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This is the abstract:
The employee rewards policy of any organisation shapes behaviour and work patterns, playing a significant role in organisational development. This is because such policies dictate the level of motivation necessary to achieve both individual and corporate objectives. In assessing an organization's overall performance, placing emphasis on retaining a skilled and productive workforce is crucial. Highly motivated employees contribute value to organisations by effectively accomplishing their goals. This article aims to determine the presence of a relationship between these variables and assess the extent to which compensation and employee welfare influence the organization's performance. The research adopted a descriptive research approach, utilising both qualitative and quantitative data to provide a comprehensive depiction of the specific details pertaining to the selected organisations. For this research, the entire population of 30 respondents from the organisation was sampled using a stratified random sampling technique to ensure that the desired conclusions could be drawn. This research employs a correlational design as its research design. Data collection involved gathering information from both primary and secondary sources, with the administration of questionnaires for the acquisition of primary data. The findings derived from the research indicated that an effective compensation and employee welfare system is the backbone of all policies concerning the

could be drawn. This research employs a correlational design as its research design. Data collection involved gathering information from both primary and secondary sources, with the administration of questionnaires for the acquisition of primary data. The findings derived from the research indicated that an effective compensation and employee welfare system is the backbone of all policies concerning the acquisition and utilisation of human resources, which in the long run influences the performance of the organisation. The study recommended the need for management to employ positive techniques to encourage high-performance staff and management to ensure equity in the distribution of employee welfare and compensation packages.

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Review Due

When Sun Jan 21, 2024 (WIB)

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Sun Jan 21, 2024

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(Reviewer 4)	(None)	Sound with minor or moderate revisions
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COGENTBUSINESS-2022-0685R1
"Assessing the Effect of Employee Welfare and Compensation on Organizational Performance: A Case of Sahel Sahara Bank Ghana Limited"
Revision 1

Ahmad Azmy (Reviewer 1)

Reviewer Recommendation Term:	Unsound or fundamentally flawed

Custom Review Question(s):	Response
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Title, Abstract and Introduction – overall evaluation	Unsound or fundamentally flawed
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Figures and Tables – overall evaluation	Unsound or fundamentally flawed
Results / Data Analysis – overall evaluation	Unsound or fundamentally flawed
Interpretation / Discussion – overall evaluation	Unsound or fundamentally flawed
Conclusions – overall evaluation	Unsound or fundamentally flawed
References – overall evaluation	Not applicable
Compliance with Ethical Standards – overall evaluation	Unsound or fundamentally flawed
Writing – overall evaluation	Unsound or fundamentally flawed

Supplemental Information and Data – overall evaluation	Not applicable
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"Assessing the Effect of Employee Welfare and Compensation on Organizational Performance: A Case of Sahel Sahara Bank Ghana Limited"
Original Submission

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Results / Data Analysis – overall evaluation	Unsound or fundamentally flawed
Interpretation / Discussion – overall evaluation	Not applicable
Conclusions – overall evaluation	Sound
References – overall evaluation	Not applicable
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Writing – overall evaluation	Unsound or fundamentally flawed

Supplemental Information and Data – overall evaluation	Unsound or fundamentally flawed
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Figures and Tables – overall evaluation
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Reviewer 1: Unsound or fundamentally flawed

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References – overall evaluation
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Reviewer 1: Unsound or fundamentally flawed

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Reviewer 1: Not applicable

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The reviews, included at the bottom of the letter, indicate that your manuscript could be suitable for publication following revision. We hope that you will consider these suggestions, and revise your manuscript.

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Reviewer 1: Unsound or fundamentally flawed

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Reviewer 1: Not applicable

Conclusions – overall evaluation
Reviewer 1: Sound

References – overall evaluation
Reviewer 1: Not applicable

Compliance with Ethical Standards – overall evaluation
Reviewer 1: Not applicable

Writing – overall evaluation
Reviewer 1: Unsound or fundamentally flawed

Supplemental Information and Data – overall evaluation
Reviewer 1: Unsound or fundamentally flawed

Comments to the author
Reviewer 1: This article requires more in-depth explanation and additional literature. Journals with a Scopus index must have a different novelty and novelty, not just measuring employee welfare or happiness. This article is not recommended for publication in your articles.

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Reviewer 4: Sound

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Reviewer 4: Sound

Results / Data Analysis – overall evaluation
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Reviewer 4: Outstanding

Conclusions – overall evaluation
Reviewer 4: Outstanding

References – overall evaluation
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Reviewer 4: Sound

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Reviewer 4: Sound

Comments to the author
Reviewer 4: Abstract: The abstract states that the study sample consisted of 30 respondents, but it does not specify any details about the selection process, research design, or data collection methods. Adding a sentence or two to describe the methodology would provide clarity and help evaluate the study's reliability.
Some sentences in the abstract could be rephrased to improve clarity and readability. For example, consider revising the sentence: " The most important resource of any organization is their human resource. In the quest of considering and assessing the overall performance of an organization, it is very essential to retain an efficient and effective labour force. Employees that are highly motivated can add value to an organization by effectively achieving their goals and objectives. This article seeks to establish whether or not there exist any relationship between these variables and to measure the extent of influence compensation and employee welfare has on the performance of the organization." Also, "The findings derived from the research indicated that majority of the staff in the organization were not aware of the current compensation and employee welfare packages available." It could be simplified and clarified to clearly convey the main finding.
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The introduction provides a broad overview of the importance of employee welfare, compensation and its relationship to organizational performance. However, it would benefit from improved clarity, a more comprehensive literature review, explicit research objectives, and a stronger emphasis on the significance and relevance of the study. Revise the language and formatting to enhance readability and ensure accurate and specific citations and should be updated.
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Methodology adopted for the study: In general, this section is clear, but need some modification for study population and sample size and technique ..
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Best wish,

Helen Cai

Cogent Business & Management

Assessing the Effect of Employee Welfare and Compensation on Organizational Performance: A Case of Sahel Sahara Bank Ghana Limited

--Manuscript Draft--

Full Title:	Assessing the Effect of Employee Welfare and Compensation on Organizational Performance: A Case of Sahel Sahara Bank Ghana Limited
Manuscript Number:	COGENTBUSINESS-2022-0685
Article Type:	Review Article
Keywords:	Compensation; employees; welfare; organization; performance; bank
Manuscript Classifications:	50.6.4 Business, Management and Accounting; 50.6.4.6 Human Resource Management; 50.6.4.6.1 Employment Relations
Abstract:	The most important resource of any organization is their human resource. In the quest of considering and assessing the overall performance of an organization, it is very essential to retain an efficient and effective labour force. Employees that are highly motivated can add value to an organization by effectively achieving their goals and objectives. This article seeks to establish whether or not there exist any relationship between these variables and to measure the extent of influence compensation and employee welfare has on the performance of the organization. The research was a descriptive research which employed both qualitative and quantitative data in view of giving a full picture of the specific details of the selected organizations. In sampling the 30 respondents from the organization for the purpose of this research, a simple random sampling technique was used in arriving at the desired conclusions. Data was collected from the primary and secondary sources of data collection and questionnaires were administered in collecting primary data for the study. The findings derived from the research indicated that majority of the staff in the organization were not aware of the current compensation and employee welfare packages available. The study recommended the need for management to employ positive techniques to encourage high performance from staff and management in order to ensure equity in the distribution in employee welfare and compensation packages.

Assessing the Effect of Employee Welfare and Compensation on Organizational Performance: A Case of Sahel Sahara Bank Ghana Limited

Isaac Ampong

Christian Service University College, Department of Management and General Studies, Ghana

Email:iampong1980@gmail.com

Abstract

The most important resource of any organization is their human resource. In the quest of considering and assessing the overall performance of an organization, it is very essential to retain an efficient and effective labour force. Employees that are highly motivated can add value to an organization by effectively achieving their goals and objectives. This article seeks to establish whether or not there exist any relationship between these variables and to measure the extent of influence compensation and employee welfare has on the performance of the organization. The research was a descriptive research which employed both qualitative and quantitative data in view of giving a full picture of the specific details of the selected organizations. In sampling the 30 respondents from the organization for the purpose of this research, a simple random sampling technique was used in arriving at the desired conclusions. Data was collected from the primary and secondary sources of data collection and questionnaires were administered in collecting primary data for the study. The findings derived from the research indicated that majority of the staff in the organization were not aware of the current compensation and employee welfare packages available. The study recommended the need for management to employ positive techniques to encourage high performance from staff and management in order to ensure equity in the distribution in employee welfare and compensation packages.

Keywords: Compensation, employees' welfare, organization, performance, bank

1.0 Introduction

In this era of massive globalization, market economy variations, hyper competition and rapid changing environments, the success and growth of the organization depends to a great extent on the performance and the welfare of its employees. The core strength of any well-established organization is its human resource competence. Organizations are established with the aim of effectively employing various available human and non-human resources to achieve certain objectives. Many organizations pay little attentions to the subject of proper welfare and compensation of their employees which most often, negatively impacts the performance of the organization. The motivation for the employee to perform and deliver satisfactorily becomes nonexistence which will definitely affect the performance and the growth process the organization with time. Any organization seeking to achieve growth and continuous success must therefore ensure that its human resource is well motivated and satisfied in order to deliver to optimum level. According to Human Resource philosophy, employees are very important business resources that must be managed carefully in order to maximize returns on investment and achieve business objectives. Maintaining a healthy and safe working environment, facilitating staff welfare, motivation and productivity issues are critical for every organization to consider. Organizations have to provide the various needed compensation and welfare benefits to ensure that employees are well fulfilled at the workplace. By so doing, the employee feels less reluctant to sacrifice their all-in terms of time, energy, skills set and technical know-how to the optimum growth of the organization.

The concept of employee welfare originated from a humanitarian approach to look into the sufferings of the working class. Later, it became a utilitarian philosophy which worked as a motivating force for Labour and for those who were interested in it. Welfare is a corporate attitude or commitment reflected in the express care for employees at all levels, underpinning their work and the environment in which the work is performed (Crowling and Mailer, 1992). It is more concerned about the total wellbeing of employees both at work and at home. It simply looks at the efforts channeled by employers to make life worth living for workmen. Compensation on the other hand relates to the output and benefit that employees receive in the form of pay, wages as well as some reward which can be in monetary terms for the employee to increase performance (Holt, 1993). Most organizations achieve remarkable success in their operations not only because they are able to compete favorably with others, having the best of products, or operating with the right technology but most importantly because management is able to create and provide the enabling environment as well as the incentives needed to motivate the employee for better performance. The welfare of the employee must become the key consideration for any establishment aspiring to grow. When the right environment is provided, coupled with better compensation, the employee becomes highly motivated which may positively influence the performance and productivity of the organization all things being equal. Any employee that feels contented at the workplace will automatically deliver their best, boosting the productivity and growth of the organization. To remain competitive in today's market place, the organization must seek to retain its human resource in order to increase productivity. Retaining your human resource implies offering competitive compensation (both direct and indirect) and seeking their welfare which will encourage them to work hard to increase productivity. Organizations are under constant pressure to enhance the performance of their employees of which the organizations are realizing that an interdependent relationship exists between organizational performance and employee performance. A school of thought posits that employees should not need to be coerced into giving off their best as they work under the conducive conditions and are highly contended at work, delivering their best comes automatically. It is against this background that the researcher seeks to examine the impact that employee welfare and compensation has on the growth of the organization to draw attention to the subject matter and to suggest to the management of many organizations as well as human resource practitioners on the right approaches to handle the challenges pertaining to the subject of study.

Human beings have various needs which they expect to be satisfied. Abraham Maslow stated in his theory that people are motivated to achieve certain needs and that some needs take precedence over others. For that matter, employees will aspire to have a fulfilment with the needs in their working environment in order to feel motivated to perform. Some organizations over the years' regard employee welfare and compensation as additional cost or a form of liability to their operations, hence they do not compensate their employees appropriately and even if they do so, do not provide the right welfare packages concerning working conditions. Most often, the effort that is put in to compensate and address a worker's welfare does not commensurate the effort and skills that the employee puts into the organization. According to Pylee and George (1996), they pointed out that "Even one discontented employee or an employee nursing a grievance can eventually infect an entire organization with the germ of discontent which, in turn, will result in lower efficiency, poor morale and reduction in overall production".

In that regard, it can be said that many organizations concentrate more on other resource such as materials, machines and profit than the human resource. The study is motivated by the spate of complaints from some workers in Sahel Sahara bank about the unsatisfactory compensation packages and welfare given them; which they complain does not correspond to the level of effort being put in the production process and dampens their morale to perform.

2.0 Literature review

In reviewing the relevant literature and documentation of employee welfare and compensation, the researcher seeks to acknowledge the ideas of other authors and bring to light the set of components and their variables that impact on organizational performance and the explanation of terminologies with regards to the topic at hand.

2.1 Conceptual Framework

Employee welfare is the process of improving the health, safety, general well-being and the development of skills and efficiency of the workers than the minimum set standards (Bhatnagar, 1985). Employee Welfare is an important facet of organizational relations, the extra dimension, giving satisfaction to the worker in a way which a good wage cannot. With the growth of industrialization and mechanization, it has acquired added importance. The workers in an organization cannot cope with the pace of modern life with minimum sustenance amenities. He needs an added stimulus to keep body and soul together. After the employee has been hired, trained and certain working conditions must be set aright in order for him/her to be motivated to serve the organization better. Welfare facilities are designed to take care of the wellbeing of the employee and do not generally result in any monetary benefit to the employees.

The concept of employee welfare is quite broad. The International Labour Organization defines employee welfare to include anything that is done for the comfort and improvement, intellectual or social of employees and is provided over and above the wages paid. Employee welfare includes various services, facilities and amenities provided to the employees for their betterment. According to Owusu-Acheaw (2010), Staff development and employee welfare are valuable assets in an organization since an organization's primary aims are productivity and profitability.

Compensation as defined by (Lawler,1981) is "the combination of all cash incentives and fringe benefit mix that an employee receives from a company which constitutes an individual's total compensation." Chabra (2001) also refers to Compensation as a wide range of financial and non-financial rewards given to employees in exchange for their services rendered to the organization. According to him, it is paid in the form of wages, salaries and employee benefits such as paid vacations, insurance, maternity leave, free traveling facility, retirement benefits, etc. The compensation package is normally differentiated into Direct and Indirect Compensation and these comprise financial and non-financial rewards (Noe et al, 1996). This paper is an attempt that focuses on how employee welfare and compensation influence organizational performance. Based on available literature reviewed by the researcher, this inference was made that the performance and productivity of the organization is dependent on the independent variables which is a mixture of compensation and employee welfare.

2.2 Empirical Framework

Recent research has examined employee welfare and recommended that lack or inadequate welfare package to the employees limits the social and organizational conditions of workers and impact on their productivity (Elson and Pearson, 1981). It could impact also on the team spirit which according to Vallas (2003) limits "the firm's ability to provide an overarching normative or moral framework within which workplace change might unfold, leaving team systems vulnerable to anomic tendencies, to status distinctions among employees and to other sources of instability". The study of Chirdan et al (2009) showed that workers will be more motivated to do their work if salaries are competitive and market related, if the management supports staff welfare and encourage "managerial support for staff career development, availability of tools and consumables in the workplace, progress towards personal professional goals appear to play a role in worker motivation." With regard to the issue of realization of the incentives and welfare suggested by Chirdan et al. (2009), there needs to be administrative will on the part of the employers to implement and also political will on the part of the regulator to compel and enforce compliance and performance.

Omotayo et al (2014) analyzed the impact of compensation system on the job performance of employees and this study was conducted on preferred private institutes in Ogun State, South-West Nigeria by using questionnaire. From his findings, he concluded that institutions which had more appropriate compensation packages demonstrated an affirmative effect on employee's performance. This also brought about satisfaction and causing employees to become sincere with their job and stay in organization. Muhammad (2014) studied on the impact of compensation on employee performance and organizational commitment by using SPSS as a statically tool, he concluded that Compensation in the form of incentives, salaries will perform an important part to enhance motivation of employees in Local Revenue Management.

Ellis et al (2011) studied the extent to which compensation management can be used as a tool for improving organizational performance in a typical public-sector organization in the Anambra State of Nigeria by using questionnaires and concluded that the outcome of the hypothesis reveals that the reform programs of the Anambra State Government have not had a significant effect on financial compensation policies and practices in the civil service. Tahira et al (2013), checked that what is the degree of organizational dedication and job satisfaction presently in the United kingdom's higher education sector and universities by using correlation technique and concluded that United Kingdom Higher Education sector propose both cash and non-cash basis rewards to members of organization and makes them capable as it count that the member of organization are social agents. Employees want to be convinced that their employers are interested and committed to their welfare before they can bring out their all in the service of the employers and ensure the organization's success. Every employee wants a caring organization. Amah (2010) believes that loyalty of the employees can be sustained when they get more than just a salary.

From the literature review, the variables that were established for the study are **Independent Variables** and these comprises of

- Direct Compensation; Salary, Wages
- Indirect Compensation; Fringe benefits
- Statutory Welfare: Basic amenities backed by law; Social security, occupational health, safety and environment
- Voluntary/Non-statutory; Personal Health Care, Employee Assistance Programs

Dependent Variable: Organizational performance

The independent variables form the core drivers of the dependent variables and the proper management of the independent variables will in the long run have a net effect on the dependent variable.

3.0 Methodology adopted for the study

This study is a descriptive research employing both qualitative and quantitative data. To enable the researcher to address the objective of the study, descriptive research was the preferred choice since it is meant to describe or give a full picture of the specific details of the selected organizations.

3.1 The Study Population

The study population for this research is Sahel Sahara Bank which included the staff from various departments such as the Operations department of Twelve (12) staff members, Business promotion department of ten (10) members of staff, Credit and Debt recovery department of four (4) members of staff, Treasury department of four (4) members of staff, Risk department having two(2) staff members, Human Resource department having six (6) members of staff, Accounts department having four(4) members of staff, Foreign transaction department having three(3) staff members, Audit and IT departments having two (2) and three (3) staff members respectively in the bank. The study units were made up of the staff selected from the various departments of the company for the purpose of the research.

3.2 Sample Size and Sampling Technique

In designing the research study, the researcher took into consideration the need to make inferences from the sample of the population in order to answer the research questions and also meet the research objectives. A sample size of 30 respondents from the organization was randomly selected from the various departments. To make the sample size, the respondents were selected across the various departments in this format: Operations department (7) staff members, Business promotion department (6) members of staff, Credit and Debt recovery department (2) members of staff, Treasury department (2), Risk department having two(2) staff members, Human Resource department(3), Accounts department(2), Foreign transaction department (2), Audit and IT departments (2) staff members respectively.

Stratified random sampling was used to select respondents from each unit or strata for the collection of data for this research.

3.3 Source of Data Collection

The sources of data for this research were primary and secondary data collection. Primary data is known as the data collected for the first time through field survey. Such data are collected with specific set of objectives to assess the current status of any variable studied. Questionnaire was the main tool used to collect the primary data. It comprised of open-ended and close-ended questions. The questionnaire was used to solicit data on the impact of compensation and employee welfare on the growth of an organization. For the purpose of this research, secondary data was also used by the researcher. Secondary data includes the data that has already been collected and readily available from other sources. Secondary data may be either published or unpublished data. Basically, secondary data provides the research more understanding about the topic and give clearer perspective and other people's view on the study.

3.4 Instruments for Data Collection

For the purpose of this research, the data for this research were collected using a survey questionnaire. The survey questionnaire was created using suitable questions modified from related research and individual questions formed by the researcher. The questionnaire comprised of 36 questions which were related to the participant's perception regarding compensation and employee welfare in the performance of an organization. The questionnaire was used because the study is both quantitative and qualitative in nature. The questionnaire comprised of both open and close-ended questions. The following are the types of questions, which were used in research. They are: Open ended question and Close ended question.

a) Open ended questionnaire: An open-ended question gives the respondents complete freedom to decide the form length and detail of the form.

b) Close ended questionnaire: The close-ended question is of two types they are as follows:

i) Dichotomous question: This type has only two answers in the form of "YES" or "NO"
ii) Multiple – choice question: In this case, the respondents are offered two or more choices and the respondent have to indicate which is applicable in the following cases.
iii) Likert Scale

It is the most widely used approach to scaling responses in survey research, such that the term (or more accurately the Likert-type scale) is often used interchangeably with rating scale.

3.5 Method of Data Presentation and Analysis

Data was collected through the use of questionnaires and this was presented by means of simple sentences and tables to enhance the understanding of the data as well as provide a summary of the data.

The data presented was analyzed using percentages. The data collected from respondents were carefully checked and edited. Individual items on the questionnaire were edited with regards to the responses given; the study was aided by the use of the data analysis program known as Statistical Package for the Social Sciences (SPSS) Version 23.

4.0 Data presentation and analysis

In determining the relationship between compensation, employee welfare and organizational performance, the researcher enquired from the respondents whether there is any relationship between these variables. The responses obtained from these sampled employees on the above subject matter can be seen in table 1.

Table 1: Relationship Between Compensation Overall Performance of Organization

Responses	Frequency	Percent	Valid Percent
Yes	24	80.0	80.0
No	3	10.0	10.0
Somehow	3	10.0	10.0
Total	29	100.0	100.0

Source: Field data, 2017

Respondents were asked whether they perceived any relationship between compensation and employee welfare vis-à-vis the overall performance of the organization and majority representing (80.0%) of the respondents were of the view there exist a relationship, (10.0%) each of the remaining respondents responded “no” and “somehow” on the existence of a relationship.

Inferring from the responses provided in Table 1, majority of the respondents which represented (80%) of the respondents held a strong view of an existence of relationship between the variable. It was determined from the survey that the performance of the organization has a bearing on the effort put into the organization by the employees; therefore as employees are adequately provided for by management, there is the possibility of employee satisfaction at the workplace. Positive compensation influences employees to give out their best especially if they have the notion that the more they work, the higher they receive compensation. When the environment is conducive enough, the employee enjoys peace of mind and focuses on meeting targets as expected. The compensation and welfare packages being enjoyed in Sahel Sahara Bank can also be said to exhibit similar relationships with the performance of the bank since the two factors (compensation and employee welfare) act as a motivational tool or catalyst for the employees to give off their best in performance.

The finding corroborates with Lai (2011) that an efficient compensation system result in organizational growth, expansion and exhibit a positive relationship between employee satisfaction and performance.

Many human resource commentators have argued about the role compensation plays in aligning employee behaviour with business objectives. To them this can be attributed to pay, rewards and other incentives received by employees for their performance. In authenticating the views of these human resource practitioners, questionnaires were sent to the sample employees of the bank to solicit their views and their responses can be seen in table 2 below:

Table 2: Roles of compensation in meeting business objectives

Responses	Frequency	Percent	Valid Percent
To meet the employer's legal obligation	5	16.6	16.6
To encourage employees to work hard	6	20.0	20.0
To help employees meet basic needs	6	20.0	20.0
To enhance the organization's image	6	20.0	20.0
All the above	7	23.3	23.3
Total	30	100.0	100.0

Source: Field data, 2017

From the table, (23.3%) of the respondents believed that all the options provided by the researcher were some of the reasons why there was a need for compensations. (20.0%) each were of the opinion that compensating employees turned to encourage employees to work hard, help employees meet basic needs and to enhance the organization's image on the whole. The rest representing (16.6%) of the respondents believed it was out of legal obligations on the company’s part that was why they were being compensated by their employer.

As far as assessing the current compensation packages available in Sahel Sahara Bank were concerned, the researcher consulted the Collective Bargaining Agreement of the institution which was provided by the Human Resource Department and also had brief interviews with some members of the management, namely the head of operations, human resource and finance. The researcher also consulted the administrative policy manual and code of ethics of Sahel Sahara Bank for the information required. The consultation revealed that fuel allowance was only available to both senior and junior staff of the bank who owned vehicles. This is a small allowance added to the salary of those individuals. This is also a policy that is instituted by the bank as an incentive to those individuals who own cars. It is stated clearly that it also depends on the institution's ability to pay such packages. With regard to vacation or annual leave, every employee is entitled to a minimum of fifteen (21) working days per calendar year as annual leave as per the labour laws but specifically as relates to the practice in Sahel Sahara Bank, depending on your grade and qualification you are entitled to between 25 to 40 working days per year as mandatory annual leave. Employees with the qualification of Higher National Diploma (HND) and above are entitled to 36 working days while those with qualifications below the HND get 28 and 21 working days annual leave per calendar year.

There is also provision for casual leave for staff that requires short periods for personal business and would not want to take the full annual leave, but this is however deducted from their entitlements on annual leave. The policy also make provision for staff who might not have work for the mandatory one calendar year to qualify for annual leave by providing compassionate leave, the amount which is left at the discretion of the human resource managers. Talking about the free medical insurance, employees of the bank get reimbursed for any medical bills they incur during the time they remain employees of the bank. The bank employees are covered by a certified private health insurer and services that are obtained outside this private health insurance are reimbursed to the employee upon presentation of the receipts which must be from certified health providers. Last with regard to regularity of promotion, there exists a promotion guideline which spells out the period of service until one qualifies for promotion to the next level. This guideline was developed by the human resource department of the bank as a guide for promotions at the bank. Employees depending on their grade and specialty will serve between 3-5 years to qualify for their first promotion and for a period of between 5-13 years for subsequent promotions.

With the above in view, respondents were to indicate which of the compensation packages they were aware of. It was observed that the that 2 out of 5 management respondents (40%) were aware of almost all the compensation packages that were available in the institution and 3 out of 5 (60%) were not aware of some of the packages. This in the researcher's opinion is a flaw in the system since management members are the policy makers and also sometimes implementers. It therefore beholds on every management member to be abreast with all policies concerning the institution hence knowledge of the compensation packages available.

From the interview with the management team, it showed that the unawareness level of both the senior management and middle level management staff was higher than their awareness level. This implies that the employees were not very abreast with the compensation packages available in the organization. According to the organizational structure of the bank which the researcher had assessed during data collection, this category of staff formed the direct policy implementers at the middle level, thus representing management at the various departments. Their role therefore required that they know and understand the policies to interpret to their subordinates.

The awareness levels of junior staff were not any different from the senior management, middle and senior non-management staff. This is a normal trend as stated by Aswathappa (2007) in literature to the tune that they are usually unaware since they are not involved in the policy formulation and therefore make demands to meet their needs. This as mentioned earlier could be an indication that the policy documents that contained these compensation packages may not be available to all employees as should be the case. The focused groups and grapevine then becomes their source of information concerning these packages. This ties in perfectly with what Byars and Rue (1997) noted; that the average employee does not often have to gain much insight into the total compensation they are entitled to and it is due to the fact that management does not make frantic effort to make that information available to them.

With regard whether compensation motivates employees to perform better at the work place using the study area, the response obtained from the respondents whom questionnaires were distributed can be seen in table 3 below:

Table 3: Compensation motivates employees to perform better

Responses	Frequency	Percent	Valid Percent
Disagree	2	6.0	6.0
Neutral	9	30.0	30.0
Agree	11	36.6	36.6
Strongly Agree	8	26.6	26.6
Total	30	100.0	100.0

Source: Field data, 2017

Table 3 sought to find out whether compensation motivates employees to perform better at the workplace and (63.2%) of the respondents agreed that compensation motivates their work inputs. This implied that when the employee is well compensated, it turns to act as a catalyst (motivation) to boost the performance of the employee. (30%) of the respondents were neutral to the question posed and the final (6.0%) represented the respondents who disagreed with the question posed. Inferring from the table above, it was clear that compensation issues play a pivot role for employees to put up their best and as such should not be ignored by organizations that had set targets for their employees.

5.0 Conclusion

This research provided an overview and discussion of the effects of employee welfare and compensation on organizational performance. It essentially focused on the perception of employees on the current compensation and employee welfare available in the bank influence these variables on the performance of the employees which is then translated to the performance of the organization on the whole. The growth and performance of any organizational is linked to the strength and make-up of its human resource and same has been identified in Sahel Sahara Bank. Proper management of employee related issues such as compensation and welfare leads to satisfaction of the employee on the job as well. It has been determined that proper employee welfare packages together with the right compensation package will produce a well-motivated staff that is ready to deliver to optimum. Findings further confirm that an effective compensation and employee welfare system is the backbone of all policies concerning the acquisition and utilization of human resources which in the long run influences the performance of the organization. With regards to the employees being able to assess the compensation and welfare packages in the bank, Management must ensure that employees are trained to be conversant with the policy guidelines on compensation and employee welfare and apply them accordingly.

There is a direct relationship between compensation, employee welfare and organizational performance and management must ensure that they manage these variables (compensation and employee welfare) effectively in such a way that it reflects in a positive outlook on the performance of the bank. Employees perceive compensation and welfare as a motivator to enhance their performance therefore management must show keen interest in those areas of human resource and boost the current level of both compensation and employee welfare in the bank if they want to experience high worker-output that will reflect in a positive outlook in terms of performance for the bank in the long run.

6.0 Recommendation for the study

It was found out from the study that though there were many compensation and welfare packages available, the employees were not aware of these packages because no avenues were provided to educate them on such packages. It is therefore recommended that the management of the institution should provide for every new employee a copy of the administrative policy manual and code of ethics and discuss the items therein during orientation. For existing employees, periodic workshops and training should be organized to get them educated on the compensation and welfare policies and packages. Despite the willingness of staff to work hard because of the passion they have for their respective professions, the kind of exposure it gives them and the advancement it brings professionally, there should be a well enticing reward system to propel them to go the extra mile in the delivery of their duties. For the marginal number of staff who feels coerced and suffocated on the job schedule and many at times pressurized into a situation they do not fit in, the bank authorities needed to adopt stress management and counseling session for such staff to ascertain the exact problem.

7.0 Suggestions for Future Research

Due to the scope and limitations of the study, the researcher recommends that further research should be undertaken encompassing more organizations and more indicators that will help unearth the effect of employee compensation on organizational performance at Sahel Sahara Bank, Head office branch is welcomed. This will help management in the bank to align their strategies for better performance of staff. This will ultimately improve the optimum performance of the bank as the performance of the organization hinges on the performance of the employees all things being equal.

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