	0.89
Total	269	100
<b>Highest Educational Qualification</b>		
Feature	Frequency	Percentage
Primary school cert	12	3.56
Secondary school cert	18	8.31
Diploma	39	17.21
Bachelor degree	69	23.44
Master's degree and above	143	47.48
Total	269	100
<b>Years of Experience</b>		
Feature	Frequency	Percentage
Less than 2 years	38	14.24
From 2years –less than 4 years	51	20.47
From 5years- and above	180	65.28
Total	269	100
<b>Job Categories</b>		
Feature	Frequency	Percentage
Academic	81	30.11
Senior Non- Academic	75	27.88
Junior Non-academic	113	42.01
Total	269	100

Source: Authors Computation (2019), SPSS, 24

From the analysis contained in Table 2, 54.01 percent of the total respondents are male, while 45.99 percent of the respondents were female. It thus showed that most of the responses came from male respondents.

The Table also reveals that 8.31 percent of the total respondents fall within the age bracket of 18-30 years of age; 36.20 percent are between 31-45 years; 45.10 percent are between 46-55years; while very few of them of about 10.39 percent are between 56 years and above.

More so, from Table 2, it could be observed that 44.21 percent of the respondents are married, 54.90 percent are single, while 0.89 percent are widowed.

As regards to educational qualifications, 3.56 percent have only primary school cert, 8.31 percent have secondary school cert, 17.21 percent have diploma degrees, 23.44 percent have Bachelors degree; while a greater percentage of 47.48 percent have either Masters degree or both masters and PhD degrees. This Thus showed that the responses came from individuals who are relatively educated and understands the basic principle of what the questionnaires requires. All these were captured in Table 2.

With respect to years of experience, 14.24 percent have less than 2years working experience, 20.47 percent have 2- less than 4 years working experience; while 65.28 percent have from 5 years and above working experience as shown in Table 2

Lastly, with respect to the job categories of the respondents, 42.01 percent (which comprise of majority of respondents) of them are Junior Non-academic, 27.88 percent are senior non-academic staff; while, 30.11 percent are Academic staff.

**Summary of Data on Remuneration and Employees Attitudes to work**

Table 3, shows the relationship between Wages/salaries and Employees Attitudes to work.

**Table 3: Wages/salaries and Employees Attitudes to work**

Wages/salaries and Employees Attitudes to work						
S/No	Items	Agreement scale				
		1	2	3	4	5
1	No matter how lucrative schedule of duties are, workers at Bingham University depend wholly on wages and salaries	20.0	11.4	1.4	34.3	32.9
2	I wish to add extra hours to my regular working hours if there is a favourable pay	10.0	8.6	4.3	42.9	34.3
3	I am not prepared to leave my present job for another if there is a favourable pay	26.5	2.2	2.2	2.2	66.9
4	Inadequate wages and salaries paid to workers is what gives rise to corrupt practices in civil service	16.8	5.4	5.4	13.4	59.1
5	My salary is always reviewed from time to time	4.5	82.0	6.0	6.0	1.5
6	A competitive salary will make me achieve more at work in Bingham University	3.6	1.8	1.8	26.4	66.4

Source: Field Survey, 2019

From Table 3, it could be seen that No matter how lucrative schedule of duties are, workers at Bingham University depend wholly on wages and salaries. This was captured by 34.3% majority of the respondents who agreed to that. However, 42.9% which constitutes the majority agreed that they wish to add extra hours to their regular working hours if there is a favourable pay; while 66.9% strongly agreed that they not prepared to leave my present job for another if there is a favourable pay. 59.1% strongly agreed that inadequate wages and salaries paid to workers is what gives rise to corrupt practices in civil service of which Bingham university is not an exemption; and 82% disagreed that their salary is always reviewed from time to time. 66.4% of majority of the respondents are of the view that a competitive salary will make them achieve more at work in Bingham University.

Table 4, shows the relationship between Bonus/incentives and Employees Attitudes to work

**Table 4: Bonus/incentives and Employees Attitudes to work**

Bonus/incentives and Employees Attitudes to work						
S/No	Items	Agreement scale				
		1	2	3	4	5
1	Cash bonuses are used to reward employees' performances during the year under appraisal	3.6	2.7	5.5	53.6	34.5
2	Prompt implementation of pay rise will elicit positive work behaviours from Bingham university Staff	9.1	4.5	6.4	46.4	33.6
3	Material bonuses motivate Bingham university employees to be timely in completing their duties	3.6	2.7	9.1	62.7	21.8
4	I work more when I know that there is a cash reward for exceeding work target	6.4	1.8	6.4	61.8	23.6
5	My present reward/incentive is worth the present time spent at work	18.2	53.6	10.9	3.6	13.6

Source: Field Survey, 2019

With respect to the relationship between Bonus/incentives and Employees Attitudes to work, it could be seen that most of the respondents of about 53.6 percent agreed that Cash bonuses are used to reward employees' performances during the year under appraisal; 46.4 percent highlighted that Prompt implementation of pay rise will elicit positive work behaviours from Bingham university Staff; 62.7 percent further agreed that Material bonuses motivate Bingham university employees to be timely in completing their duties; 61.8 percent agreed that they work more when they know that there is a cash reward for exceeding work target; where as 53.6

percent disagreed that their present reward/incentive is worth the present time spent at work as captured in Table 4.

**Hypotheses Test**

In line with the statistical research, the three hypotheses formulated in this study were approached with the aid of Pearson Chi-Square test-statistics. The decision rule for accepting or rejecting the null hypothesis for any of these tests will be based on the Probability Value (PV). If the PV is less than 5% or 0.05 (that is  $PV < 0.05$ ), it implies that the variable in question is statistically significant at 5% level; otherwise, it is not significant at that level.

**Test of Hypotheses One:**

**Wages / Salaries and Employees’ Attitude**

**H01:** Wages and salaries have no significant influence on employees’ attitude at Bingham University

Table 5: Pearson Chi-Square Result on Wages and salaries and employees’ attitude at Bingham University

<b>Pearson Chi-Square Test Statistic</b>			
	Value	df	Probability Value (PV)
Pearson Chi-Square Test Value	7.114 <sup>a</sup>	4	0.0004
Likelihood Ratio	4.465	4	0.0021
Linear-by-Linear Association	3.166	1	0.0000
N of Valid Cases	269		

*Source: Authors Computation (2018), SPSS, 24*

From regression result in Table 5, the calculated Pearson Chi-Square value for the effect of Wages and salaries and employees’ attitude at Bingham University is 7.11; with an associated p-value of 0.0004. Since the p-value (of 0.004) is less than 0.05 used as the level of significance, we reject the null hypothesis (H01) and conclude that Wages and salaries have a significant influence on employees’ attitude at Bingham University

**Test of Hypotheses Two:**

**Bonus-incentives and employees’ attitude to work**

**H02:** Bonus and incentives have not significantly impacted on employees’ attitude at Bingham University.

**Table 6:** Pearson Chi-Square Result on Bonus and incentives and employees’ attitude at Bingham University

<b>Pearson Chi-Square Test Statistic</b>			
	Value	df	Probability Value (PV)
Pearson Chi-Square Test Value	4.424 <sup>a</sup>	4	0.0028
Likelihood Ratio	3.871	4	0.0017
Linear-by-Linear Association	3.452	1	0.0014
N of Valid Cases	269		

*Source: Authors Computation (2018), SPSS, 24*

In the Pearson Chi-Square result presented above, the Pearson Chi-Square test value was found to be 4.424, with an associated Probability Value of 0.0028. Since the Probability Value of 0.0028 is less than the alpha value of 0.05 (under 5% confidence level), we thus accept the alternative hypothesis and then conclude that bonus and incentives have a significant influence on employees’ attitude to work at Bingham University.

**Discussion of Findings**

Findings from the study revealed that wages and salaries have a significant influence on employees’ attitude at Bingham University. It showed when wages and salaries are paid to employees, their attitude to work improves and as such they are found committed to their work. This is the reason why most Bingham employees at the slightest opportunity of another job, jumps at it because they compare their job with another job, finds that there is no equity. When the staff finds that there is a discrepancy between the ratios of inputs to outputs, they opt for a more stable job. This is in agreement with Hurley and Estelami (2010), whose study points out that a well-paid employee will deliver services effectively because his/attention is only on the job and that they feel part of the job. In addition, Boedianto (2012) indicated that remuneration was positively related to employee performance. More so, Idrees et al. (2015) showed a positive relationship between salaries, training and motivation on employee performance, but wages have a strong influence on employee performance compared to the training and motivation.

In addition, the study revealed that bonus and incentives have a positive and significant influence on employees’ attitude to work at Bingham University. It showed that as more bonus and incentives are made available for staff, the more they show positive attitude to work. This is in

agreement with the findings of Manzini and Gwandure (2011) argues that, bonus and incentives can be used to enhance employees' attitude to work by providing proper human conditions of work. Welfare incentives may be provided by supplementing the income of the workers by providing services such as housing, medical assistance, canteens and recreation facilities so as to boost employees attitude to work (Mishra & Manju (2017). Employees at Bingham University should be offered remuneration in monetary as well as other forms so that employees are motivated to have positive attitudes to contribute positively towards organizational goal achievement.

### **Conclusion and Recommendations**

The assessment of employee attitudes in every organization is an important component of management. An effective remuneration, especially the wages and salaries; and bonus packages will result in attracting, retaining and motivating the employees who understand the details of the organization. This allows the organization to compete at a much higher level than it currently does. It was discovered from the study that a significant and positive relationship exist between staff remuneration and employee attitude of Bingham University staff. Thus, it is concluded that remuneration influences employees' attitude to work that ultimately influences employee's performance. So, Bingham University should focus on their remuneration plans, because having satisfactory remunerations, employees would have positive attitudes towards their jobs and resulting in an increased level of performance. Employees should be offered remuneration in monetary as well as other forms so that employees are motivated to have positive attitudes to contribute positively towards organizational goal achievement.

Based on these findings, the following recommendations were raised:

- i. The reason for frequent workers strike is borne out of irregular remuneration and condition of services which Bingham University management must see as a twin scourge destroying the university image and employee attitude to work. Hence, there is the need to ensure that salaries are paid on time and even when it could be delayed, the school management could send memos to all departments pacifying the staff to avoid poor attitude to work.
- ii. Bingham remuneration policies such as bonus and incentives should be aligned with the school vision and mission so as to sustain positive attitude to work from employees.

Remuneration policies should not only focus on monetary rewards but also non-monetary rewards. Remuneration policies should be developed based on other institutions benchmarks.

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