THE ROLE OF EFFECTIVE SUPERVISION AND REMUNERATION ON EMPLOYEE'S PERFORMANCE IN NIGERIA PUBLIC TERTIARY INSTITUTIONS

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A DISSERTATION WRITTEN IN THE DEPARTMENT OF POLITICAL SCIENCE AND PUBLIC ADMINISTRATION, FACULTY OF SOCIAL AND MANAGEMENT SCIENCES, AND SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES IN PARTIAL FULFILMENT OF THE REQIREMENTS FOR THE AWARD OF MASTER OF SCIENCE (M.Sc) DEGREE IN PUBLIC ADMINISTRATION, BENSON IDAHOSA UNIVERSITY, BENIN CITY. EDO STSTE, NIGERIA

JUNE, 2026

DECLARATION

I, **IGARE, Peter** do hereby declare that this dissertation is entirely my own work and composition. The work embodied in this dissertation has to the best of my knowledge not been submitted in candidature for any degree and it not concurrently being submitted for any other degree. All references made to works of other persons have been duly acknowledged.

_____ _____

IGARE Peter **DATE**

CERTIFICATION

We the undersigned, hereby certify that this dissertation written by IGARE, Peter with Matriculation Number PG/PUB/140377 and confirmed to be adequate in scope and quality for the partial fulfillment of the requirement for the award of Master of Science (M.Sc) Degree in Public Administration of Benson Idahosa University, Benin City, Edo State, Nigeria.

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DEDICATION

I dedicate this dissertation to the glory of God Almighty, the giver of life who sustained me through-out this work.

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ABSTRACT

The study examines the role of effective supervision and remuneration on employee with a performance in Nigeria Public tertiary institution, with a case study of Nigeria Maritime University, Okerenkoko, Delta State. The study aims at investigating the impact of timely salaries payment on employees commitment in Nigeria Maritime University, Okerenkoko, Delta State, the impact of performance based incentives on employee goal attainment in Nigeria Maritime University, Okerenkoko, Delta State and the effect of effective monitoring on the quality of work of employees of the Nigeria Maritime University, Okerenkoko, Delta State. The research employed a descriptive survey research design. The population of the study comprises of 1001 employee in various departments within the university. Data was gathered using structured questionnaires distributed to a sample of 300 respondents, with 254 completed questionnaires collected for analysis. The findings indicated that effective oversight significantly improves employee performance by increasing understanding of tasks, accountability, and attention to detail. Employee motivation, work quality, and dedication were also found to be favorably correlated with timely salary payments, financial awards, and performance-based bonuses. Additional perks like housing aid and transportation support boosted employee happiness and loyalty even more. The study came to the conclusion that two important factors influencing employee performance in public higher education institutions are appropriate compensation and efficient oversight. It suggested that management improve supervision procedures.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Public higher education institutions around the world play a crucial role in providing high-quality instruction, carrying out research, and providing administrative services that support the growth of human capital, the advancement of society, and the stability of nations. The employees of these institutions are crucial to their success since their productivity, supervision, and motivation affect the caliber of services they offer. Effective management and remuneration are widely acknowledged as crucial components of employee performance, impacting perspectives on jobs, levels of dedication, and overall output (Mafindi, 2024). In order to increase staff productivity and support service delivery in public higher education institutions, politicians and institutional leaders must therefore understand how monitoring and compensation work together to influence employee behavior.

In various countries, especially in developing regions such as Ghana, Rwanda, Ethiopia, Bangladesh, and Nigeria, public universities, polytechnic institutes, and teacher training colleges significantly contribute to national progress by promoting research, innovation, and cultivating human capital. These institutions need a dedicated workforce that can ensure that they uphold academic standards, enhance operational efficiency, and attain their objectives. The quality of the academic and administrative personnel is largely determined by the degree of motivation that is usually associated with the type and sufficiency of the compensation package offered to them. It has been shown that motivated and well-compensated employees are crucial to high-quality education and the growth of the institution (Riza, Sudiro & Irawanto, 2024).

In spite of the fact that the monetary and non-monetary compensation depends on the country of organization, they usually involve the income, stipends, incentives, healthcare, residential

benefits, and career growth. When employees feel that their compensation is satisfactory, committed to the company, and more engaged, positive emotions are promoted such as job satisfaction, commitment to the company, and becoming more involved. Such attitudes result in an increase in the level of performance of the organization and the stakeholders (Osibanjo, Adeniji, Falola, and Heirsmac, 2014). Poorly designed pay structures have been associated with poor commitment, high turnover, industrial conflicts, and lack of motivation to work in the public sector in most parts of the world. Nigeria faces similar problems with remuneration in public institutions at the national level. Labor disputes, payment delays, and problems with inadequate pay structures are common in the public sector. According to Salamon (2000), industrial conflict often arises when employees perceive their wages, salaries, or benefits as insufficient, unfair, or threatened. In the Nigerian context, particularly within public tertiary institutions, issues such as delayed salary payments, irregular allowances, and the lack of performance-based incentives have negatively impacted employee morale and reduced productivity.

Agwu (2013) argued that the development of an effective compensation system is essential for promoting fairness, satisfying both the intrinsic and extrinsic needs of employees, and fostering a more productive and harmonious work environment. Reward and compensation strategies within the Nigerian public sector must be aligned with institutional goals to foster better outcomes. When properly managed, these strategies enhance both employee performance and organizational efficiency by reinforcing expected standards, improving competency, and encouraging commitment. As Armstrong (2012) emphasizes, remuneration is a vital factor influencing employee performance and attitudes in every organization, serving as a central driver of organizational success. In the Nigerian public sector, where compensation structures tend to be rigid and bureaucratic, remuneration has become a critical

management issue with significant implications for public service delivery (Milkovich, Newman, & Gerhart, 2014).

Supervision is a key management activity that involves guiding, controlling, and supporting employees in ensuring that organizational objectives are achieved efficiently. It does not focus on task management alone, it focuses on giving accurate instructions, meaningful feedbacks and professional guidance that enhances the performance of employees. Effective supervision in public institutions of higher learning ensures that academic and administrative staff understand their roles, meet the standard set by the institution, and get motivated to perform at the highest level (Ivancevich, Konopaske, and Matteson, 2019). It promotes accountability, reduces errors, and fosters a philosophy of continuous improvement. Also, effective supervision when combined with the right payment can contribute significantly to job satisfaction, commitment, and productivity. Lack of proper supervision may lead to loss of concentration among the employees leading to inefficiency even in well equipped companies.

It is necessary to understand the impact of efficient supervision and remuneration on the performance of the employees at Nigeria Maritime University Okerenkoko As a public tertiary institution, the university relies on its faculty and staff members in order to assist students in achieving high academic goals and in meeting its mission of maritime research and education. However like many Nigerian universities the university's pay plans and staff supervision may be impacted by institutional and governmental rules resource constraints and administrative procedures that affect the competency and dependability of employee performance. In this scenario, it would be necessary to determine if sufficient supervision and compensation directly influence worker commitment, job satisfaction, productivity, and performance, or if the problems in the institutions are due to more fundamental causes. This study seeks to explore the impact of effective supervision and remuneration on employee

performance in public tertiary institutions in Nigeria with reference to the Nigerian Maritime University Okerenkoko located in the Warri South-West Local Government Area of Delta State.

1.2 Statement of the Problem

All public enterprises, but especially public tertiary institutions, must have effective oversight and compensation. Among other things, remuneration consists of wages and salaries, bonuses, allowances, and compensation (Osemudiamen, 2013). This helps to increase employees' motivation, which in turn improves their performance. Through oversight, support, guidance, evaluation, and input, supervision enables managers to verify that staff members carry out their duties in accordance with organizational policies, guidelines, and objectives. Effective monitoring and compensation plans are presumed to be necessary for institutional efficiency. Pay serves as a vital motivator, encouraging employees to perform at a high level. Bonuses, allowances, and performance-based incentives encourage staff to go above and beyond expectations to accomplish company goals (Umeh, 2024). Conversely, staff operations, conflict management, accountability promotion and motivation of employees to act in a disciplined, committed and professional manner all rely on supervision which ultimately leads to better performance and organizational performance.

Joanes, Helen, and Christian (2024) argue that higher education employees who earn well wages have a better comprehension of lesson planning, delivering of instruction, and research and these characteristics are beneficial to the organization and its stakeholders. Nevertheless, in spite of the beneficial wins related to the adequate supervision and payment, there are still a number of challenges associated with compensation and efficient control at the public universities. The main causes of these issues include inconsistent wage growth, late payment of salaries and lack of incentive in the form of bonuses, pay and allowance.

Several challenges that debilitate supervision in the public tertiary institutions are evident and have adverse impacts on the performance of the employees. The absence of skilled and competent supervisors is one of the biggest issues as some supervisor roles are not filled based on the managerial skills but rather seniority or favoritism. This normally leads to ineffective leadership on poor direction and lax enforcement of the institutional rules. Besides, the lack of communication between managers and staff leads to misunderstanding, resistance to authority, and lack of clarity in task execution. High workloads and staffing shortage also undermine the ability of supervisors to efficiently monitor the work of the employees and give them feedback in a timely manner. More so, corruption over politics, as well as absence of accountability mechanisms erodes oversight powers that would enable absenteeism and indiscipline to thrive freely. Poor logistics such as absence of offices to monitor equipment and transport resources also contribute to poor oversight. All these challenges combine to make employee commitment ineffective and organizational productivity low. Ubah (2021) university employees are often underpaid, their supervision is intermittent and incoherent and disorganized which reduces their commitment to their work and has a harmful effect on the organization. In addition to the problems of remuneration, the issue of ineffective supervision has also become a major concern in public tertiary institutions.

Effective supervision entails the provision of guidance, continuous monitoring, performance evaluation, and support to employees to ensure that assigned duties are carried out efficiently and in accordance with organizational objectives. Nevertheless, in many institutions, supervisory practices are often inadequate, irregular, excessively bureaucratic, or lacking altogether, resulting in weakened accountability, poor job performance, and declining productivity among staff (Oladele, 2013). Poor supervision can limit employees' understanding of expectations, reduce their motivation, and weaken overall job performance

even when remuneration is adequate. In a nutshell, despite existing remuneration structures and supervisory mechanisms, many public tertiary institutions are still saddled with poor staff performance. Therefore, this study aims to determine whether employee performance at the Nigerian Maritime University, Okerenkoko, is directly impacted by compensation and supervision, as well as to investigate whether other underlying factors are causing the institution's persistent performance problems.

1.3 Research Questions

Arising from the statement of the problem, the following research questions were raised to guide this study. The question include:

i. How does regular payment of salaries influence employee commitment in Nigeria Maritime University, Okerenkoko, Delta State?
ii. What is the impact of performance-based incentive on employee goal attainment in Nigeria Maritime University, Okerenkoko, Delta State?
iii. What effect does effective monitoring have on the quality of work of employees of the Nigeria Maritime University, Okerenkoko, Delta State?
iv. To what extent does evaluation and feedback influence the level of professionalism among employees of the Nigeria Maritime University, Okerenkoko, Delta State?

1.4 Objectives of the Study

The main objective of the study is to ascertain the role of effective supervision and remuneration on employee's performance in Nigeria public tertiary institutions: Maritime University Okerenkoko in Warri South-West Local Government Area Delta State as case study. The specific objectives are to;

i. to examine the influence of regular payment of salaries on employees on commitment at Nigeria Maritime University, Okerenkoko, Delta State.

ii. to assess the impact of performance-based incentives on employee goal attainment in Nigeria Maritime University, Okerenkoko, Delta State.

iii. to examine the effect of effective monitoring on the quality of work of employees of the Nigeria Maritime University, Okerenkoko, Delta State.

iv. to investigate the extent to which evaluation and feedback influence the level of professionalism among employees of the Nigeria Maritime University, Okerenkoko, Delta State

1.5 Research Hypotheses

i. H_0: There is no significant relationship between regular payment of salaries and employees commitment at Nigeria Maritime University, Okerenkoko, Delta State.

ii. H_0: There is no significant relationship between performance-based incentives and employees' goal attainment at Nigeria Maritime University, Okerenkoko, Delta State.

iii. H_0: There is no significant relationship between effective monitoring and the quality of work of employees of the Nigeria Maritime University, Okerenkoko, Delta State.

iv. H_0: There is no significant relationship between evaluation and feedback and the level of professionalism of employees of the Nigeria Maritime University, Okerenkoko, Delta State.

1.6 Significance of the Study

The concept of effective monitoring and remuneration concerning employee performance is a very fundamental part of the management of any organization, especially in the context of the public higher education facilities due to the direct influence of staff output in providing services and the quality of education in general. The importance of this study is evaluated in a number of critical aspects. To start with, it is agreeable that a properly executed

compensation scheme and effective management are critical factors that influence the motivation, job satisfaction and performance of the worker. Employees tend to portray favorable work attitudes such as faithfulness, punctuality, commitment, and enhanced performance when they find their remuneration to be reasonable and when they have adequate supervisory directions, support and control. Through a consideration of the interaction of supervision and remuneration on employee performance, the study will give the institutional management practical information and practices that can elevate administrative practices, enhance work environments, and the overall productiveness of the staff in the Nigerian Maritime University, Okerenkoko.

Second, the research indicates the wider implications of proper supervision and remuneration within the educational system by showing how the two concepts can impact institutional objectives and student achievement. When they are well compensated and use effective supervising methods, both academic and non-academic staffs can provide high-quality education, ensure the efficacy of administration and offer greater support services. Better learning outcomes for students, academic success, institutional prestige, and the long-term socio-economic development objective of public higher education institutions are all facilitated by improved personnel performance. Thirdly, this study would fill existing gaps in literature by identifying aspects that have not been adequately considered concerning the combined effects of supervision and remuneration on employee performance. This will provide a strong foundation for future research in human resource management, particularly within public tertiary institutions in Nigeria. Lastly, the findings of this study will assist policymakers and administrators of the Nigerian Maritime University and other public tertiary institutions in identifying effective supervision practices and appropriate remuneration policies that can foster higher levels of employee performance. The insights

generated will support evidence-based decision making and contribute to improved institutional effectiveness.

1.7 Scope of the Study

This study examines the influence of supervision and remuneration on the performance of employees in public tertiary institutions with Nigeria Maritime University as a case study. It examines how supervision (monitoring, assessment, and feedback) and remuneration (salary schemes, incentives, and non-monetary benefits) affect attitudes and performance among academic and administrative staff. Nigeria Maritime University, which has a combination of young and senior staff drawn from various sectors and is located in Okerenkoko in the Warri South-West Local Government Area of Delta State, is the case study. The study is within a periodic scope of 2020–2024.

1.8 Limitations of the Study

Number of issues surfaced in this study which made gathering data a little more difficult. Contacting some employees, especially senior employees, was difficult because of their busy schedules. Finding up-to-date records on employee performance and compensation presented another difficulty, requiring more work to verify and authenticate the data. The researcher worked with department heads to contact respondents and planned visits ahead of time to overcome these challenges. They advised workers to be more truthful because they were promised that the confidentiality of their answers would be maintained. It was ensured that the material should be accurate and therefore official documents and reports were reviewed. This notwithstanding, the study has been accomplished very well.

1.9 Operational Clarifications

Remuneration: Refers to the sum of money that is paid to an employee as a result of his or her work. It encompasses intangible dividends such as housing, medical care and career promotion besides tangible monetary reward such as wage, salary, bonus and allowances.

Public Tertiary Institutions: Government sponsored higher institutions of education offering services of post-secondary instruction and research, including universities, polytechniques, and colleges of education.

Financial Rewards: Bonuses, commissions, and profit-sharing schemes are examples of financial incentives given to employees to promote performance.

Performance-Based Bonuses: Additional compensation given to staff members in response to meeting predetermined performance standards or objectives.

Supervision: Supervision refers to the process through which managers or designated authorities guide, direct, monitor, and support the activities of employees to ensure that organizational tasks are carried out effectively and in accordance with established standards.

Special Allowances: Additional financial benefits provided to employees to compensate for specific job-related conditions or responsibilities, such as hazard pay, transport allowance, or overtime pay.

1.10 Organization of the Study

There are five chapters in this study. The first chapter includes an introduction that discusses the studys background problem statement research questions objectives research hypotheses significance scope limitations operational clarifications and organization. The theoretical framework and literature review are included in Chapter two. The third chapter focuses on the methodology which includes the research design study population sample size sampling strategies data collection methods research instruments validity reliability and data analysis techniques. The data presentation analysis and discussion of the main findings are covered in Chapter four and the summary conclusion suggestions and knowledge contribution are covered in Chapter five.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Conceptual Framework

2.1.1 The Concept of Remuneration

The concept of remuneration encompasses all forms of financial and non-financial compensation provided to employees in exchange for their labor and contributions to an organization. It includes salaries, wages, bonuses, allowances, benefits, and other monetary and non-monetary rewards aimed at motivating employees and enhancing their productivity (Armstrong, 2022). Pay has a significant impact on employee performance, attitude, and loyalty to the company, especially in public universities where salary offers are usually constrained by financial constraints. Additionally, remuneration refers to the full pay that employees receive for their contributions to an organization's goals, including both monetary and non-monetary benefits (Dessler, 2023).

It entails indirect benefits such as healthcare, retirement benefits, and time off to accompany the direct compensation such as salaries, wage, bonuses and commissions. Pay is an important organization practice that is meant to attract and retain the best talent as well as keeping the staff motivated and productive.

Mathis and Jackson (2022) note that pay is one of the mechanisms used to align the goals of the corporate with the aspirations of employees. They argue that an HR-designed benefits package increases employee satisfaction, commitment and output. Poor compensation or unfair compensation, on the other hand, may cause poor morale, staff turnover, and dissatisfaction. Remuneration, Nankervis, Baird, Coffey, and Shields (2023) define it as the total of any financial and non-financial value of all benefits that a company pays to an employee to work. They highlight the necessity of attractive remuneration packages to business success especially where talent retention is paramount in an industry. According to

Muo (2023), fair and adequate remuneration serves as a primary motivator for employees, enhancing job satisfaction, loyalty, and performance. Conversely, inequitable or insufficient pay can lead to dissatisfaction, low morale, and reduced productivity. In public tertiary institutions, the challenge of attracting and retaining qualified staff is often exacerbated by inadequate remuneration, which undermines institutional effectiveness.

2.1.2 Employee Performance

Employee performance refers to the extent to which employees effectively carry out their assigned duties and contribute to the achievement of organizational objectives (Aguinis, 2023). It encompasses both measurable outcomes, such as productivity, quality of work, and timely completion of tasks, as well as behavioral dimensions, including teamwork, creativity, and commitment to organizational goals.

Bratton and Gold (2022) define employee performance as the level at which workers fulfill their job responsibilities and achieve expected outcomes in alignment with organizational expectations. They emphasize that factors such as job design, employee training, motivation, and leadership significantly influence performance levels within an organization. Similarly, Noe, Hollenbeck, Gerhart, and Wright (2023) view employee performance as a multidimensional concept that requires continuous assessment through performance appraisal, goal setting, and constructive feedback. They contend that organizations that prioritize employee development and provide a supportive work environment are more likely to sustain high levels of performance and achieve long-term organizational success.

According to McShane and Von Glinow (2023), the issues of mentality and salary are inherently harmonized with the employee performance. In their view, companies that pay their employees well and create a favorable attitude towards work have greater likelihood of realizing remarkable performance results. Employee performance refers to the efficiency and effectiveness with which an employee fulfills their responsibilities and contributes to

organizational goals (Davis & Newstrom, 2020). Attitude, on the other hand, includes the emotional and psychological disposition of employees toward their work, colleagues, and the organization. These constructs are interrelated, with remuneration playing a pivotal role in shaping employees' attitudes and, consequently, their performance.

2.1.3 Supervision

Supervision is the process through which managers or supervisors direct, control, and assist the staff to carry out their job duties with the aim of achieving organizational goals (Cole, 2021). It includes the provision of direction, performance monitoring, provision of feedback and the promotion of professional growth of employees. Supervision makes the employees know their roles, follow the corporate policies and motivated to achieve the best results. Robbins and Judge (2022) state that supervision is an important management task, the outcome of which directly affects the productivity of workers and the effectiveness of the organization. They claim that good managers assist the employees to evolve their skills and confidence through coaching, mentoring and problem solving assistance besides overseeing task performance. Similarly, Yukl (2023) defines supervision as the systematic process of guiding employees toward achieving performance targets while maintaining high levels of motivation and engagement. He emphasizes that supervision is most effective when it incorporates clear goal-setting, ongoing feedback, and participative decision-making.

Furthermore, supervision is closely linked to employee performance, as it shapes work behavior, reinforces organizational policies, and cultivates a positive work environment. Taylor (2022) argue that employees who receive consistent and supportive supervision are more likely to demonstrate higher levels of commitment, accountability, and productivity. They highlight that supervision involves both task-oriented guidance, such as setting priorities and monitoring deadlines, and people-oriented support, such as addressing employee concerns and fostering teamwork.

In addition, effective supervision helps align individual employee objectives with broader organizational goals. It ensures that staff members are adequately motivated, adequately resourced, and aware of expected performance standards (Mintzberg, 2021). Supervisors play a pivotal role in identifying training needs, resolving workplace conflicts, and maintaining organizational discipline, which collectively enhance employee performance. The interplay between supervision, employee motivation, and performance underscores the importance of managerial oversight in achieving sustained organizational success.

2.2 Literature Review

2.2.1. Influence of Effective Supervision and Remuneration on the Employee Performance.

Compensation is the sum total of all the money that workers get as a reward to their labor in the form of wages, salaries, benefits, and incentives. Okoro and Akpan (2021) affirm that good pay schemes are vital towards boosting employee motivation, job satisfaction, and overall performances within firms. The Nigeria Maritime University and other publicly established institutions of higher learning are heavy on the formal pay schemes in order to retain qualified personnel and achieve a good working environment. Nevertheless, a low or improperly made pay schemes might result in dissatisfaction among the employees, demoralization, and declining productivity (Ajayi et al., 2022).

Monitoring workers to reveal their levels of engagement, satisfaction and adherence to corporate objectives is essential part of an organizational success. The competitive and equal pay and compensation packages are directly related to pay and employee attitudes, according to studies, and form a positive attitude of workers such as commitment, loyalty, and belonging to the company (Owolabi, 2020). Nevertheless, poor working remuneration and delayed remuneration tend to be linked with low morale, absenteeism, and even hostility towards the management (Chukwuemeka et al., 2023). The direct relationship between

employee performance in the public tertiary institutions and their beliefs about the fairness and sufficiency of their payment is realized.

Olagunju and Adeoye (2022) also state that pay is a motivator, which influences willingness of workers to make more efforts than the regular call of duty and make an impact to company goals. Performance bonuses also known as performance incentives are offered to employees who meet or even exceed particular targets or performance indicators. Ibrahim and Yusuf (2023) emphasize that remuneration goes beyond financial compensation; it includes recognition and career growth opportunities, which are crucial for sustaining employee engagement and performance. They assert that public institutions with structured and transparent remuneration systems often report higher productivity levels and better institutional outcomes compared to those with irregular payment schedules or opaque pay structures. These rewards should motivate academic and administrative employees of postsecondary institutions such as Nigeria Maritime University, Okerenkoko, to be more productive, enhance quality and to better align the work with the strategic goals of the university. Studies indicate that these incentives can greatly improve the performance of employees.

A study by Mbukwana and Ayandibu (2023) reveals that there is a huge positive correlation between employee productivity and performance bonuses. The researchers discovered that monetary rewards would encourage employees to put in more effort to achieve performance levels. This implies that performance based compensation may exert a stronger influence in those environments that are concerned with the field of higher education. In Nigeria, compensation management that involves performance-related pay has been empirically related with performance and productivity. Adegoroe, Usman, and Moronfoye (2025) observed that academic staff pay structures increase academic performance, especially in the

domains of professional development, research production, and teaching effectiveness in the Kwara and Osun State institutions.

Employee performance refers to the extent to which employees effectively carry out their assigned duties and contribute to the achievement of organizational objectives (Aguinis, 2023). It encompasses both measurable outcomes, such as productivity, quality of work, and timely completion of tasks, as well as behavioral dimensions, including teamwork, creativity, and commitment to organizational goals. Bratton and Gold (2022) define employee performance as the level at which workers fulfill their job responsibilities and achieve expected outcomes in alignment with organizational expectations. They emphasize that factors such as job design, employee training, motivation, and leadership significantly influence performance levels within an organization. Similarly, Noe, Hollenbeck, Gerhart, and Wright (2023) view employee performance as a multidimensional concept that requires continuous assessment through performance appraisal, goal setting, and constructive feedback. They contend that organizations that prioritize employee development and provide a supportive work environment are more likely to sustain high levels of performance and achieve long-term organizational success.

However, the effectiveness of performance-based bonuses is not without risks. According to Batrakova (2023), performance-based pay systems in academic institutions may create dependency and power imbalances: because bonuses are often not contractual guarantees, administrators can exercise discretion over them, which may lead to exploitation or recession-linked reductions in bonus payouts. When such systems lack transparency or security, they can undermine trust and long-term motivation.

Furthermore, performance-based bonuses can be a powerful lever for enhancing staff work performance in tertiary institutions like Nigeria Maritime University. When structured and administered transparently, they encourage higher productivity, better engagement, and

stronger organizational commitment. However, without careful design and equitable implementation, their benefits may be limited or even counterproductive.

2.2.2 Remuneration and Effective Supervision.

The two significant factors that affect the performance of workers in the institutions of public higher education are pay and good supervision. They influence the perceptions employees have about their roles and their suitability to organizational objectives. Employees tend to exhibit good working behavior such as job satisfaction, commitment, professionalism and excitement when they feel that their pay is reasonable, fairly and consistently paid and when they receive supervision that is reliable and encouraging towards them. This dual relationship has been evidenced by a number of studies. As an example, Karim and Roger (2021) discovered that an integrated supervisory approach and clear reward system were the strongest predictors of employee motivation and productivity in the public universities of Uganda.

However, inadequate supervision and dissatisfaction with salary especially when associated with delays, inconsistency and unfair treatments can negatively impact employee performance. For instance, Kawugana's (2020) study on Kenya's public institutions revealed that ineffective supervision coupled with frozen salary regime led to dissatisfaction and demoralized staff who became uncooperative to institutional goals. In such circumstances, staff opted out of optional modules, dodged duties and refused identification with school development initiatives. These negative attitudes disrupted cohesion within institutions making it difficult for creativity to thrive while eventually eroding the scholastic spirit needed for quality service delivery.

Economic volatility further influences the interplay between remuneration and supervisory effectiveness. In regions experiencing inflation or unstable funding, supervisory structures often become overstretched, while remuneration loses value, worsening dissatisfaction.

Munyaradzi and Chikosha (2023) observed that in Zimbabwean universities, economic instability resulted in eroded salaries and weakened supervisory systems, leading to absenteeism, low morale, and high turnover. Employees who remained in their posts often did so without full commitment, viewing their roles as temporary rather than long-term professional careers. This highlights the need for stable remuneration and coherent supervisory frameworks to sustain workforce motivation.

However, remuneration and supervision alone do not entirely determine employee performance; they are most effective when supported by an enabling work environment. Elisifa (2023) argued that institutions providing professional development, adequate work facilities, and responsive administrative support experience higher staff morale and commitment. In such institutions, even when salaries are modest or supervisory expectations are demanding, a supportive environment helps sustain productivity and employee satisfaction. Non-monetary incentives also enhance the effectiveness of supervision and remuneration. Recognition, clear promotion pathways, mentorship, and participatory leadership styles improve staff engagement. Komal and Tahir (2022) noted that academic staff who were supervised through mentorship, constructive feedback, and inclusive decision-making demonstrated stronger loyalty to the institution and contributed more actively to teaching, research, and community service. These complementary supervisory practices foster psychological ownership and strengthen institutional cohesion.

Administrative transparency in handling remuneration and supervisory processes remains equally critical. Holkos and Bousinekis (2021) found that universities with predictable payroll systems, clearly defined supervisory procedures, and transparent evaluation criteria recorded fewer staff grievances and higher levels of trust in institutional leadership. Conversely, opaque or inconsistent remuneration and supervisory policies created

uncertainty, suspicion, and perceptions of favoritism, which further eroded morale and weakened organizational commitment.

2.2.3 The Impact of Remuneration on Employee Performance

Empirical studies have consistently demonstrated a strong positive association between remuneration and employee performance. For instance, Akintoye (2023) observed that improved salary structures and enhanced welfare benefits significantly increased the commitment and job performance of lecturers in Nigerian public universities. In a similar study, Ogunlana et al. (2024) found that attractive remuneration packages contributed to better teaching effectiveness and higher research productivity among academic staff in tertiary institutions in Delta State. These findings indicate that a well-designed compensation system serves not only as a source of motivation but also as a mechanism for fostering employee commitment and alignment with institutional objectives. Furthermore, adequate remuneration plays a vital role in enhancing productivity by satisfying the financial, social, and psychological needs of employees. When workers perceive their compensation as fair and commensurate with their efforts, they are more likely to demonstrate greater dedication, efficiency, and willingness to contribute toward the achievement of organizational goals. According Ude and Nwachuk (2022) argue that financially stable workers are more attentive to their responsibilities, achievement-oriented when setting goals and they give their best to the companies they work for. This makes pay both a motivator and a hygiene factor because inadequate pay can cause workers' dissatisfaction. However, equitable and fair compensation that is deemed appropriate can boost output and commitment to the organization (Herzberg, 1968; Onah & Anikwe, 2019).

Adeoye and Adeoye (2021) observed that insufficient wage structures in public companies typically result in underperformance, absenteeism, and talent exodus. This is especially true in Nigeria's public sector, where inadequate funding, inflation, and delayed compensation

payments have led to rising unhappiness among academic staff. Workers who face stagnant wages and hostile work situations are more likely to grow discouraged and seek employment in private or foreign organizations that pay better (Ogunbameru & Akinyemi, 2020).

Within the maritime education sector, inadequate remuneration has been identified as a major factor contributing to the loss of skilled academic personnel and the shortage of specialized expertise among lecturers (Okeke & Eze, 2023). This poses a significant challenge for institutions such as the Nigeria Maritime University, which rely heavily on highly qualified professionals to provide specialized maritime education and training. According to Oghenetega and Emenike (2022), maritime expertise is highly sought after in both national and international labour markets, making competitive compensation essential for attracting, motivating, and retaining competent staff. Consequently, the provision of adequate remuneration is critical to staff retention, institutional development, and the sustained delivery of quality maritime education.

Furthermore, performance-based remuneration has proven to be an effective strategy for improving productivity. Bello and Hassan (2020) revealed that performance-linked bonuses, recognition, and promotions significantly boosted academic staff involvement in research, student mentoring, and community service. When employees are rewarded based on their output and contribution, they are more likely to go above and beyond their basic job roles.

In contrast, a lack of recognition and poorly structured pay scales can lead to what Adams (1965) describes as "equity tension." This occurs when employees perceive an imbalance between their input and the reward received, resulting in reduced effort or withdrawal behaviors. Lawal and Oyeleke (2021) argue that such perceptions of inequity and favoritism in salary administration are common in public universities and contribute to growing apathy among staff.

Additionally, the nature of remuneration affects not only individual performance but also organizational culture and teamwork. A study by Idowu and Aremu (2021) indicated that employees in institutions with transparent and fair pay structures demonstrated higher levels of trust, collaboration, and morale. On the other hand, when remuneration policies are opaque or politicized, they can sow discord and rivalry among staff, further impairing productivity.

From a long-term strategic perspective, investing in remuneration is essential for institutional stability and academic excellence. Aremu and Ayoola (2022) contend that public universities that implement progressive pay policies experience lower turnover, stronger institutional loyalty, and improved national rankings due to sustained faculty engagement. Therefore, for institutions like the Nigeria Maritime University, building a responsive and competitive remuneration structure is not merely a financial obligation but a cornerstone of sustainable development and academic competitiveness.

2.2.4 The Effect of Remuneration on Effective Supervision

Employees' responsiveness to supervision is greatly influenced by their perception of the adequacy, fairness, and consistency of the remuneration they receive. Adams' Equity Theory (1965) posits that employees continuously compare the relationship between their inputs—such as effort, time, skills, education, and experience—and the rewards they obtain, including salaries, allowances, benefits, and recognition. When workers perceive an imbalance between their contributions and rewards, feelings of dissatisfaction and inequity may arise.

Supporting this view, Bello and Yinka (2023) found that inadequate remuneration contributed significantly to employee dissatisfaction, reduced morale, and diminished responsiveness to supervisory directives among both academic and non-academic staff. Their study revealed that issues such as delayed salary payments, the absence of performance-based incentives, and inadequate welfare benefits were among the major grievances that fostered resistance to supervision and weakened employees' commitment to organizational expectations.

Consequently, this resistance was associated with higher absenteeism, poor adherence to institutional policies, and reduced efficiency in administrative and instructional duties. Organizations that instituted equitable and clear reward systems, however, experienced a dramatic increase in supervisory performance; workers who perceived their reward systems to be equitable tended to respond positively to management, to show organizational commitment, and to comply with institutional guidelines (Babalola & Okorie, 2021). These findings align with Herzberg's Two-Factor Theory (1968), which posits that remuneration, though not always a primary motivator, serves as a crucial hygiene factor that prevents dissatisfaction and supports productive interactions with supervisors.

Remuneration also shapes employees' perceptions of fairness in supervisory processes. According to Organ's (1988) concept of Organizational Citizenship Behavior (OCB), when employees perceive equitable pay, they are more likely to cooperate with supervisors, engage in discretionary tasks, and demonstrate initiative—behaviors that are essential for effective supervision. However, when pay disparities are seen as arbitrary or politically influenced, these positive behaviors can quickly deteriorate (Obi & Ibe, 2020).

In the context of Nigerian public institutions, frequent strikes and industrial actions have often been linked to long-standing grievances over poor remuneration, which in turn undermines supervisory effectiveness. Ugwoke and Enang (2022) found that persistent wage disputes and delays in salary adjustments significantly contributed to employee cynicism, passive resistance, and reduced responsiveness to supervisory directives. These negative behaviors often affect workflow, student outcomes, and overall institutional credibility.

Moreover, remuneration can strengthen employees' engagement with supervision by fostering a sense of value and belonging. When staff feel recognized through competitive pay and timely incentives, they are more likely to respect supervisory authority, follow instructions diligently, and take ownership of assigned responsibilities (Olowu & Dada,

2021). Such alignment is essential for promoting long-term staff retention and enhancing institutional efficiency, particularly in specialized sectors such as maritime education. To ensure effective supervision, scholars recommend that public tertiary institutions adopt remuneration policies that are participatory, transparent, and regularly reviewed to reflect economic realities (Chika & Adebanjo, 2021). For institutions like the Nigeria Maritime University, aligning compensation with staff expectations and the technical demands of maritime training is crucial for fostering both supervisory effectiveness and overall staff performance.

2.2.5 Challenges of Remuneration in Public Tertiary Institutions in Nigeria

Public tertiary institutions in Nigeria encounter numerous challenges in developing and sustaining competitive remuneration packages for their employees. These challenges stem from structural financial constraints, policy inconsistencies, and the unstable economic environment. Since most public higher institutions depend heavily on government funding, their ability to provide attractive compensation is often affected by inadequate budgetary allocations, delays in fund disbursement, and competing demands on public resources.

According to Adebayo and Amadi (2022), inadequate salary structures, irregular payment of allowances, and the failure to fully implement approved wage frameworks such as the Consolidated University Academic Salary Structure (CONUASS) have significantly undermined the morale of both academic and non-academic staff. The situation is further worsened by persistent inflation and the rising cost of living, which continue to erode the purchasing power of employees and reduce the real value of their salaries and benefits, thereby increasing financial hardship and job dissatisfaction.

Another major challenge relates to delays or non-payment of staff entitlements, including hazard allowances, promotion arrears, research grants, and sabbatical leave allowances. Musa and Nwachukwu (2023) argue that the failure to fulfill these obligations often generates

frustration among employees, hampers career advancement opportunities, and negatively affects the continuity of research and academic activities within public tertiary institutions.

In addition, disparities in remuneration between public and private tertiary institutions remain a significant concern. Although private institutions are fewer in number, they often possess greater financial flexibility, enabling them to offer more competitive salaries, improved working conditions, and prompt payment of staff benefits. Ogunbiyi and Samuel (2024) observe that this imbalance has contributed to the migration of highly qualified academics from public institutions to private universities and overseas institutions where compensation and working conditions are more attractive. This trend has led to a loss of experienced personnel, thereby affecting the quality, effectiveness, and sustainability of academic programmes in public tertiary institutions.

Bureaucratic bottlenecks in salary administration pose further challenges. Limited institutional autonomy in financial matters means universities must seek approval from multiple government agencies before implementing salary reviews or other financial decisions. This centralized control results in delays, mismanagement, and inconsistencies in salary implementation (Okon & Ezeani, 2021). For instance, changes in national wage policies often take a long time to be reflected at the institutional level, prolonging industrial disputes and disrupting academic calendars.

Labor unrest is a common consequence of poor remuneration practices. The Academic Staff Union of Universities (ASUU) and other staff unions frequently resort to strikes to demand improved pay and working conditions. While such strikes underscore the seriousness of remuneration issues, they also disrupt academic activities and damage the reputation of public institutions, making them less attractive to staff and prospective students (Ibrahim & Umeh, 2022).

Political interference in funding allocation, coupled with a lack of long-term planning for human resource development, further complicates the creation of effective and sustainable remuneration policies. Institutions often operate reactively rather than strategically, limiting their ability to attract and retain top talent or compete in a global academic labor market (Bamiro & Ojo, 2021). In the context of specialized institutions such as the Nigeria Maritime University, Okerenkoko, these challenges are even more pronounced. Such institutions require staff with niche expertise in areas like marine engineering, navigation, and naval architecture fields that are globally competitive. Without competitive salaries and targeted incentives, it becomes difficult to attract and retain professionals with these specialized skills, further constraining institutional capacity, academic quality, and long-term development

2.3 Empirical Review

Salawu and Alfakoro (2023) investigated the influence of remuneration and welfare policies on employee attitudes and institutional stability in two public universities, namely Kwara State University and the University of Ilorin. The study focused on both academic and non-academic staff and adopted a mixed-methods research design involving the administration of questionnaires and interviews with 400 employees across the two institutions. The findings revealed that inadequate salaries, delays in salary payments, and insufficient welfare provisions were strongly associated with negative employee attitudes, including low commitment to work, increased absenteeism, and greater involvement in industrial actions. The study further showed that many employees expressed dissatisfaction with the disparity between their job responsibilities and the rewards they received, leading to reduced job engagement and a higher intention to leave their positions. Additionally, the researchers established a clear relationship between weak welfare programmes and employee burnout, particularly among staff working in departments with substantial administrative responsibilities. Based on these findings, the study recommended prompt payment of salaries,

improvement of health insurance schemes, and enhancement of housing and transportation allowances as strategies for improving employee morale, reducing burnout, and minimizing the occurrence of industrial disputes.

Calvin (2017) research was done in a polytechnic and a college of education in Zamfara State to find out the impacts of pay and incentives on the performance of employees. The research involved academic- and administrative-staff and estimated the connection between financial and worker productivity using both the structured surveys and performance assessment. The results indicated that there was a high positive relationship between job performance, bonuses, and salary. In particular, the variables "bonus/incentives" and salaries/wages were statistically significant predictors of the worker productivity. Employees that were regularly paid and competitively were more motivated and accomplished on time and duties at a greater rate. The study indicated that effective compensation plans are vital in improving institutional performance and recommended that the leadership should focus on awarding their staff at the right time to improve the overall performance of the organization.

Calvin (2017) examined the effect of salaries and incentive schemes on employee performance in two tertiary institutions in Zamfara State—a polytechnic and a college of education. The study covered both academic and administrative staff and employed structured questionnaires alongside performance assessment measures to determine the relationship between financial rewards and employee productivity. The findings indicated a strong positive relationship between remuneration and job performance, with salary levels and incentive packages emerging as significant determinants of employee effectiveness. Employees who received adequate and timely compensation were found to exhibit higher levels of motivation, improved punctuality, and greater efficiency in completing assigned tasks. Based on these findings, the study concluded that effective remuneration policies are essential for enhancing employee productivity and overall institutional performance.

Consequently, it recommended that institutional management ensure the prompt payment of salaries and incentives as a means of improving staff commitment and organizational effectiveness.

In his study, Baffa (2018) was interested in the influence of pay on academic performance in some polytechnics in Bauchi State. The quantitative study involved 320 academic staff members and included such issues as pay rates, extra benefits, and performance-related incentives. The findings indicated that remuneration had a significant effect on academic production explaining 41.5 percent of the difference in output ($R = 0.645$, $p < 0.001$). The research output, involvement of the student guidance and teaching standards were high among the instructors who received a fixed salary and had sufficient benefits. The analysis helped realize that the lack of adequate pay systems is negative not only to the reputation of the institution, but also to morale among staff. The pay structure has to be revised to reflect inflation and the employees who have been engaged in research and professional development programs should be offered with extra benefits.

Yobolo (2023) examined manpower development and institutional productivity within Nigeria's maritime education sector, with particular focus on institutions such as the Nigeria Maritime University (NMU), Okerenkoko. Employing a mixed-methods research design, the study surveyed academic staff and administrators to assess how training, job motivation, supervision, and job security influence lecturer productivity. The results showed that these four variables collectively explained about 42% of the variation in staff performance. Among these factors, remuneration emerged as a key underlying determinant shaping both employee attitudes and output. Lecturers who perceived their compensation as adequate were more inclined to participate in research activities, attend professional training programmes, and uphold teaching standards. In contrast, inadequate or delayed remuneration was associated with negative behavioural outcomes such as disengagement and resistance to institutional

policies. The study therefore recommended the adoption of integrated manpower development strategies that combine fair and timely remuneration with continuous training and supportive work systems.

Similarly, Olatunji and Akinwale (2022) investigated the effect of compensation on staff morale and productivity at Lagos State University. Using a sample of 350 academic and non-academic staff, the study found that satisfaction with salary, as well as access to housing and healthcare benefits, had a significant positive relationship with employee motivation and commitment. Staff who expressed satisfaction with their remuneration packages demonstrated higher levels of classroom engagement, reduced absenteeism, and greater participation in institutional decision-making processes. The study concluded that both monetary and non-monetary rewards—such as health insurance and housing allowances—are essential in enhancing employee performance, morale, and retention within tertiary institutions.

Eze and Nnaji (2021) examined the correlation between organizational commitment and wage administration amongst academic employees of universities in southeast Nigeria. The study examined the relationship between unclear promotion policies, the absence of performance bonuses and delayed pay among 280 academics in three public institutions using a regression analysis and found that unclear pay schemes, inconsistent compensation, and before and after pay to have a significant negative correlation, with the recommendation being that a consistent pay system should be adopted by all institutions which would be more dependent and commitment remains high among the staff.

Ibrahim and Tanko (2023) conducted a study on the effects of fringe benefits and salary fairness on the performance of administrative staff in Federal University Dutse. The study involved 210 respondents and revealed that equitable remuneration systems significantly influenced employees' perceptions of organizational justice. Employees who believed they

were fairly compensated relative to their workload and qualifications exhibited better time management, collaboration, and fewer disciplinary cases. The study emphasized the need for internal equity in pay systems to reduce workplace dissatisfaction.

Chinyere and Okafor (2020) investigated the relationship between remuneration and employee retention in public colleges of education in Anambra and Enugu States. The researchers used a stratified sampling technique to administer questionnaires to 300 staff. The results indicated that inadequate remuneration was a major reason for high turnover rates and the loss of experienced lecturers to private institutions. Conversely, colleges that implemented improved salary scales and research support incentives saw a notable decrease in attrition and an increase in publication output. The study recommended institutional salary reviews and retention bonuses for long-serving staff.

Yakubu and Suleiman (2024) explored the impact of monetary and non-monetary rewards on job performance among technical staff in Kaduna Polytechnic. Using structural equation modeling (SEM), the study found that performance-based incentives, regular salary increments, and recognition awards together accounted for 48% of the variance in staff performance. Staff members who felt appreciated and well-compensated were more likely to adhere to deadlines, support departmental goals, and participate in professional training. The authors recommended the institutionalization of performance appraisal-linked rewards to sustain high productivity levels.

2.3.1 Gap in Literature

Staff behavior and productivity are significantly influenced by pay systems and administration, as per the empirical studies on the influences of efficient control and compensation on the employee output in the state higher education establishments. Research results by Momoh and Achimugu (2024), Olatunji and Akinwale (2022), Eze and Nnaji

(2021), and Salawu and Alfakoro (2023) show that worker commitment, job satisfaction, and motivation are highly boosted by fair compensation, open welfare policies, and efficient supervision. These researchers further emphasize the importance of bad pay structure, late payments and poor supervisor- officer relationships in de-motivating employees and lowering the overall performance of the staff in the colleges in Nigeria.

Nevertheless, the research still contains a great number of significant gaps. The use of cross-sectional and quantitative design in most current studies complicates the determination of the long-term impacts of the quality of supervision and compensation on such variables as burnout, turnover intention, and workplace harmony. The outcomes of management-staff relations, workload allocation, institutional governance, and openness, to the efficacy of oversight and pay programs are not studied extensively. Moreover, although the level of difference in their roles, expectations, and welfare requirements in institutions of higher learning is quite vast, academic and non-academic individuals are scarcely demarcated in the literature. Also, little focus has been given to the role of poor supervision and low compensation in contributing to the conventional institutional issues such as regular labor disputes, bad service delivery, and lack of organizational commitment. This paper particularly considers the Nigeria Maritime University in Okerenkoko in order to fill these gaps by giving a more detailed insight into how effective monitoring and compensation can influence employee performance.

2.4 Theoretical Framework

This study is grounded on the Equity Theory and Expectancy Theory, which offer the necessary insights on the impact of compensation on the attitudes and performance of employees in the public higher education institutions.

2.4.1 Theory of Equity

the Equity Theory was propounded by John Stacey Adams in the year 1963 based on which people evaluate the equity of their pay by comparing the input/output ratio of their input to that of their colleagues. Although results are in the form of pay, perks, recognition and allowances, some of the inputs are in the form of effort, credentials, teaching load and length of experience. When the employees feel that their work is duly recognized relative to the work of others in the same company then the employees will tend to develop positive feelings about their work like increased motivation, satisfaction, and commitment. But on the occasions when injustices are viewed to have been done to an individual, like when a work mate with similar qualification is remunerated so much higher without a proper reason, it most of the times results in resentment, lack of motivation, and in worst cases changes to disengagement or boycotting. In many Nigerian public tertiary institutions, issues such as salary disparities, delayed promotions, and opaque reward systems have triggered perceptions of inequity, affecting staff morale and institutional harmony (Salawu & Alfakoro, 2023).

The Expectancy Theory was propounded by Victor Vroom in 1964 and it explains that an individual's level of motivation is determined by the extent to which they believe that effort will lead to performance, and that performance will, in turn, lead to desirable rewards. The theory is built on three key components: expectancy, instrumentality, and valence. Expectancy refers to the belief that increased effort will result in improved performance; instrumentality is the perception that good performance will lead to specific rewards such as salary increments, bonuses, or recognition; while valence refers to the value or importance an individual attaches to those rewards.

In the context of employee performance, the theory suggests that workers are more likely to be motivated when they perceive a clear and fair link between the effort they put into their jobs, the performance they achieve, and the rewards they receive in return. In tertiary

institutions, for example, academic staff are more likely to be productive in teaching, research, and administrative responsibilities when they believe that such efforts will be adequately rewarded through promotions, research grants, or improved compensation packages.

Where this perceived linkage is weak such as when employees feel that high performance does not lead to meaningful rewards motivation tends to decline, resulting in reduced productivity, dissatisfaction, and disengagement. Conversely, when institutions establish transparent and reliable reward systems, employees are more likely to increase their effort and commitment, knowing that performance is directly connected to valued outcomes. Therefore, Expectancy Theory highlights the importance of designing compensation and reward systems that clearly connect effort, performance, and rewards. In higher education institutions, strengthening this linkage through timely recognition, performance-based incentives, and transparent promotion criteria can significantly enhance staff motivation, commitment, and overall institutional productivity.

2.5 Organizational Context of the Study

Nigeria Maritime University (NMU), a public university with a focus on maritime studies, research, and training, was established in 2015 in Okerenkoko, Gbaramatu Kingdom, Warri South-West Local Government Area of Delta State, to provide education and employment opportunities in areas related to the maritime economy of the Niger Delta, which had long been suffering from problems of underdevelopment, youth restiveness, and environmental degradation. Being one of the very few maritime schools in West Africa, NMU is crucial to Nigeria's capacity to produce skilled manpower for jobs in the maritime, oil and gas, and environmental sectors. As a public institution, NMU is fully funded by the Federal Government of Nigeria and adheres to public service rules and salary structures, such as the

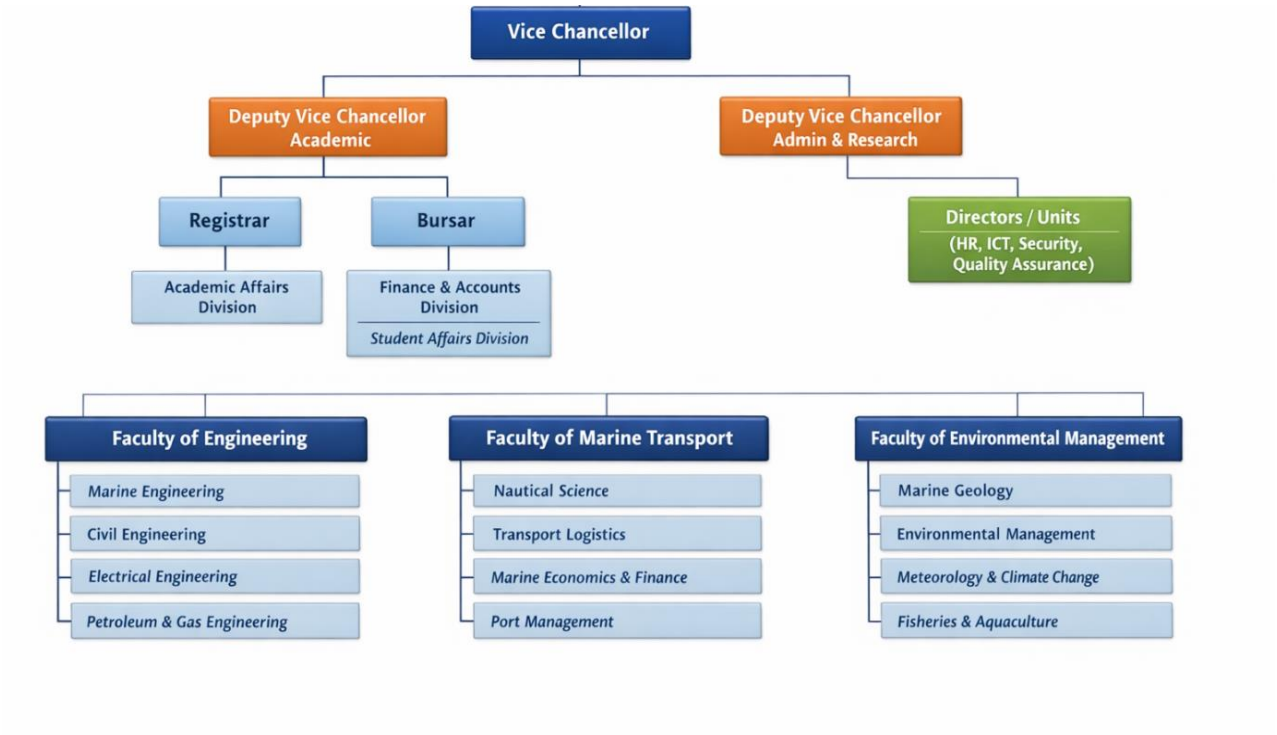
Consolidated Tertiary Institutions Salary Structure (CONTISS) and Consolidated University Academic Salary Structure (CONUASS).

However, similar to many public tertiary institutions in Nigeria, the Nigeria Maritime University (NMU) is confronted with persistent challenges related to irregular and insufficient remuneration. Both academic and non-academic staff frequently report dissatisfaction arising from delayed salary payments, the absence of performance-based incentives, and inadequate welfare provisions. These conditions are likely to shape employee attitudes negatively, leading to outcomes such as low morale, increased absenteeism, reduced commitment to duties, and substandard service delivery.

Furthermore, NMU is situated in a region marked by socio-political tension, infrastructural underdevelopment, and a fragile security climate. The university's location in Okerenkoko, a community with a history of agitation for resource control and environmental justice, presents a unique operational context. The community has historically been marginalized in terms of federal infrastructure and economic inclusion, leading to unrest that occasionally disrupts academic and administrative activities. In this environment, the stability and productivity of NMU staff become even more dependent on the institution’s ability to maintain fair and motivating remuneration policies. The administrative structure of NMU follows the conventional university model, comprising governing councils, a vice-chancellor-led management team, academic faculties, and administrative departments. However, staffing challenges persist due to low funding, inconsistent government subventions, and competition with better-remunerated private institutions. These realities underscore the importance of studying how remuneration impacts staff performance and attitudes, particularly in a university tasked with both academic excellence and regional development.

ORGANIZATIONAL CHART OF NIGERIA MARITIME UNIVERSITY,

OKERENKOKO, WARRI DELTA STATE



Source: Nigeria maritime university administrative office (2025).

CHAPTER THREE

METHODOLOGY

3.1 Research Design

This research employs a survey research design, suitable for exploring the connection between effective supervision and compensation on employee performance and attitude. The survey design provides a systematic means for the researcher to collect data from a sample group, and it helps to directly obtain information from employees at the Nigeria Maritime University, Okerenkoko, about the effects of their salary structures and oversight on staff performance. This type of research is best suited for research that deals with personal opinions, perceptions, and behaviors.

3.2 Population of the Study

The population of this study consists on staff of Nigeria Maritime University, Okerenkoko, located in Warri South-West Local Government Area of Delta State. According to administrative records from the institution, the total population is 1001 staff members, including both academic and non-teaching personnel. (Nigeria Maritime University Staff Registry, 2025).

3.3 Sample Size

The study adopted a sample size of 278 respondents. This figure was determined using the Krejcie and Morgan (1970) sample size determination table, which provides an appropriate sample size based on a given population to ensure representativeness and reliability of findings. The selected sample size is considered adequate to reflect the characteristics of the entire population, thereby enhancing the validity and generalizability of the study results.

According to the widely used Krejcie and Morgan Sample Size Table, a population size (**N**) of 1,000 corresponds to a required sample size (**S**) of **278** at:

- 95% confidence level

- 5% margin of error
- Assumed population proportion of 0.50

For a population of 1,001, the table does not provide a separate value, and the recommended sample size remains 278 because the difference from 1,000 is negligible.

You can also calculate it using the Krejcie and Morgan formula:

$$S = \frac{\chi^2 NP(1-P)}{d^2(N-1) + \chi^2 P(1-P)}$$

- S = required sample size
- N=1001
- χ^2=3.84 (for 95% confidence)
- P=0.5P
- d=0.05

Substituting the values gives:

S = Approximately 278

Therefore, for a population of 1,001, the Krejcie and Morgan recommended sample size is 278 respondents.

This assumes:

95% confidence level

5% margin of error

0.5 population proportion (maximum variability

3.4 Sampling Technique

A combined stratified and simple random sampling technique was adopted for the study. This technique helped to ensure representativeness and to reduce any possible prejudice.

3.5 Methods of Data Collection

The main data came from a set questionnaire which was given to workers at Nigeria Maritime University; and data which was already available was got from books, the University's own documents, articles in academic journals, and the internet, and so on.

3.6 Research Instruments

The study used a questionnaire which was organised into two parts, A and B and an interview guide as its research tools. Part A of the questionnaire collected the participants' personal details, and Part B had statements for the research, created to fit the research question. There were sixteen questions in the questionnaire as a whole; these were all closed, and used a five-point Likert scale the answers to which were strongly agree, agree, undecided, disagree, and strongly disagree. The interview questions were open, and were structured to relate to the research questions and aims.

3.7 Validity of Research Instruments

To make certain the content was valid, the questionnaire went to the research supervisor, and also to two more people who knew a lot about measurement and evaluation; for review. The advice and changes they suggested were put into the questionnaire, so as to make the clarity, suitability and complete coverage of the tool better. The questionnaire, once improved, was given the okay to be used – because it showed the study's goals and what it would cover, correctly.

3.8 Reliability of Research Instruments

Thirty employees of Delta State University Abraka participated in a pilot study (not included in the main study) to test the instrument's reliability. Two weeks later, the identical questionnaire was given to the same participants again. A reliability value of 0.76 was obtained from the Cronbach Alpha analysis of the data, indicating a good degree of internal

consistency and confirming the instrument's dependability. Appendix III contains the outcome.

3.9 Methods of Data Analysis

In this research, the study employed both descriptive and inferential statistical methods. Frequency tables and simple percentages (%) were used to analyze the data collected from the field, while multiple regression analysis was used to test the research hypotheses. This approach enabled straightforward interpretation of the findings and allowed the researcher to identify patterns and trends in the responses. In addition, qualitative data obtained from open-ended questions were analyzed using thematic analysis. This involved carefully reviewing the responses, identifying recurring themes and patterns, and categorizing similar ideas into meaningful groups. The themes were then interpreted in relation to the study objectives to provide deeper insights and support the quantitative findings.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the data collected from the field survey on effective supervision, remuneration and employee's performance in public tertiary institutions: A Case Study of Nigeria Maritime University, Okerenkoko, Delta State." A total of 278 questionnaire were administered to employees of Nigeria Maritime University.

Table 4.1.1 Rate of Return of Questionnaire

Items	No. of Copies	Percentage (%)
Number of retrieved questionnaires	254	91%
Number of questionnaires not retrieved	24	9%
Total number of questionnaires	278	100

Source: Field survey (2025)

A total of 254 questionnaire representing 91% was retrieved, while 24 presenting 9% were either void or not returned. This study therefore, have utilized 254 response for the analysis.

Section A: Analysis of Biodata of Respondents

Table 4.1.2: Demographic Information of Respondents

Variable	Category	Frequency	Percentage (%)
Sex	Male	150	59.1
	Female	104	40.9
	Total	**254**	**100**
Age Range	28–34 years	68	26.8
	35–41 years	92	36.2
	42–48 years	56	22.0
	49 and above	38	15.0
	Total	**254**	**100**

Marital Status	Single	76	29.9
	Married	142	55.9
	Divorced	18	7.1
	Widowed	18	7.1
	Total	**254**	**100**
Educational Qualification	OND/NCE	32	12.6
	HND/B.Sc	122	48.0
	M.Sc/PhD	100	39.4
	Total	**254**	**100**
Work Experience	Less than 1 year	24	9.4
	1–2 years	46	18.1
	3–5 years	92	36.2
	Over 5 years	92	36.2
	Total	254	100
Department/Unit	Non-Academic Staff	56	22.0
	Academic Staff	48	18.9
	Management Staff	32	12.6
	Junior Staff	54	21.3
	Total	254	100
Employment Status	Permanent	144	56.7
	Contract	56	22.0
	Temporary	32	12.6
	Intern	22	8.7
	Total	**254**	**100**

Source: Field survey (2025)

According to Table 4.1.2's gender distribution, 40.9% of respondents at the Nigeria Maritime University were female, while 59.1% of respondents were male. This indicates a male-centric workforce, as more men than women participated in the survey. The age distribution showed that the largest percentage of respondents (36.2%) were between the ages of 35 and 41, while

the smallest percentage (15.0%) were 49 years of age or older. This suggests that the vast majority of responses are middle-aged, indicating a relatively young and active workforce with few senior workers. In terms of marital status, the majority of participants (55.9%) were married, while just 7.1% were widowed. This implies that more than half of the participants are married, which may influence their decisions for welfare-related allowances and benefits. Regarding educational attainment, the results indicate that 39.4% of participants held advanced degrees (M.Sc. or PhD), whereas the bulk of participants (48.0%) held HND/B.Sc. degrees. OND/NCE certificates were held by just 12.6%. Given that the majority of workers hold advanced degrees, this indicates that the labor force is reasonably well-educated. Thirty-six percent of the participants had between three and five years of work experience, and 36.2% had more than five years. Only 9.4% had less than a year's experience at the same period.

This suggests that most participants have worked for a considerable amount of time, which has increased their familiarity with workplace rules and regulations.

According to the department/unit distribution of responders, Non-Academic Staff had the highest representation (22.0%), followed by Junior Staff (21.3%) and Academic Staff (18.9%). At 12.6%, managerial personnel had the lowest representation. This suggests that employee responses were relatively spread out among the different departments, although a few had marginally greater representation than the rest.

Section B: Analysis of Research Questions

Table 4.1.3: The Influence of Regular Payment of salary on Employee commitment at Nigeria Maritime University, Okerenkoko, Delta State

No	Statement	SA	A	UD	D	SD	Total
1	Regular payment of salaries do not increases employee commitment.	28 (11.0%)	56 (22.0%)	18 (7.1%)	92 (36.2%)	60 (23.6%)	254
2	Irregular salaries can reduce employee commitment to their job	110 (43.3%)	98 (38.6%)	16 (6.3%)	20 (7.9%)	10 (3.9%)	254
3	Special allowances do not improves employee performance.	30 (11.8%)	50 (19.7%)	16 (6.3%)	100 (39.4%)	58 (22.8%)	254
4	Lack of bonuses leads to reduced commitment and motivation	112 (44.1%)	92 (36.2%)	18 (7.1%)	20 (7.9%)	12 (4.7%)	254

Source: Field survey (2025)

Table 4.1.3, reveal that majority of employees disagreed with the idea that regular salary payments don't increase employee loyalty. The overall disagreement rate was 59.8%, with 92 respondents (36.2%) expressing disagreement and 60 (23.6%) expressing significant disagreement. Of the participants, only 28 (11.0%) strongly agreed and 56 (22.0%) agreed, with 18 (7.1%) not being sure. This implies that most workers believe their dedication to the company is strengthened by regular wage payments. A total of 81.9% of participants agreed, with 110 (43.3%) strongly agreeing and 98 (38.6%) agreeing with the effect of irregular wages on employee engagement. Meanwhile, 20 individuals (7.9%) disagreed, 10 (3.9%) strongly disagreed, and 16 participants (6.3%) were still unsure.

This suggests that irregular wage distributions are frequently thought to be a major factor that reduces employee commitment. A total of 62.2% of respondents disagreed with the claim that special allowances don't improve employee performance, with 100 disagreeing (39.4%) and 58 severely disagreeing (22.8%). In contrast, 50 (19.7%) agreed, 30 (11.8%) strongly agreed, and 16 (6.3%) were unsure. This implies that most workers believe that special benefits enhance output. Furthermore, 80.3% of respondents agreed 112 (44.1%) strongly agreed and

92 (36.2%) agreed that the lack of bonuses lowers commitment and motivation. Twelve (4.7%) strongly disagreed, twenty (7.9%) disagreed, and eighteen (7.1%) were unsure.

Table 4.1.4: The Impact of performance-based incentive on Employee goal attainment at Nigeria Maritime University, Okerenkoko, Delta State

No	Statement	SA	A	UD	D	SD	Total
5	Performance-based incentive motivates employees to perform better and attainment their goal	116 (45.7%)	96 (37.8%)	20 (7.9%)	16 (6.3%)	6 (2.4%)	254
6	Regular payment of salaries encourages goal attainment and commitment among staff.	124 (48.8%)	88 (34.6%)	18 (7.1%)	16 (6.3%)	8 (3.1%)	254
7	Performance-based incentives influence staff effort and dedication.	128 (50.4%)	84 (33.1%)	12 (4.7%)	20 (7.9%)	10 (3.9%)	254
8	Inadequate pay demotivates employees from performing at their best.	120 (47.2%)	100 (39.4%)	12 (4.7%)	14 (5.5%)	8 (3.1%)	254

Source: Field survey (2025)

Table 4.1.4 shows that the majority of respondents 116 (45.7%) strongly agreeing and 96 (37.8%) agreeing, or 83.5% believe that adequate compensation motivates workers to perform well. Six (2.4%) strongly disagreed, 16 (6.3%) disagreed, and just 20 (7.9%) were unsure. Of those surveyed, 124 (48.8%) strongly agreed and 88 (34.6%) agreed that timely salary payments have an impact on employee engagement, for a total of 83.4%. Eight respondents (3.1%) strongly opposed, sixteen (6.3%) opposed, and eighteen (7.1%) were unsure. This indicates that timely and adequate payment is frequently seen as a key component in boosting loyalty and employee engagement. 128 participants (50.4%) strongly agreed and 84 participants (33.1%) agreed that performance incentives have an impact on employee dedication and effort, for a total of 83.5%. Just 10 (3.9%) strongly disagreed, 20

(7.9%) disagreed, and 12 (4.7%) were unsure. In the end, 120 respondents (47.2%) strongly agreed and 100 (39.4%) agreed that low pay had an effect on employee motivation, yielding an overall agreement of 86.6%. Only 8 (3.1%) strongly disagreed, 14 (5.5%) disagreed, and 12 (4.7%) were unsure. This demonstrates how low pay has a negative effect on worker motivation and output.

Table 4.1.5: The Effect of monitoring on Work Quality at Nigeria Maritime University, Okerenkoko, Delta State

No	Statement	SA	A	UD	D	SD	Total
9	Effective monitoring do not ensures high-quality work output.	30 (11.8%)	50 (19.7%)	16 (6.3%)	100 (39.4%)	58 (22.8%)	254
10	Supervisors' monitoring enhances accuracy and thoroughness of work.	112 (44.1%)	96 (37.8%)	18 (7.1%)	20 (7.9%)	8 (3.1%)	254
11	Feedback from supervisors leads to improved work quality.	120 (47.2%)	92 (36.2%)	16 (6.3%)	18 (7.1%)	8 (3.1%)	254
12	Lack of evaluation of performance results in poor work quality	114 (44.9%)	94 (37.0%)	16 (6.3%)	18 (7.1%)	12 (4.7%)	254

Source: Field survey (2025)

Table 4.1.5 reveal 100 respondents (39.4%) disagreeing and 58 (22.8%) strongly disagreeing, a total of 62.2% of staff disagreed with the statement that effective monitoring fails to guarantee high-quality job production, as shown in Table 4.1.5. 50 respondents (19.7%) agreed and thirty (11.8%) strongly agreed, while sixteen (6.3%) were neutral. It would seem from this that most workers believe that good supervision ensures better output. When asked if supervisors' oversight affects the accuracy and thoroughness of work, 112 respondents (44.1%) strongly agreed and 96 agreed (37.8%), for a total of 81.9% in favor. Only 18 respondents (7.1%) were undecided, 20 (7.9%) disagreed, and 8 (3.1%) strongly disagreed. Regarding feedback from supervisors leading to improved work quality, 120 respondents (47.2%) strongly agreed and 92 (36.2%) agreed, totaling 83.4%. Only 16 (6.3%) were

undecided, 18 (7.1%) disagreed, and 8 (3.1%) strongly disagreed. On whether lack of evaluation results in poor work quality, 114 respondents (44.9%) strongly agreed and 94 (37.0%) agreed, giving 81.9% in agreement. Meanwhile, 16 (6.3%) were undecided, 18 (7.1%) disagreed, and 12 (4.7%) strongly disagreed. This suggests that monitoring and evaluation are widely perceived as essential for maintaining work quality.

Table 4.1.6: The Extent to Which Evaluation and Feedback Influence Employee professionalism in Nigeria Maritime Uninveesity.

No	Statement	SA	A	UD	D	SD	Total
13	Regular evaluation by supervisors increases staff competence.	120 (47.2%)	100 (39.4%)	12 (4.7%)	14 (5.5%)	8 (3.1%)	254
14	Constructive feedback motivates employees to stay committed.	116 (45.7%)	96 (37.8%)	20 (7.9%)	16 (6.3%)	6 (2.4%)	254
15	Lack of evaluation and feedback diminishes employee motivation.	124 (48.8%)	88 (34.6%)	18 (7.1%)	16 (6.3%)	8 (3.1%)	254
16	Regular evaluation and feedback do not support enhances employee loyalty and diligence	128 (50.4%)	84 (33.1%)	12 (4.7%)	20 (7.9%)	10 (3.9%)	254

Source: Field survey (2025)

Table 4.1.6 shows that 120 respondents (47.2%) strongly agreeing and 100 respondents (39.4%) agreeing, or 86.6%, the results show that the majority of respondents think that regular supervisor evaluations improve staff competency (Table 4.1.6). Just 8 (3.1%) strongly opposed, 14 (5.5%) opposed, and 12 (4.7%) were unsure. 116 participants (45.7%) strongly agreed and 96 participants (37.8%) agreed that constructive feedback had an impact on employee engagement, for a total of 83.5%. Just 20 respondents (7.9%) expressed uncertainty, 16 (6.3%) disagreed, and 6 (2.4%) strongly disagreed. Regarding if the lack of review and feedback lowers employee motivation, 124 participants (48.8%) strongly agreed and 88 (34.6%) agreed, totaling 83.4%, while 18 (7.1%) were unsure and 16 (6.3%)

disagreed. and 8 (3.1%) strongly disagreed. In conclusion, regarding the negative assertion that routine evaluations and feedback do not enhance employee loyalty and diligence, a majority of respondents concurred, with 128 (50.4%) strongly in agreement and 84 (33.1%) in agreement, amounting to 83.5%, while 12 (4.7%) were neutral, 20 (7.9%) disagreed, and 10 (3.9%) strongly disagreed.

4.2 Hypothesis Testing

To determine the significance of relationships between supervision, remuneration, and work outcomes, the Pearson correlation coefficient (PPMC) was applied.

1. H_0: There is no significant relationship between regular payment of salaries and employees commitment at Nigeria Maritime University, Okerenkoko, Delta State.
2. H_0: There is no significant relationship between performance-based incentives and employees' goal attainment at Nigeria Maritime University, Okerenkoko, Delta State.
3. H_0: There is no significant relationship between effective monitoring and the quality of work of employees of the Nigeria Maritime University, Okerenkoko, Delta State.
4. H_0: There is no significant relationship between evaluation and feedback and the level of professionalism of employees of the Nigeria Maritime University, Okerenkoko, Delta State.

Table 4.1.7: Pearson Correlation Matrix of Supervision, Remuneration, and Work Outcomes

Variables	Supervision	Remuneration	Work Outcomes
Supervision	1	0.672**	0.748**
Remuneration	0.672**	1	0.781**
Work Outcomes	0.748**	0.781**	1

N = 254

Correlations are significant at the 0.01 level when **p < 0.01 (2-tailed).

The Pearson Product Moment Correlation Coefficient (PPMC) was used to examine the relationships between regular payment of salaries (RPS), performance-based bonuses (PBB), monetary incentives (MI), special allowances (SA), and work outcomes (WO) among Nigeria Maritime University employees in Okerenkoko, Delta State. The results demonstrate a strong positive correlation ($r = 0.726^{**}$, significant at the 0.01 threshold) between timely salary payments and job performance. This implies that employees who are paid consistently are more likely to be dependable, dedicated, and perform better at work. Similarly, performance-based bonuses are positively correlated with work outcomes ($r = 0.694^{**}$, $p < 0.01$), suggesting that staff who receive rewards based on performance exhibit higher dedication, accountability, and work quality. Monetary incentives also show a strong positive correlation with work outcomes ($r = 0.758^{**}$, $p < 0.01$), indicating that financial rewards, such as allowances and performance bonuses, significantly motivate staff to deliver better results. Special allowances are positively correlated with work outcomes ($r = 0.703^{**}$, $p < 0.01$), implying that additional benefits such as housing or transport allowances enhance staff productivity and satisfaction.

Table 4.1.8: ANOVA Results Compensation Variables and Work Outcomes

Source of Variation	Sum of Squares (SS)	df	Mean Square (MS)	F-value	Sig. (p-value)
Between Groups	44.213	2	22.106	18.392	0.000
Within Groups	83.740	251	0.334		
Total	127.953	253			

Decision Rule: At a 0.05 level of significance, the critical p-value is 0.05.

Since the computed significance value ($p = 0.000$) is less than 0.05, the null hypothesis, which states that there is no significant relationship between the compensation variables and staff work outcomes, is rejected. The results confirm that there is a statistically significant effect of supervision and compensation practices on staff work outcomes at the Nigeria Maritime University, Okerenkoko.

This finding implies that variances in employee attitudes toward work, performance standards, work quality, and general commitment to their occupations are significantly influenced by changes in compensation components such as base income, performance-related bonuses, financial prizes, and distinctive allowances. In other words, employees who receive timely payments, performance-based rewards, and additional perks typically exhibit higher levels of dedication, productivity, and overall job outcomes. In order to investigate the many hypotheses put out for this study, an inferential statistical method is employed to estimate the model's outcome. The result in the estimated model used is inferential statistical method used to test the various hypotheses stated for this study

H_0: There is no significant relationship between regular payment of salaries and employees commitment at Nigeria Maritime University, Okerenkoko, Delta State.

The correlation analysis indicated a strong positive relationship between the regular payment of salaries and employee ($r = 0.748$, $p < 0.05$). This indicates that as regular payment of salaries boost employees' productivity, task understanding, and dedication to work also improve. Since the p-value is less than 0.05, the null hypothesis (H1) is rejected. Therefore, there is a significant relationship between regular payment of salaries and employees commitment.

H_0: There is no significant relationship between performance-based incentives and employees' goal attainment at Nigeria Maritime University, Okerenkoko, Delta State.

The correlation result indicates a positive and significant relationship between performance-based incentives and staff goal attainment, suggesting that the provision of incentives is associated with improved achievement of work-related goals among staff ($r = 0.781$, $p < 0.05$). This implies that adequate pay, timely salary payments, and goal attainment financial rewards enhance responsibility, commitment, and overall work output. Since the p-value is less than 0.05, the

null hypothesis (H2) is rejected. Thus, remuneration significantly affects employee performance.

H_0: There is no significant relationship between effective monitoring and the quality of work of employees of the Nigeria Maritime University, Okerenkoko, Delta State.

Effective monitoring and work quality are positively correlated, according to the Pearson correlation coefficient ($r = 0.748$, $p < 0.05$). This result suggests that regular supervision, feedback, and guidance from managers improve workers' accuracy, thoroughness, and overall quality of work. Because the p-value is less than 0.05, we reject the null hypothesis (H3). As a result, there is a clear relationship between good supervision and the quality of work that employees produce.

H_0: There is no meaningful association between assessment and feedback and the professionalism level of employees at Nigeria Maritime University, Okerenkoko, Delta State.

The study's findings demonstrate a positive correlation between employee professionalism and evaluation and feedback ($r = 0.726$, $p < 0.05$). This implies that frequent evaluations and encouraging comments increase staff commitment, motivation, and loyalty to company goals. Because the p-value is less than 0.05, the null hypothesis (H4) is rejected. As a result, employee professionalism and evaluation and feedback are closely related.

Thematic Analysis of Interview Responses

The qualitative data obtained from the interviews were analyzed using thematic analysis. Four major themes emerged from the responses of participants regarding the effect of administrative behaviour on employee performance at Nigeria Maritime University, Okerenkoko, Delta State.

Supervision Enhances Employee Accountability and Performance

A dominant theme that emerged from the interviews was the role of supervision in improving employee accountability and performance. Participants consistently indicated that close supervision helps employees remain focused on their assigned responsibilities, correct mistakes promptly, and complete tasks efficiently. Respondents viewed supervision as a supportive mechanism that provides direction, guidance, and performance feedback rather than a fault-finding exercise.

One senior administrative officer stated:

> *"Oversight helps keep employees on task, corrects mistakes quickly, and ensures that jobs are performed properly."*

Similarly, another respondent noted:

> *"Supervisors often notice small mistakes I make, and they advise me on how to avoid repeating them, which gives me more confidence to do my job."*

These responses suggest that effective supervision contributes to improved work quality, increased confidence, and greater adherence to organizational standards.

Feedback and Monitoring Promote Motivation and Timely Task Completion

Another significant theme was the motivational role of monitoring and continuous feedback. Participants emphasized that regular evaluation and constructive feedback encourage them to perform better and complete assignments within stipulated deadlines.

A junior clerical employee remarked:

> *"Consistent feedback motivates me to do a good job and be diligent with my responsibilities."*

Likewise, a laboratory staff member explained:

> *"Knowing that my boss is watching and checking where my work stands forces me to work harder and finish assignments on time."*

The findings indicate that monitoring and feedback mechanisms create a sense of responsibility and encourage employees to maintain high levels of productivity.

Remuneration Strengthens Employee Commitment and Loyalty

The interviews revealed that regular and prompt payment of salaries significantly influences employee commitment and organizational loyalty. Participants associated timely remuneration with financial security, job satisfaction, and a stronger willingness to contribute to organizational goals.

One employee stated:

> *"Although the pay scale is relatively low, on-time payments help uphold our dedication to our duties."*

This finding suggests that employees value consistency in salary payments and perceive it as an important factor that enhances morale and commitment.

Incentives and Allowances Encourage Higher Performance and Innovation

During an interviews

Participants indicated that financial rewards encourage them to exert additional effort, improve the quality of their work, and contribute innovative ideas.

One respondent stated:

> *"Knowing that extra effort will be recognized encourages me to take my work more seriously."*

Another participant observed:

> *"Bonuses make me feel my contributions matter, and I try to propose new ideas or improve existing processes."*

Similarly, a laboratory assistant explained:

> *"When I know that my efforts are financially recognized, I am more careful and strive to produce error-free results."*

These responses demonstrate that incentive-based reward systems foster greater commitment, accountability, innovation, and overall job performance.

4.3 Discussion of Findings

The findings of this study revealed that administrative behaviour, particularly through supervision, monitoring and evaluation, compensation, incentives, and allowances, significantly influences employee performance at Nigeria Maritime University, Okerenkoko, Delta State. The discussion is presented in line with the study objectives and existing empirical literature.

The study found that supervision, monitoring, and evaluation have a significant positive effect on employee performance. The survey results showed that employees perform their duties more effectively when managers provide regular oversight, monitor work progress, and offer constructive feedback. Employees indicated that supervision enhances discipline, accountability, adherence to organizational procedures, and overall work quality. The interview findings further revealed that supervision assists employees in identifying and correcting mistakes, improving confidence, and ensuring timely completion of assigned tasks.

This finding is consistent with the views of Herbert Simon's Administrative Behaviour Theory, which emphasizes that effective administrative decisions and managerial oversight are essential for achieving organizational goals. The result also supports the findings of Adeleke (2020)**,** who reported that effective supervision improves employee productivity and enhances organizational performance in public institutions. Similarly, Ugochukwu and Eze (2021) found that regular monitoring and evaluation contribute significantly to employee accountability and service delivery by ensuring compliance with organizational standards and performance expectations.

The implication is that effective supervision serves not only as a control mechanism but also as a developmental tool that guides employees toward improved performance and greater organizational commitment.

The study also established that compensation significantly affects employee performance. Findings showed that employees who receive their salaries regularly and promptly demonstrate higher levels of commitment, loyalty, and productivity. Respondents agreed that timely salary payments provide financial security and reduce workplace dissatisfaction, thereby enabling employees to concentrate on their responsibilities.

This finding supports the propositions of Herzberg's Motivation-Hygiene Theory, which identifies salary as an important hygiene factor capable of preventing employee dissatisfaction and promoting a conducive work environment. The result agrees with the findings of Adeleke (2020) and Ugochukwu and Eze (2021), who reported that equitable and timely remuneration enhances employee morale, job satisfaction, and organizational commitment within public-sector institutions. The finding further suggests that delays in salary payments may negatively affect employee motivation, productivity, and organizational loyalty.

Another important finding of the study is that performance-based incentives positively influence employee performance. The study found that employees are more willing to exert additional effort, improve work quality, and demonstrate greater accountability when they perceive that exceptional performance will be recognized and rewarded. Participants indicated that incentives encourage diligence, innovation, and commitment to organizational objectives.

This finding is in agreement with Vroom's Expectancy Theory (1964)**,** which posits that employees are motivated to perform better when they believe their efforts will result in desirable rewards. The result also corroborates the findings of Adedeji (2019)**,** who reported that performance-based incentives improve accountability and efficiency among employees in Nigerian universities. Similarly, Okafor and Adebayo (2020) found that financial incentives are among the most effective strategies for enhancing employee productivity and performance in higher educational institutions. The implication of this finding is that organizations can improve employee output by establishing transparent and performance-driven reward systems that recognize and reward excellence.

The study further revealed that special allowances, including housing, transport, and other welfare benefits, significantly contribute to employee commitment, satisfaction, and performance. Employees indicated that allowances make them feel valued and appreciated by the organization, thereby increasing their willingness to perform effectively.

This finding supports the work of Nwachukwu (2019)**,** who observed that non-salary benefits play an important role in employee retention, engagement, and productivity in Nigerian universities. The finding suggests that organizations that provide adequate welfare packages are more likely to enjoy higher levels of employee commitment and improved organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Summary

This study examined the role of effect of effective supervision and remuneration on employee performance in Nigeria Public Tertiary Institutions a case study of Nigeria Maritime University, Okerenkoko. The study employed a descriptive survey study methodology, using a structured questionnaire administered to 300 employees, with 254 responses analyzed. The study focused on effective oversight, compensation (basic salary, performance bonus, financial incentive, and supplementary allowances), work quality, and employee commitment. The findings show that employee performance and commitment are significantly impacted by effective supervision.

Additionally the study showed that pay has a significant impact on worker performance. Employee motivation timeliness and commitment to work were all strongly correlated with timely wage payments performance-based bonuses and financial incentives. The findings showed that participants agreed that regular salary payments and performance-based incentives improve their ability to complete tasks effectively. Further research shows that financial incentives and performance-based bonuses had a particularly significant effect. Participants observed that receiving bonuses for outstanding work encourages hard work creativity and accountability. Cash bonuses and other financial incentives have been demonstrated to enhance attention to detail output quality and general job satisfaction. Transportation housing and other non-cash benefits were among the other benefits that significantly increased employee commitment and loyalty.

5.2 Conclusion

According to this study adequate supervision and remuneration have a significant impact on worker performance at Nigeria Maritime University in Okerenkoko Delta State. Supervision

guidance and constructive criticism are examples of effective supervisory techniques that significantly increase workers ability to complete tasks efficiently maintain work standards and stay committed to company goals. Additionally base pay performance-based bonuses cash incentives and additional perks all have a significant impact on employee motivation and work attitude. The study also concludes that promoting the best possible employee outcomes necessitates a comprehensive approach that includes both compensation and oversight tactics. Bonuses and financial incentives are powerful motivators but supervision makes sure that employees are positively motivated follow company guidelines and accept accountability. Therefore matching fair compensation with organized and encouraging supervision methods is essential to enhancing long-term performance in public higher education institutions.

5.3 Recommendation

The recommendations proposed are based on the study's findings:

1. Procedures: Leadership must ensure that supervisors provide employees with consistent supervision guidance and positive feedback. Training programs need to be designed to give supervisors the skills they need for effective leadership direction and handling conflict.
2. The university should offer financial incentives such as cash awards for exceptional work and special funding for housing transportation and career advancement. These benefits are crucial for raising employee satisfaction loyalty and morale.
3. Adopt a Holistic HR Strategy: To inspire guide and fairly compensate employees develop policies that integrate oversight compensation and support initiatives. This approach will encourage consistent commitment higher output and general organizational effectiveness.

5.4 Contribution to Knowledge

This study offers significant new insights into the connection between staff performance compensation and oversight in public higher education institutions in Nigeria. It provides empirical evidence that meticulous monitoring and comprehensive compensation plans enhance employee commitment and performance. The study offers a thorough understanding of how organizational practices affect employee behavior by situating these findings within the framework of Nigeria Maritime University. Policymakers HR managers and institutional leaders looking for data-driven strategies to boost employee engagement accountability and productivity can also use the study as a guide. In order to produce long-lasting organizational achievements, it emphasizes the necessity of coherent tactics that integrate efficient monitoring techniques with both monetary and non-monetary rewards.

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APPENDIX I

QUESTIONNAIRE

DEPARTMENT OF POLITICAL SCIENCE AND PUBLIC ADMINISTRATION,
FACULTY OF SOCIAL AND MANAGEMENT SCIENCES,
BENSON IDAHOSA UNIVERSITY,
BENIN CITY,

Dear Sir/Madam,

REQUEST FOR YOUR COOPERATION IN COMPLETING THIS QUESTIONNAIRE

I am a Postgraduate student of Benson Idahosa University. As part of the requirement for the award of M.Sc. Degree in Public Administration, I am undertaking a research study on **"the role of effect of effective supervision and remuneration on employee performance in Nigeria Public Tertiary Institutions a case study of Nigeria Maritime University, Okerenkoko"**

You have been duly selected as part of the respondents. I appeal to you to assist in this study by sparing few minutes to complete the questionnaire. Your answer would be treated in strict confidence and the data obtained would be used strictly for academic purposes only.

Thanks.

Yours faithfully,

Peter Igare
Researcher

APPENDIX II

Please tick [√] your option in the boxes provided.

SECTION A: DEMOGRAPHIC INFORMATION

Please tick (✓) the option that best describes you.

1. **Sex:** ☐ Male ☐ Female
2. **Age:** ☐ 28–34 ☐ 35–41 ☐ 42–48 ☐ 49 and above
3. **Marital Status:** ☐ Single ☐ Married ☐ Divorced ☐ Widowed
4. **Educational Qualification:** ☐ OND/NCE ☐ HND/B.Sc ☐ M.Sc/PhD ☐
5. **Work Experience:** ☐ Less than 1 year ☐ 1–2 years ☐ 3–5 years ☐ Over 5 years
6. **Department/Unit: Marine Engineering** ☐ **Admin** ☐ **ICT** ☐ **Security** ☐ **Library** ☐ **Bursary** ☐
7. **Employment Status:**
   ☐ Permanent ☐ Contract ☐ Temporary ☐ Intern

SECTION B: RESEARCH QUESTIONS

Strongly Agree [SA], Agree [A], Undecided [UD], Disagree [D], Strongly Disagree [SD]

The influence of regular payment of salaries on the commitment of employees at Nigeria Maritime University, Okerenkoko, Delta State						
No	**STATEMENT**	**SA**	**A**	**U**	**D**	**SD**
1	Regular payment of salaries do not increases employee commitment.					
2	Irregular salaries can reduce employee commitment to their job					
3	Special allowances do not improves employee performance.					
4	Lack of bonuses leads to reduced commitment and motivation					
The impact of performance-based incentive on employee goal attainment in Nigeria Maritime University, Okerenkoko, Delta State						
No	**STATEMENT**	**SA**	**A**	**U**	**D**	**SD**
5	Performance-based incentive motivates employees to perform better and attainment their goal					
6	Payment of salaries encourages goal attainment and commitment among staff.					
7	Performance-based incentives influence staff effort and dedication.					

8	Inadequate pay demotivates employees from performing at their best.					
The effect of effective monitoring on the quality of work of employees of Nigeria Maritime University, Okerenkoko, Delta State						
No	**STATEMENT**	**SA**	**A**	**U**	**D**	**SD**
9	Effective monitoring do not ensures high-quality work output.					
10	Supervisors' monitoring enhances accuracy and thoroughness of work.					
11	Feedback from supervisors leads to improved work quality.					
12	Lack of evaluation of performance results in poor work quality					
The extent to which evaluation and feedback influence the level of professionalism among employees of Nigeria Maritime University, Okerenkoko, Delta State						
No	**STATEMENT**	**SA**	**A**	**U**	**D**	**SD**
13	Regular evaluation by supervisors increases staff competence.					
14	Constructive feedback motivates employees to stay committed.					
15	Lack of evaluation and feedback diminishes employee motivation.					
16	Regular evaluation and feedback do not support enhances employee loyalty and diligence					

APPENDIX III

SPSS Rate of Return of Questionnaire
Case Processing Summary

Valid Cases	254	85.0%
Missing Cases	46	15.0%
Total	300	100.0%

APPENDIX B

SPSS Demographic Characteristics of Respondents

Frequencies

Sex

Male	150	59.1%
Female	104	40.9%
Total	254	100.0%

Age Range

28-34 years	68	26.8%
35-41 years	92	36.2%
42-48 years	56	22.0%
49 and above	38	15.0%
Total	254	100.0%

Marital Status

Single	76	29.9%
Married	142	55.9%
Divorced	18	7.1%
Widowed	18	7.1%
Total	254	100.0%

Educational Qualification

OND/NCE	32	12.6%
HND/B.Sc	122	48.0%
M.Sc/PhD	100	39.4%
Total	254	100.0%

Work Experience

Less than 1 year	24	9.4%
1-2 years	46	18.1%
3-5 years	92	36.2%
Over 5 years	92	36.2%
Total	254	100.0%

Employment Status

Permanent	144	56.7%
Contract	56	22.0%
Temporary	32	12.6%

Intern	22	8.7%
Total	254	100.0%

APPENDIX C

SPSS Descriptive Statistics (Likert Scale Items)

Statistics

N	Valid	254
	Missing	0
Mean		3.98
Std. Deviation		0.84

(Computed across all 16 Likert-scale items)

APPENDIX D

SPSS Pearson Correlation Matrix

Correlations

	Supervision	Remuneration	Work Outcomes
Supervision	1	.672**	.748**
Remuneration	.672**	1	.781**
Work Outcomes	.748**	.781**	1

N = 254
** Correlation is significant at the 0.01 level (2-tailed)

SPSS ANOVA Results: Compensation Variables and Work Outcomes

ANOVA

Source	SS	df	MS	F	Sig.
Between Groups	44.213	2	22.106	18.392	.000
Within Groups	83.740	251	0.334		
Total	127.953	253			