

## **Effects of Remuneration on Employee Job Performance in Ebonyi State Civil Service: A Study of Ebonyi State Ministry of Works and Transport**

**Alex Azubuike Nwanya, Aloysius Sunday Ibeogu & Jeremiah Chikwado Nwusulor**

Department of Public Administration  
Ebonyi State University, Abakaliki  
*Corresponding author: jerrynwusulor@gmail.com*

### **Abstract**

**T**he study on Effects of remuneration on employee job performance in Ebonyi State Civil Service: A study of Ebonyi State Ministry of Works and transport” sought to determine the extent to which adequate payment of salaries influence commitment of workers towards construction and rehabilitation of road networks in Ebonyi State., to examine the extent to which payment of bonuses enhance commitment of workers towards timely inspection of vehicles for road worthiness in Ebonyi State among others. The study adopted expectancy theory by Victor Vroom in 1964. The study adopted descriptive survey research design. Population of the study comprised of 180 staff of the Ebonyi State ministry of works and transport. Data for the study were gathered using questionnaire instrument. The data collected were analyzed using mean and standard deviation. Findings revealed; that adequate payments of salaries significantly influence commitment workers towards the construction, and rehabilitation of road networks in Ebonyi State, that payment of bonuses significantly enhances workers commitment of towards timely inspection of vehicles to ascertain their condition for road worthiness. Based on the findings, it was recommended; that Ebonyi State government should ensured that workers in the Ministry of works and transport are well motivated through proper payment of salaries, bonuses and allowances to enable them show greater commitment to their duties, Government of Ebonyi State should ensure that the remunerations of workers in the Ebonyi State ministry of works and transport are reviewed upwards to enable them put the best of their efforts in their job.

**Keywords:** Remuneration, Job Performance, Civil Service, Salary, Wages

### **Introduction**

The craving of every organization is to have employees with great desire to demonstrate good job performance. This is simply because the ability of any organization to achieve its goals and objectives largely depends on the performance of her employees. Employee job performance as aptly captured by Hwang & Thao (2015) refers to the successful completion of tasks assigned to an individual as set and measured by the management of an organization and accepted as the existing standards. Employee job performance can also be seen as the description of achievement for the completion of organizational task or implementation of her activity or policy programs in realizing her goals, objectives, vision and mission as outlined through strategic planning of an organization (Moeheriono, 2015).

According to Mathis & Jackson (2011), employees who have good job performance are those who participate actively in the organizational activities, who are result oriented in their assigned tasks, diligent in their work, seldom absent, punctual, hardworking and ever ready to contribute

their quota towards providing solutions to difficulties facing the organization for its survivability. In recent time, achieving good job performance in any organization requires great effort on the side of the management considering the fact that work environment has undergone significant changes over the past years in terms of the nature and scope of work. These changes especially as occasioned by the wave of globalization and advancement in technology have brought fierce competition among organizations which demands for such employees that will brace up to the challenge for greater output. Ojeleye (2017) observed that human resource of every organization provides basis for achieving sustainable competitive advantage. And for organizations to scale through in a dynamic and competitive work environment there is need to develop strategies to motivate and retain the competent employees.

Remuneration is considered as one of the traditional means to motivate and retain employees for good job performance. Remuneration refers 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 of services rendered by the employee(s), commitment to the organization or reward for employment (Ogunyemi, Adewole & Akinde, 2019). It can also be seen as reward or pay given to people for work done. Remuneration is intended to stimulate employees to be motivated to do the work, which in turn is expected to generate good employee job performance at the maximum. According to Babagana (2015), employees can give good attitude to work or performance to the level that will meet the needs of their organization if they are well motivated through opportunities to grow and decent remuneration packages. This implies that an excellent remuneration system can create positive job competition among employees for good job performance.

Historically, early evidence linking remuneration and performance is found in the Code of Hammurabi, written in the 18th Century B.C., which documented the use of a fixed wage and incentive rewards (Gatheca, 2008). During that time, travelling merchants were paid on the basis of a strong performance incentive. However in the middle ages, it was a 'common knowledge' that workers would be productive only as long as they needed to be, perhaps working three days a week and spending the other four celebrating. The dawn of industrialisation found capitalists seeking a way to use rewards to encourage productivity in form of incentive wage.

Ivancevich (2001) as cited in Onyekwelu, Dike & Muogbo (2020) observed that incentive wages were supported by early economists like J. Smith on the basis of the 'hungry man' theory. Since a hungry man would want to earn more money to buy food, wages should be kept at subsistence level so that workers would be motivated to be highly productive. Adam Smith (1766) as cited in Ahanya (2022) modified this to develop 'economic man' theory which believed that instead of psychological needs, money became the motivator for work. The more money each individual made, the harder he or she would work: the output would increase as wages rose. Thus the basis of the modern wage incentive plan was set. Fredrick Taylor built on Smith's theory, urging managers to learn to design jobs properly and then link pay to directly to measurable productivity.

Under this plan, workers who met production standards were paid 125 percent as base pay while those who failed to meet standards were paid a very low wage (Alwaki, 2018). It is from these

ideas that contemporary scholars over the years have advocated for good remuneration as the better strategy to improve employee job performance in organizations including the civil service. Civil service refers to a body of paid official who are recruited on permanent basis with the responsibility to assist political office holders in policy formulation and implementation. It equally refers to ministries and departments within which administration is carried out (Ademolekun, 2002).

Civil service in Nigeria dates back to the colonial period when the British government established a body that assisted the colonial officials to govern Nigeria as a colony. According to Abah (2011) from 1914 to 1946, Nigerian civil service was unitary in nature which was dominated at the top echelon by the British officials. Sequel to adoption of federal constitution between 1954 to 1966 Nigerian civil service became federal in nature and maintained commitment to devolution of administrative power from colonial authorities till the period of Nigerianization policy (Nwosu, 1977) in Abah (2011).

Civil service at state levels started in 1976 when creations of states began in Nigeria. Idama (2019) noted that Civil service in Nigeria was created to ensure that efficient and effective services are delivered to the people. By this implication, civil servants have specific functions to perform in order to ensure that efficient services are delivered to the people. Some of the functions according to Ezani (2004) include policy formulation, implementation, investigation and regulatory functions. Ebonyi State civil service came on board precisely in 1996 consequent upon the creation of the State by late General Sani Abacha, the then military head of state. The establishment of the civil service was to ensure that efficient and effective services are rendered to the people in Ebonyi State (Ebonyi State Government, 2018).

The Ministry of Works and Transport is one of the ministries that make up Ebonyi State civil service created in 1996. The ministry has five functional Departments created for administrative continence and service delivery of the policy thrusts of the Ministry. These Departments includes, Civil Engineering Department, Mechanical Engineering Department, Planning Research and Statistics Department, Finance and Accounts Department and Administrative Department. These Departments are manned by personnel employed and posted to the Ministry by the Civil Service Commission of Ebonyi State (Ebonyi State Ministry of Works and Transport, 2018).

The major function of the ministry include; to construct, reconstruct and rehabilitate urban and rural road networks in Ebonyi State, to inspect vehicles for worthiness to be on the road, to organize training and retraining for their staff to improve in their duties, to construct and maintain motor parks for the convenience of vehicles and to ensure that necessary revenue due to the Government is collected and remitted timely from the parks. However, like many other civil service organization in Nigeria, it appears that the job performance level of the civil servants in the ministry of works and transport has not been ascertained. This is rather curious as many studies such as (Onyekwelu, Dike, & Muogbo, 2019; Mbah, Mgbemena & Ejike 2015; Ele, Makama & Auquasama, 2020) among others who investigated on remuneration and employee job performance within and outside Ebonyi State, paid more attention on private sector like the Nigeria breweries plc, federal agencies like Federal Inland Revenue Service (FIRS) and civil

service of other states like Anambra and Cross River State. By so doing, much effort has not been made to study how it affects Ebonyi State civil service especially in ministry of works and transport. It is based on this fact that this study becomes imperative to investigate the effects of remuneration on employee job performance in the Ebonyi State Civil Service: A study of Ebonyi State Ministry of works and Transport.

### **Remuneration and Civil Service in Nigeria**

Remuneration is very important for the achievement of the organizational goals and objectives. 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 (Okolocha, Akam & Uchechara, 2021). This has been very difficult to achieve in many organizations especially in the civil service. Commenting on this, Kayode, Adeyinka & Abiodun (2019) noted that the issues of remuneration in the Nigeria civil service have remained a contending one which has been difficult to solve over the years.

Amobi (2015) opined that agitations to have a good remuneration system among the civil servants in Nigeria could be said to have originated from the time after independence. Ever since then, it has become difficult to find a lasting solution. Mba, Mgboemena & Ejike (2015) noted that one of the reasons why it has been very difficult to come up with a lasting solution to the agitations for good remuneration system in organizations civil service is simply because, as the society is evolving, human needs are expanding and that couples with dynamics in the economic policies and programme. Going by this fact, it is imperative that employee's salaries are constantly reviewed upwards in order to accommodate such changes and needs. However, where reverse is the case, demotivation and poor performance among workers becomes the order of the day.

Speaking about this, Ojeleye (2017) observed that the image of an average Nigerian civil servants have been very poor; it projects a picture of an individual, whose sense of responsibility has been dulled by frustration and negativism over decades. According to him, an average Nigerian civil servant is habitually nonchalant to his duties. He needs to be closely supervised before he could discharge his duties. Bad attitudes displayed by the workers include, habitual lateness to duty, constant absence from duty under fictitious excuses, maligning, sabotage of official interest etc. It is very obvious that those multi-furious bad attitudes of an average civil servant is rooted in a popular adage that "a hungry man is an angry man.

This justifies the fact that remuneration is a very sensitive issue, not only to management but also to employees in any organization, be it in the private or public sector. Nwachukwu (2009) as cited in Amobi (2015) noted that remuneration constitute a significant part of the total cost of operation in any organization or establishment. In some organizations, such as civil service, they make up more than 50 percent of operating costs. In the organized private sector, large organization's ability to attract and retain valuable employees in part depends largely on how much they pay. Poor remuneration are a constant source of frustration if labour and management are engaged in constant strife with resulting decrease in productivity (Onyekwelu, Dike & Muogbo, 2017).

Obasa (2015) noted that part of the reasons for the poor performance of the civil service in Nigeria over the years arose from the inability to secure appropriate income for civil servants. This apparently has been the reason why successive government administrations have come up with different commissions. Some of the committees or commissions include; the 19-Man Presidential Committee 2000, Wages, Salaries and Emolument Relativity Panel 2004-2005, Consolidation of Public Sector Emolument Panel 2005-2006, Stephen Oronsoye Panel 2010-2012 have emerged to deliberate on the issue of wages and salaries of civil servants. But despite all these efforts, the issue continues to rear its ugly head. Currently government and the umbrella body of labour unions in Nigeria are negotiating for new minimum wages and up till now, nothing meaningful has come out of it. Despite these bodies set up by different governments to handle remuneration reviews, much result has not been achieved. A cursory look on the scenario appears to show that most of the people inaugurated to man the commission are often influenced.

### **Relationship between Adequate Remuneration and Employee Job Performance**

Remuneration as severally mentioned in this work refers to wages, salaries, bonuses, allowances among others as the case may be which is paid to workers in organization. Adequate remuneration is very important to every organization for improvement in organizational performance as it helps to boost the morale of the workforce. Getheca (2008) noted remuneration is said to be adequate when it, at least, satisfies the economic, psychological, growth and motivational needs of workers in an organization. In line with that, Ojeleye (2017) opined that remuneration can be said to be sufficient when it helps to retain satisfactory employees and at the long run complement the effort, loyalty, experience and achievement of such worker. According to him, it is only when these factors are inherent in a worker that he/she must have a pleasurable or positive emotional state to work for greater output in the organization.

According to Babagana (2015), employees will give good 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. This implies that an excellent remuneration system can create positive job competition among employees. Essien (2016) observed that employee becomes satisfied in their job and ever ready to perform his/her best when he perceives that the remuneration of the job he/she is doing is capable of providing for him/her those things that is very important to them. Going by the opinion of Essien, a particular question that comes to mind is what is more important to an average employee than meeting his/her financial obligation? The answer to such question is absolutely nothing except money.

Muo (2013) concluded on the issue of Money, through his work on "Motivation and Behavioral Consequences of Remuneration" which revealed that Money is thus a critical motivational variable. This is due to its five general roles already discussed. In addition to these general roles, the features of the pay policies, the type of job, the personality of the individual workers and their preferences and perceptions also intervene in the motivational value of monetary remuneration". "In effect, the pay itself, how it is administered and the peculiarities of the staff are all critical in determining the motivational roles of money. "Other factors that would affect the extent to which remuneration motivates include level, cost of living, level of education, family/personal background and future salary expectations.

Hutton (1969) as cited in Ojeleye (2017) opined that it was common for men in the category of employment age to be thinking in terms of finding a job in order to accrue savings for rural investment on their return from the urban center to their rural areas through their remunerations. On the other hand, Mba, Mgbemena & Ejike(2015) on their own argued that remuneration has become fully integrated into the normal life of the African worker and that wage labor is not only a means of earning one's living but has become an end in itself. With these in mind, it is clear that inadequate remunerations can go a long way to bring down the morale of the workforce thereby reducing their performance in the organization.

### **Consequences of Inadequate Remuneration on Employee Job Performance**

Agburu (2012) noted that remuneration of employees should not only be adequate but they must also show some element of fairness. On the other hand, anything short of a fair and equitable in remuneration can quickly attract the wrath of employees in the organization. Onyekwelu, Dike & Muogbo (2017) indicated that in many developing countries in African employee's remuneration is highly critical because without them in sufficient quantities, life becomes extremely precarious for the employee and members of his/her family. To this end, the consequences of inadequate remuneration on employee job performance can be seen as follows:

**Low Performance:** Performance can be said to be the measurable output per an individual personnel at work. Ojeleye(2015) noted that employees can perform well when they are well motivated and adequately remunerated increases his/her output on the job which is a positive indicator for the growth and development of the organization. On the contrary, when an employee lacks adequate motivation through adequate remuneration, the performance of the employees will reduce.

**ii. Absenteeism:** Absenteeism occurs when an employee is expected to be at work and is avoidably absent (Alwaski, 2019). Such is the kind of attitude displayed by employees that are not satisfied by the way they are motivated through adequate remuneration in the organization. Note, before a total absent, such employee would have being coming late and if possible, be closing before the stipulated closing time. This attitude reduces the production of the organization and invariably affects the growth and development of the organization.

**Labour Turnover:** In Sule (2012) described labour turnover as the rate at which employer gains or losses employees. In a more simple term, it refers to 'how long employees tend to stay' or the traffic rate through the revolving door of employment. High rate of labour turnover occur in an organization when employees are not happy with their remuneration.

**iv. Sabotage:** Sabotage is said to be the act of doing deliberate damage to equipments of an organization to prevent the organization from using them (Onyekwelu, Dike & Muogbo, 2017). It could also mean an act of protesting about something or the act of deliberately spoiling something in order to prevent it from being successful or useful. Whichever of the definitions we stick to, one paramount thing is the fact that it is a deliberate act to damage and/or spoiling of something and getting or making such thing cost extra money to replace, no matter how little it may be. Act of sabotage negatively affects the cordial/mutual relationship, loyalty and dedication between an employee and his organization. This act of sabotage can come when the organization is unable to reward their employees with adequate remuneration.

### Methodology

The research design adopted for this study is descriptive survey design. According to Ndiyo (2005), descriptive survey design is the type of research design that is used to extract information from the target population through the use of questionnaire and subjecting the data obtained to statistical analysis for the purpose of drawing conclusion. The population of this study is made up of 180 workers drawn from the Ebonyi State ministry of works and Transports. The data for this study were gotten from two main sources; primary and secondary sources. The primary sources include those data that were obtained through the questionnaire. While the secondary sources include those data that had been collected and used by other researchers which are considered relevant to the study. They include published and unpublished materials like text books, online article, journals, newspaper, and magazines among others.

The instrument used by the researcher for data collection was structured questionnaire rated in four (4) points likert scale; the questions are rated in “Strongly Agree”, ‘Agree; Disagree and strongly disagree options. Data collected for the study were analyzed using mean and standard deviation. The mean bench-mark value was derived by the addition of scale values and dividing the sum by the number of scale options as follows:  $\frac{4+3+2+1}{4} = \frac{10}{4} = 2.50$ . The decision was made by accepting mean scores that falls within the range of 2.50 and above as strongly agree while mean scores that falls below the range of 2.50 was rejected as strongly disagree.

### Data Analysis and Discussion

**Objective 1:** To determine the extent to which payment of salaries influence commitment of workers in the Ebonyi Ministry of Works and Transport towards the construction, and rehabilitation of road networks in Ebonyi State.

S/N	Items	SA	A	D	SD	N	$\bar{x}$	SD	Decision
7	Adequate payment of salaries significantly influenced commitment of workers towards construction and rehabilitation of roads in Ebonyi State	94	62	13	9	178	3.35	0.90	<b>Strongly Agree</b>
8	Adequate payment of salaries motivates workers to develop a habit of coming to work on time	88	58	17	15	178	3.23	0.96	<b>Strongly Agree</b>
9	Adequate payment of salaries enables workers in the Ministry of Works and Transport to remain in their duty post from morning till the closing hour in the evening	76	59	24	19	178	3.08	0.99	<b>Strongly Agree</b>

10	Adequate payment of salaries propels workers to put in their best effort in ensuring that quality roads are built or rehabilitated in Ebonyi State	82	61	20	15	178	3.18	0.95	<b>Strongly Agree</b>
11	Adequate payment of salaries discourages workers from whiling away their time discussing trivial issues with other workers but concentrates more on performing their duties as required of them by the rules of civil service	91	55	20	12	178	3.26	0.95	<b>Strongly Agree</b>
<b>Grand Mean</b>							<b>3.22</b>		

The result of data analysis in table 2 above shows the extent to which payment of salaries influence commitment of workers in the Ebonyi Ministry of Works and Transport towards the construction, and rehabilitation of road networks in Ebonyi State. From their various responses, item 7 recorded a mean score of 3.35 which is above 2.50 acceptable mean benchmark, indicating that majority of the respondents strongly agreed that adequate payment of salaries significantly influenced commitment of workers towards construction and rehabilitation of roads in Ebonyi State. Item 8 recorded a mean score of 3.23 which is above 2.50 acceptable mean benchmark indicating that majority of the respondents strongly agreed that adequate payment of salaries motivates workers to develop a habit of coming to work on time.

Item 9 recorded a mean score of 3.08, which is above 2.50 acceptable mean benchmark affirming that majority of the respondents strongly agree that adequate payment of salaries enables workers in the Ministry of Works and Transport to remain in their duty post from morning till the closing hour in the evening. Item 10 recorded a mean score of 3.18 which is greater than the acceptable mean of 2.50 shows that majority of the respondents strongly agreed that adequate payment of salaries propels workers to put in their best effort in ensuring that quality roads are built or rehabilitated in Ebonyi State. Item 11 in the above table has a mean score of 3.26 which is quiet greater that 2.50 acceptable mean benchmark equally proved that majority of the strongly agreed that adequate payment of salaries discourages workers from whiling away their time discussing trivial issues with other workers but concentrates more on performing their duties as required of them by the rules of civil service. In the same vein, the grand mean of 3.22 shows the acceptance of the respondents on all the items provided thereby attesting to the fact that payment of salaries significantly influences commitment of workers in the Ebonyi Ministry of Works and Transport towards the construction, and rehabilitation of road networks in Ebonyi State.

**Objective 2:** To examine the extent to which payment of bonuses enhance commitment of workers in Ebonyi State Ministry of Works and Transport towards timely inspection of vehicles for road worthiness in Ebonyi State.

S/N	Items	SA	A	D	SD	N	$\bar{x}$	SD	Decision
-----	-------	----	---	---	----	---	-----------	----	----------

12	Payment of bonuses significantly enhance workers commitment of towards timely inspection of vehicles to ascertain their condition for road worthiness in Ebonyi State Ministryof Works and Transport	81	65	18	14	178	3.20	0.93	<b>Strongly Agree</b>
13	Payment of bonuses makes workers punctual their duty post to ensure that vehicles are properly inspected to determine their road worthiness in Ebonyi State	100	51	21	6	178	3.38	0.90	<b>Strongly Agree</b>
14	Payment of bonuses induces workers to always be on their duty posts for vehicle inspection in Ebonyi State.	81	57	26	14	178	3.15	0.96	<b>Strongly Agree</b>
15	Payment of bonuses is usually a motivation for workers not to tolerate any driver whose vehicle is not in good condition to go scot free without facing appropriate sanctions	80	70	15	13	178	3.22	0.91	<b>Strongly Agree</b>
16	Payment of bonuses also makes workers to avoid absenteeism in the place of work without taking permission from their heads	89	69	12	8	178	3.34	0.86	<b>Strongly Agree</b>
<b>Grand Mean</b>							<b>3.25</b>		

The result of data analysis in table 3 above shows the extent to which payment of bonuses enhance commitment of workers in Ebonyi State Ministry of Works and Transport towards timely inspection of vehicles for road worthiness in Ebonyi State. From their various responses, item 12 recorded a mean score of 3.20 which is above 2.50 acceptable mean benchmark, indicating that majority of the respondents strongly agreed that payment of bonuses significantly enhance workers commitment of towards timely inspection of vehicles to ascertain their condition for road worthiness in Ebonyi State Ministryof Works and Transport.

Item 13 recorded a mean score of 3.38 which is above 2.50 acceptable mean indicating that majority of the respondents strongly agreed that payment of bonuses makes workers punctual their duty post to ensure that vehicles are properly inspected to determine their road worthiness in Ebonyi State. Item 14 recorded a mean score of 3.15, which is above 2.50 acceptable mean affirming that majority of the respondents strongly agree that payment of bonuses induces workers to always be on their duty posts for vehicle inspection in Ebonyi State.

Item 15 recorded a mean score of 3.22 which is greater than the acceptable mean of 2.50 shows that majority of the respondents strongly agreed that payment of bonuses is usually a motivation for workers not tolerate any driver whose vehicle is not in good condition to go scot free without facing appropriate sanctions. Item 16 in the above table has a mean score of 3.34 which is quiet greater that 2.50 acceptable mean benchmark equally proved that majority of the strongly agreed that Payment of bonuses makes also makes workers to avoid absenteesm in the place of work without taking permission from their heads. In the same vein, the grand mean of 3.25 shows the acceptance of the respondents on all the items provided thereby attesting to the fact that payment of bonuses significantly enhances commitment of workers in Ebonyi State Ministry of Works and Transport towards timely inspection of vehicles for road worthiness in Ebonyi State.

**Objective 3:** To ascertain the extent to which payment of allowances promote dedication of workers in Ebonyi State Ministry of Works and Transport towards collection and remittance of revenue accruing to government from parks in Ebonyi State.

S/N	Items	SA	A	D	SD	N	$\bar{x}$	SD	Decision
17	Payment of allowances significantly promotes workers dedication towards collection and remittance of revenue accruing to government from parks in Ebonyi State ministry of works and transports.	96	61	10	11	178	3.36	0.92	<b>Strongly Agree</b>
18	Payment of allowances enables workers to show more seriousness in going to the parks to collect and remit the revenues accruing to the government	83	54	20	21	178	3.12	1.02	<b>Strongly Agree</b>
19	Payment of allowances makes it possible for workers collect revenue from the parks and remit the exact amount they collected to the government purse without embezzling any	70	61	26	21	178	3.01	1.01	<b>Strongly Agree</b>
20	Payment of allowances enables worker to always work according to the instructions of their heads in the ministry	84	58	19	17	178	3.17	0.98	<b>Strongly Agree</b>
21	Payment of allowances encourages workers not to leave their duty post to								

engage in other personal businesses but active in the job at all time	72	60	18	28	178	2.99	1.07	<b>Strongly Agree</b>
---	----	----	----	----	-----	------	------	-----------------------

<b>Mean</b>	<b>3.13</b>
-------------	-------------

---

The result of data analysis in table 4 above shows the extent to which payment of allowances promote dedication of workers in Ebonyi State Ministry of Works and Transport towards collection and remittance of revenue accruing to government from parks in Ebonyi State. From their various responses, item 17 recorded a mean score of 3.36 which is above 2.50 acceptable mean benchmark, indicating that majority of the respondents strongly agreed that payment of allowances significantly promotes workers dedication towards collection and remittance of revenue accruing to government from parks in Ebonyi State ministry of works and transports. Item 18 recorded a mean score of 3.12 which is above 2.50 acceptable mean benchmark indicating that majority of the respondents strongly agreed that payment of allowances enables workers to show more seriousness in going to the parks to collect and remit the revenues accruing to the government. Item 19 recorded a mean score of 3.01, which is above 2.50 acceptable mean benchmark affirming that majority of the respondents strongly agree that payment of allowances makes it possible for workers collect revenue from the parks and remit the exact amount they collected to the government purse without embezzling any.

Item 20 recorded a mean score of 3.17 which is greater than the acceptable mean benchmark of 2.50 shows that majority of the respondents strongly agreed that payment of allowances enables worker to always work according to the instructions of their heads in the ministry. Item 21 in the above table has a mean score of 2.99 which is quiet greater that 2.50 acceptable mean benchmark equally proved that majority of the strongly agreed that payment of allowances encourages workers not to leave their duty post to engage in other personal businesses but active in the job at all time. In the same vein, the grand mean of 3.13 shows the acceptance of the respondents on all the items provided thereby attesting to the fact that payment of allowances promote dedication of workers in Ebonyi State Ministry of Works and Transport towards collection and remittance of revenue accruing to government from parks in Ebonyi State.

### **Findings of the Study**

Based on the data analyzed using mean and standard deviation, the following findings were made:

1. That adequate payment of Salaries significantly influences commitment of workers in the Ebonyi Ministry of Works and Transport towards the construction, and rehabilitation of road networks in Ebonyi State.
2. That payment of bonuses significantly enhances workers commitment of towards timely inspection of vehicles to ascertain their condition for road worthiness in Ebonyi State Ministryof Works and Transport.
3. That payment of allowances significantly promotes workers dedication towards collection and remittance of revenue accruing to government from parks in Ebonyi State ministry of works and transports.

## Conclusion

The craving of every organization is to have employees with great desire to demonstrate good job performance. This is simply because the ability of any organisation to achieve its goals and objectives largely depends on the performance of her employees. Scholars have indicated that achieving good job performance in any organization requires great effort on the side of the management considering the fact that work environment has undergone significant changes over the past years in terms of the nature and scope of work. These changes especially as occasioned by the wave of globalization and advancement in technology have brought fierce competition among organizations which demands for such employees that will brace up to the challenge for greater output. Remuneration is considered as one of the traditional means to motivate and retain employees for good job performance. By this fact, it is the performance of every organization should be measured by the extent to which the remuneration are paid. Unfortunately, it appears the reverse is the case in the Nigerian civil service. It is based on this fact that this study becomes imperative to investigate the effects of remuneration on the employee's job performance with particular reference to Ebonyi State Ministry of Works and Transport. However, going by the data collected and analyzed, it could be concluded that remuneration to a great extent improves employee job performance.

## Recommendations

In line with the findings made from the data analyzed, the study recommends among other things;

- i. Ebonyi State government should ensure that the workers in the Ministry of works and Transport are well motivated through proper payment of salaries, bonuses and allowances to enable them show greater commitment to their duties.
- ii. Government of Ebonyi State should ensure that the remunerations of workers in the Ebonyi State ministry of works and transport are reviewed upwards to enable them put the best of their efforts in their job.
- iii. Government of Ebonyi State should ensure that remunerations of the workers in the ministry are paid to them as at when due and avoid owing them.

## References

- Agburu, J.I. (2012). Recent trends in wage and salary administration in Nigeria: A synopsis on theoretical and empirical challenges. *International Journal of Basic and Applied Science*; 1(2), 257-268.
- Ahannaya, C. G. (2022). Financial reporting and organization performance in Nigeria. *Innovation*, 3(1) 26-32.
- Akintola, A. B (2017). Problems and prospects of civil service system in Nigeria's fourth republic. *Direct Research Social Science Educational Studies*, 4(1) 1-7.
- Alwaki, M.N. (2018). An evaluation of the impact of remuneration on employee attitude and performance in organizations. *International Journal of Academic Research in Business and Social Sciences*, 8(7), 410-420.

- Anthony., E.G., Aroge, P.A & Andow, H.(2017). Effect of remuneration on employees' attitude to work in Bingham University. *Bingham University Journal of Business Administration*.2(1), 1333-1522.
- Arikewuyo, O.O. (2015). Staff remuneration and the performance of Ramat Polytechnic Maiduguri Students from 1995 to 2011. *European Journal of Research and Reflection in Management Sciences*. 3 (5)1-10.
- Armstrong, M. & Brown, D. (2001). New dimensions in pay management. *Chartered Institute of Personnel and Development*.
- Babagana, A. & Dungus, B. (2015). Staff remuneration and the performance of Ramat Polytechnic Maiduguri Students from 1995 to 2011. *European Journal of Research and Reflection in Management Sciences*. 3 (5)1-10.
- Edirisooriya, W. A. (2014). Impact of rewards on employee performance: With Special Reference to ElectriCo. *Reshaping Management and Economic Thinking through Integrating Eco-Friendly and Ethical Practices Proceedings of the 3rd International Conference on Management and Economics*. Faculty of Management and Finance, University of Ruhuna, Sri Lanka.
- Eme, O.I & Ogbochie, A (2013). Civil service and cost of governance in Nigeria. *International Journal of Accounting Research*, 1(2)27-48
- Gatheca, R. W.(2008). Effects of remuneration on employee performance; a case of German Technical Corporation Uganda. *A Research Project Submitted to the school of Business and Management in partial fulfilment of the requirement for the award of Bachelors degree in human resource management of Kampala International University*.
- Idama, O.S (2019) E-Governance and service delivery in Delta State public service 2010-2018. *Being a Ph. D thesis submitted to Department of Political Science, Faculty of Social Science, University of Nigeria Nsukka*.
- Investopedia (2017). What is a bonus. retrieved on 24th August, 2023 from <http://www.investopedia.com/terms/b/bonus.asp#ixzz4IGiz5Fuc>
- Kayode, O.J., Adeyinka, J.A & Abiodun, A.J (2019). Employees' remuneration and performance in Nigerian breweries PLC. *International Journal of Business and Management Future*; 3(1), 1-18.
- Maicibi, K. (2015), 2014. Effect of compensation on motivation, organizational commitment and employee performance (studies at local revenue management in Kendari city). *International Journal of Business and Management Invention* 3(2):64–79.
- Mathis, R.L and Jackson D. (2015). *Human Resource Management*. Jakarta: Alemba Empat publications.

- Mbah, S. I, Mgbemena, G. C., Ejike, D. C.(2015). Effective reward management and employee performance in Civil Service: A study of Anambra State Civil Service. *European Journal of Business and Management*. 7(27),137-152.
- Mudhofer, M. (2021). The effects of performance allowances on motivation , employee work achievement and organizational performance in Government offices. *Journal Administrasi Publik (Public Administration Journal)*, 11(1), 101-110.
- Moehersono, J. (2015).The effect of discipline, leadership, and motivation on employee performance. *International Journal of Business and Management*. 2(5) 3-19.
- Nwosu, O. C & Ugwuera, E (2015). Staff discipline in the Nigerian Local Government System. *Journal of Humanities and Social Science*, 20(7), 38-45.
- Ojeleye, Y. C. (2017). The impact of remuneration on employees' performance: A study of Abdul Gusau Polytechnic, Talata-Mafara and State college of education Maru, Zamfara State. *Arabian Journal of Business and Management Review*, 4(2)34-42.
- Okolocha, C. B., Akam, G. U., & Uchehara, F. O. (2022). Effect of job satisfaction on job performance of university lecturers in south-east, Nigeria. *International Journal of Management Studies and Social Science Research*. 1(3) 119-137.
- Onyekwelu, R.U, Dike, E.E., & Muogbo, U.S. (2019). Remuneration as a tool for increasing Employee Performance in Nigerian. *The International Journal of Social Sciences and Humanities Invention*, 7(01): 5782-5789.
- Ota, E. N., Ecoma, C. S & Wambu, C. G. (2020). Creation of states in Nigeria, 1967-1996: deconstructing the history and politics. *American Research Journal of Humanities and Social Sciences*, 6(1) 1-8.
- Pillah, T. P. (2023). Federal civil service remuneration and salary in Nigeria: An overview of structural change. *International Journal of Public Administration and Management Research*, 8(6):62-72.
- Vroom, V.H (1964). *Work and motivation*. New York: John Wiley and Sons Inc.
- Yama, A.M., Ibeme, N.P., Ogunlola, Y & Ishiola, T. (2017). *Civil service in Nigeria: A course guide*. National Open University of Nigeria.