

**THE IMPACT OF COMPENSATIONS ON EMPLOYEE PRODUCTIVITY IN GHANA
COMMERCIAL BANK**

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Abstract – There are already disturbing issues internationally related to labor unrest. Ghana's situation is no exception, making the area compensation plan studies and the productivity of the workers more important. The multiple regression analysis was conducted to assess the impact and influence of the individual compensation items on the productivity of the employees. A cross-sectional survey was used, with a collection of 74 workers. Collated data were analyzed using basic data analysis table, correlation, and regression process. The findings showed that wage, fee, promotion, and bonuses are the main components of compensation packages and the findings also suggested that a statistically significant relationship exists between compensation packages and employee productivity. Further, the results showed that the impact of pay packages on the productivity of workers occurs. The research concluded that if management wishes to improve productivity within the company, all pay packages and other variables such as work climate, the morale of workers, and appreciation should be considered in order to achieve a 100% improvement in worry productivity. The researcher proposes an analysis to be carried out in some other part of Ghana about the effect of compensation schemes on employee productivity at GCB.

Keywords: Compensation, productivity, employee, impact, employee productivity, Bank

Introduction

Good human resource management remains a vital component of corporate approaches, particularly as capital intensive manufacturing plants are evolving and growing. Compensation plans are crucial in the incentive packages for every organization's employee. Compensations actually play a very important role in employee productivity. Employee efficiency in an organisation is what determines the organization's performance or failure. No organization, therefore, will aspire without paying attention to wages for employees. An effective and fair compensation program can support, attract and retain skilled and qualified people who can help the company achieve its goal and goals (Dessler, 2002).

The pay was recognized as a significant motivator of workers, according to Ivencevich (1998). Holt (1993), described Compensation as an production and the profit that employees receive in the form of pay, wages and the same incentives as monetary exchange to increase their productivity for employees.

Johnson (2015) said compensation could include both monetary and non-monetary components. He also wrote that compensation also includes the regular salary and other benefits for an employee, such as health care, retirement plans, and efficiency incentives. When an employee feels that he / she is underpaid, the employee would probably. The effort expended by working more slowly and absent.

The compensation packages that a business provides to workers impact the recruiting rate, retention rate and staff satisfaction of the organization. For occupations where efficiency is directly linked to income, the biggest effect of money on output and profitability can be in. For example, awareness of obtaining a bonus after a certain sales quota may cause a salesman to increase productivity. Perhaps, if the employer shares his income with workers, many workers may feel inspired to help their businesses succeed.

It is also critical for a company to have a well-planned program of reasonable wages, because they would have direct effects on the workers' productivity at work. The question of compensation and its effect on employee efficiency is completely central to the banking industry's success in the Ghanaian economy.

The banking industry in Ghana, and thus both public and private banks, enjoyed relative stability with little to no instability in relation to labor unrest. It presupposes competitive pay packages for the bankers or banking sector employees.

According to Levine (2005), Ghana's banking sector is also characterized by rigid competition between banks, especially with the 2007 Banking Act (Act 673).

This is because the liberalized commercial banking sector has allowed banks offshore to operate in the country. These banks offer enticing products to stay competitive in order to achieve their targets and, most significantly, to boost their market share or outwit their rivals (Appiah-Adu, 1999).

To achieve the goal effectively, the commitment of the employee cannot be underestimated. While the advent of technology in the banking sector has greatly reduced the number of human factors in controlling the price of its services to customers, the employee remains essential to achieving organizational objectives.

The positions of banks within the financial system of Ghana cannot be overemphasized. Ghana Commercial Bank, now legally GCB Bank Limited, is Ghana's second biggest bank with disposable profits and total belongings, authorized by Bank of Ghana, the country wide banking regulator. The Bank of Ghana, the nation's central financial institution, announced in August 2017 that it had accredited a Purchase and Assumption transaction with Ghana Commercial Bank Limited (GCB Bank Limited), which transferred all deposits and selected property of UT Bank and Capital Bank (Ghana) to GCB Bank Ltd] GCB Bank Limited, certainly one of Ghana's commercial banks, which started outworking as a wholly government bank in 1953 Held till 1996 while a part of the government's holdings turned into divested under the economic healing programme. Today, the government holds 21.36 according to cent at the same time as the ultimate 78.64 in step with cent constitute the institutional and man or woman shares.

From the one department of the Nineteen Fifties with 27 staff, GCB now has more than 161 branches and eleven departments in all 16 regions and districts across the nation 27 GCB employees currently have over 161 branches and eleven departments in all 16 areas and districts across the us of a with a complete staff strength of about 1532 as of 2016 in an try to make banking services open and reachable to many more Ghanaians and businesses. GCB has extrathan 1.6 million clients with the highest customer base and in fact holds 14.3% of marketplace shares (GCB, GCB).

The Bank's intention is to be the current banking leader, assembly the wishes of clients and shareholders whilstturning in a full vary of inexpensive and excellentofferingsvia the optimization of IT and productive departmentcommunity. GCB's aim is to assisteach the personal and public sectors and promotes the financialboom of the country.

GCB gives a vastvary of merchandise and offerings such as Current / Savings Accounts, Link2 Home for Ghanaians dwelling overseas, doorstep money collection, loans and overdrafts to fulfill its mission and objective.

two Additionally, treasury bills, constantname deposits, Internet banking (Commernet Plus), Royal Banking, Smart Pay (Fee Transfers), KudiNkosuo, GCB Inland Express Money Transfer, International Money Remittance Transfers, GCB Kidistar Account and MasterCard are differentofferings offered. All these criticalofferingsfurnishedby using the financial institution are operated by way ofpeople whose incentive to supply

off their excellent is mostly based on their pay programs and how a whole lot they interpret their well worth in relation to how an awful lot they are paying.

Problem Statement

It is vibrant that labor dynamics have a significant effect on employee compensation packages sought by recognizable groups of workers, but there are numerous concerns and problems facing employees in each company, including lack of job satisfaction, lack of advancement and training, lack of or unattractive benefits, insufficient wages, among others. All of these factors significantly impact an organization because the performance of an organization or lack of it is directly linked to the productivity of workers based on compensation (Okoth, 2014). Indeed it will gain a good efficiency from a satisfied employee. Lack of an organization's adequate incentive system impacts profitability. Any of these consequences are the failure of a company to maintain the therefore high workforce turnover rate of its employees; loss of skilled employees; low work satisfaction and low productivity (Njanja et al., 2013; Johnson, 2015).

Ghanaian banks have made major contributions to the country's jobs and Ghana Commercial Bank is no exception. However, regular analytical attempts by external stakeholders to determine if workers are happy with the incentive schemes in those banks, as well as their effect on employee efficiency, tend to be lacking (Turkson, 2017).

Research performed on workplace benefits programs are, according to Johnson (2015), only few at a time. Additionally, several of the few recent reports are lacking in precision, since various companies face specific compensation issues.

Furthermore, the various and numerous methods make these results merely alternative for coping with particular compensation issues of a serious organization such as the GCB. Once again, proponents such as Zeng and Honig (2017) consider insufficient samples of methodological lapses to be root causes of unjustifiable research results on related organizations and sectors.

This research aimed to analyze the relationship between compensation and productivity of workers, and describe the direct effect of compensation on quality of work for workers. Purpose of the Study the study's underlying purpose is to determine the effect of compensation on the productivity of employees: a case of GCB Bank Limited, Tamale.

Objectives of the Study

The study seeks to achieve the following objectives:

- i. Examine the components of compensation packages of staff of GCB;
- ii. Analyse the relationship between compensation and employee productivity; and
- iii. Ascertain the effects of compensation on employee productivity

Research Questions

On the basis of the above objectives, the study seeks to answer the following questions:

- a. What are the components of compensation packages given to the staff of GCB in the Tamale Metropolis?
- b. How related are the compensation packages to employee productivity of GCB staff in the Metropolis?
And
- c. What effect do the compensation packages have on employee productivity of these GCB staffs?

LITERATURE REVIEW

In the context of human resource management and efficiency, compensation is any incentive of some form provided to an employee instead of hard-working overtime and over a set of expectations of task fulfillment. Compensations can be divided into standard salaries, commissions, incentives, and promotions. The compensation packages mentioned are basic salaries, commissions, incentives and work promotion, as illustrated below (Turkson, 2007).

Basic Salary

In addition to their fixed compensation, salary pay is monetary reward given to employees. This pay structure is focused on productivity for individuals but incentives are not dependent on productivity (Suman& Shout, 2010).

Most of the duration and efficiency compensation program is their long-term incentive, which also causes some issue with their long-term liquidity incentive cantonal obtaining immediate value due to reward criteria convicted in cash. Efficiency-related compensation has a direct effect on the efficiency of employees generating production through salaries, and employers have a greater capacity to provide pay structure based on productivity (Shilongo, as of 2013).

The use or non-use of productivity-based compensation is often calculated from a firm perspective by the monitoring costs (Lazear, 2011). Mukuru (2013) showed that the optimal pay composition is determined by certain business factors such as the firm's stage (i.e. the company's age), the skills and competitiveness of an enterprise. The view point of a corporation the two are determinants. When assess an employee's pay a radically different approach is to use the productive pay. Studies show how various pay systems impact long-term growth as well as employee relationships and mainly the form of cash in and stock, as will be noted in the empirical analysis section.

Commission

According to Lawler (2013), compensation has been referred to by means of many as fee based totally remuneration primarily based on extent or some shape of productivity. Other words employed consist of piecework or piecework.

Many businesses used this kind of remuneration to acquire a minimal fine fee in change for compensation. This is used for transferring the hazard from the organisation to the worker. There are two kinds of contract measurement. Another is primarily based on demand length, and any other is based totally on revenue. An instance of an enterprise which makes sizeable use of quantity remuneration is the fishery industry.

The human beings working on the boats hazard the captain may not discover fish. The captain can attain some fantastic fishing grounds and convey in a giant catch, in return.

When the fish is offloaded, the processors pay charge to reimburse the manufacturing staff. Such body of workers are compensated via piecemeal, that is, how a lot remaining product from the seize they will produce. Usually their meat cuts are measured and they are paid for the offerings furnished based totally on that calculation.

While the traditional job-based device assumes that an worker will be paid in accordance to his position in the company, there is the proof that it is recommendable to go emphasis from job-based structures to skill-based structures (Zeng&Honig, 2017). As a kind of lucrative skill-based pay device (SBPS), fee can first-class be described as 'a application that focuses particularly on person abilities and has them treated in a way that encourages agencies growing organizational capabilities that supply aggressive advantage.

Bonuses

According to Lawler (2013), compensation has been referred to through many as fee primarily based remuneration based totally on extent or some shape of productivity. Other phrases employed encompass piecework or piecework. Many groups used this kind of remuneration to reap a minimal satisfactory charge in change for compensation. This is used for shifting the threat from the company to the worker. There are two kinds of contract measurement. Another is based totally on demand length, and every other is primarily based on revenue. An instance of an enterprise which makes huge use of quantity remuneration is the fishery industry.

The humans working on the boats chance the captain may not discover fish. The captain can attain some pleasant fishing grounds and convey in a massive catch, in return.

Bonus is aggregate with a broad range with monetary advantages and non-financial advantages that include; Social Security: which is the administration of the insurance plan application by using place of job guidelines that need to be paid into the device and encompass pay perchance up to the restrict (Milkovich& Newman 2010).

Bonuses are used to enhance team of workers productivity. This is a variable shape of remuneration that is most commonly viewed in salaried employees to encourage them to attain a precise objective, whether or not primarily based on time or quantity. Many elements used for incentives are to enhance or keep different capabilities or the pool of ability units that the agency requires. Often incentives are disbursed over an prolonged duration of time when an enterprise meets positive economic aims or objectives. Flexible gain plans are a viable answer for working with people who have various tiers of chance avoidance.

Barringer and Milkovich (2010) indicated that Flexible advantage packages, such as incentives, motivate employees to categorize their relative expectations on problems such as education, dental and existence insurance plan of workers. By comparison, constant advantage applications are predetermined general advantages by means of management.

Job Promotion

According to Lawler (2013), compensation has been referred to by using many as fee based totally remuneration primarily based on extent or some shape of productivity. Other phrases employed consist of piecework or piecework.

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Turkson, 2007. Promotions are sought by using hardworking humans inside an organization, as captured over the years in many tutorial books. It is perceived to be a realistic way of enhancing the status of people who have labored more difficult to function such obligations over duration of time or by using expectations. In distinction to pay, commissions and bonuses, advertising is explicit, in that personnel are clearly reassigned to greater productiveness stages with greater titles.

Promotion is positive the place there is a commensurate adjustment of simple pay. To many, appreciating their efforts with greater primary salaries, commissions, and bonuses is now not enough; however promoting is additionally necessary, as ego-satisfying as nicely Job merchandising is barring doubt one of the most typical elements of managing human resources.

RESEARCH METHODS

This section describes the processes and procedures, as well as the resources required for the analysis. It includes profile of the study, design of the research, population, sample size and techniques, data collection, and analysis.

Research Design

This research was descriptive in nature since, under some compensatory conditions, it obtained a complete and accurate summary of the realistic response of the employees to GCB's productivity demands as an employer. Descriptive work has been used to describe and quantify phenomena in order to get a better understanding of definition or question (Zikmund 1997). Nonetheless, due to the importance of past issues in the descriptive research design, a summary of the state of affairs such as pay packages and employee productivity at the GCB main in Tamale was made possible for the researchers.

Study Profile

In 1953 GCB Bank Ltd. started out as the Bank of the Gold Coast to grant socio-economic improvement banking offerings to the growing country. The Bank used to be to pay precise interest to Ghanaian merchants, enterprise humans and farmers who had been unable to get assist from the expatriate banks. Bank of Ghana used to be headquartered as the Central Bank in 1957, when Ghana won independence, whilst Bank of the Gold Coast was once renamed Ghana Commercial Bank to pay attention completely on business banking services. Since then, branches of GCB have been opened all through the nation's size and breadth to harness the potential of the ten areas that make up Ghana (GCB, 2019). The Bank had been entirely government-owned till 1996 when phase of authorities' possession was once divested below the financial recuperation plan.

Government possession presently stands at 21.36%, whilst non-public and person pastimes account for up to 78.64%.

GCB now has over a hundred and fifty branches and eleven organizations round the country, from the one department of the 1950s. two GCB has an extra of excessive pleasant human capital, with 2,101 as at the cease of 2009. It is wonderful when you take into account that the Bank started out with 27 employees. There are already practitioners from one-of-a-kind backgrounds working in partnership to reap the Bank's goals. The Bank's success has end up a synonym for its purchaser base.

In the Bank's first 5 years of service, our clients have been mainly small Ghanaian merchants (now referred to as SMEs) and different nationals pressured to hold deposit stability debts due to the fact the Bank was once no longer sufficiently capitalized at that time. two GCB additionally has a client profile from the small dealer as a client, ranging from salaried personnel to small and medium-sized organizations to giant buying and selling issues, quasi-governmental organizations, and company clients (GCB, 2019).

GCB can pay for the gain of a giant range of items and offerings and its customers. GCB additionally affords personalized items and offerings from the traditional items of the Current / Savings Accounts inclusive of Link2Home for Ghanaians residing abroad, doorstep money collection, loans and overdrafts. Investment gadgets such as Treasury bills, as properly as constant and name deposits are additionally available. They are reducing to fit clients ' character needs. GCB has additionally used an elevated IT application to put into effect Internet Banking (Commernet Plus), Royal Banking, Smart Pay (Fee Payments), KudiNkosuo, GCB Inland Express Money Transfer, International Money RemittancePayments, GCB Kidistar Account and MasterCard. All of this used to be completed to enhance income and extend inventory interest. The financial institution can boast these days of being Ghana's biggest networked bank. One of its key branches is the Tamale Main, with some 1,000,000 company and man or woman clients, and forty two worker potential (GCB, 2019).

Population

The study population comprises both GCB main branches of the Tamale Metropolis line and management officials. There are 11 of those 31, respectively. The line workforce consists of nine cashiers, seven marketing officials, five credit officers, five corporate banking employees and five auxiliary workers. The management personnel are department heads and key other branch staff

Sample Size

Because of the comparatively low population size, the sample size of the study is the entire official population of 42, including line and management workers. At least 30 and 10 were obtained for each of the two respective groups, as shown below.

Table 1: Population Units and Sample Size

Staff Categories	Population Unit
Senior Management	14
Line	34
Lower	26
Total	74

Study Construct, 2019

Sampling Techniques

Non-probability sampling methods have been used for the analysis with fairly limited sample sizes like this, when all workers in both groups are few. The technique of non-probability sampling is where the units of population are significant in nature that can be managed without the need to further minimize them.

Data Collection Tools

Indeed, only accurate and reliable data can solve scientific problems. The researcher used interview guides for the purposes of this study, where necessary, with some provisions made for close-ended questions. They were designed into two main sections, first on demographics, with the rest being based strictly on study goals.

Data Analysis

The facts evaluation employed each qualitative and quantitative analytical techniques. For analytical discussions, the information used to be organized and analyzed the usage of descriptive statistical aids such as tables for frequency, percentages, correlation and a couple of regression evaluation

RESULTS AND DISCUSSION

The findings cowl the results of the quite a number of statistical techniques used in the analyzes of the collected and coded data. It serves as the groundwork for definition, debate, and conclusion drawing to acquire the lookup goals.

Table 1: Components of compensation Packages used by GCB at the Tamale main branch

Compensation	Frequency		Total percentage
	Yes %	No %	
Salary	92.0	8.0	100
Commission	56.8	43.2	100
Bonuses	64.9	35.1	100
Job promotion	70.3	29.7	100

For bonuses, 64.9 percentage of the staffs admitted to the reality that bonuses is one of the compensation programs handy to worker of the GCB, 70.3 percentage stated job promotion; 56.8 percentage mentioned fee and 92 percentage indicated simple salary as proven desk 7. Comparing the percentagewise fundamental earnings recorded

the easiest share (92%), this used to be no longer stunning that the respondents mostly cited profits and the associated financial compensations as famous needs amongst employees. A viable answer to deal with personnel that have specific tiers of threat dislike is to use bendy advantage schemes. Flexible gain scheme such as bonuses personnel are allowed to specific their relative preferences with appreciate to matters such as productivity. Rigid advantage plans, on the different hand, are through administration predetermined preferred benefits (Barringer&Milkovich, 2010).

To establish the relationship between compensation and employee productivity

The results are close to those of other supporters, including Johnson (2015) and Turkson (2017) likes, who found a clear and optimistic association between compensation systems and productivity existed.

Table 2: shows the relationship between compensation packages (salary, commission and bonuses) and productivity

		Productivity	Salary	Commission	Bonuses
Productivity	Pearson Correlation	1	.509**	.006	.285
	Sig. (2-tailed)		.000	.006	.005
	N	74	74	46	46
Salary	Pearson Correlation	.509**	1	.784**	.884**
	Sig. (2-tailed)	.000		.000	.000
	N	74	74	74	74
Commission	Pearson Correlation	.006	.784**	1	.729**
	Sig. (2-tailed)	.006	.000		.000
	N	74	74	74	74
Bonuses	Pearson Correlation	.285	.884**	.729**	1
	Sig. (2-tailed)	.005	.000	.000	

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Study, 2019

The correlation matrix in Table 2 suggests strong and fine big correlation was once determined between worker productiveness and income ($r=.509$, $p\text{-value}=0.000$). The relationship suggests that strong will increase in profits are related with strong amplify in worker productivity. Hence, a very vulnerable fantastic massive correlation used to be located between worker productiveness and commission. This suggests that as fee ($r=.006$, $p\text{-value}=0.000$) Increases, productiveness will increase and vice versa. However, there is a susceptible effective relationship between worker productivity and bonuses($r=.005$, $p\text{-value}=0.285$) and this implies that as the bonuses will increase then the worker productiveness to rise. The findings in table 7virtually exhibit that there is a strong nice statistically good sized association between the worker productiveness and the man or woman compensation applications (salary, fee and bonuses). The findings are comparable to that of many proponents, which includes the likes of Johnson (2015) and Turkson (2017) who determined that there existed a strong and effective relationship between compensation schemes and productivity.

Table 3: shows the relationship between compensation packages and productivity

Correlations		Productivity	Compensationpackage
Productivity	Pearson Correlation	1	.328*
	Sig. (2-tailed)		.026
	N	74	74
Compensationpackage	Pearson Correlation	.328*	1
	Sig. (2-tailed)	.026	

N 74 74

*. Correlation is significant at the 0.05 level (2-tailed).

The researchers again transformed the three components of the compensations into compensation packages and then performed Pearson correlation to ascertain the relationship between the overall compensation package and employee productivity. It clearly shows from the table 3 that there is a moderate positive statistically significant relationship between employee productivity and compensation packages as indicated by the p-value=0.026. Thus, an increase in compensation packages would lead to rise in the employee productivity. This implies that if management wants to increase productivity within the organization then there is the need to consider 100% improvement of the compensation packages. This finding re-affirms the results in table 3.

Table 4: Collinearity Statistics

Tolerance	VIF
1.000	1.000
.386	2.591
.386	2.591
.178	3.629
.380	2.633
0.216	4.633

Variance Inflation Factor and tolerance values shown in table 4. As indicated clearly that the variance inflation factor values were less than 10 and that the tolerance values for the independents variables were more than 0.1. This suggested that the independent variables were free from collinearity problem.

Table 5: Contribution of the compensation packages on the employee productivity

Model Summary ^d										
Change Statistics										
Model	R	Adjusted R Square	R Std. Error of the Estimate	R Square Change	F Change	Sig. Change	df1	df2	F Durbin-Watson	
1	.509 ^a	.259	4.95082	.259	15.346	.000	1	44		
2	.811 ^b	.657	3.40617	.398	49.955	.000	1	43		
3	.856 ^c	.732	3.04481	.075	11.812	.001	1	42	1.048	

- a. Predictors: (Constant), salary
- b. Predictors: (Constant), salary, commission
- c. Predictors: (Constant), salary, commission, bonuses
- d. Dependent Variable: productivity

It is however significant to observe that the proportional contribution of the three independent variables (salary, commission and bonuses) to the dependent variable (employee productivity) is 0.732 with an adjusted R² of 0.713 .

As can be seen in Table 5, the result means that salary, commission and bonuses are able to predict or explain about 73.2% of the variance in employee productivity. It therefore implies that besides these variables identified, other variables not yet in the model have a chance of contributing or predicting about 26.8% to employee productivity. This means that only compensation packages cannot contribute 100% improvement of employee productivity but there are other factors that needed to be identified by the management to ensure overall increments of employee productivity.

Table 6: model estimation of compensation package on employee productivity

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	37.844	1.259		30.061	.000
Salary	1.749	.446	.509	-3.917	.000
2 (Constant)	34.193	1.008		33.905	.000
Salary	4.488	.495	1.305	-9.076	.000
commission	4.181	.592	1.016	7.068	.000
3 (Constant)	32.841	.984		33.390	.000
Salary	6.133	.651	1.783	-9.414	.000
commission	3.952	.533	.961	7.415	.000
Bonuses	2.029	.590	.591	3.437	.001

a. Dependent Variable: productivity

In the third model, salary ($\beta=1.783$, $p\text{-value}=0.000$), commission ($\beta= .961$, $p\text{-value}=0.000$) bonuses ($\beta= .591$, $p\text{-value}=0.001$) were considered as the most statistical significant factors that contribute more to employee productivity. Omollo, (2015).stated that motivation is the key of a successful organization to maintain workers in powerful manner and help organization to succeed.

Summary of findings

The multiple regression analysis was performed to ascertain the effects and contribution of the individual’s compensation itemson employees’ productivity. Across-sectional survey was used and 74 employees were sampled. Data collated was analyzed using simple table, correlation and regression method of data analysis and details of the findings are shown below.

Components of compensation packages

The findings revealed that salary, bonuses, job promotion and commission are major compensation packages available to employees in GCB.

The relationship between compensation and productivity

The findings also clearly shows that there is a statistically significant relationship between employee productivity and compensation packages as indicated by the $p\text{-value}=0.026$. Thus, an increase in compensation packages would lead to rise in the employee productivity. This implies that if management wants to increase productivity within the organization then they need to consider 100% improvement of the compensation packages.

The effect of compensation on employee productivity

The results of Variance Inflation Factor and tolerance values indicated clearly that the variance inflation factor values were less than 10 and that the tolerance values for the independents variables were more than 0.1 which indicated that the independent variables were free from collinearity problem.

The research feather revealed that salary ($\beta=6.133$, $p\text{-value}=0.000$), commission ($\beta=3.952$, $p\text{-value}=0.000$) and bonuses ($\beta= 2.029$, $p\text{-value}=0.001$) were the most statistical significant factors that contribute more to employee productivity. Omollo, (2015).stated that motivation is the key of a successful organization to maintain workers in powerful manner and help organization to succeed.

Conclusion

The research concluded that if management wants to increase productivity within the organization they should considered both the compensation packages and other factors such as working environment, employee empowerment and recognition in order to obtain 100% increase in productivity of workers. It was ascertained by

the findings that there is a statistically significant relationship between compensation packages and employee productivity and the research further concluded that salary, job promotion, commission and bonuses are the main components of the compensation packages that can improve employee productivity.

Recommendations

- The study recommends that firms should consider reviewing the salary pay on a yearly basis. This will help in keeping the employee in the company for long and enhancing their loyalty.
- The study recommends that skill based pay should be encouraged at GCB Tamale branch.
- The study recommends that firms should consider finding a way of paying bonuses, commission and basic salaries on timely bases to workers within GCB.

Further Study Suggestion

The study suggests that more research should be done on the factors affecting compensation system of GCB, the largest public bank in Ghana. From R-squared results shows that a proportion of 73.2% of employee productivity is being explained by compensation systems. The remaining 26.8 percent of the other factors should investigate across all branches of GCB within the country.

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