

**ANALYSING THE RELATIONSHIP BETWEEN EMPLOYEE COMPENSATION,
EMPLOYEE RECOGNITION AND PERFORMANCE OF THE PUBLIC HOSPITAL IN
MAIDUGURI METROPOLIS**

Babagana Ibrahim, Fatima Inuwa Usman, Abubakar Alhaji Adamu and Buba Musa Pulka

Department of Business Administration, Faculty of Management Sciences, University of Maiduguri, Nigeria

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ABSTRACT

Despite the importance of public hospitals in providing medical and health services to the citizens, the recent prolonged industrial action by the Joint Health Sector Unions has significantly undermined hospital performance across Nigeria, with severe implications for service delivery and healthcare outcomes. Primarily, the industrial action, driven by unresolved demands to adjust the Consolidated Health Salary Structure for allied health professionals and other welfare issues, has crippled essential functions in public hospitals. Therefore, it is imperative to tackle this problem. This study examines, both theoretically and empirically, the relationship among employee compensation, employee recognition, and the Performance of the Public Hospital in Maiduguri Metropolis. The study adopted a quantitative research design, utilising a structured questionnaire on a 5-point Likert scale to collect data from healthcare workers across selected public hospitals. A stratified random sampling technique was employed to select representatives from different professional groups in the study. Data were analysed using SPSS 25. The regression results indicated that improvements in compensation and recognition lead to enhanced public hospital performance. The results highlighted the vital role of compensation and recognition in enhancing healthcare delivery. Therefore, the study recommends that government authorities and hospital management prioritise improving HR by investing in compensation and recognition practices. Additionally, policies aimed at enhancing staff welfare and motivation should be strengthened.

Keywords: Employee Compensation, Employee Recognition, Performance, Public Hospitals, Maiduguri Metropolis.

1. INTRODUCTION

Globally, organisational performance is a critical determinant of success for institutions across sectors. Organisational performance in the health sector refers to the institution's ability to deliver high-quality, timely, and cost-effective patient care while optimising the use of human, financial, and material resources (Singh, 2024). A well-performing hospital achieves positive patient outcomes, maintains operational efficiency, ensures patient safety, and fosters equitable access to healthcare services. It also upholds clinical standards, minimises medical errors, and promotes patient satisfaction, which collectively reflect the hospital's effectiveness and reputation (Yeswa & Ombui, 2019). Furthermore, hospital performance is increasingly assessed against measurable benchmarks, including mortality rates, readmission rates, patient waiting times, and staff productivity. As global health systems face mounting pressures from population growth,

pandemics, and resource constraints, hospitals' ability to perform effectively is more vital than ever. In developing contexts such as Nigeria, where health systems are often strained, organisational performance is also influenced by workforce stability, leadership quality, technological infrastructure, and policy support. Therefore, enhancing hospital performance requires not only clinical excellence but also strategic management practices, continuous workforce development, and robust evaluation frameworks that align with both national health goals and global standards (World Health Organisation, 2023).

Recent statistics show a profound staffing crisis within Nigeria's healthcare sector that directly undermines hospital performance. In 2022, approximately 75,000 nurses expatriated, and by 2024, over 16,000 doctors had emigrated, leaving the country with alarmingly skewed staff-to-patient ratios: approximately 1 nurse per 1,160 patients and 1 doctor per 5,000 patients, far below the World Health Organisation's recommended threshold of 1 doctor per 600 patients (WHO, 2024). This exodus has intensified the workload of the remaining staff, lengthened patient waiting times, and compromised the quality of care, particularly in hospital settings, where workforce adequacy is critical to delivering timely and effective services (Al-Rawahiyah et al., 2020). Hence, the empirical evidence vividly illustrates that inadequate staff retention constitutes a significant operational bottleneck in hospitals, reinforcing the urgency of examining retention strategies as a solution to bolster employee and organisational performance.

Given the life-saving nature of services rendered by hospitals, any decline in performance directly affects public health and trust; therefore, understanding and improving hospital performance has become a central focus for healthcare administrators, policy-makers, and researchers globally (Asaria et al., 2022). Despite its critical importance, hospitals in developing countries face persistent challenges that hinder optimal organisational performance, and one of the key challenges is the shortage of skilled health personnel (Kharde & Verma, 2023). High employee turnover further exacerbates these issues by disrupting service continuity, increasing the workload of remaining staff, and weakening institutional programmes (WHO, 2022). Efforts by successive Nigerian governments and health agencies, such as the introduction of strategic health workforce plans, have largely failed to address welfare challenges for healthcare workers, which remain largely unresolved, contributing to high attrition rates, low morale, and overall performance deficits in the sector (Adebayo et al., 2023; WHO, 2022). In addition, Frequent staff departures increase recruitment and training costs and lost productivity, while impairing the hospital's ability to provide consistent, high-quality care.

In the healthcare sector, some critical determinants of performance include employee compensation and recognition. This is because compensating and recognising skilled and committed healthcare professionals will not only ensure the delivery of high-quality patient care but also contribute to the operational efficiency and financial stability of healthcare institutions (Osaremwinda et al., 2024). Moreover, a successful organisation benefits from retaining its skilled and seasoned workforce through competitive compensation and employee recognition. Hassan and Govindhasamy (2020) argued that organisations devoid of exceptional workers struggle to accomplish their goals and objectives, as poor employee compensation and recognition plans have repeatedly led to employee turnover, which can affect the organisation's overall performance. Organisations usually design employee compensation and recognition strategies to encourage employees to remain competent in their duties and contribute to achieving set goals and objectives. Employee Owusu's compensation plays a pivotal role in influencing employee loyalty and

productivity. Adequate and competitive employee compensation is a strong motivator for employees to remain with an organisation, particularly in the healthcare sector, where professional demands are high (Owuze & Akhimien, 2022). In public hospitals in the Maiduguri metropolis, pay scales relative to those in developed nations often affect the ability to retain experienced healthcare professionals. Therefore, a structured and equitable employee compensation system can significantly contribute to employee satisfaction, reduce turnover intentions, and positively impact organisational performance (Saks, 2022). Another key driver of employee performance is employee recognition. This is because a workplace culture that values and appreciates employees' contributions fosters a sense of belonging and morale among staff. Employee Recognition, whether through formal rewards or informal appreciation, has been shown to enhance employee engagement, reduce burnout, and promote long-term commitment to organisational goals (Mahmoud et al., 2021). In high-stress environments such as hospitals, recognising healthcare workers for their dedication and achievements can be an effective strategy to reduce attrition and enhance organisational effectiveness in service delivery (Kharde & Verma, 2023). Employee compensation and recognition pose a significant challenge for public hospitals, directly impacting organisational performance. High turnover rates among healthcare professionals disrupt the continuity of care and adversely affect patient outcomes (Hadian et al., 2024). This issue necessitates a comprehensive examination of how employee Khare's compensation and employee Khare's recognition enhance the stability and effectiveness of healthcare delivery.

1.2 Statement of the Problem

Globally, the increasing demand for quality healthcare services, coupled with a shortage of healthcare professionals, has intensified competition among health institutions to attract and retain competent medical personnel. The outflow of trained health workers, particularly from developing countries to more developed nations, further worsens the staffing crisis, placing additional pressure on healthcare systems already operating under constrained resources (WHO, 2022). In response to this challenge, health institutions are being compelled to rethink their human resource management practices to develop more sustainable and competitive strategies for retaining top talent.

Furthermore, the financial implications of employee turnover are particularly pronounced in the healthcare sector. Estimates suggest that the cost of replacing a departing employee can range from 30% to 200% of their annual salary, including both direct expenses and indirect costs such as lost productivity and diminished morale. These costs can strain budgets and divert resources from patient care initiatives (Osaremwinda et al., 2023). Beyond financial considerations, turnover among healthcare staff poses risks to the quality of patient care. Studies have linked high staff turnover to poorer patient outcomes, including increased mortality rates and reduced patient satisfaction. The departure of experienced nurses, doctors, and other health practitioners disrupts established patient-care-provider relationships. It can lead to lapses in continuity of care (Hadian et al., 2024).

Furthermore, the recent prolonged industrial action by the Joint Health Sector Unions (JOHESU) has significantly undermined hospital performance across Nigeria, with severe implications for service delivery and healthcare outcomes. Since November 14, 2025, the nationwide JOHESU strike, primarily driven by unresolved demands for adjustment of the Consolidated Health Salary Structure (CONHESS) for allied health professionals and other welfare issues, has crippled essential hospital functions, including pharmacy services, laboratories, medical records, and support units, leading to paralysed operations in many federal health institutions (Premium Times

Nigeria, 2026). The absence of approximately 85 % of the health workforce, which JOHESU members represent, has forced patients to seek services in private facilities, increased workloads in unaffected hospitals, delayed treatment procedures, and resulted in substantial revenue losses for institutions such as the Obafemi Awolowo University Teaching Hospital, which reportedly lost up to ₦1.5 billion over three months of strike action (Pate, 2026; Premium Times Nigeria, 2026). These disruptions illustrate how persistent workforce instability and inadequate welfare management directly diminish hospital performance, service quality, and operational efficiency, underscoring the critical need for effective employee compensation and recognition strategies in the health sector.

Several studies have been conducted on employee compensation and employee recognition and organisational performance in numerous sectors such as banking, manufacturing and education, both in Nigeria and internationally (Opare et al., 2024; Ikima, 2023; Welle & Koffi, 2023; Igbino et al., 2022; Madingwane et al., 2021; Khan, 2020; Harorimana, 2022; Okafor et al., 2019). However, there is a notable paucity of comprehensive studies on employee compensation and recognition, and their impact on the performance of public hospitals, particularly in Maiduguri Metropolis, Borno State, Nigeria. This study attempts to bridge the identified knowledge vacuum.

1.3 Objectives of the Study

1. Examine the effect of employee compensation on the performance of public hospitals in Maiduguri Metropolis.
2. Assess the effect of employee recognition on the performance of the public hospital in Maiduguri Metropolis.

1.4 Research Questions

1. To what extent does employee compensation affect the performance of public hospitals in Maiduguri Metropolis?
2. To what extent does employee recognition affect the performance of public hospitals in Maiduguri Metropolis?

1.5 Research Hypotheses

H₀₁ There is no statistically significant effect of employee compensation on the performance of public hospitals in Maiduguri Metropolis.

H₀₂: Employee recognition has no statistically significant effect on the performance of public hospitals in Maiduguri Metropolis.

2.LITERATURE REVIEW

2.1.1 Organisational Performance

Many scholars define organisational performance in different ways, and reflecting the ongoing evolution of what constitutes organisational performance, shifting from traditional financial metrics to broader considerations such as agility, digital transformation, sustainability, and employee well-being. For example, Ates et al. (2023) defined organisational performance as the ability to remain resilient in the face of external challenges while embedding sustainable practices across its operations, ensuring long-term viability, environmental stewardship and social responsibility alongside traditional financial outcomes. Al Kurdia et al. (2020) defined organisational performance as an organisation's ability to acquire resources from its external

environment and utilise them efficiently to sustain growth and development. This view emphasises the organisation's capacity to secure essential inputs such as financial capital, human talent, technology, and raw materials from external sources and effectively transform these resources into valuable outputs. Organisational effectiveness is assessed by how well it manages these resources to achieve its goals, respond to market demands and maintain its competitive edge.

2.1.2 Employee Compensation

Employee compensation is conceptualised as the total reward package offered to employees in exchange for their contributions to organisational objectives. It includes both monetary components (such as salaries, bonuses, and allowances) and non-monetary benefits (such as health insurance, paid leave, and retirement packages). This comprehensive approach to employee compensation recognises that financial and non-financial rewards jointly influence employee motivation, engagement, and retention (Ampong, 2024). According to Martocchio (2020), employee compensation is defined as a strategic human resource management (HRM) tool designed not only to attract and retain qualified employees but also to shape and reinforce behaviours that align with the organisation's overall mission and objectives. Rather than viewing employee compensation solely as a transactional exchange, modern HRM perspectives emphasise its transformational potential as a key lever for influencing employee motivation, commitment, and performance outcomes (Seidu et al., 2020).

Effective employee compensation structures must therefore strike a balance among several critical dimensions. Internal equity ensures that employees perceive fairness in how employee compensation is distributed across roles and responsibilities within the organisation. External competitiveness ensures that pay structures remain attractive relative to industry benchmarks and labour market trends, which is especially important in sectors like healthcare, where demand for skilled professionals is high. Additionally, linking employee compensation to employee performance allows organisations to reward high performers, encourage accountability, and support a performance-driven culture. By integrating these elements, employee compensation systems serve as more than just financial tools; they function as strategic instruments for employee alignment, talent management, and long-term organisational sustainability. Hence, employee compensation becomes both a motivator and a signal, reinforcing the behaviours, attitudes, and performance standards that an organisation values most (Martocchio, 2021).

2.1.3 Employee Recognition

According to Brun and Dugas (2020), employee recognition is defined as the formal or informal acknowledgement of an individual's or team's efforts, behaviours, or results that align with the organisation's goals and values. Employee recognition serves as a vital motivational tool, strengthening employees' emotional connection to their work and their organisation. In healthcare institutions, where emotional labour is significant, employee recognition is essential for fostering employee resilience, satisfaction, and commitment. Deci and Ryan (2020) argue that employee recognition fulfils fundamental psychological needs for competence, autonomy, and relatedness, as highlighted in their Self-Determination Theory. Employee recognition provides employees with a sense of personal achievement and belonging, both of which are critical for sustaining intrinsic motivation. In healthcare environments, acknowledging professional efforts reinforces caregivers' dedication to patient-centred care and organisational excellence. Kuvaas (2021) conceptualises employee recognition as a strategic HRM practice that actively shapes a positive organisational climate and promotes discretionary behaviours. Formalised employee recognition programs, such

as "Employee of the Month" awards and public commendations, are not just about boosting morale; they strategically align individual goals with organisational objectives, enhancing overall performance, especially in service-intensive sectors like healthcare.

2.2 Empirical Review on the Effect of Employee Compensation, Employee Recognition and Public Hospital Performance

Opare et al. (2024) conducted a study on the influence of competitive employee compensation and benefits, organisational culture, and personal development opportunities on organisational performance within the Ghana Police Service. The findings revealed that work environment, competitive employee compensation and benefits, organisational culture, and personal development opportunities have significantly affected organisational performance. Moreover, the study highlighted that work environment, competitive employee compensation and benefits, organisational culture, and personal development opportunities contribute positively to organisational performance by fostering operational stability, improving staff morale, attracting top talent, and enhancing job satisfaction. Importantly, the study emphasised that high-quality work environment, competitive employee compensation and benefits, organisational culture, and personal development opportunities are directly correlated with improvements in efficiency, productivity, knowledge retention, and financial performance. These insights suggest that organisations aiming to improve their long-term performance must adopt deliberate strategies to retain employees through respectful, inclusive, and well-structured HR practices. However, the research was limited to a government institution, specifically the Ghana Police Service, thus calling for future studies in other sectors, such as healthcare or organisations, to improve generalizability. Hence, this study is particularly relevant to the present research on hospitals in Maiduguri, as it supports the notion that employee retention, driven by factors such as employee compensation, recognition, career development, and work environment, is critical to achieving superior organisational performance, especially in labour-intensive and service-driven sectors like healthcare.

Likewise, Harorimana (2022) conducted a study titled The Influence of attractive remuneration packages, training and development, rewards and employee recognition on Organisation Performance in the University of Rwanda. The findings revealed strong positive correlations between the examined variables and organisational performance. Specifically, attractive remuneration packages had the highest correlation with performance, followed by rewards, employee recognition and training and development. These results suggest that well-structured employee compensation, employee recognition systems, and continuous development initiatives significantly enhance employee retention, which in turn boosts organisational productivity and effectiveness. The study concluded that employee retention is a critical determinant of organisational performance, particularly in academic institutions. High turnover not only drains financial and human resources due to the cost of recruiting and training replacements but also disrupts the continuity of organisational expertise. Ampong (2024) conducted a study assessing the effects of employee welfare and compensation on organisational performance at Sahel Sahara Bank Ghana Limited. Recognising human resources as the most valuable organisational asset, the study emphasises that employee rewards and welfare strategies play a pivotal role in driving motivation and achieving both individual and institutional goals. Findings revealed a strong positive relationship between effective employee compensation and employee welfare systems and the organisation's overall performance. The results suggest that equitable distribution of employee

compensation, coupled with robust welfare policies, significantly enhances staff motivation, efficiency, and productivity. In essence, employee compensation and welfare are not merely support tools but strategic levers that influence performance metrics such as employee satisfaction, retention, and organisational growth. The study concluded that employee compensation and welfare systems form the backbone of human resource policies, directly impacting the organisation's ability to attract, retain, and develop talent. It recommends that management should adopt equitable and motivational employee compensation frameworks to inspire performance and align employee interests with organisational objectives. Moreover, consistent employee engagement in the design and evaluation of welfare policies was encouraged to foster inclusivity and satisfaction.

Okoye (2022) examined the relationship between employee compensation and organisational performance in a study conducted at Muoka Foam in Lagos State. The study aimed to assess the impact of salary increases, promotions, and employee recognition on the organisation's overall performance. Findings indicated that salary increases significantly affect organisational performance, suggesting that financial incentives are critical to motivating employees and improving productivity. Similarly, the study showed that employee recognition had a significant positive effect on organisational performance, reinforcing the view that acknowledging employee contributions fosters loyalty and high performance. The study concluded that strategic employee compensation policies, including regular salary adjustments, systematic promotion structures, and formal employee recognition programs, are essential for enhancing employee motivation and, consequently, organisational success. It is recommended that management prioritise merit-based salary increases, institutionalise transparent promotion policies, and develop comprehensive employee recognition systems to reinforce positive employee behaviour and performance. Rugut and Kipkorir (2022) conducted an empirical study to evaluate the impact of employee compensation practices on firm productivity within multinational tea companies located in Kericho County, Kenya. The study was motivated by the persistent challenges multinational firms face in maintaining high levels of quality, quantity, and overall performance across their employee base. Specifically, the research assessed the influence of monetary pay, allowances, fringe benefits, and incentives on employee productivity among senior, middle, and lower-level managers across three major multinational firms in Kenya: James Finlay's Kenya Ltd., George Williamson Ltd., and Unilever Ltd. The findings revealed that monetary pay, allowances, fringe benefits, and other incentives had a statistically significant effect on firm productivity. The study concluded that employee compensation practices are a key determinant of firm productivity.

Orajaka (2021) conducted a study on organisational performance and its effects on employee recognition and job satisfaction in selected public universities in South-East Nigeria. The study aimed to investigate how employee recognition influences institutional effectiveness, particularly in service delivery, administrative efficiency, and goal achievement. The results revealed that employee recognition practices such as public commendation, merit awards, and acknowledgement in meetings significantly improved organisational outcomes by enhancing collaboration and institutional reputation. The study concluded that employee recognition is a key driver of organisational effectiveness in higher education and recommended the institutionalisation of employee recognition policies to boost performance. Burke (2021) examined the role of employee recognition visibility in enhancing organisational performance in professional service firms in the United States, focusing on accounting and consulting firms. The findings revealed that

publicly visible and merit-based employee recognition significantly improved firm-level performance outcomes, particularly client loyalty and financial growth. The study concluded that employee recognition has spillover effects beyond individual employees, contributing directly to organisational performance. Chatzoudes and Chatzoglou (2022) carried out a cross-industry study in Europe to assess the impact of employee recognition policies on organisational performance. The results indicated that employee recognition significantly predicted all four dimensions of organisational performance, with the strongest effects on customer satisfaction and internal efficiency. The study concluded that employee recognition is a strategic HR practice that fosters organisational learning, innovation, and competitiveness. It recommended integrating employee recognition into strategic HR frameworks to drive sustainable performance across industries.

Meanwhile, Sikira et al. (2024) conducted a study examining the impact of employee recognition on employees' performance in Tanzania's manufacturing industry. The findings revealed that public recognition, media representation, verbal appreciation, and formal employee recognition letters or certificates positively influence employee performance. Media representation boosted employee visibility and motivation, while personal and public employee recognition fostered greater dedication and job satisfaction. Verbal appreciation was found to be the most immediate and impactful form of recognition. The study concluded that effective employee recognition strategies contribute to a positive work environment and improved performance. Furthermore, Kariuki and Kiiru (2021) conducted a study on the effect of employee recognition on employee performance in public hospitals within Nyeri County, Kenya. The findings revealed a strong, statistically significant relationship between employee recognition and performance, with regression analysis indicating that employee recognition positively influences performance. Similarly, Pearson correlation analysis confirmed a strong positive association. However, while employee recognition was part of the total reward system, financial bonuses for exceptional performance were only moderately developed.

2.3 Theoretical Framework (Social Exchange Theory)

Social Exchange Theory (SET) was originally developed by sociologists such as George Homans (1958) and later refined by scholars like Peter Blau (1964) and Richard Emerson (1976). The theory is grounded in the idea that human relationships are formed and maintained through the exchange of resources, whether tangible or intangible, based on principles of reciprocity and mutual benefit. In an organisational context, SET posits that the employment relationship is a series of reciprocal exchanges between the employer and employee. When employees perceive that their contributions are recognised and rewarded through compensation, recognition, career development opportunities, and a supportive work environment, they are more likely to reciprocate with positive attitudes and behaviours, such as greater loyalty, job satisfaction, and higher performance. Conversely, when employees perceive inequity or a lack of reciprocity, it may lead to disengagement, dissatisfaction, or turnover.

In the context of hospitals in the Maiduguri Metropolis, SET provides a compelling framework for understanding how retention strategies influence organisational performance. The four selected dimensions, employee compensation, recognition, career development, and work environment, can all be viewed as organisational investments in employees. For instance, fair employee compensation and a conducive work environment are perceived as signs that the organisation values its employees. In contrast, employee recognition and career development reflect the organisation's long-term commitment to their growth. In response, employees are likely to develop

a stronger emotional bond with the organisation, become more productive, and stay longer, thereby enhancing overall organisational performance. This mutual exchange fosters trust, commitment, and a sense of obligation, which are crucial in the healthcare sector, where staff continuity, experience, and motivation directly impact patient care and service delivery.

The strength of Social Exchange Theory lies in its flexibility and applicability across various organisational settings, especially those emphasising interpersonal relationships and long-term engagement, such as healthcare institutions. It also helps in understanding the psychological contract between employer and employee, an unwritten set of expectations that, if fulfilled, can result in high levels of performance and retention. However, one of the criticisms of SET is that it can be somewhat vague in specifying what constitutes a fair exchange, and how different individuals perceive equity may vary, making it context-dependent and subjective. Additionally, it often assumes rational behaviour and may not fully account for emotional, cultural, or irrational aspects of workplace decisions. Nonetheless, adopting SET as a supporting theory in this study is justified, as it provides a robust theoretical lens for explaining why effective retention strategies rooted in reciprocity and mutual respect lead to improved organisational outcomes. It aligns well with the realities of healthcare work environments, where relational dynamics, organisational support, and trust significantly influence employee behaviour and institutional success.

3. METHODS

This study adopts a cross-sectional survey design within a quantitative research framework to examine the effect of employee retention strategies on the performance of healthcare workers in public hospitals within Maiduguri Metropolis. The population of this study comprise 12,512 healthcare employees working in the secondary and tertiary public hospitals within Maiduguri Metropolis, Borno State, Nigeria. The study targets medical doctors, nurses and allied health workers within these hospitals. These employee categories were considered because they benefit from employee compensation and employee recognition strategies, which in turn influence the hospital's performance outcomes. The Sample size for the study is 388, obtained through Taro Yamane's formula (1967). However, to ensure an adequate response for analysis, 30% of the sample is added, bringing the total to 504. This is in line with the sample adjustment procedures of Bartlett, Kotrlik, and Higgins (2001) and Salkind (1997). The study employs simple random sampling to select respondents and administer questionnaires. The structured questionnaire was scored on a 5-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). The data collected for this study were analysed using SPSS 25. A regression analysis procedure was used to examine the predictive power of employee compensation and employee recognition on public hospital performance.

4. RESULTS

4.1 Normality Test

Thus, the initial test of normality in this study showed that the data are normally distributed, as indicated by Skewness and Kurtosis values within the acceptable ranges of < 2 and < 7 , respectively. (Kline, 2005). Therefore, Table 4.6 presents the Normality, Skewness, and Kurtosis Statistics.

Table 1: Normality Test: Skewness and Kurtosis Statistics

Variables	N Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
Employee compensation	465	-0.293	0.113	-1.031	0.226
Recognition	464	-0.314	0.113	3.576	0.226
Career Development	465	-0.848	0.113	0.822	0.226
Work Environment	465	-0.880	0.113	-0.023	0.226
Performance	465	-0.516	0.113	-0.034	0.226

Source: SPSS Output (2026)

4.3.4 Multicollinearity

Firstly, correlation was used to assess Multicollinearity in a study (Cavana, Delahaye, & Sekaran, 2001; Sekaran & Bougie, 2013). Multicollinearity occurs when two or more independent variables are highly correlated in a study. (Sekaran & Bougie, 2013; Pallant, 2011). Therefore, Table 4.4 presents the correlation results among the study's independent variables. There are no two highly correlated variables. Thus, there is no multicollinearity issue in this study. Table 4.7 presents the Correlation Matrix.

Table 2: Correlation Matrix

Variables	Employee compensation	Recognition
Employee compensation	1	
Recognition	0.229	1

Source: SPSS Output (2026)

Similarly, the Variance Inflation Factor (VIF) and the tolerance level were also inspected. The VIF threshold and tolerance values should not exceed 10 and should not be less than 0.10, respectively. (Hair et al., 2017; Sarstedt, Ringle, Smith, Reams, & Hair, 2014). From Table 4.8, it is clear that tolerance levels are considerably greater than 0.10. Likewise, VIF values are less than 10 (Tabachnick & Fidell, 2007). Consequently, it is concluded that there is no multicollinearity among the exogenous variables in this study.

Table 3: Multicollinearity Test based on Tolerance and VIF Values

Variables	Collinearity Statistics	
	Tolerance	VIF
Employee compensation	0.942	1.062
Recognition	0.755	1.324

a. Dependent Variable: Organisational Performance

Source: SPSS Output (2026)

Moreover, the condition index was examined to assess multicollinearity in the dataset. Hair et al., (2017) and Sarstedt et al., (2014) recommended that multicollinearity be present when the condition index exceeds 30. Thus, the condition index for the exogenous variables in the study, as shown in Table 4.9, indicates that the highest value is 23.757, which is below the threshold of 30. Based on these results, it is concluded that there is no multicollinearity among the study variables. Table 4.9 presents the Condition Index for the study.

Table 4: Condition Index

Dimension	Eigenvalue	Condition	Variance Proportions				
		Index	(Constant)	COM	REG	CAD	WOE
1.	4.895	1.000	0.00	0.00	0.00	0.00	0.00
2.	0.065	8.686	0.01	0.92	0.01	0.02	0.02
3.	0.018	16.294	0.00	0.03	0.85	0.04	0.20

a. Dependent Variable: Performance

Source: SPSS Output (2026)

4.5 Reliability

The subsequent stage is evaluating the reliability of the tools used in the study. for internal consistency and stability (Pallant, 2010; Saunders, Lewis, & Thornhill, 2009). Reliability refers to the extent to which the items in an instrument hold together in measuring a variable. Therefore, Cronbach's alpha coefficient is used in this study. The Cronbach's alpha coefficient threshold for acceptable reliability is 0.70 and above. (Cavana et al., 2001; Sekaran & Bougie, 2013; Nunnally & Bernstein, 1994). Specifically, employee compensation has a Cronbach's alpha of 0.894, employee recognition of 0.769, career development of 0.837, work environment of 0.895, and organisational performance of 0.871. Therefore, the results in Table 4.15 indicate that all variables meet the minimum acceptable reliability threshold of 0.7.

Table 5: Reliability Test

Variables	No. of Items	Cronbach's Alpha
Employee compensation	07	0.894
Employee recognition	06	0.769
Organizational Performance	07	0.871

Source: SPSS Output (2026)

4.6.1 Demographic Characteristics of the Respondents

Regarding respondents' age, males account for 45.4% and females for 54.6%. Therefore, this indicated a higher number of female respondents in the survey, which in turn means there are more female medical and health workers than male medical and health workers. Concerning the age of the respondents, 18 to 25 years old constitute 4.9%, 26 to 34 years old constitute 25.6%, 35 to 44 years old constitute 45.2%, 45 to 54 years old constitute 22—%, while above 55 years old constitute 1.9%. Regarding the marital status of the respondents, single respondents account for 22.6%, and married respondents account for 71%. %, divorced are 4.3%, and widows are 2.2%. In relation to the educational qualifications of the respondents. A total of 21.5% of respondents hold a diploma. At the same time, 55.7% of respondents hold a Higher National Diploma (HND) or a Bachelor's Degree (BSC). 20.6% of the respondents have master's certificates, 0.6% have a PhD, and 1.5% have other certificates not mentioned. Therefore, a large percentage of respondents hold HNDs or degrees. Regarding the Employment status of the respondents, full-time constitute 87.5%, part-time constitute 8.4%, contract staff constitute 3%, and temporary staff constitute 1.1%. The majority of medical and health workers work in secondary hospitals (70.1%), while 29.9% work in tertiary hospitals. Regarding the respondents' cadre, 7.1% are medical doctors, 31. % are nurses/midwives, and 61.9% are allied health workers.

4.7 Testing of Hypotheses

Regression analysis was used to test the hypotheses set for the study. The regression analysis was conducted to determine the effect of Employee Compensation, Recognition, Career Development and Work Environment on Organisational Performance. In this study, a regression analysis was first conducted to assess the model's significance. Therefore, if the coefficient is less than 0.05, the results indicate that the independent variables have a significant effect on Organisational Performance at the 5% level. Table 4.24 presents the regression analysis assessing the effect of employee compensation on the performance of public hospitals in Maiduguri Metropolis. The results show that $\beta = 0.180$, T-statistic = 5.019, and the P-value = 0.000. This showed that employee compensation significantly affects the performance of public hospitals in Maiduguri Metropolis. Therefore, hypothesis one, which states that there is no statistically significant effect of employee compensation on the performance of public hospitals in Maiduguri Metropolis, is rejected. Similarly, the regression analysis assessed the effect of employee recognition on the performance of public hospitals in Maiduguri Metropolis. The results show that $\beta = 0.068$, T-statistic = 1.691 and the P-value = 0.092. This showed that there is a significant effect on the performance of public hospitals in Maiduguri Metropolis, but at the 10% rather than the 5% level. Therefore, hypothesis two, which states that employee recognition has no statistically significant effect on the performance of public hospitals in Maiduguri Metropolis, is rejected.

Table 6: Hypothesis Testing

Variables	Beta	T Stat.	Sig.	Decision
Employee compensation	0.180	5.015	0.000	Rejected
Recognition	0.068	1.691	0.092	Rejected

a. Dependent Variable: Performance

Source: SPSS Output (2026)

4.8 R Square

The R-squared value indicates the strength of the relationship between employee compensation, employee recognition and Performance of public hospitals in Maiduguri Metropolis. The results of this study indicated that the percentage of variance might be predicted from the effect of the independent variables. If the R-squared value is larger than 0.49, the strength of the effect is considered highly substantial. If the R-squared value is in the range of 0.26 to 0.49, the strength of effect is considered substantial. Whereas, if the R-squared value is between 0.13 and 0.26, the strength of effect is considered average. If the R-squared value is between 0.02 and 0.13, the strength of effect is considered small. Consequently, in this study, the R coefficient was 0.665^a, the R-squared was 0.442, and the adjusted R-squared was 0.437. These values showed that the model has adequate criterion validity and explained 43% of the total variance in the performance of public hospitals in Maiduguri Metropolis. Thus, it is determined that the effects of employee compensation and employee recognition on the Performance of public hospitals in Maiduguri Metropolis are substantial. Table 4.25 presents the R-squared results from the study.

Table 7: R Square (Model Summary)

R	R Square	Adjusted Square	R-Std. Error of the Estimate	Change Statistics		df1	df2	Sig. Change	F
				Change	F Change				
0.665 ^a	0.442	0.437	2.99405	0.442	90.939	4	459	0.000	

a. Predictors: (Constant), employee compensation, employee Recognition.

b. Dependent Variable: Performance

Source: SPSS Output (2026)

5. DISCUSSION OF FINDINGS

Effect of Employee Compensation on the Performance of Public Hospitals in Maiduguri Metropolis. The findings of this study established that employee compensation has a statistically significant effect on the performance of public hospitals in Maiduguri Metropolis. These results emphasise the vital role of employee compensation as a managerial and strategic means of enhancing organisational performance within the public healthcare sector. This finding implies that employee compensation is not merely a routine administrative function but a vital mechanism for achieving organisational performance. Similarly, the significance of employee compensation in public hospitals in Maiduguri Metropolis suggests that when healthcare workers receive fair, competitive, and timely remuneration, they are more likely to demonstrate greater commitment, efficiency, and productivity. Hence, in the public hospitals where employees are often exposed to high job demands, limited resources, and occupational risks, employee compensation serves as a major extrinsic motivator that can improve morale and job satisfaction. This, in turn, translates into better service delivery, improved patient care, and enhanced organisational performance. Thus, employee compensation acts as both a motivational and retention tool, reducing absenteeism, turnover intentions, and workplace dissatisfaction among healthcare professionals. The findings of this study are consistent with and strongly supported by previous empirical studies. For instance, Opare et al. (2024) found that employee compensation has a significant positive influence on organisational performance, particularly in healthcare settings where employee motivation is directly linked to service quality. Similarly, Harorimana (2022) reported that effective employee compensation systems significantly enhance employee performance by fostering a sense of value and employee recognition among workers. In the same vein, Ampong (2024) and Okoye (2022) also established that employee compensation significantly influences employee productivity and organisational outcomes. Their studies emphasised that employees who perceive their employee compensation as fair and commensurate with their efforts are more likely to demonstrate higher engagement and commitment to organisational goals. Furthermore, Rugut and Kipkorir (2022) highlighted that employee compensation plays a crucial role in improving job satisfaction, which subsequently drives better performance outcomes. Additionally, the findings align with those of Welle and Koffi (2023), who noted that employee compensation is a strong predictor of employee efficiency and effectiveness, particularly in resource-constrained public institutions. Likewise, Ituma et al. (2024) confirmed that employee compensation significantly affects organisational performance, especially when reward systems are perceived as equitable and performance-based. The consistency of these findings across different studies and contexts reinforces the robustness and generalisability of the present study's results.

From a theoretical perspective, this finding is well explained by Social Exchange Theory, which

posits that employees tend to reciprocate favourable organisational treatment with positive work behaviours. When hospital staff perceive they are adequately compensated, they feel valued by the organisation and are more likely to respond with greater effort, loyalty, and improved performance. This reciprocal relationship is particularly important in the healthcare sector, where employee performance has direct implications for patient outcomes and overall service quality.

From a policy and managerial standpoint, the findings suggest that government authorities and hospital administrators should prioritise developing and implementing effective employee compensation systems. This may include improving salary structures, introducing performance-based incentives, providing hazard allowances, and ensuring prompt, consistent wage payments. Additionally, incorporating non-monetary rewards such as recognition, career advancement opportunities, and supportive work environments can further strengthen the impact of employee compensation on performance.

Regarding the effect of employee recognition on the performance of public hospitals in Maiduguri Metropolis, the findings of this study reveal a statistically significant effect. This result highlights the crucial role of non-monetary rewards in shaping employee behaviour and enhancing organisational outcomes within the public healthcare sector. Recognition, as an element of human resource management, goes beyond financial incentives to include appreciation, acknowledgement of effort, praise, awards, and opportunities for professional visibility. Its significance in this study suggests that employees' need for esteem, value, and appreciation is a powerful driver of performance in hospital settings. The positive and significant effect of employee recognition implies that when healthcare workers feel acknowledged for their contributions, they are more likely to be motivated, committed, and satisfied with their jobs. In public hospitals, where employees often work under stressful and resource-constrained conditions, employee recognition serves as an important psychological reward that reinforces desirable behaviours such as diligence, teamwork, and patient-centred care. Consequently, this leads to improved service delivery, enhanced patient satisfaction, and overall organisational performance.

This finding is consistent with prior empirical studies that have established a strong link between employee recognition and employee performance. For instance, Harorimana (2022) found that employee recognition significantly enhances motivation and productivity, particularly in public-sector organisations where financial incentives may be limited. Similarly, Okoye (2022) reported that employee recognition positively influences employee commitment and performance by fostering a sense of belonging and organisational support. In the same vein, Orajaka (2021) and Burke (2021) emphasised that employee recognition is a critical factor in improving workplace morale and engagement. Their studies suggest that employees who receive regular acknowledgement for their efforts are more likely to develop positive work attitudes and sustain high performance levels. Furthermore, Chatzoudes and Chatzoglou (2022) demonstrated that employee recognition contributes significantly to employee satisfaction and organisational effectiveness, especially when it is perceived as fair and consistent.

Additionally, the findings align with those of Sikira et al. (2024), who established that employee recognition has a significant positive impact on employee performance by reinforcing desirable work behaviours and increasing intrinsic motivation. Likewise, Kariuki and Kiiru (2021) found that employee recognition practices significantly improve employee engagement and productivity, thereby enhancing organisational outcomes. The consistency of these findings across different studies and contexts reinforces the validity and generalisability of the present study. Although the

cited previous studies in the prompt focus on employee compensation, the current findings extend the discussion by demonstrating that employee recognition is an equally important yet often less costly form of reward that also plays a significant role in driving performance. This suggests that both monetary (employee compensation) and non-monetary (recognition) rewards are complementary and should be integrated into a comprehensive reward management system to maximise organisational effectiveness.

From a theoretical perspective, the findings can be explained by Social Exchange Theory. Social Exchange Theory posits that employees reciprocate positive organisational treatment with improved performance. When employees are recognised and appreciated, they feel valued and are more inclined to put in greater effort and loyalty. Similarly, theory identifies employee recognition as a key motivator that leads to job satisfaction and enhanced performance. In the context of public hospitals, employee recognition satisfies employees' psychological needs, thereby encouraging them to perform at higher levels.

From a managerial and policy perspective, the findings suggest that hospital administrators and government stakeholders should prioritise the development of effective employee recognition systems. This could include formal employee recognition programmes such as "Employee of the Month" awards, public commendations, certificates of achievement, and opportunities for career advancement. Informal recognition, such as verbal praise, feedback, and appreciation from supervisors, should also be encouraged as it can have an immediate and meaningful impact on employee morale.

6. CONCLUSION

This study examined the effects of employee compensation and employee recognition on the performance of public hospitals in Maiduguri Metropolis. The main objective was to provide empirical evidence on how employee compensation and recognition influence performance in the public healthcare sector. Therefore, the study first established that employee compensation and recognition play a critical role in determining public hospitals' performance. Employee compensation and employee recognition had statistically significant effects on public hospital performance. Specifically, employee compensation was found to significantly enhance public hospital performance, confirming that fair and competitive remuneration remains a fundamental driver of employee motivation and efficiency. In public hospitals, where employees often work under demanding, resource-constrained conditions, adequate compensation helps reduce dissatisfaction, improve morale, and encourage greater commitment to organisational goals.

Employee recognition also emerged as a significant determinant of performance, demonstrating that employees value appreciation and acknowledgement of their contributions. The findings suggest that non-monetary rewards such as praise, awards, and formal employee recognition programmes can significantly boost employee motivation, engagement, and job satisfaction. This highlights the importance of creating a culture of appreciation within public healthcare institutions.

7. RECOMMENDATIONS

Based on the findings of this study, which established that employee compensation and employee recognition significantly influence the performance of public hospitals in Maiduguri Metropolis, the following recommendations are proposed for policymakers, hospital administrators, and other

relevant stakeholders:

1. Improve and Standardise Employee Compensation Structures

Government and hospital management should prioritise the review and standardisation of employee compensation packages for healthcare workers. Salaries, allowances (including hazard and duty allowances), and other financial benefits should be competitive, equitable, and commensurate with employees' responsibilities and risks. Timely and consistent wage payments should also be ensured to prevent dissatisfaction and enhance motivation.

2. Institutionalise Employee Recognition Programme

Management should establish formal and informal employee recognition systems to acknowledge employees' efforts and achievements. Programmes such as "Employee of the Month," commendation letters, public recognition, and awards for outstanding performance should be encouraged. Supervisors should also be trained to provide regular feedback and appreciation, as this can significantly boost morale and engagement.

8. LIMITATIONS OF THE STUDY

The study was confined to public hospitals in Maiduguri Metropolis. As a result, the findings may not be fully generalisable to other states in Nigeria or to private healthcare institutions, which may have different organisational structures and work environments. This study focused mainly on employee compensation and employee recognition as the independent variables influencing public hospital performance. However, public hospital performance is also affected by other factors which were not explored in this study. Similarly, the study data were based on self-reported responses from healthcare workers in public hospitals in Maiduguri. This may introduce response bias, as participants might have provided socially desirable answers rather than completely objective responses. The study adopted a cross-sectional research design, where data were collected at a single point in time. This limits the ability to observe changes over time or establish long-term causal relationships between the work environment and hospital performance.

9. SUGGESTIONS FOR FUTURE/FURTHER STUDIES

Based on the findings and limitations of this study, the following suggestions are made for future/further research:

1. Future studies should extend the scope beyond Maiduguri Metropolis to include other states in Nigeria. This will enhance the generalisability of the findings and enable comparative analysis across different public hospitals. Similarly, future research should incorporate other relevant variables that could predict public hospital performance, such as leadership style, employee motivation, organisational culture, job satisfaction, and technological adoption. This will provide a more comprehensive understanding of factors influencing performance in public hospitals. Future studies should consider using a longitudinal approach to examine changes in the predictors of public hospital performance over time. This will help establish stronger causal relationships and track the long-term effects of employee retention on public hospital performance. Furthermore, future Research should consider adopting a mixed method to examine the effect of employee retention on public hospital performance. Lastly, research could compare public and private healthcare institutions to identify differences in employee retention and its effect on public hospital performance.

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