



Empirical Investigation of Compensation Management on Teachers Performance Using Mediator and Moderator Approach in Private Education System of Lahore-Pakistan

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Abstract

The aim of study is to investigate the effect of compensation management on teacher's performance using mediator variable (employee's satisfaction) and moderator variable (qualification) in the private sector of education in Lahore. Education is an essential element for the development of any nation to sustain in global environment. Teachers can provide Quality education when they are satisfied. Data was obtained from 318 teachers of private colleges and universities of Lahore through structured questionnaire; data was analyzed by using SPSS version 20. Empirical findings of this study reveal that compensation management has significant effect on employee's performance. Mediating variable (job satisfaction) has significant effect on employee's performance. Moderate variable (Qualification) has no significant effect on Compensation Management (CM) and job satisfaction (JS).

Introduction

Employees are the major productive resource of any institute which is the main concern of the institutes. It is accepted that employees explore the valuable source of institutes. Compensation management is basically the act of providing monetary value to an employee for their services which they provide to the institutes by the means of institutional policies. Institutes use it to explore, keep and to motivate employees for their best performance. Compensation management includes bonus, rewards and benefit packages. This article is designed to check the employee performance,

compensation management and beneficial policies and strategies. This article discuss that how compensation management in any institute influence the performance of employees. Compensation management theories construct relationship between compensation and employee's performance therefore Compensation becomes important now a day. Institutions try to choose such compensation strategies which attract the employee. This study reveals the relationship of different variables such as compensation (Bonus, Rewards, and Financial Incentives), Job satisfaction,

employee's motivation and employee's performance. Compensation management can enhance the productivity of institutes. Purpose of this study is to strengthen the structure of the compensation management in Private education sector so that the employees can be motivated and attain job satisfaction which further can enhance their overall performance.

This article contains different variables. The independent variable is Compensation which is given to the employees who have skills, competency and ability to meet the assigned goals and targets. One way used by management that they opt compensation for improving the performance, to motivate and for employee's satisfaction. Basically, compensation is considered as remuneration for work. Compensation can be further divided into two main types, first is financial compensation and second is non-financial compensation(Wyatt, 2008). Financial Compensation includes bonus, reward and increment in salary. Non-financial compensation includes promotions, recognition and work environment. Rewards can generate an important role for employee performance. Reward is very important element to enhance employee for giving their best performance for innovation and the new concepts in cross the institutional performance(Danish & Usman, 2010)Positive relationship is present between promotion and employee performance(Behn, 2003)

An improvement in the rank and position of employee in the hierarchy of institutional structure is known as promotion. It can be the reward for the employee for quality performance, i.e. Positive appraisal. Before promoting the employees to a higher position institutions ensure through tests and interviews that either person is capable enough to grasp the assigned responsibilities or not(Fulmer, Gerhart, & Scott, 2003).

Recognition and Work Environment are also the form of non-financial compensation(Bishop, 1987).

The mediating variable is Job Satisfaction which means that how much an employee is contented with his job nature(Crossman & Abou-Zaki, 2003). Job satisfaction level for every employee can be different as some employees feel contented with high salary package others may feel contented having good work environment etc.

The moderate variable is used in this study which is qualification of teachers to inquire that either qualification has any impact on compensation management and job satisfaction or not.

Employee's performance is dependent variable which can be improved by effective compensation management in any institute. This study based upon hypothesis that relationship is found between the performance of employees and compensation management, relationship is found between the compensation management and job satisfaction, relationship found between job satisfaction and employees performance, there is relationship between qualification and compensation management and employees performance

Problem Statement

This study seeks the impact of compensation management on the teachers' performance. Furthermore impact of mediating variables job satisfaction on employees performance and impact of moderate variable (qualification) on compensation management and job satisfaction claiming Lahore private education sector will distinguish that either a noteworthy connection present in these variables or not.

Purpose of the Study

This research study shows the resulting goals:

- To find out the compensation management which is earned by the teachers in educational Institutes.
- Determine the satisfaction level of the teachers in educational institutes.
- Check the performance of the teachers of institutes.
- Find the impact of financial compensation on Teachers performance.
- Evaluate the impact of compensation management on teachers' performance through the satisfaction level of job.
- To determine the impact of qualification (moderate variable) on compensation management and on job satisfaction.

Significance of the Study

This study aimed to achieve following objectives:

- This study can be helpful for educational institutes for improving their teachers' performance by making an effective department of compensation management.
- This study is also helpful for employees to make them aware to work with such institutes which provide them financial and non-financial compensation.
- From the institutional feeling, this study provide for rules to executives regarding how compensation will be awarded to the employees and which rules and regulations can satisfy the employees more and can motivate the employees of organization.
- This study can be helpful for employees to make them aware that their qualification can

allow them good compensation and provide them job satisfaction.

Research Question

What is the Effect of compensation management on employee performance in private education sector of Lahore? Mediating role of Job satisfaction and Moderating role of Qualification.

Review of Literature

Teacher's job performance has been discussed with relationship of compensation management of public secondary school teachers in Kenya. Data was collected by questionnaire and interview method. Results were presented by using the descriptive statistics and percentage technique. Study concluded that teachers were not satisfied with their compensation system in place by the teachers services commission TSC because intrinsic rewards were missing in the school system of Kenya (Wekesa & Nyaroo, 2013). Researchers have found positive and direct relationship between compensation management, employee's performance and motivation. Study was conducted in National Bank of Pakistan (BOP). Compensation was used as independent variable and intrinsic and extrinsic reward/compensation was used as mediating variable and job satisfaction, career development and delegation were used as dependent variables. Data was collected through interviews. Results were found by demographic characteristics and correlation analysis (Tahir et al., 2011). A study reveals that how the compensation management practices, performance evaluation practices and promotion Practices affect the employee performance in public and private sectors. Data collection was completed through a structured questionnaire. Data was tested through reliability measure and analyzed by regression

which produce the results that compensation management practices is associated with employees performance in private sectors and performance evaluation also found association with performance of employees in public and private sector while promotion practices are not positively and significantly associated with performance of employees in private and public sector(Jamil & Raja, 2011). Compensation management was used for the improvement of organizational performance of the public services sector of ANAMBRA state of Nigeria. The study employs the reliability test, spearman rank-order and correlation coefficient which showed that there is no significant relationship between the financial compensation and employee performance. Significant relationship was not found between the efforts of employees and financial compensation. Reforms programs also not found significant effect on financial compensation practices and policies (Idemobi, Onyeizugbe, & Akpunonu, 2011). Financial incentives were tested empirically on employees' commitment by collecting the data through questionnaire and the study employ SPSS version 19 to find Descriptive Statistics consist of frequency, percentage, accumulative percentage and linear regression which showed that significant association between financial incentives and employees' loyalty is found. Any increase in financial incentive enhance the employee's performance and reduce turnover (Saleem, 2011).organizational culture

has significant effect on the satisfaction level which was presented by collecting the data through questionnaire and by applying PCA, reliability of measurement, KMO, Bartlets test, eigenvalues, total variance explained, regression analysis (R^2 , adjusted R^2 , F test, Prob). Findings of study shows that organizational culture can be ranked in two components i-e organizational culture which is associated with the managers and leaders(OCM) while organizational culture is associated to the employees (OCE) and the effect of both on satisfaction level is significant and positive (Sabri, Ilyas, & Amjad, 2011). It was found that caring climate has its direct impact on the performance of job by applying correlation and regression analysis. This study was conducted through first author survey in china's insurance company(Fu & Deshpande, 2014). It was concluded by employing regression analysis, t test and ANOVA that compensation is significantly and positively associated with job satisfaction and the commitment of teachers towards organization(Islam et al., 2012). Meta-analysis was used for Team based incentives which reveals significant effect towards team based rewards on performance. the effect of team based rewards rely on the gender composition and team size (Garbers & Konradt, 2014).

Methodology

Theoretical Frame Work



Hypothesis

H1: Significant and positive relation is found between compensation management and job satisfaction.

H2: Significant and positive relation is found between compensation management and teachers' performance.

H3: Qualification has positive and significant effect on compensation management.

H4: Qualification has positive and significant effect on teachers' performance.

H5: Positive relation is found between job satisfaction and teachers' performance.

Data & Research Methodology

The research methodology requires gathering relevant data about the teachers' performance specified material and existing compiling databases to analyze the material and to arrive at a more understanding. For this study, questionnaire was adapted from (Scott Smith, 2013) and then collected real time data from different teachers of different private colleges and universities of Lahore. After entering data in SPSS 16.0 to get best

output results, different tests such as Principal Component Analysis (PCA), reliability measure (Cronbach's Alpha), frequency distribution, descriptive statistics and regression analysis (linear regression, multiple regression) were applied.

Frequency Distribution

Frequency distribution reveals the frequency of different items in a sample. Each entry in the table contains the frequency of results within a specific group. A frequency distribution reveals us a summarized grouping of data which is arranged into mutually exclusive classes. Unorganized Data can be presented in an organized form e.g. Table 1 shows the results of experience and qualification of population.

Frequency distribution also shows the image of sample that either it is heterogeneous in nature or not. As Table 1 shows that sample contains all persons having different experience and qualification which will increase the credibility of sample.

Table 1 Frequency Distribution

Respondent Demographics	Frequency	Percentage
Gender		
Male	149	46.9%
Female	169	53.1%
Total	318	100%
Age		
Below 25	9	2.8%
26 – 45	205	64.5%
46 – 60	95	29.9%
Above 60	9	2.8%
Total	318	100%

Qualification		
P. HD	6	1.9%
M Phil	179	56.3%
Masters	133	41.8%
Total	318	100%
Work Duration		
1 to 5	105	33%
6 to 10	135	42.5%
Above 10	78	24.5%
Total	318	100%
Job Nature		
Permanent	297	93.4%
Visiting	21	6.6%
Total	318	100%
Salary		
Below 30000	81	25.5%
31000 to 60000	165	51.9%
61000 to 80000	63	19.8%
Above 80000	9	2.8%
Total	318	100%
Faculty Rank		
Professor	6	1.9%
Associate Professor	20	6.3%
Assistant Professor	58	18.2%
Lecturer	234	73.6%
Total	318	100%

Table 1 reveals that 318 questionnaire were distributed and respondents provide the information .149 were males which was 46.9% of total respondent 169 were females that is 53.1% of total respondent. Acquired data shows that 9 (2.8 %) respondents are less than 25 years of their age. 205 (64.5 %) respondents are between 26-45 years of their age, 95 (29.9 %) respondents are between 46-60 years of their age, 9 (2.8 %) respondents are above 60 years of their age. Data shows that 6 (1.9 %) respondents have the qualification of PHD, 179(56.3%) respondents have the

qualification of MPhil, 133 (41.8%) respondents have the Masters qualification. According to the data 105 (33%) respondents have the experience of one to five years, 135(42.5 %) respondents have the experience of six to ten years, 78 (24.5%) respondents have the experience of more than ten years. 297(93.4 %) respondents are permanent employees and 21(6.6 %) respondents are visiting employees.81(25.5%) respondents earn less than 30000 salary, 165(51.9 %) respondents earn between 31000 to 60000 salary, 63(19.8%) respondents earn between 61000 to 80000

salary, 9(2.8%) respondents earn more than 80000 salary. 6(1.9%) respondents are professors, 20(6.3%) respondents are associate professors, 58(18.2%) respondents are assistant professors, 234(73.6%) respondents are lecturers.

Descriptive Statistics

Descriptive statistics explain quantitatively the main

Table 2 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CM 1	318	1	5	4.03	.462
CM 2	318	1	5	3.59	.759
CM 3	318	1	4	3.16	.859
CM 4	318	2	5	4.08	.483
CM 5	318	3	5	4.75	.528
JS 1	318	3	5	4.68	.599
JS 2	318	2	5	3.90	.727
JS 3	318	2	5	3.86	.511
JS 4	318	2	5	3.71	.555
TP 1	318	3	5	4.66	.513
TP 2	318	2	5	3.90	.466
TP 3	318	3	5	3.90	.312
TP 4	318	3	5	3.92	.276
TP 5	318	3	5	3.92	.276
Valid N (listwise)					
318					

Table 2 shows that total items are 14 and respondents differ from 1 to 5 on a five point Psychometrics. Mean values varies between 3.16 to 4.75 and the values of standard deviation varies between 0.276 to 0.859.

Results of the Model

Reliability of Measurement

Reliability is the complete consistency of a measure. A measure is considered that it have high reliability if it

features items of a sample. Purpose of Descriptive statistics is to describe the variables. Descriptive statistics does not check the relationship between the variables.it does not based upon probability and does not test the hypothesis. The commonly used measures to describe the data are mean, standard deviation, the maximum value and the minimum value.

remains closer to 1. Reliability coefficients of cronbach’s alpha, remains between zero to one. If value is near to 1 it will be reliable and if value is closer to 0 is considered unreliable. Value 0.8 is preferable value and 0.7 is acceptable value.

Table 3 shows that the coefficient of Cronbach’s alpha remains in between 0.717 to 0.828 which shows the acceptable reliability

Table 3 Reliability of Measurement

Constructs	Valid No.	No. of items	Cronbach's alpha
CM	318	5	.717
JS	318	4	.828
TP	318	5	.753

Factor Analysis

KMO and Bartlett's Test of Sphericity

KMO and BARTLETT'S TEST are used to evaluate that either the data is appropriate for Principal Component Analysis or not. PCA only test the data on which KMO and Bartlett's test is applied. KMO reveals relationship among the variables and Bartlett's test reveals the orthogonality of numbers of construct. Primary objective of this test is to reduce the data. According to Hinton *et al.*, 2004, the value of KMO varies between 0 to1 and the value closer to 1 is desirable.

Table 4 KMO and Bartlett's of Sphericity

Construct	No. of Items	KMO	Bartlett's test	Significance
CM	5	0.674	381.547	.000
JS	4	0.805	501.143	.000
TP	5	0.715	433.563	.000

Table 4 shows that CM, JS and TP are suitable for PCA. According to Table 3 CM KMO = (0.674) for JS KMO = (0.805) and for TP KMO = (0.715). Table 3 shows the values of Bartlett's test, CM = (381.547), JS = (501.143) and TP = (433.563). Relationship of variables will be significant if it should remain less than 0.05. Table 3 shows that values of CM, JS and TP are 0.000 which depicts that data is suitable for factor analysis.

Table 4b Eigen Values

Construct	Components	Total	Initial Eigen Value	
			% of Variance explained	Cumulative % of variance explained
CM	1	2.362	47.246	47.246
JS	1	2.688	67.191	67.191
TP	1	2.651	53.02	53.02

Table 4c Factor loading

Variable	Items	Components
Compensation Management	Satisfied with salary	0.570
	Benefits	0.802
	Frequency of bonus	0.813
	Good work environment	0.597
	Recognition	0.613
Job Satisfaction	Environment satisfaction	0.721
	Opinion	0.859
	Personal space	0.859
	Personal satisfaction	0.831
Employees' Performance	Meet targets	0.765
	Innovative techniques	0.683
	Extra work load	0.771
	Effect on co worker	0.691
	Ready to work	0.726

Regression Analysis

Direct Effect of Independent Variable on JS and TP

Regression analysis is used to estimate the relationships between variables and also reveals that cause and effect is present in the variables. Regression Analysis shows the dependency of one or more dependent variables on one or more independent variables. It means when one variable will change the value of other dependent variable will also change.

Table 5 Regression

R2	Adj R2	F Statistics	Prob. (F Statistics)
.026	.023	8.447	.004
Regressor	Coefficient	Standard Error	t-Ratio
Constant	1.308	.055	.000
Compensation management	.161	.056	2.906*

Table 5 shows that all effects else than JS on EP2 are significant, concluded from F statistics where all the values of F are significant (less than 0.01)

Mediation Analysis

In mediation analysis we check the direct effects of the followings

- Independent variable has significant effect on mediating variable.
- Mediating variable has significant effect on dependent variable.
- Independent variable has significant effect on dependent variable.

For mediation analysis, independent and mediating variable are entered in independent variable at the same time. If the coefficients remain less than 0.05 of both variables, it means that variables are significant showing the partial mediation.

Conditions of Mediation

If the following three conditions are fulfilled than mediation exists.

1. CM as significant effect on JS
2. JS has significant effect on TP
3. CM has significant effect on TP

Table 6 Effect of Independent Variable on Mediator Variable

R2	Adj R2	F Statistics	Prob. (F Statistics)
.153	.151	57.297	.000
Regressor	Coefficient	Standard Error	t-Ratio
Constant	-1.908	.052	.000
Compensation management	.392	.052	7.569*

Table 7 Effect of Mediator Variable on Dependent Variable

R2	Adj R2	F Statistics	Prob. (F Statistics)
.113	.110	40.268	.000
Regressor	Coefficient	Standard Error	t-Ratio
Constant	1.938	.053	.000
Compensation management	.336	.053	6.346*

Table 8 Effect of Independent Variable on Dependent Variable

R2	Adj R2	F Statistics	Prob. (F Statistics)
.026	.023	8.447	.004
Regressor	Coefficient	Standard Error	t-Ratio
Constant	1.308	.055	.000
Compensation management	.161	.056	2.906*

Table 9 Full Mediation

	CM	JS	R2	F Statistics
TP	.035 (.607)	.322 (5.595*)	.114	20.278*

Table 10 Effect of Moderate Variable

R2	Changed R2	Adj R2	F Statistics	Prob. (F Statistics)
.026	.026	.023	8.447	.004
Model Summary 1				
Regressor	Coefficient	Standard Error	t-Ratio	Sig
Constant	1.308	.055	.000	1.000
Independent Variable	.161	.056	2.906	.004
Model Summary 2				
Regressor	Coefficient	Standard Error	t-Ratio	Sig
Constant	.564	.305	1.849	.065
Independent Variable	.094	.066	1.425	.155
Moderator Variable	-.124	.125	-1.881	.061
Model Summary 3				
Regressor	Coefficient	Standard Error	t-Ratio	Sig
Constant	.601	.320	1.878	.061
Independent Variable	-.021	.304	-.070	.944
Moderator Variable	-.129	.128	-1.918	.056
Interaction Term	.114	.112	.388	.698

Discussion and Analysis

This study shows that compensation policies in private educational institutes can enhance the performance of teachers. The score of the teachers shows that either teachers are more qualified or not it does not affect their performance. Lot of work is done in the context of compensation management but no one has found the impact of qualification on the compensation management. Furthermore it discusses the impact of qualification on teachers' performance. It was found that employees were satisfied for their salary and benefits packages. And no impact was felt and observed in teachers' performance regarding their qualification. Non-financial compensation is also important like the environment of working place, recognition, working hours and promotion but employee feel more motivated and satisfied when financial compensation in form of rewards, bonus and increment in salary.

Conclusion

Educational institutes play vital role in any economy. So it is important for institutions to embark on the effective compensation strategies that may enhance teachers' performance. It is very important to enhance the performance of teachers because when teachers are satisfied with their work environment and policies they will focus on their work properly. Educational sector is very sluggish for implementing compensation management polices so this research can boost the educational system for improving the performance of teachers by opting the compensation management policies. Compensation management is basically the act of providing monetary value to an employee for their services which they provide to the institutes by the

means of institutional policies. Compensation Management is basically of two types, one is financial compensation and other is non-financial compensation. Non-financial includes good work environment, work hour relaxation, promotion etc. Institutes use it to explore, keep and to motivate employees for their best performance. Compensation management includes bonus, rewards and benefit packages. This article is designed to check the employee perception on compensation management, benefit policies and strategy. Different variables are used in this research work which is compensation management, job satisfaction, qualification and employee's performance. With the help of primary data (collected from the teachers of private education sector of Lahore), hypothesis test reveals that there is significant relation between compensation management and teachers' performance. Teachers' performance also depends upon mediating variable job satisfaction. Moderate variable qualification has no effect on the compensation management and teachers' performance.

Future Recommendation

There would portion proposals in place with move forward Furthermore upgrade those further investigate:

- This study can a chance of improvement in particular segment fulfillment i.e. increments in pay, satisfaction level at job, motivation for work so forth.
- Institutions must focus that there must be positive and friendly relation between employer and employees.
- Management must create good working environment to improve the employee's performance.

- Institutions should focus on the provisions which can improve employee performance.
- Effective work packages must be offered to the workers.
- Compensation Management can also improve the employee's performance of other sector of country.
- This study is very informative for those Institutions and organizations where there is no concept of compensation management that how much compensation management is effective for improving the performance of employees.
- Educational sector is very sluggish for implementing compensation management polices so this research can boost the educational system for improving the performance of teachers by opting the compensation management policies.

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