

Compensation and Employees Engagement of Private Hospital in Rivers State, Nigeria

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Abstract: *This study examined the impact of compensation on employee engagement of private hospitals in Rivers State. Four research questions and hypotheses were postulated to find solutions to the problems of the study. Eighty formed the sample size from a population of 100 nurses in 10 private hospitals in Rivers State. A structured questionnaire was used as the primary source of data collection. Out of 80 copies of the questionnaire distributed, 72 were retrieved and confirmed valid for the analysis. The findings of the study revealed the dimensions of compensations (salary and promotion) were positively and significantly related with the measures of employee engagement (vigour and dedication). It was concluded that workers feel indebted to their employees if they are well compensated and at such become engaged. Based on the findings, it was recommended that effective and equitable policies should be put in place as regards salary and promotion in order to increase engagement of the employees.*

Key words: *Compensation, Dedication, Employee Engagement, Promotion, Salary, Vigour*

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1.0 Introduction

Employee engagement has become a key factor in the company's success in today's competitive environment (Anitha, 2014), which is why employee engagement attracts great attention from researchers and practitioners every day due to intense competition. Every company nowadays tries to generate competitive advantage and create a well-known reputation that will make it easier for them to achieve their desired objectives. Engagement is a situation in which employees are engaged to their organization intellectually and psychologically, because employees are an integral part of any organization. His interest thus helps to attain organizational goals (Ravikumar, 2013). This is the level at which employees believe in the values, mission and vision of the organization and express their concerns about the steps they are taking and their attitude towards clients and employers (Ravikumar, 2013).

Compensation is very important, because it meets life's fundamental needs. This is also important for employers: compensation is one of the most important rewards in the recruitment

process (Milkovich & Newman, 2005); it is a tool for recruiting and retaining talented people (Vandenberghe & Tremblay, 2008); it is a tool for motivating employees to develop skills (Milkovich & Newman, 2005); and finally, it is exchanged with implementation (Vandenberghe & Tremblay, 2008). The level of engagement, however, varies from employee to employee, as their perception of the compensation they receive from job roles changes. Employees with high expected advantages from work positions show greater engagement (Kahn, 1990). Organizations need also to develop strategies that allow for engagement, job satisfaction, engagement, and compensation (Jamrog, 2004). Strong businesses use not only financial rewards, but also general rewards consisting of non - financial and financial rewards to facilitate employee engagement (Campion, Fink, Ruggeberg, Carr, Phillips & Odman, 2011).

Statement of Problem

Nigerian communities face extremely poor delivery of public healthcare services (Duru & Nwagbos, 2007). Several health sector challenges have been reported, notably in the areas of training, funding, employment and health workforce deployment (Welcome, 2011; Adelaye et al., 2017). In any economy the health sector is a very important sector. It is a very sensitive industry inasmuch as it helps create a country, and therefore it is crucial to ensure that those who work in this sector are well cared for. If these health workers' needs are not met, they may absent themselves from their duties. One would ask if their efforts would adequately compensate those workers. A recent survey of senior management personnel at health institutions in Nigeria showed that there were significant differences between federal , state and local governments in the remuneration of health workers at the same level (Omoluabi, 2014). Private hospitals do not pay the same price to their nurses as government hospitals; based on patient and nurses' credentials, certain private hospitals either pay their nurses higher or lower than the wages charged by federal and state governments (Maduawuchi, 2019). Health workers' commitment to a large degree depends on whether they are happy or not (Yahya, 2017). Unlike public hospitals where workers can protest and even strike if they aren't well compensated, the private hospitals don't have that privilege. Hence, this study seeks to examine the impact of compensation on private hospital employee engagement in Rivers state.

Research Objectives

The objectives of this study are to examine the relationship between

- I. Salary and Vigour of Employees in Private Hospitals in Rivers state, Nigeria.
- II. Salary and Dedication of Employees in Private Hospitals in Rivers state, Nigeria.
- III. Promotion and Vigour of Employees in Private Hospitals in Rivers state, Nigeria.
- IV. Promotion and Dedication of Employees in Private Hospitals in Rivers state, Nigeria

Research Question

The research questions below served as a guide in this study;

- I. What is the relationship between Salary and Vigour of Employees in Private Hospitals in Rivers state, Nigeria?

- II. What is the relationship between Salary and Dedication of Employees in Private Hospitals in Rivers state, Nigeria?
- III. What is the relationship between Promotion and Vigour of Employees in Private Hospitals in Rivers state, Nigeria?
- IV. What is the relationship between Promotion and Dedication of Employees in Private Hospitals in Rivers state, Nigeria?

Research Hypotheses

The following null hypotheses were drawn up from the research objectives.

Ho₁: There is no significant relationship between Salary and Vigour of Employees in Private Hospitals in Rivers state, Nigeria

Ho₂: There is no significant relationship between Salary and Dedication of Employees in Private Hospitals in Rivers state, Nigeria

Ho₃: There is no significant relationship between Promotion and Vigour of Employees in Private Hospitals in Rivers state, Nigeria

Ho₄: There is no significant relationship between Promotion and Dedication of Employees in Private Hospitals in Rivers state, Nigeria

2.0 Theoretical Framework

This work is based on theory of social exchange, and Reinforcement theory. Social Exchange Theory (SET) is among the most well-known theories regarding employee engagement. SET explains that responsibility stems from interactions and between countries which are collectively interdependent. SET's basic principle is to build expectations of overtime, reliable and mutually beneficial obligations so long as both parties adhere to certain rules of exchange (Khan, 1990). Exchange laws include principles of reciprocity, meaning one party's move triggers the other party 's reaction.

Companies need to fully engage employees in their work or role, and provide more physical, cognitive, and emotional resources. This is a philosophical method of responding to employer actions. Changing their level of work is very difficult for the employees. Employees will therefore exchange their commitment to the benefits and resources the organization provides. The theory of social exchange demonstrates why employees are engaged to their jobs and employers. If a company provides its workers with services they are happy to take back too engaged entrepreneurs. According to Kahn's (1990) definition, an employee feels grateful and intends to more intensively fulfill the role of work as compensation he receives from his employer (Saks, 2006). Raising reliability and confidence. As a result, higher-engagement workers can have a strong relationship with their workplace and can communicate successful attitudes and priorities to employers. On the other hand, employers are more likely to quit their jobs if they are no longer able to provide the workforce with those benefits or resources. Hence the level of cognitive, emotional, and physical resources that an employee must meet depends on the economic and social-emotional resources that employers receive from them (Saks, 2006). In the literature the importance of engaging in employee work is explained. The organizational productivity depends on employee satisfaction or compensation according to Xanthopoulou,

Bakker, Demerouti and Schaufeli (2007). If compensation is positive and operational, it will have a positive impact on employee engagement and allow employees to carry out their work according to organizational standards and goals. Skinner's theory is built on the assumption that its consequences influence behavior (Gerhart, Minkoff & Olsen, 1995; Gordan, 2014). Reinforcement theory is the behavior forming process by controlling behavioral consequences. Reinforcement theory proposes that by using reinforcement, punishment, and extinction, you can change someone's behavior (Gordan, 2014). Rewards are used to reinforce your desired behavior and punishments are used to prevent the behavior you don't want. Extinction is a way of preventing someone from performing a learned activity. Reinforcement theory says a reward-following response is most expected to recur in future (Gerhart, Minkoff & Olsen, 1995; Gordan, 2014). The implication for managing compensation is that high performance of employees followed by a financial return will boost future performance. On the same way, progressing high success with little incentive would make it less likely in the future. The theory stresses the importance of having a person actually experiencing the reward (Gerhart, Minkoff & Olsen, 1995).

Conceptual Framework

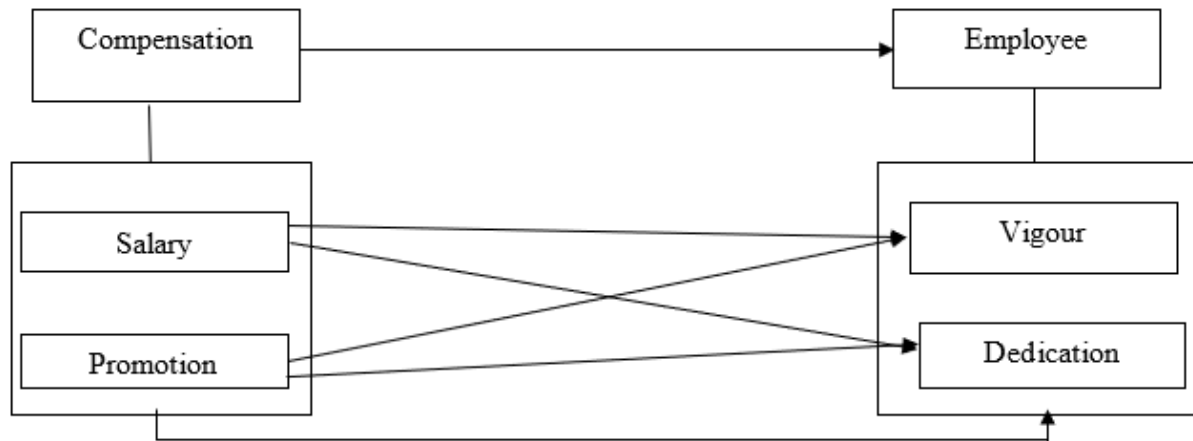


Figure 1. Conceptual Framework showing the link between Compensation and Employee Engagement

Source: Conceptualize by the researcher.

Concept of Compensation

Compensation is an important element of employee engagement which motivates employees to make additional efforts, including monetary and non-monetary rewards, for their personal and organizational development. Compensation is an important aspect of workplace commitment, which encourages workers to do better and hence to spend more on personal and career growth (Anitha, 2014). Similarly, as employment opportunities are limited, strong demands for workers continue to reduce employee participation. Ineffective training programmes, inadequate compensation systems, job insecurity, family-to - work conflict, inadequate performance

management criteria and inadequate economic and non-economic rewards are often the reasons for exceptions (Watson, 2008).

Compensation consists of various benefits offered to organizational employees based on their performance in the form of wages, salaries, incentives, job opportunities, good working conditions, bonuses, pension benefits plans, and life insurance plans (Bhatnagar, 2007). The main problems most organizations face are absenteeism and high turnover rates. However, if employees' motivation and engagement in the workplace increases and various benefits are offered, such as good base salary, good job status, etc., these factors can be reduced to a minimum (Sharma & Sharma, 2014). Most of the employees who work in different organizations expect all of their employees to have a fair and fair compensation plan. Most employees view compensation only as cash benefits payable for their performance, but do not consider other benefits (Ghazanfar, Chuanmin, Khan, & Bashir, 2011).

Salary

Salaries are often viewed as a successful approach to motivating employee behaviour. Currently organizations are focused on ensuring their employees are happy with their wages. Salary is a form of employer-to-employee compensation which can be arranged in a work contract. Salary is an employer-to-employee form of salary, regardless of whether or not it is indicated in the employment contract. Salary is described as compensation for employees who are employed monthly or yearly. Gift management is the expected expectation of its employers in general. That hope is in return for the contributions that employers expect their employees to make. The response is paid in the form of wages for the contributions of workers to the job and their skills are created. These requirements must be met in order to ensure a career, be treated fairly and receive a salary that is appropriate. What influences motivation can have. Salary is outside award. A survey by Bullock, Stritch and Rainey (2015) shows that salaries in both the private and public sectors play a significant role in attracting motivated, conscientious, loyal and sincere employees to their work. Wages and salaries are important aspects of the employees. Employees will be happy and motivated to get paid or to increase their salary. This means that higher current wages will also lead to higher work efficiency. Salary is a measure that workers often use to contribute to the company for which they operate, and they see it as an organizational asset. Wasiu and Adebajo (2014) stated that performance of employees is affected when low salaries and wage methods are not improved for employers. The productivity of workers would drop if the employees are not happy. Poor performance and less engaged staff in their work can identify these problems.

Promotion

Employee promotion opportunities place employees in a higher position in the organizational structure, leading to more workplace outcomes. Lim and Ling (2012) find that employees focus on their work and individual professional performance depends on the organization's opportunities to improve positions. Additionally, growth in workplace job has a favourable impact on employee profitability (Ahmed & Uddin, 2012). In addition, Atteya (2012) showed that the likelihood of recruiting additional workers inside the company greatly influenced high rates of job performance. When workers realize they are paying on time, they feel obligated to perform productive hard work (Ghebregiorgis & Karsten, 2007). One of the main concerns of employees who must be engaged in the organization's work is the possibility of moving up the

ladder in the organization. In addition, opportunities to be promoted in an organizational environment can be seen to result in high levels of employee engagement (Suan, Mat & Al-Omari, 2013).

Concept of Employees Engagement

Gallup identifies employees who are engaged as those who work passionately, have a deep connection to their company, drive innovation and drive the company. Hewitt defines employee engagement as energy, enthusiasm, "fire in the gut" that employees have to keep employees (want to be members of the organization), say (talk about the organization in a positive manner) and try (go further)) as mandatory. Parent and Lovelace (2015) state that all employees benefit when engaged because they feel they can make use of their talents, build meaningful relationships and increase their effectiveness through the relationships that have been established. According to Robinson (2006), employee engagement can be achieved by creating an organizational environment that promotes positive emotions such as commitment and pride, leading to better organizational performance, fewer employee turnover, and better health. Schaufeli, Salanova, González-Romá, and Bakker (2002) define engagement as a positive, satisfying, work-related state of mind, characterized by vigour, dedication, and absorption. Vigour is a physical, mental, emotional engagement, and a cognitive component of work commitment absorption (Schaufeli & Bakker, 2010).

Vigour

According to Schaufeli et al. (2002), workplace vigor is characterized by a high level of energy and mental stamina, a willingness to invest in work effort, and persistence in adversity. You can feel the enthusiasm in high energy and the perseverance of enthusiasm at work, the willingness to do the best possible work and the perseverance you face (Schaufeli, 2007). According to Schaufeli (2007), when a person has vigor, he has a higher level of energy and cognitive workload, and he has the desire and tendency to make a lot of effort in work and perseverance, even though it is clearly a problem.

Dedication

Dedication is a sense of purpose, anticipation, inspiration, confidence and challenge. Dedication refers to the power to engage in work and feel a sense of importance, excitement, inspiration, pride and challenges (Schaufeli, 2007). Schaufeli (2007) describes dedication as a condition of intense concern for your own work, in which you experience feelings of passion, inspiration, pride and value and feel challenged by your work.

Empirical Review

To examine the impact of compensation on employee engagement, Inayat (2018) conducted a descriptive survey. Provided and tested a questionnaire using pilot data ($r = 0.821$); With the election of additional executive-level middle and upper management services from the telecommunications sector in South Punjab, Pakistan, was picked. A total of 300 questionnaires were distributed, of which 234 had a 78 per cent response rate. To determine the relation between each variable, a basic regression analysis is performed. It is determined after analysis that compensation determines employee engagement ($r^2 = 0.087$) which has a significant positive impact on employee engagement. Special attention and effort are needed to improve

policy on the compensation system. Furthermore, the salaries and benefits processes of the company must be governed in such a manner that workers working under the same level and doing the same duties have equal opportunity for pay and advancement. This study underscores the growing importance of employee engagement compensation and the need to create a compensation system that keeps employees fully engaged, engaged and efficient.

Hoque, Awang, Siddiqui and Sabiu (2018) have tried, using quantitative analysis, to analyze the impact of the compensation system on employee performance. To this end a survey and perception was conducted of 200 employees working with telecommunications service providers in Bangladesh to analyze the connection. Data were analysed and the IBM SPSS-AMOS 25.0 package tested hypotheses. Based on data in this survey, this study found that employee engagement mediated a portion of the relationship between compensation systems and employee performance. This study shows that, in line with Bangladesh 's continued business growth and GDP, there is a clear need for a better compensation system for entrepreneurs who will ensure better employee performance.

In the PT XYZ Jakarta office, Pratama and Aima (2018) examined the impact of compensation and commitment on organizational commitment and employee engagement applications. 84 Referees. Data were gathered through a questionnaire. Applied are path analysis (using smartPLS3.0) and matrix correlation between variables (using SPSS24). The study found that: (1) compensation and staffs engagement had a considerable impact on organizational engagement; (2) compensation and workers engagement had a noteworthy impact on employee performance. (3) Organizational engagement has no significant impact on employee performance; (4) Organizational engagement has not been proved to be a variable that mediates the impact of compensation and employee engagement on employee performance. Based on the matrix correlation between the dimensions of the variables used to increase employee productivity, it is recommended that the dimensions of the following variables be maintained and improved, such as: (1) financial compensation for the quality of the work; (2) Staff attendance indication. Additionally, to improve the performance of employees: (1) management is advised to pay attention; (2) management is recommended to maintain employee loyalty. This is necessary to guarantee an enjoyable working environment at work.

3.0 Methodology

The cross-sectional survey, a type of the quasi experimental design was employed. The accessible population consist of 100 nurses of 10 selected private hospitals in Port Harcourt (Pharmacy News Online – <http://pharmacynewsonline.com/>). Krejcie and Morgan (1970) table for sample size determination was used to arrive at a sample size of 80 nurses. The systematic sampling technique was used in this study. This technique was employed since it gives a sample that is a true representative of the whole population. The dimensions of Compensation (Salary and Promotion) were operationalized using Kahn (1990) measures on 5-items each. The items for vigour and dedication which are the measurements of the dependent variable (Employee Engagement) were adapted from Schaufeli and Baker (2003). Items were rated on a 4-point Likert scale ranging from 1-strongly disagree, 2-disagree, 3-agree and 4-strongly agreed. The primary and secondary data collection technique was adopted to get an empirical data that was used to achieve the proposed aims and objectives. The primary data was obtained through structured questionnaire. The Pearson product moment correlation was used in analysing the hypotheses utilising Statistical Package for Social Sciences (SPSS) version 21.

4.0 Results

Seventy-two (72) copies of the Eighty copies of the questionnaire distributed to respondent were retrieved (90% of the number distributed) and deemed fit to be used. Hence, 72 copies of the questionnaire were used for the analysis. All the respondents who filled the copies of the questionnaire were female. This implies that nurses in private hospitals are female. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Test of Hypotheses

Ho₁: There is no significant relationship between Salary and Vigour of Employees in Private Hospitals in Rivers state, Nigeria

Table 1: Salary and Vigour

Correlations			
	SALARY	VIGOUR	
SALARY	Pearson Correlation	1	.545
	Sig. (2-tailed)		.000
	N	72	72
VIGOUR	Pearson Correlation	.545	1
	Sig. (2-tailed)	.000	
	N	72	72

The table above presents Pearson's correlation run to find out the relationship between Salary and Vigour among 72 participants. A strong positive correlation coefficient value was reported between Salary and Vigour, which is statistically significant ($r = .545$, $n=72$, $p = .000 < 0.05$ (alpha value)); this being indicative that Salary has a significant relationship with Vigour. The null hypothesis is rejected, and we restate that *there is a significant relationship between Salary and Vigour*.

Ho₂: There is no significant relationship between Salary and Dedication of Employees in Private Hospitals in Rivers state, Nigeria

Table 2: Salary and Dedication

Correlations			
	SALARY	DEDICATION	
SALARY	Pearson Correlation	1	.636
	Sig. (2-tailed)		.000
	N	72	72
DEDICATION	Pearson Correlation	.636	1
	Sig. (2-tailed)	.000	
	N	72	72

Table 2 above presents Pearson’s correlation run to find out the relationship between Salary and Dedication among 72 participants. A strong positive correlation coefficient value was reported between Salary and Dedication, which is statistically significant ($r = .636, n=72, p = .000 < 0.05$ (alpha value); this being indicative that Salary has a significant relationship with Dedication. The null hypothesis is rejected, and we restate that *there is a significant relationship between Salary and Dedication*.

Ho₃: There is no significant relationship between Promotion and Vigour of Employees in Private Hospitals in Rivers state, Nigeria

Table 3: Promotion and Vigour

Correlations			
		PROMOTION	VIGOUR
PROMOTION	Pearson Correlation	1	.437
	Sig. (2-tailed)		.000
	N	72	72
VIGOUR	Pearson Correlation	.437	1
	Sig. (2-tailed)	.000	
	N	72	72

The table above presents Pearson’s correlation run to find out the relationship between Promotion and Vigour among 72 participants. A weak positive correlation coefficient value was reported between Promotion and Vigour, which is statistically significant ($r = .545, n=72, p = .000 < 0.05$ (alpha value); this being indicative that Promotion has a significant relationship with Vigour. The null hypothesis is rejected, and we restate that *there is a weak significant relationship between Promotion and Vigour*.

Ho₄: There is no significant relationship between Promotion and Dedication of Employees in Private Hospitals in Rivers state, Nigeria

Table 4: Promotion and Dedication

Correlations			
		PROMOTION	DEDICATION
PROMOTION	Pearson Correlation	1	.626
	Sig. (2-tailed)		.000
	N	72	72
DEDICATION	Pearson Correlation	.626	1
	Sig. (2-tailed)	.000	
	N	72	72

Table 4 above shows the Pearson’s correlation to find out the relationship between Promotion and Dedication among 72 participants. A strong positive correlation coefficient value was reported between Promotion and Dedication, which is statistically significant ($r = .545, n=72, p = .000 < 0.05$ (alpha value); this being indicative that Promotion has a significant relationship with

Dedication. The null hypothesis is rejected, and we restate that *there is a significant relationship between Promotion and Dedication.*

5.0 Discussion of Findings

The study looked into the relationship between Compensation and Employee Engagement in Port Harcourt private hospitals. They formulated four hypotheses.

The result of the Ho₁ tested using Pearson's Correlation revealed the existence of a significant Salary-Vigor relationship. Consequently, the null hypothesis was rejected and the study states that there is an important relationship between salary and vigor. This was based on the less than 0.05 P-value (p-value = 0.000 < 0.05) and a 0.545 r-value. As salary increases in private hospitals, the vigor of nurses is gaining. This means the compensation has a positive effect on the vigor of the employee. The r-value of 0.545 implies that the predictor has a strong positive relation. This finding is in line with that of Inayat (2018), who observed a significant relationship between salary and vigor, who noted that salary compensation is important for getting them involved in the organization.

The result of the Ho₂ being tested using Pearson's Correlation revealed the existence of a significant Salary-Dedication relationship. Consequently, the null hypothesis was rejected and the study states the existence of a significant salary-dedication relationship. This was based on the less than 0.05 P-value (p-value = 0.000 < 0.05) and a 0.636 r-value. As pay increases in private hospitals, the hospital's nurses are getting more committed. This means the compensation has a positive effect on the vigor of the employee. The r-value of 0.636 shows a moderate positive relation between variables. This result is in line with that of Hoque, Awang, Siddiqui and Sabiu (2018), who observed that employers' compensation scheme influences the commitment level of the workers.

The result of the Ho₃ being tested using Correlation from Pearson revealed the existence of a significant relationship between Promotion and Vigour. The null hypothesis was thus dismissed, and the analysis notes the presence of an essential association between Promotion and Vigour. This was based on the less than 0.05 P-value (p-value = 0.000 < 0.05) and a 0.437 r-value. As Promotion in private hospitals increases, the vigor of nurses increases. This implies that Promotion has a positive impact on the vigor of employees. The r-value of 0.437 indicates that the variable has a moderate positive relation. This finding is in line with that of Suan, Mat and Al-Omari (2013), who viewed the promotion opportunity in the organizational setting as generating high level employee engagement in their work.

The result of the Ho₄ being tested using Pearson's Correlation revealed a significant relationship between Promotion and Dedication exists. The null hypothesis was thus dismissed and the analysis notes that there is a substantial association between Promotion and Commitment. This was based on the less than 0.05 P-value (p-value = 0.000 < 0.05) and a 0.626 r-value. As promotion in the private hospitals increases, the nurses' dedication will increase. This implies that Promotion has a positive impact on the Dedication of employees. The r-value of 0.626 indicates that the variable has a moderate positive relation. This finding is in line with that of Anitha (2014) who noted that the organization's fair promotion policies and widespread promotional scope encourage employees to become involved in the organization.

5.0 Conclusion/Recommendations

This study extensively examined the relationship that exists between Compensation and Employee Engagement. It has significantly shown that salary and promotion of nurses in Private Hospitals in Rivers State accounts for their level of vigour and dedication. This implies that nurses who are well paid and equally promoted will be engaged to the hospital. When workers are rewarded by their employers, sense of indebtedness develops, which in turn promotes loyalty and engagement. Based on our findings, the following recommendations were made;

- I. The management of private hospitals in Rivers State should ensure that they fulfil all their promises towards payment of salaries so that the nurses will be willing to invest effort in their work and persistence in the face of difficulty.
- II. The management of the private hospitals in Rivers State should ensure that their policies and actions as regards salaries are unbiased in order to increase the level of dedication of the nurses.
- III. The management of private hospitals in Rivers State should ensure fairness in the promotional process so that the nurses will have elevated levels of energy and cognitive resilience during work.
- IV. The management of the private hospitals in Rivers State should put in place effective policies and procedures for promoting nurse so as to increase the level of dedication of the nurses.

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