**Assessment of the Effect of Recruitment and Compensation on Employee Performance:**

**A Review Perspective**

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**Abstract**

People are an organization's most valuable asset; machines don't operate on their own; instead, people control them in one way or another to accomplish organizational objectives. These people must undoubtedly be controlled in order to get the best performance out of them via controlling organizational human life. After achieving all of the aforementioned goals in an effort to manage high potential human resources, it is crucial to keep these employees on board, especially so they can gain the necessary experience and eventually contribute to improving organizational performance in order to achieve organizational goals. However, subjective judgment is a part of the majority of recruitment and selection procedures. However, treating job applicants professionally and favorably increases the likelihood that they will have a favorable opinion of the company and how it treated them, regardless of whether they are hired or not. Experience has also shown that while a poor appointment can have negative implications well outside the organization in which it is made, a successful appointment can result in results that have a favorable impact on the wider areas of organizational life. But there is also a chance for the company to present itself favorably during the hiring and selection of people, which the study will examine from a number of angles.

**Keywords:** Recruitment, Compensation, Employee Performance, Public Sector

**Introduction**

Present-day educational systems may not always transfer the right information for a certain position in a business. Because of this, there aren't many people in the labor force who have the abilities, expertise, and knowledge required for jobs in the market. Therefore, in order for human resources to develop and help increase an organization's production, considerable outside training is required. A significant source of competitive advantage in a global market has been demonstrated by improved capabilities, knowledge, and skills of the skilled workforce (McKinsey, 2006). Effective training programs that may also affect employee motivation and commitment are needed for employees to obtain the desired knowledge, skills, and abilities in order to perform well on the job (Meyer and Allen, 1991). By concentrating on the precise skills needed for the current need, training has been thought to help employees accomplish their current duties or help satisfy current performance standards. However, its advantages might last throughout a person's career and aid in preparing that individual for duties in the future.

Performance, according to Aguinis (2009), only refers to the behaviors themselves and excludes the outcomes of an employee's actions. Performance is not about the products that employees generate or the results of their labor, but rather about conduct or what employees do. The employee's general perception of his or her behavior and contributions to the success of the organization is represented by perceived employee performance. Employee performance can be viewed from the perspective of three elements that enable certain employees to perform better than others, including "declarative knowledge," "procedural knowledge," and "motivation" (McCloy, Campel & Cudeck, 1994).

**Literature Review**

**Enrolment and Selection**

The process of bringing new employees into a company is frequently referred to as recruitment and selection. According to Gary and Ray (2010), the terms can be distinguished as stated in Bratton and Gold (2007): "Selection is the process by which managers use particular instruments to choose from a pool of applicants a person or more likely to succeed in the job(s), given management goals and legal requirements. Recruitment is the process of generating a pool of capable people to apply for employment to an organization. Gradually, it develops into the art of spotting talented or potential job candidates, drawing them in, and recruiting them. In order to find the best candidate for an open position, Josephat (2011) viewed recruiting and selection as a set of analysis steps beginning with a review of the organization, the job opening, and the individual needed. It is considered that a qualified candidate may successfully fill the defined function.

The successful operation of an organization depends on the recruitment, selection, and retention of personnel (HR), and as such, adequate attention is given to these processes (Williamson, 2000; Williamson, Cable, & Aldrich, 2002; Hornsby & Kuratko, 2003). It is crucial to ensure that resources are fully utilized and that personnel are in line with the organizational's operational and strategic needs.

Armstrong (2001) adds that it also involves choosing and elevating people who "fit" the organization's culture and strategic needs in addition to finding and keeping the necessary quantity and quality of employees. Humans, according to Mathis and Jackson (2010), are what hold the other resources that are beneficial to an organization together. This suggests that companies won't work as well as they should without the proper staff. Effective hiring and selection are crucial from a strategic perspective for any company, according to Mathis and Jackson (2010) and Spencer (2004). While ineffective hiring and selection practices can result in significant financial losses, efficient procedures can help to boost productivity by lowering attrition. For employees to improve their job performance, motivation, and commitment, training is necessary to help them acquire the desired information, skills, and abilities (Meyer & Allen, 1991). Organizations offer training to employees in order to maximize their potential while preparing them to perform their jobs as intended.

Most businesses invest in the development of new skills among their personnel as part of long-term planning in order to prepare them for future conditions that may be unpredictable, which enhances employee performance through higher levels of dedication and motivation. Employees put their best efforts forward to accomplish organizational goals when they sense that their employer is interested in them through training programs.

**Reward**

According to Holt (1993), compensation is production and the advantage that employees obtain in the form of salaries, wages, and similar prizes in exchange for their increased performance. The portion of the transition between the employee and the owner that is related to compensation is outlined in the employee contract. As a necessity of life, employee salary is a prospective necessity. The money is received for the work that is completed on behalf of those who are hired. One of the most crucial aspects of cash flow is seen from the perspective of the employee. The majority of the time, compensation is equal to 50% of a company's cash flow. But it accounts for more than half in the service sector. According to Ivanceikh and Glueck (1989), the key to increasing performance is to attract and encourage employees.

It is argued that the majority of people who pursue higher education are dissatisfied with their jobs and that their turnover is higher than average. In order to address this issue, organizations must design compensation plans that encourage employees to stay on the job. Most employees have confidence in their talents and are aware that if they do well, their salary may increase (HRM Process BPR term report June, 2009), therefore different institutions aim to make their perks and compensation packages as attractive as possible.

**Wage**

First of all, merit pay is a type of reward that is based on an individual's performance and rating (Millvier and Newman, 2005). Additionally, merit pay may also be a single or multiple performance pay plan with different qualities that can take into account the effectiveness of performance. Bonuses and long-term incentives can also be considered.Employee performance reviews are most frequently used to determine pay plans (Chani 1998).used frequently in the corporation to signify remuneration.

According to a recent poll, 80 to 90 percent of firms implement merit pay (Pak, 1984; Alson, 1990); Heneman & Wamer, 2005). In addition to their fixed salary, employees may also receive bounces pay (Millovian & Newman, 2005).Although bonuses do pay and are not based on performance, this pay scheme is based on individual performance (Suman & Shout, 2000).There are rewards like long-term growth and employee relations, which typically take the form of cash infusions and stock (Rasch & Lesson, 1984).The length and performance compensation plan are primarily their long-term incentives, which also cause certain liquidity issues (Elling, 1982). Long-term incentives are immediately valuable because of the prerequisites for converting monetary rewards for convictions.

Workers are better equipped to deliver pay structures based on performance when they receive performance-related compensation, which has a direct impact on their productivity (Lazear, 1986).Some findings for sheer's (2004) anticipated tree sampling given at a predetermined price. The connection between employee performance and bounces to increase productivity Bandied re et al (2007). The relationship between pay and performance is symbiotic. Employees receive a fixed salary over a certain length of time and are rewarded for good performance with shorter-term incentives and more powerful positions.

Most OECD member countries, primarily senior managers and new managers or employees, pay for performance in one way or another. In the middle of the 1970s, OECD countries had to deal with issues related to economic performance strategies as well as a few other issues. In this context, performance related pay refers to a system linking the performance and is based on organizationally accountable measures of individual outputs. It can increase individual motivation and improve employee performance, and performance pay can manage the value of potential references. (OECD 1993; OECD 1997) Denmark, Finland, Korea, and New Zealand

**Rewards & Incentive Programs:**

Rewards can have a significant impact on employee performance. A good employee appreciates the significance of the organization and strives to improve both their performance and well-being. Employees are a significant part of the organization, acting as the engine of the company without whom it would be unable to achieve its goals (Akerale, 1991), and they are also given attention in terms of their professional self-evaluation.Provide enough failure compensation for hard labor and blame many circumstances for the workers' low output (Mark and Ford 2001). Mention how the employee boosts the positive employee inputs and incentives policies in place, as well as how the person is willing to apply their ingenuity to benefit the firm. In the context of an organization, it is crucial to motivate employees to be highly productive, efficient, and willing to perform taking part in the organizations (Hurtreatal 1990; Entwested 1987). If an employee performs well, more than ten leaders will receive rewards as a result of their performance in the organization.

The highly motivated worker creates benefits for their business and drives the organization toward its goals (Rizal and Ali, 2010).This study looks specifically at highly regarded organizations to examine the impact of reward dimensions on employee performance. Hasiban (2003) claims that job satisfaction influences the degree of employee performance, meaning that satisfaction comes from the person's assertion of their own good work. As a result, if job satisfaction is a sign of morale deterioration and support for organizational goals,Grilly and Brown (1950&Johson2008) state.Arguments that include five factors—including psychological and social factors—increase job satisfaction in the following order: position, age, financial security, and influence. The most important factor is pay, but research shows that experience rewards are more complex and challenging. Another study looked at the influence of pay levels that might be reduced to satisfy the main incentives for successful performance (Olce 1993; Olce 1997). Rewarding employees for putting up their best efforts to provide innovation and fresh ideas would help the company's financial and operational performance. According to Dewhurst et al. (2010), there is a positive association between manager supervisor reward power and employee performance, productivity, turnover, and organizational citizenship behavior (Simon, 1976; More & Hunt, 1980; Jahangar, 2006).According to Dee Prose (1994), effective recognition can increase employee motivation and productivity, which can ultimately improve an organization's success. The employee was inspired to evaluate the effectiveness of employment remuneration throughout the entire second of the company in 2003.

The capacity for organization 1960 accommodates the requirements of the workforce and their performance. A crucial part of their commitment is to their work and organization (Eisenbegal 1992).

**Indirect reward**

According to Milkovich and Newman (1999) is defined as the financial return and employee receive as an employment relationship for all cash incentives and other things employee received which countries of total pay.A wide variety of financial benefits, including Nan financial benefits, are discussed in Global Business and Economics (2010). It is performed in the form of pay and benefits, as well as insurance-level free travel, according to Chhabra (2001).Additionally, it stated that salaries are typically paid annually and monthly. The time spent earning an organization's salary is considered work time. Today's organizations offer a variety of indirect compositions (byars and rul 2008).

Social security: this is an insurance system that is managed in accordance with the requirements that employees pay into it and keep a pay ceiling in place. Additionally, the employee's security is provided by the average monthly income. Workers' compensation: It also states that an employee is protected from wage loss due to additional job-related illnesses. Generally speaking, medical expenses are covered by legislation.

Retirement plans: they provide streams of income for people who have already paid for past services with retail money. Give the employee a contribution plan, sometimes referred to as a beneficial annual plan.

Paid vacation: The first day of the New Year is an unofficial holiday for all employees.

Paid vacation is typically based on employee performance. The majority of businesses last under a year.

Her advantages: It also includes other advantages like discounts on a variety of purchases, which makes it particularly alluring for retail businesses.

Compilation of indirect employee motivation Jeorge and Gareth (2010). Described as a psychological energy that shows how an organization feels. Process used to engafip a particular motivational moment in 1998. When an employee sees their high production, it gives the organization's workforce the incentive to conduct appropriately. They carry out responsive duties regarding your performance and effectiveness. Hollon and Pointed Battle (1995)

**Varieties of Benefit Packages**

Dessler (2011) divides remuneration into two categories: direct compensation and indirect compensation. **2.4.1 Direct Benefit**

He noted that direct remuneration typically refers to the monthly, bi-monthly, or weekly financial rewards employees receive for their work. Stock bonus compensation allows employees to hold shares in their company and receive equity at the end of each year. ESO stands for executive stock options.

**Indirect Benefit**

Dessler (2011) defines indirect compensation as the financial and non-financial payments employees receive for staying with the organization. Employee services, fringe perks, additional compensation, and supplementary pay are used. Armstrong (2009) defines indirect compensation as benefits other than cash wages. They also include annual holidays. Management uses it to facilitate recruitment, influence employees' stay or commitment, raise morale, reduce absenteeism, and strengthen the organization by implementing a comprehensive program (Noe et al. 1996).

Indirect or Supplementary Compensation includes 'fringe perks' including housing, subsidized food, medical help, crèche, and more, according to Chhabra (2001). Organizations compensate employees for membership, attendance, and participation. Some call fringe benefits "hidden payroll" due to rising prices. Benefits make for nearly 40% of employee salary. Fringe benefits or supplemental compensation attract and inspire effective workers. However, from the aforementioned literature, most scholars in this subject agree on the definition of compensation and the categories of compensation considered by this study. Some divide compensation into fixed and variable. These terms refer to direct and indirect remuneration, also called primary and secondary compensation.

Byars and Rue (2008) listed the following indirect compensations as prevalent in modern organizations. The list below is not exhaustive but gives a good sense of indirect compensation packages in business settings today.

**Employees’ Benefit**:

This protects workers from income loss and job-related medical costs. The rules usually include lost income, medical expenditures, rehabilitation, death benefits to survivors, and lump-sum disability compensation.

**Health insurance/Social Security**:

Both employer and employee must pay into the system up to a set proportion of the employee's compensation. The average monthly wage (weighted toward later years) determines employer and employee pay. It mostly protects retirees financially.

**Retirement Plans:**

Retirement and pension programs are paid for prior services. Private plans can be sponsored by the employer or the employee during employment. Defined-benefit pensions are common. The employer promises a formula-based retirement benefit. The defined-contribution plan requires an annual contribution instead of a benefit.

**Paid Vacations:**

Before receiving paid vacation, employees must meet a length-of-service criteria. Employee tenure determines paid vacation time. Vacation regulations vary by work category, unlike holiday policies. Most companies allow vacation by day or week, but not by hour. In addition to the major advantages, organizations may give food, exercise, health and first-aid services, financial and legal assistance, and purchasing discounts to motivate employees.

**Review of related empirical studies**

*Reward and employee performance*

Motivated workers help companies achieve their goals (Rizwan and Ali, 2010).This research examines incentive dimension and employee performance in high-performing firms. Job happiness affects employee performance (Hasbuan 2003). Job satisfaction decreases morale and supports company goals (Hasbuan, 2003).Five elements promote job satisfaction: position ranks age financial guarantee psychology and social considerations. Experience rewards are more complicated than pay.

Another study found that pay menagerie level may be tailored to satisfy major motivating rewards for optimal performance (OKhee 1993). Reward is the most significant aspect to eliminate employee for paying their best efforts to develop innovation and new ideas to improve firm performance financial and noon financial. Dewhurst et al. (2010) link manager supervisor reward power positivity with employee performance, satisfaction, turnover, and organization citizenship behavior. Deeprose (1994) says that effective recognition can motivate employees and improve organizational performance. The whole second has cognitive, emotive, and behavioral components. This tripartite job satisfaction model matches social attitude models (Eagly&Chaiken, 1993). This viewpoint has two glaring flaws. According to Hulin and Judge (2003), social attitudes rarely predict specific behaviors. Eagley&Chaiken, (1993); Fishbein, (2011); Wicker, (2009), although job attitudes are dependably and fairly significantly associated to relevant job behaviors. How can we resolve this discrepancy if job happiness is a social attitude? Although we examine this topic more when considering job satisfaction outcomes, one possible reason for the apparent paradox is that job attitudes may be more salient and accessible to workers than social attitudes generally assessed in social attitude studies. For instance, job dissatisfaction's cognitive and affective effects may penetrate and influence an individual's thinking from the moment he wakes up to the moment he goes home from work (and maybe beyond). Most people don't care about political parties or marketing campaigns. Second, while most studies incorporate affect in their definitions of job satisfaction, such as life satisfaction measures, job satisfaction instruments tend to examine cognitive rather than effective.

**The Significance of Benefit Administration on Employee Performance**

Baker (2002) states that an employee's output or performance is a combination of effort, ability, and an error margin, which accounts for all uncontrollable elements from the employee's perspective. He said the company must use performance measures to estimate the employee's effort due to the employee's private information. Baker (2002) suggests selecting performance measures based on congruence with business goals and employee controllability. Performance measures are used to evaluate employees and determine variable monetary remuneration and career decisions.

Fixed remuneration, unlike variable compensation, does not motivate employees and is only used for retention and selection. In actuality, wholly fixed compensation that is unrelated to performance is rare, as the risk of being dismissed motivates performance. Baker distinguished primary and secondary fixed compensation. He added that secondary requirements include business cars, cell phones, and pension benefits, whereas primary compensation is monetary.

ThierryThierry (1987) said that effective pay systems need transparency, fairness, and controllability.

**Relationship of Benefit and employee performance**

Compensation has a tremendous impact on employee and organizational performance. Shin-Rong (2012). Mayson and Barret (2006) discovered that attracting, motivating, and retaining personnel with competitive compensation and awards is associated to business performance and growth. However, Inés and Pedro (2011) revealed that the sales remuneration scheme significantly impacts salesperson performance and sales organization effectiveness. Thus, in a competitive economic climate, many organizations are seeking novel remuneration systems that improve organizational performance (Denis and Michel 2011).

Nebeker et al. (2001) say staff satisfaction affects customer satisfaction and company performance. Research shows that stock bonuses improve employee performance. Taiwanese data suggests that stock bonuses improve corporate performance. Stock bonuses are also more common in large or fast-growing enterprises.

Performance-based remuneration is the most common HR practice (Collins and Clark, 2003). Performance-based remuneration improves employee and organizational performance. Barringer et al.'s 2005 quantitative content analysis of 50 rapid-growth enterprises and 50 slow-growth firms found that employee incentives differed the two groups. Rapid-growth companies offered stock options and cash incentives. In doing so, corporations were able to boost employee performance, give them a sense of ownership in the company, attract and retain top talent, and move some of the business risk to them.

Success-based compensation predicted business success best, according to Delery and Doty (1996). Performance-based compensation and merit-based promotion boost employee performance and retention (Cho et al. 2005). Collins and Clark (2003) found that top managers' social networks mediated HR policies' effects on sales and stock growth in 73 high-tech enterprises. Cho et al. (2005) stated incentive strategies reduce turnover. In a longitudinal analysis of hotel incentive plans, Banker et al. (2001) found that incentive plans were linked to higher revenues, profits, and cost. In another study, Paul and Anantharaman (2003) discovered that salary and incentives directly affect operational performance. Compensation strategies and policies must support company goals to work. Performance-based compensation can inspire workers, but it can also be used to manipulate them (Lawler and Rhode, 1976). Compensation strategies fail when employees are less loyal and committed (Rodræguez and Ventura, 2003). In knowledge-intensive companies, employee turnover slows revenue development (Baron and Hannan, 2002).

"Standards can refer to various aspects of a specific objective, including quality, quantity, and time," Aguinis wrote in one of his performance management books. These factors can be used to evaluate an objective's success. Aguinis (2007). According to Aguinis, performance can be measured by the quantity, quality, and timeliness of work.

Performance in an organization is usually defined as the extent to which an individual employee or group of employees contributes to achieving the organization's goals, so it can be measured by the goals set for those individuals or groups and the extent to which the organization's goals have been achieved. Quantitative Models for Performance Measurement Systems (QMPMS) by Suwignjo et al. (2000) measure factor-based performance. Cognitive maps and analytic hierarchy process identify performance components and their linkages, measure their effects on performance, and express them quantitatively. The model is limited to evaluation.

Meyer (1995) explains nursing home employee evaluation. Communication, clinical, and job attitude are scored as a percentage.

**THEORETICAL REVIEW**

**Equity Theory**

Adams (1963)'s Equity Theory emphasizes justice. According to Equity Theory, the ideal recruitment and selection criteria for the company is Equal Opportunity Employer. Straw (1989) identified three levels of equal opportunity policies (EOP) for companies to adapt their recruitment and selection programs: equal chance (non-discriminatory), equal access (fair procedures), and equal share (outcomes and positive action). Healy (1993) further categorizes organizations by equal opportunity approach.

Negative organizations lack EOP and legislative understanding. This assumes the organization does not discriminate, even if they do. Minimalist/Partial organizations support EOP. Here, equal opportunity has a low priority or profile focus on informality as the method to management; complaint organizations take a more conscious and professional approach to EOP and fulfill legal obligations; comprehensive organizations have a dynamic approach to EOP but will have more features of complaint organizations.

However, this equality approach should make the business a desirable workplace for all future employees. This requires diversity policy implementation. According to the CIPD (2011) factsheet on Good Employment Practices and diversity management in the workplace, firms should ensure fair and diversity-friendly recruiting and selection processes. They should avoid language and appearance discrimination and seek diverse applicants in their ads. Performance management and appraisal systems should be transparent and consistent. Career paths should include promotion and training for all employees. Organizations must establish well-designed policies and processes that meet both human and corporate needs to promote a culture of respect and dignity for all employees.

Second, respecting other opinions and realizing diversity is everyone's responsibility. Organizations should promote diversity as an economic advantage (Oliver, 1997). Management should also think inclusively when designing diversity policies and procedures to ensure they are transparent, fair, and address different needs and that there are continuous checks to ensure bias-free and effective policies and practices across the organization. This improves policy implementation.

Omanovic (2009) found in his study of a large manufacturing company that diversity management involves more than just welcoming many different "types" of participants. When conflicting or opposite ideas and interests meet, diversity production can lead to contradictions. Thus, diversity conflicts cannot be settled by eliminating one side. Thus, understanding how an organization socially produces and maintains ideas and interests is crucial. However, managing diversity is not about appreciating, leveraging, or understanding the concept; it's about getting the same commitment, productivity, quality, and profits from a heterogeneous workforce as from a homogenous one (Omanovic, 2009).

Since today's firms are always changing, it's important to have people who are willing to change, adapt, and learn. Due to labor market changes, it's crucial to hire employees with shared values. According to Boxall & Purcell (2008), firms should aim for HR strategy fitness, work organization, and worker management in accordance with the best fit or contingency theory. This idea will teach HR professionals about equal pay and opportunities. It opposes workplace bias. This study is relevant since it is significant for employee relations.

**Conclusion**

The study affects staff recruitment and compensation nationwide. It may also aid academics, scholars, and policymakers in human resource development policy planning and execution and workforce efficiency. The study will add to public servant human resource development and training literature.

The recruitment and compensation strategies will also help students develop skills that support professional studies and provide an opportunity to learn important skills that will help them become future professionals.

The study will improve performance and production, benefiting society. Work process uniformity improves product or service quality. It would also enhance staff morale to work efficiently and reduce accidents.

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