

SALARY INCREASE AND ITS IMPACTS ON EMPLOYEE PERFORMANCE IN ADAMAWA STATE UNIVERSITY, MUBI

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Abstract: *The study look at how poor and inconsistent pay has been identified as a source of frustration to some employees and has caused dissatisfaction, consequently lead to decline in their performance which eventually can endangers the survival of the institution, decrease motivation, increased absenteeism, grievance and turnover tensions in the institutions. The main objective of this study is to examine salary increase and its impacts on employee performance in Adamawa State University, Mubi. The total population of the study is eight hundred and twenty four (824) which comprises of two hundred and thirty two Academic Staff (232) and five hundred and ninety two (592) non academic Staff of different carders, the sample size for this study is 269 through the use of Yaro Yemani formula, the instrument used for collecting data from the respondents is the questionnaire, and the data gathered from the respondent was analyzed using percentage analysis. The result shows that there is significant and positive relationship between variables of the study ($r=0.778, 0.565$ and $0.865, P \leq 0.05$). Also the findings revealed that salary increase has significant impact on employee effectiveness, employee teamwork and employee creativity in Adamawa State University, Mubi; employees are very capable of developing new ideas if given high salary. The study therefore, recommends that management of Adamawa State University, Mubi should consider motivating their employee through introduction of new salary scheme; giving high salary will help employees to develop new ideas in discharging their duties. Also employees should be giving adequate freedom to make effective decision on their job.*

Key Words: *organization, employees, teamwork, effectiveness.*

1. INTRODUCTION:

Today organization can easily change their material, needs, goods and services to other organization, or to other countries. But the only one resource which is not easily exchangeable is human resources. So we can say that human resources are the very important or most competitive assets of any organization that cannot be exchangeable. Human resources or human assets mean the workers or the employee of any organization. So the motivation is main factor that affect the human resources of the organization (Turkyilmaz, 2011).

The organization should be motivating their employees for the best performance or for achieving the organizational goals. In fact motivation is the best tool for best performance. Today there are many discussions about motivation and the relationship of employee's efficiency and the organizational efficiencies. Motivation will lead to the fact that workers or employees of the organization will seriously do his duties and responsibilities (Azar and Shafighi, 2013).

Attractive Salaries or pays also a Valuable tool and play an important role to increase employee's performance and also increase the productivity of an organization (Azar & Shafighi, 2013). Salaries and wages is one of the most important motivational factors, as we had been told from the time immemorial that we shall eat from our sweat. The main reason why workers get involved in paid jobs is to earn a living which is salary or wage. Reasonable salaries must be paid on time, that is, it must be paid as at when due and promptly, as well. The workers should be able determine the time such salaries will be paid by the organization. Again, there must be a relative uniformity in the mode and manner such salaries and wages will be paid to the workers. While fixing salaries, the organization must consider factors such as the cost of living, company ability to pay, capability of company to pay, etc (Chukwudi, Odogwu & Adedehinbo, 2012).

Salaries is the process of compensating an organisation's employees in accordance with accepted policy and procedures. An important component of a successful organizations' salary and wage administration policy is monitoring and evaluating all employee's compensation to ensure that they are being paid appropriately, both with

respect to others in the same organization and to the marketplace as a whole. Salary is often an integral function of the organisation's human resources department, but in general, the larger the organization, the more likely it is that it will be handled by a separate department (Muo, 2007).

The first element of salary and wage administration is the periodic payroll which is a critical component of any functioning organisation. If the payroll is incompetently processed, the employer itself could conceivably collapse. Employees' personal budgets and plans are contingent upon getting paid regularly, and if compensation is late, short, or missing even a single time, morale is severely affected and also, the confidence in the employer's stability (Muo, 2007). Whether an employer utilizes the services of a third-party payroll service or handles all payroll functions internally, it will usually devote significant resources to making sure that employees are paid the right amount on time. The second element of salary is monitoring and evaluating employees' performance and it is an ongoing function. This includes evaluating the elements of each job in the organization and classifying it according to a number of different criteria, including the nature of the work itself, the amount of supervision necessary, the physical exertion normally associated with the job, and the amount of training necessary to do the job proficiently (Wise, 2013).

The underlying idea is to determine, as nearly as possible, the value of each job to the employer, and compensate results of this monitoring and evaluation process which will result in adjustments being made to salaries. In a collective bargaining environment, these evaluations will be important in determining any such adjustments, although other considerations may affect adjustments to salaries (Wise, 2013). Salary increment impacts on the value of employee effectiveness and increases the performance outcomes. It increases the performance, satisfaction and productivity. The perception of employee about the organization benefits policy, if pay is good the employee performance will be good, quality and quantity of work will also increases (Ivancevch & Glueck, 2009).

1.1. Statement of the Problem:

In the face of the importance of an integrated sustainable pay reward system management and practice in the performance of employees in both public and private sector organizations, it is disheartening to note that pay reward systems and practices in the Nigerian public sector are largely disconnected from the demands of fairness, prevailing realities and moderation. The present economic situation in Nigeria has changed drastically in recent times such that cost of living has shut up drastically, cost of operation has increased and competition has become more intense, and workers are more sensitive to the value they create and the reward they get in form of wages and salaries (Agba & Ushie, 2013).

Similarly, studies were conducted on the effect of salary increase and employee performance, some studies (Grace and Khalsa, 2014; Sweet, 2016; Agburu, 2015; Ramms, 2017) identified positive relationship existing between the variables, while others shown a negative or moderate relationship between the variables (Zhang and Long, 2013; Amabile, 2006; Kohn, 2003; McGraw, 2000).

It is also observed that in Adamawa State University, poor and inconsistent pay has been identified as a source of frustration to some employees and has caused dissatisfaction, consequently lead to decline in their performance which eventually can endangers the survival of the institution, decrease motivation, increased absenteeism, grievance and turnover tensions in the institutions. Several studies have identified how various salaries have affecting employee performance positively and negatively. This study tend to bridge this gap by identifying salary increase and its impact on employees performance i.e. the study looks at how increase effect (employee effective, employee teamwork and employee creativity) with reference to Adamawa State University.

The following research questions were formulated to guide this study;

- i. What is the impact of salary increase on employee effectiveness in Adamawa State University, Mubi?
- ii. What is the impact of salary increase on employee teamwork in Adamawa State University, Mubi?
- iii. What is the impact of salary increase on employee creativity in Adamawa State University, Mubi?

1.2 Research Hypotheses

- H_0 : Salary increase does not have significant impact on employee effectiveness in Adamawa State University, Mubi;
- H_0 : Salary increase does not have significant impact on employee teamwork in Adamawa State University, Mubi; and
- H_0 : Salary increase does not have significant impact on employee creativity in Adamawa State University, Mubi.

2. CONCEPTUAL CLARIFICATIONS:

2.1 Concept of Salary

Different definitions have been advanced on salaries and wages usually to show the differences that exist between both terms. Braton & Gold, (2003) basic salary is a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for productivity. Wage refers to payment to manual workers, always calculated on hourly or piece rates.

Surbhi (2015) also defined salary as a fixed amount paid to the employees at regular intervals for their performance and productivity whereas wages are the hourly- based payment given to the labor for the amount of work finished in a day. He further argued that while Salaried persons are generally said to be doing “**white collar office jobs**” which implies that an individual is well educated, skilled and is employed with some firm and holds a good position in the society, whereas the waged person are said to be doing “**blue collar labour job**” which implies that an individual is engaged in the unskilled or semi-skilled job and is drawing wages on a daily basis.

Maicibi (2005) defined salary given to individuals for work done. He further identified the indicators of remuneration include: basic salary, wages, health schemes, pension schemes, transport allowances overtime allowance and responsibility allowances.

2.2 Concept of Employee Performance

Hellriegel, Jackson and Slocum (2009) defined performance as the level of an individual's work achievement after having exerted effort. Job performance can be viewed as an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources (Dar, Akmal, Akram & Khan, 2011).

Motowidlo, Borman, & Schmidt (2007) defined employee performance as the overall expected value from employees' behaviours carried out over the course of a set period of time. Charity (2009) performance means the degree of completion of an employee's task or given objective. “Performance is associated with quantity of output, quality of output, and timeliness of output, presence / attendance on the job, efficiency of the work completed and effectiveness of work completed”. Employee performance can be defined as the job relevant activities anticipated from an employee and how well such activities are executed. Although there is no general and predominant theory about employees' execution (Calvin, 2017), thus the viability with which associations oversee, create and empower their employees is a significant cornerstone of organizational performance (Christensen, 2011).

Hence, people management contributes significantly in performance (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). Performance can be traced back to the attitudes of individuals on the shop floor. Employees work in certain ways and behave in a way that adds to (the objectives of) the association. If employees' performance doesn't add value, the organizations have no reason to exist (Bauer, Erdogan, Liden & Wayen, 2006). Employee performance is an activity that is very important because it can be used as a measure of success in supporting the success of the organization's employees (Said, 2008). Employees are extremely motivated to monthly rewards. Employee are the important part of any organization increasing the performance they can be motivated through financial and non financial benefits they can designing that you can says that composition is reward which is receiving by the employee to show their performance (Rizwan & Ali, 2010).

2.3 Concept of Employee Effectiveness

Effectiveness is conceptualized in four approaches: goal achievement approach (in terms of fulfillment level of organizational objectives and final achievements of the organization), systematic approach (in terms of ability in using and processing data, its achievement ways and maintaining stability of the organization), strategic factors approach (in terms of fulfilling expectations of external factors, on which organization stability depends) and competitive values approach (in terms of identifying all fundamental variables which influence the performance of organization and the connection of these variables) (Abdollahi, Bijan & Abdolrahim, 2006).

Hamidi (2004) stated that organizational effectiveness is rooted in management processes and successful organizations have three characteristics in terms of organizational design: simple form, few employees and decentralization aiming at efficiency increase. Employees' effectiveness is the survival and flourishing factors if each organization gains meaning from the employees. Thus, the closer the objectives of employees and those of manager and organization to each other, the easier it would be to achieve those objectives; therefore, the goals of managers and employees would be realized (Abdollahi, Bijan & Abdolrahim, 2006).

Chen (2004) investigated employees' effectiveness in his doctorate dissertation and classified them in four subscales of job stress, job satisfaction, job performance and intends to stay in or leave the job and found no significant relationship between different types of leadership and these effectiveness factors.

2.4 Concept of Employee Teamwork

According to Cohen and Bailey (2009) an employee team is a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes. Team's enables people to cooperate, enhance individual skills and provide constructive feedback with out any conflict between individuals (Jones, 2007).

Teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology therefore teamwork is a major focus of many organizations. One research study concluded that teamwork is necessary for all types of organization including non-profit organizations (Pfaff & Huddleston, 2003). Team members enhance the skills, knowledge and abilities while working in teams (Froebel & Marchington, 2005).

According to Ingram (2000) teamwork is a strategy that has a potential to improve the performance of individuals and organizations, but it needs to be nurtured over time. Organizations need to look at strategies for improving performance in the light of increasingly competitive environments. Top managers need to have the vision to introduce teamwork activities within the organizations, the sensitivity to nourish it and the courage to permit teams to play an important part in decision making.

Conti and Kleiner (2003) reported that teams offer greater participation, challenges and feelings of accomplishment. Organizations with teams will attract and retain the best people. This in turn will create a high performance organization that is flexible, efficient and most importantly, performance. Teamwork is a group of employees, which is coordinated by a team leader or a manager, who has duty to do coaching to all members to show maximum performance by giving guidance, direction, motivation and inspiration, so that any delegated tasks can be performed well (Sinambela, 2016). According to McShane and Von Glinow (2012), to work effectively in a team, employees must have more than technical skills to perform their own work.

2.5 Concept of Employee Creativity

It is difficult to properly define creativity. Over the years, there have been several different definitions of creativity. Creativity can be defined as the production of novel and useful ideas concerning products, services, processes, and procedures (Amabile, 2006). Creativity can be explained as production of new ideas; a creative employee is one who can come up with new suggestions/ideas for the services to be constructed, the flood of the communication and understanding it in the same way which would affect the work done by the employee during his working hour (Amabile, 2006).

Creativity is explained as a design in which the employee make such innovative construction in which the work related problems are resolved in rightful manner with step by step process, some explain it as the ability of the individuals how they can develop useful solution to meet the challenges and overcome the problem them self individually (Amabile, 2006; Young, 2004). A creative employee is one who has the ability to be aware of the organization and must be sensitive so that he can tackle the problem, he must have sharp mind so he is able to remember his task for long time, and he must be adaptive, it is because due to Globalization there is rapid change in the technology as well the culture so a creative employee would be one who is able to adapt all the changes before time, in this way he would be termed as creative (Evans, 2001).

It has been long observed that employee's creativity is mostly seen by the large organization and team. Creativity is mostly involved in the generation of change in product, due to working in team the employee are constantly engaged in learning new knowledge, skills which are the necessary requirements needed by the organization from the employee so they can achieve timely goals (Amabile, 2000). Creativity can be explained as introducing new techniques by individual or group of people in organization for achieving the maximum potential of human labor which will result in achieving goals effectively, due to innovation and globalization if a firm wants to compete with its competitor they must hire creative employee who are extroverts, feeling easy to work in groups. Employees with proactive personalities are the one which are mostly admired to make constructive change (Zhou and George 2001). Creativity is adapted by the individual to do production with new ideas. The creativity may depend on the employee or situation; an employee may want to be in contact at highest or lowest level although he or she has great potential. Employee may use all of his/her capabilities, skill knowledge in effort to produce creative outcomes (Drazin et al., 2009).

2.6 Impact of Salary Increment on Employee Effectiveness

Changes in the salary structure do not guarantee an increase in employee effectiveness and make employees feel comfortable in working. Many things can be done by the management organization for the effectiveness of employees is increasingly rising (Ertanto and Suharnomo, 2011). Through this form of compensation and human resource development to be a view that is important for the company and employees. Self-esteem can be a mediating variable between salaries influence on effectiveness, but only useful as a partial mediating variable, it is due to a direct effect on the performance of a larger salary than through self-esteem (Ertanto and Suharnomo, 2011). Work motivation, job satisfaction and wages significant effect on worker effectiveness. Partially there is impact on the

performance of the employee salaries, allowances are no significant influence (Umar, 2012). Wages become an important aspect of being effective if linked to the performance significantly (Umar, 2012). Given increase salary is the most complex task for the organization, is also the most significant aspects for workers, because of the amount of salary reflects the size of the value of their work among the workers themselves, their families and communities. Salaries are very important for the organization because it reflects the organization’s efforts to defend human resources in order to have a high loyalty and commitment to the organization. Increase salary strategy is expected to contribute to maintaining the viability of the work force, the realization of the vision and mission, as well as for the achievement of work objectives (Umar, 2012).

2.7 Impact of Salary Increment on Employee Teamwork

Robbins and Judge (2007) stressed that salary system should encourage cooperative efforts rather than competitive ones. They opined that promotions, salary raises and other forms of recognition should be given to individuals for how effective they are as a collaborative team member. They pointed out that it does not imply that individual contributions are ignored, rather, they are balanced with selfless contributions to the team. They stated that examples of behaviours that should be rewarded include: training of new colleagues, sharing information with team mates, helping to resolve team conflicts and mastering new skills that the team needs but in which it is deficient. In a related development, Rabey (2003) observes that recognition and rewards are the primary focus of the individuals who are working in teams. He reiterated that perceptive managers are quite aware of this and that they constantly capture the benefits of the team.

2.8 Impact of Salary Increment on Employee Creativity

Increase of an employee’s salary depended on change on the cost of living and employees regarded the increase in salary as entitlement without accounting for their own performance, or that of the organization. This meant on one hand that an employee’s salary increase did not in any way change his or her attitude to work such that he or she could put more effort to influence the total output in order to cater for the increase, and on the other hand increase of salary boosted the worker’s economic freedom while negating the need to increase the volume of their effectiveness towards the organization (Swanepoel, 2003).

It also meant that a worker was likely to increase his creativity of the job but the creativity accumulated slowly and creativity to be acquired were limited thereby leading to redundancy and monotony of work thus reducing an organization’s volume of output. Swanepoel (2003) describes that employees were rewarded according to the position held without considering their performance. The increments in basic pay depended on internal and external assessment of jobs. The empirical literature which examines the impact of extrinsic salary on individual creativity has been decidedly equivocal, reporting positive relationships between salary and creativity in some cases (e.g. Eisenberger and Aselage, 2009; Friedman, 2009) and negative relationships in others (e.g. Amabile, 2006; Amabile et al., 2001). Lynch (2000) agrees that basic salary or basic wage is the vital payment made by the employer to the employee for work done. Pay indicates the value that the employer puts on the work performed by its employees. Employees are paid depending on the creativity and competencies that they possess, and not what the job is worth. It is employees who have market value, and not jobs (Shields, 2007).

3. EMPIRICAL REVIEW :

S/N	Author(s)	Title	Methodology	Significance	Findings
	Alwaki (2018)	An Evaluation of the Impact of Remuneration on Employee Attitude and Performance in Organizations.	50 employees from each company are selected randomly, so the total sample size is consisted of 200 respondents including both managerial and non-manual employees. Data collected through structured questionnaire is organized in SPSS. Quantitative data analysis techniques are implemented like descriptive statistics we	P < 0.05	The study found that in manufacturing organizations remuneration significantly influences employees’ attitude that ultimately influences their performance. Hence, remuneration has significant influence on employees ‘performance but by influencing their attitudes towards their jobs.

			also used.		
	Ojeleye (2017)	The Impact of Remuneration on Employees' Performance (a study of Abdul Gusau Polytechnic, Talata-Mafara and State College of Education Maru, Zamfara State	Pearson correlation and multiple regression model were used to analysed the data using SPSS 22.0 and E-views 9.0.	P < 0.05	The finding suggested that there is a strong and positive relationship between remuneration and employees' performance and that salary/wage and bonus/incentives also serve as a form of motivation to the employees
	Seniwoliba (2015).	Equitable Pay as an Antecedent of Work Performance and Job Satisfaction: Experience from University for Development Studies.	Sixty (60) staff were selected using the simple random sampling method. The qualitative research approach was adopted. The surveys were collected and keyed into Statistical Package for Social Sciences (SPSS 16) and Windows 7 Microsoft Excel Package. The survey has been answered by 57 total respondents, 37 male and 20 female.	P < 0.05	The study found that equitable pay will make employees happy as such it will make them work harder, serve as motivation to unleash the potentials of staff for the development of the university, serve as a morale booster, reduce injustice, suspicion, gossips, rumour mongering, attrition, promote trust and confidence at the workplace.
	Hendra and Rezki (2015).	Wages and Employees Performance: The Quality of Work Life as Moderator	The type of the data being used is the primary data in the form of a questionnaire. Sampling is done by stratified random sampling of 100 employees in a manufacturing company. Data analysis using linear regression and moderated regression analysis.	P < 0.05	The result showed a significant negative effect on the wages of employees performance. Other finding is negative effect of wages which are moderated by the quality of work life is caused by the effect of intrinsic motivation (quality of working life) is more powerful than extrinsic motivation (wages).

From the above empirical studies reviewed, the researcher noted that there were divergence of methodology and scope of studies.

4. THEORETICAL FRAMEWORK

4.1 Expectancy Theory

Gerhart, Minkoff and Olsen (1995) reinforcement theory states that a response followed by a reward is more likely to recur in the future (Thorndike's Law of Effect). Aswathappa (2007) asserted that a behaviour which as a rewarding experience is likely to be repeated. The implication for remuneration is that high employee performance followed by monetary reward will make future employees performance more likely. Buchan et al (2000) suggest that behaviour can be modified if individuals receive the reward at the time they exhibit the desired behaviours. An important assumption in this theory is that rewards can become an acquired right if they are delivered on a regular basis.

4.2 Equity Theory

Buchan et al (2000) equity theory posits that because employees in organizations expect to be rewarded like other employees for similar levels of input, the distribution of rewards becomes important. It is the perceived equity of

the effort-reward balance that is important in determining the employees' level of motivation. Aswathappa (2007) the theory emphasizes equity in pay structure of employees' remuneration. employees perception on how they are being treated by their firms is of prime importance to them. The dictum "a fair day work for a fair pay" denotes a sense of equity felt by employees. When employees perceive inequity it can result in lower productivity, high absenteeism or increase turnover.

4.3 Agency Theory

According to Buchan et al (2000) an agency relationship occurs whenever one party (the principal) hires another person (the agent) who possesses specialized knowledge and creativity. Agency theory focuses on the divergent interests and goals of the organization's stakeholders and the way that remuneration can be used to align these interests and goals. The remuneration payable to employees is the agency cost and that it is natural that employees expect high agency cost while the employer seek to minimize it. Thus, these theories posit that the remuneration in the form of wages or salaries can be agreed upon on the basis of the outcome or the behaviour of an employee (Aswathappa, 2007).

4.4 Goal Setting Theory and Feedback Theory

The goal theory was advanced in the 1980s, a time at which motivational theory largely focused on the need for setting goals for employees (David, Song, Hayes and Fredin, 2007). Based on the review of extant literature, the proponents of the goal theory posit that employees record higher levels of motivation when they are presented with explicit goals that they are supposed to meet (Gómez-Miñambres, 2012; Catania, 2012). Such goals could include a sales target in the case of sales employees. Bipp and and Dam (2014) in a study that supports the goal theory notes that employees will perform at a higher level in the presence of specific and challenging goals. The feedback theory on the other hand bears close resemblance to the goal theory. Its proponents posit that just like providing specific goals, provision of feedback helps in clarifying what the employee must do (McCalley, 2006; Pat-El et al., 2012). However, it differs from goal theory in that feedback takes place during and after a given task while goals are set before the commencement of the task (Hon, Wilco and Chan, 2013). Several studies indicate the presence of a positive correlation between feedback and work motivation (Chiang & Jan, 2008; McCalley, 2006).

For the purpose of this study, equity theory was chosen, the reason for chosen this theory, is because the theory posits that employees in organizations expect to be rewarded like other employees for similar levels of input, and this theory is in cognizance with the subject matter under study.

5. METHODOLOGY :

The researcher adopted the use of non-experimental design with specification in exploratory research design. This study was carried out in Adamawa State University, Mubi. The total population of the study is eight hundred and twenty four (824) which comprises of two hundred and thirty two Academic Staff (232) and five hundred and ninety two (592) non academic Staff of different carders. The study adopted the use of Yamani (1964).

$$n = \frac{N}{1 + N(e)^2}$$

$$N = 824$$

$$n = \frac{824}{1 + 824(0.05)^2}$$

$$n = \frac{824}{1 + 824(0.0025)}$$

$$= \frac{824}{3.06}$$

$$= 269$$

Closed ended questionnaire is the major instrument for data collection in this study; this is because questionnaire has the capacity of collecting more relevant data from respondents. Other sources from secondary were equally utilised from textbooks, journals, website document and articles. The questionnaire was design on five points likert scale ranging from strongly agree(5), Agree(4), Undecided(3) Disagree (2), Strongly disagree(1). The study however, used Statistical Package for Social Sciences (SPSS) and choose frequency table and percentage method in

analysing the data obtained. The formula for calculating percentage is given thus: $\frac{n}{N} \times 100$, where n = total number

of respondents from the given option in the question, while N = total number of respondents sampled for the study analysis. While hypotheses was tested using Spearman correlation 0.05 level of significance.

6. ANALYSIS AND RESULTS :

Out of 269 questionnaires distributed;

$$\text{Returned} \quad \frac{223}{269} \times 100 = 82.9\%$$

$$\text{Unreturned} \quad \frac{46}{269} \times 100 = 17.1\%$$

223 were successfully returned and valid, representing 82.9%, while 46 were not returned, representing 17.1%.

Hypothesis Testing

Hypothesis I: H₀: Salary increase does not have significant impact on employee effectiveness in Adamawa State University, Mubi;

Correlations(a)

		SI	EE
SI	Pearson Correlation	1	.778**
	Sig. (2-tailed)		.000
	N.;	223	223
EE	Pearson Correlation	.778**	1
	Sig. (2-tailed)	.000	
	N	223	223

** . Correlation is significant at the 0.01 level (2-tailed).

Where:

SI = salary increase

EE = Employee effectiveness

In the table above, Pearson’s correlation analysis was conducted to examine the relationship between salary increment and employee effectiveness. The result of correlation revealed that significant and positive relationships exist between variables, a correlation of 0.778 and significant at 0.00, which is less than 0.5 level of significance. Therefore, we reject the null hypothesis and accept the alternate.

Hypothesis II: Salary increase does not have significant impact on employee teamwork in Adamawa State University, Mubi

Correlations(b)

		SI	ET
SI	Pearson Correlation	1	.565**
	Sig. (2-tailed)		.000
	N	223	223
ET	Pearson Correlation	.565**	1
	Sig. (2-tailed)	.000	
	N	223	223

** . Correlation is significant at the 0.01 level (2-tailed).

Where:

SI = Salary increase

ET = Employee teamwork

In the table above, Pearson’s correlation analysis was conducted to examine the relationship between salary increase and employees teamwork. The result of correlation revealed that significant and positive relationships exist between the variables, a correlation of 0.565 and P = 0.00, which is less than 0.5 level of significance. Therefore, we reject the null hypothesis and accept the alternate.

Hypothesis III: Salary increase does not have significant impact on employee creativity in Adamawa State University, Mubi.

Correlations(c)

		SI	EC
SI	Pearson Correlation	1	.865**
	Sig. (2-tailed)		.000
	N	223	223
EC	Pearson Correlation	.865**	1
	Sig. (2-tailed)	.000	
	N	223	223

** . Correlation is significant at the 0.01 level (2-tailed).

Where:

- SI = Salary Increase
- EC = Employees creativity

In the table above, Pearson’s correlation analysis was conducted to examine the relationship between salary increase and employee creativity. The result of correlation revealed that significant and positive relationships exist between the variables, a correlation of 0.865 and P = 0.00, which is less than 0.5 level of significance. Therefore, we reject the null hypothesis and accept the alternate.

7. FINDINGS :

- i. Finding revealed that salary increase has significant impact on employee effectiveness in Adamawa State University, Mubi; employees are very capable of developing new ideas if given high salary.
- ii. Finding also revealed that salary increase have significant impact on employee teamwork in Adamawa State University, Mubi; the institution setting in not (well illuminated, relaxing, quiet, clean, etc.) supports teamwork; the institution don’t usually organizes events such as team buildings trainings in order to enhance team performance and creativity.
- iii. Finding revealed that salary increase have significant impact on employee creativity in Adamawa State University, Mubi; Employees are interested in their work, but don’t find it rewarding / fulfilling for their creativity. Eventhough, the opinion of other work colleagues has a positive effect on the individual creativity.

8. CONCLUSIONS:

Since salary increase have significant impact on employee effectiveness in Adamawa State University, Mubi; employees considered themselves to be very effective in the institution, they engaged in their duties on a regular basis, because they are given adequate freedom to make effective decisions on their job. Employees also prefer tasks that enable them to make effective performance. They are very capable of developing new ideas if given high salary.

Salary increase can lead to high employee teamwork in Adamawa State University, Mubi; eventhough, the institution doesn’t usually support knowledge sharing via effective teamwork, the institution (internal and external) network don’t triggers creativity at work, Also to solve a problem in one department, the employees would not call for ideas and help from other departments. The institution setting in not (well illuminated, relaxing, quiet, clean, etc.) supports teamwork; the institution don’t usually organizes events such as team buildings trainings in order to enhance team performance and creativity.

Salary increase has significant impact on employee creativity in Adamawa State University, Mubi; employees feel proud to commit new creative ideas in the institution if there is increment in their salary. There is always a time limit to offer and submit the suggestion and creativity the institution. The creative ideas suggested are clearly defined in the institution. Employees are interested in their work, but don’t find it rewarding / fulfilling for their creativity. Even though, the opinion of other work colleagues has a positive effect on the individual creativity.

9. RECOMMENDATIONS :

Based on the above finding and conclusion;

- i. Since salary increment has significant impact on employee effectiveness, it is recommending that management of Adamawa State University, Mubi should consider motivating their employee through introduction of new salary scheme; given high salary will help employees to develop new ideas in discharging their duties. Also employees should be giving adequate freedom to make effective decision on their job.
- ii. There is need for management of Adamawa State University, Mubi to support knowledge sharing through effective teamwork, i.e. the institution (internal and external) network should triggers creativity at work, the

employees should be encouraging to call for ideas and help from other departments; the institution should organize team buildings trainings in order to enhance team performance and creativity.

- iii. The management should also encourage employee through increment of salary to enable them develop new creative ideas in the institution. Employee should always be allowed to offer and submit the suggestion and creative ideas in the institution. Employees are advice to be interested in their work, find it rewarding / fulfilling for their creativity.

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