

EFFECT OF BROADBANDING ON EMPLOYEE PERFORMANCE OF SELECTED HOSPITALS IN LAGOS STATE, NIGERIA

Omolabi Issa
Department of Business Administration,
Faculty of Management Science, University of Ilorin^{1,2,3}
Omolabi.i@unilorin.edu.ng
08033644525

Peleowo Tohceb Kunle
abdutoyyiib@gmail.com
08161826447

Sarumi, Adepeju Latifat
Sarumi.al@unilorin.edu.ng
08035613410

Abstract

Pay structures are the offshoot of industrial crisis and human being are the life blood of the organization. However, managers are responsible for restructuring the pay grade system to improve employee performance. The main objective of this study is to examine the effect of broadbanding on employees' performance of selected hospitals in Lagos State, Nigeria. The specific objectives are to; (i) determine the effect of pay structure on employees' performance; (ii) examine the influence of pay grade system on employees' engagement. The study used a cross sectional survey design to obtain the needed information directly from the target respondents which spread across the seven hospitals selected for the study among the few functional government hospitals operating in Lagos State. Reliability test of 0.729 was derived using Cronbach' alpha. A multistage sampling procedure was used in this investigation. Purposive sampling was adopted in selecting hospitals owned and controlled by the federal government. Descriptive statistics were employed. Multiple regression analysis was utilized in this study. Findings shows that there exists a very strong relationship between employees' performance and pay structure (which is predictors or independent variables). It is also clear from the table that the r^2 which is the coefficient of determination is 0.556 approximately 56%. And, it shows that the correlation coefficient r is 0.784 (i.e., $r = 0.784$) which indicate that there exists a very strong relationship between employees' engagement and pay grade system. ween pay structure and employee performance. A strategically crafted pay structure, which includes competitive salaries, performance-based incentives, and clear progression pathways, motivates employees to excel in their roles and contributes to enhanced overall performance. Pay grade system has a significant influence on employees' engagement. The study recommends that management of selected hospitals should explore the nuanced impacts of different pay structure elements across various industries to refine these findings and optimize compensation strategies.

Keywords: Broadbanding, Employees' Engagement, Employee Performance, Pay Structure, Industrial Crisis

Introduction

In the current dynamic and fast-paced business landscape, organizations are always looking for methods to adjust and optimize their processes. Human resources are one sector that has seen major change, especially in the way that organizations handle their pay systems. The organization's pay plan fully aligns with its strategic goals and initiatives. The allocation, conversion, and transfer of a portion of an organization's income to its employees in exchange for their monetary and in-kind claims on products and services is what gives rise to the compensation system. (Farook, 2023). Globally, broadbanding is gradually gaining popularity throughout the world as a means for businesses to foster internal competition among employees and to support their personal development. It is a true tool for raising employee performance through bonuses, compensation structure, job evaluation, and skill development. Broadbanding decreases the number of grades in a pay scale system while increasing the gap between grades (Hameed, et al., 2014).

Organizations in Africa, especially those in the health care industry, have been working hard to create new rules and methods that lessen the need for very huge wage bands in order to compete globally. Broadbanding is therefore used as a technique to address corporate pay plans that support employee performance through carefully considered implications for employees' skill development, job assessment and wage structure. In sectors where employees frequently stay with the same organizations and advance within the band by developing their career and training, broadbanding pay structures are increasingly prevalent. Put differently, broadbanding facilitates the process of rewarding workers for their horizontal career advancement.

However, the restricted pay range in Nigeria is suffering due to the country's present acceleration of inflation, especially for the employees as prices are rising unabatedly. The present state of affairs has prompted demands for a wage increase that is commensurate with performance (Sajuyigbe et al., 2013). As a result, hospital management in Nigeria are unable to successfully switch from a limited range pay scale to a wider range pay scale that is connected to the internal elements that need to be monitored, which has the knock-on effect of hospital consultants' declining performance. It is against these background that this study examined the effect of broadbanding on employee performance of selected hospitals in Lagos State, Nigeria.

Statement of the Problem

Hospitals are recognized as one of the strongholds infrastructures in the development of a country in respect to their services. However, these services relied on this sector in aggregate to the pay structure for employees' performance. Employee pay increases under the classic post-remuneration system are contingent upon a post's rank being promoted. The wage cannot be altered, regardless of the employee's performance, career, competence, or ability, as long as the position stays the same. This is broken by broadband wage, which allows for salary variations for the same role while emphasizing employee capacity building.

In Nigeria, hospitals are reported to have poor wider and flexible pay structure to meet with the global standard. Many organizations operate on a rigid pay structure that is too narrow which makes it difficult to assign payment to employees in accordance with their performance. The inflexibility of a typical plan has far too many drawbacks in a corporate climate when organizations desire to react quickly to global events and client expectations. Since organizations have de-layered, there are considerably fewer promotions and fewer managerial and supervisory jobs overall. Employees are bound to stay on the job for longer irrespective for their career, experience and performance. However, their compensation systems incentivize employees to chase promotions in order to increase their incomes, which makes this inherently problematic.

An organization is faced with the challenges of a paying employees due to the existence of a robust pay grade system which cannot be regulated effectively by the organization. It became a bottleneck for organization to move employees from one to another for proper pay classification system. However, employees should receive just compensation for the work they do, and the majority will anticipate a raise or other benefits in exchange for their dedication and output. In reality, feelings of inequality set out from employees as a result of unavailability of a wider range scale. Employees are not satisfied as a result of undistinctive paying system. Rather, employees who has additional new career in career development in the organization tends to receive higher salary. With the aforementioned, this study is carried out to critically examine the effect of broadbanding on employees' performance of selected general hospitals in Lagos State, Nigeria.

Research Objectives

- i. To determine the effect of pay structure on employees' performance.
- ii. To examine the influence of pay grade system on employees' engagement.

Literature Review

Concept of Broadbanding

An organization's compensation structure is a crucial aspect of its business operations. Broadband compensation structures are a flexible approach to compensate employee and provide several perks. Broadbanding pay structures allows organizations to take a more flexible approach to personnel and pay management. When it comes to workforce planning, there are several methods that organizations manage their compensation structures. While many conventional businesses have a complex organizational structure, each with its own pay scale, emerging ways are being employed to reduce organizational charts and widen pay ranges (Ahr, 2024). Broadbanding is increasingly becoming a popular strategy for businesses to boost internal job competition while also encouraging employees to self-develop and progress inside the corporation. While this unusual compensation system has numerous advantages, it is not suitable for many organizations (Tiwari, 2023).

Broad banding is a popular pay structure among businesses that combines many salary classes into fewer, bigger job bands in order to save money and simplify the pay structure. Broad banding is a pay strategy in which job titles and salary grades are combined into a few broad bands or ranges, often 4-6, with higher

salary differentials across the bands. This strategy is meant to streamline the job hierarchy and minimize the number of job titles inside an organization, perhaps saving money on administrative expenditures while also making pay scales more competitive (Agburu, 2012). With a broadbanding pay scale, there are fewer job categories and a considerably larger range of earnings between the low and high points of each level. With this strategy, employees often stay inside a band for a longer length of time, and compensation levels within one band might vary by up to 80%. Broadband compensation is a flexible wage payout mechanism used by some organizations (Arnold & Scott, 2002).

Broadbanding is a work categorization and remuneration strategy that considers job content and scope, employee knowledge and career, job market, and employee performance. Broadbanding allows a management to simply urge his or her personnel to extend their career and competencies. This is beneficial to firms since people with diverse talents and competencies are essential for success in a total quality/continuous improvement environment. Broad banding emerged when corporations sought to flatten their hierarchies and accelerate decision-making. Moving closer to the point when organizations require and possess knowledge. Flattered businesses have fewer promotional possibilities, leading to a broadbanding structure that allows for wage increases and professional advancement without promotion. As a result, broadbanding reduces the importance of rank or hierarchy and emphasizes tangential job movement inside the firm. Broadbanding is more suited for certain companies than others.

Pay structure

Operational and organization considerations play a role in determining an organization's payment strategy. An organization with tighter budgets may not be able to offer the same opportunities for financial growth as larger organizations, but smaller organizations may choose to promote employees quicker than large organizations (Carraher, 2011). Pay structures typically incorporate salary ranges for each pay grade, meaning each pay grade is bracketed by a minimum and maximum salary amount. Companies use external and internal compensation data analysis to determine their pay structures. Indeed, pay structures are diverse and unique to each business' internal and external conditions.

Pay Grade System

A pay grade is a unit in systems of monetary compensation for employment. It is commonly used in public service, both civil and military, but also for companies of the private sector. Pay grades facilitate the employment process by providing a fixed framework of salary ranges, as opposed to a free negotiation. Typically, pay grades encompass two dimensions: a "vertical" range where each level corresponds to the responsibility of, and requirements needed for a certain position; and a "horizontal" range within this scale to allow for monetary incentives rewarding the employee's quality of performance or length of service (Carraher, 2011).

Vertical pay grade

Vertical pay grade is a compensation structure in which salary and step increases relate to a person's job title, years of experience and responsibilities. This pay grade model sometimes reflects the requirements a person needs for their position, such as degrees or certifications.

Horizontal pay grade

Horizontal pay grade bases salary and earnings on experience and length of service. Increases in steps or levels may also relate to degrees or certifications a person earns. A distinguishing feature of horizontal pay grade is the potential for pay increases relating to the quality of someone's work.

Employees' performance

An employee's performance has a significant impact on their longevity and upward mobility within an organization as well as prospective job opportunities with other organizations. Organizations use employee performance evaluations as a tool to document an employee's performance over time. Performance is a critical factor in organizational success, helping to also improve overall productivity, profitability, and employee morale. By assessing employee performance regularly, companies can identify areas that need improvement, provide support and training to employees, and ensure that everyone is working towards the same goals. However, placing a focus on employee performance doesn't just benefit the business. It helps employees to reach their full potential, while also improving overall performance – which can have positive effects on morale and quality of work produced.

Employees' Engagement

Many global organisations are still struggling to build the right employee engagement strategy. Often, this is because they believe that engagement is only about organising team-building activities and providing their workforce a generous compensation (Owusu, 2014). Employee engagement refers to the degree workers feel invested in, motivated by and passionate about their jobs and the organization for which they work. Employee engagement is a concept in human resources that refers to the degree to which employees are invested in, motivated by and passionate about the work they do and the organization for which they work (Sheng & Yang, 2004).

However, employee engagement is often misunderstood as employee satisfaction, and while the two ideas are related satisfied employees are more likely to be engaged; engagement is a strong indicator of satisfaction one does not guarantee or replace the other. Think of it this way: Satisfied employees are happy at work and engaged employees are happy doing their work. Engagement is symptomatic of an employee's motivation, and is not based solely on their financial compensation. An engaged employee is motivated by and committed to the organization's mission. These employees feel valued within the organization and see value in the work they do they understand the organization's goals and believe their role contributes to its success (Salman and Yinusa, 2021).

Theoretical Review

Reinforcement Theory

Reinforcement theory of motivation was proposed by BF Skinner (An American psychologist) and his associates in 1957 at Harvard University . It states that individual's behaviour is a function of its consequences. It is based on "law of effect", i.e, individual's behaviour with positive consequences tends to be repeated, but individual's behaviour with negative consequences tends not to be repeated.

Reinforcement theory of motivation overlooks the internal state of individual, i.e., the inner feelings and drives of individuals are ignored by Skinner. This theory focuses totally on what happens to an individual when he takes some action. Thus, according to Skinner, the external environment of the organization must be designed effectively and positively so as to motivate the employee. This theory is a strong tool for analyzing controlling mechanism for individual's behaviour. However, it does not focus on the causes of individual's behaviour.

Expectancy Theory

Expectancy theory of motivation, developed by Victor Vroom of the Yale School of Management, in 1974. He describes the relationship between efforts, performance and outcomes. This motivational theory explains that an employee's motivation is driven by how likely they think their effort will lead to the expected performance, their belief that this performance will lead to an outcome or reward, and that the outcome is something they want and value. Expectancy theory explains the process of why someone chooses one behavior over another. In making this conscious choice, there are three elements considered: expectancy, instrumentality and valence. Expectancy theory suggests that individuals are motivated to perform if they know that their extra performance is recognized and rewarded (Vroom, 1964). Consequently, companies using performance-based pay can expect improvements. Performance-based pay can link rewards to the number of products employees produced. As such, attraction, retention, productivity, quality, participation, and morale may improve. Yet, for best practice gurus such as Pfeffer (1998), rewards had twin elements and needed to be not only performance-related but also higher than average.

Empirical Review

Salman, Abdulrazaq and Yinusa (2021) carried out a study on effect of Reward System on Employees' Productivity: A Study of Guaranty Trust Bank Ilorin Metropolis. This study unfolds a number of factors that account for an equitable reward system for effective performance and efficiency. The population comprises of 92 staff of the selected staff of the bank under study. Multistage sampling technique was used and 44 staff were purposefully selected for gathering data for the study. Data was collected and analyzed using frequency table and linear regression to examine the effect of reward system on employees' productivity. Findings of the study show that there is a significant effect of reward system on employees productivity with $\beta = .0124$, $.0001$, $p\text{-value} < 0.05$. This implies that an increase in the covariates increase in the reward via productivity.

Manikandan and Priya (2021) studied on Modern Concept of Broad Banding Pay Scales. the survey by questionnaire on Taiwan-invested enterprises in Kun-Shan Region of Jiang-Su Province of China and the quantitative analysis were carried out in the study. The study tested how individual attributes impact the cognition on broadbanding compensation and performance, and detected the effects of individual attributes and broadbanding compensation on performance. Comparing with the traditional compensation system and on the basis of the integrative situation that Taiwan-invested enterprises are confronted with, the study then highlights the advantages of the broad banding compensation management.

Okere and Ezeanyejì (2016) researched on Rationale for Grade and Pay Structures in Nigerian Organizations for Effective and Improved Human Resources Compensation. This study examined the

rationale for grade and pay structure in Nigerian organizations. Theoretical framework of grade and pay structures was reviewed and discussion of their rationale and the criteria for assessing their effectiveness. The different types of grade and pay structures are then described and the choices between them and the design options are examined. Consideration is then given to the design of grade and pay structures, and what needs to be done to introduce them. Findings shows that grade and pay structures are needed to provide a logically designed framework within which an organization's pay policies can be implemented.

Nagaraju and Pooja (2016) researched on impact of salary on employee performance empirical evidence from public and private sector banks of Karnataka. A questionnaire was designed to collect the data on the factors related to rewards like salary and employee performance. The present study has been carried out by analyzing the data collected from 150 employees working in different public and private sector banks to ascertain whether the responses differ significantly or not. The data collected were analyzed in SPSS. Different analytical and descriptive techniques were used to analyze the data. It is founded from different results that salary has positive impact on employee performance. There is a positive impact on employee performance. ANOVA results reveal that salary has impact on employee performance.

Tahir (2016) researched on Impact of Salary Structure, Employee Perception and Working Conditions on the Organizational Commitment in SME. Quantitative data through questionnaires is collected and analyzed in SPSS. 129 responses out of 200 questionnaires were received, which were dispatched to employees of the SME (textiles and schools) for data collection; It was found that all three variables are positively related to organizational commitment. This paper's findings are important for one of the ignored area of Pakistan in HR practices. The data was only collected from two SME sectors. In future further studies can be done to understand the relation between the variables more deeply.

Methodology

The study examined the effects of broadbanding on employee performance of selected hospitals in Lagos State, Nigeria with particular focus on the selected government hospitals. The study used a cross sectional survey design to obtain the needed information directly from the target respondents which spread across the seven hospitals selected for the study among the few functional government hospitals operating in Lagos State. Reliability test of 0.729 was derived using Cronbach' alpha coefficient which was above the threshold of 0.70 as stated by (Hair et al., 2019). However, the population consist of general hospitals in Lagos State summing up a total number of 3,075. A multistage sampling procedure was used in this investigation. Purposive sampling was adopted in selecting hospitals owned and controlled by the federal government. And, a convenience sample based on the hospital accessibility, availability, and operations and staff strength was used to evaluate the seven hospitals. Taro Yamane's (1967) sample size determination formula was used to establish the sample size 354 respondents. A well- structured questionnaire of 7-likert scale was used. Both primary and secondary sources of data were utilized. Additionally, descriptive statistics were employed to investigate the degree to which each research variable was perceived. Meanwhile, multiple regression analysis was utilized in this study to screen data, compute respondents' descriptive statistics, and perform data analyse using SPSS version 26.

Distribution of Staff Strength of Selected Hospitals

S/N	Names of Hospitals	Staff Population Strength	Sample Size
1	General Hospital Odan	667	21.7
2	Isolo General Hospital	383	12.5
3	Mushin General Hospital	210	6.8
4	Alimosho General Hospital	433	14.1
5	Ikorodu General Hospital	544	17.7
6	Orile Agege General Hospital	444	14.4
7	Randle General Hospital	394	12.8
Total		3,075	100

Source: Ministry of Local Government and Community Affairs, (2024).

Data Analysis and Interpretation

Test of Hypotheses

The analysis of the result is based on the objectives and hypotheses formulated

Hypothesis One:

H01: Pay structure have no significant effect on employees' performance

Statistical tool:

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746a	.556	.636	1.216

a. Predictors: (Constant), Pay structure

Source: Researcher's computation, 2024.

Table 1 presents the model summary. It shows that the correlation coefficient r is 0.746 (i.e., $r = 74.6\%$) which indicates that there exists a very strong relationship between employees' performance (dependent variable i.e., the variable being predicted) and pay structure (which is predictors or independent variables). It is also clear from the table that the r^2 which is the coefficient of determination is 0.556 approximately 56%. This implies that more than half of percentage i.e., 56 % change in employees' performance can be explained by the aggregate effect of pay structure, while the remaining 44% is explained by other factors that are not captured in the model.

Table 2:

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5411.621	1	1925.811	332.607	.001b
	Residual	131.008	353	.3188		
	Total	5542.629	354			

a. Dependent Variable: employees' performance

b. Predictors: (Constant), Pay structure.

Source: Researcher's computation, 2024

Table 2 presents ANOVA table. The F-statistic as shown from the table is significant since the probability value of .001 is less than the alpha level of 0.05, thus the model is fit.

Table 3:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.656	.930		6.083	.000
	Pay structure	1.190	.045	.264	26.349	.000

a. Dependent Variable: employees' performance

Source: Researcher's computation, 2024

Coefficient table 3 shows a significant level of 0.000, which is less than the alpha set value of 0.05 significant level. This implies that there is a significant positive effect of pay structure on employees' performance, therefore the null hypothesis is rejected and the alternative hypothesis is accepted. The beta value of 0.264 implies that a change in pay structure will lead to 26.4% changes in employees' performance; and the positive value of 1.190 further buttresses the relationship between pay structure and employees' performance.

Hypothesis Two:

H02: Pay grade system has no significant influence on employees' engagement

Statistical tool:

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784a	.614	.676	2.191

a. Predictors: (Constant), pay grade system

Source: Researcher's computation, 2024.

Table 4 presents the model summary. It shows that the correlation coefficient r is 0.784 (i.e., $r = 0.784$) which indicates that there exists a very strong relationship between employees' engagement (dependent variable i.e., the variable being predicted) and pay grade system (which is predictors or independent variables). It is also clear from the table that the r^2 which is the coefficient of determination is 0.614 approximately 61%. This implies that more than half of percentage i.e., 61 % change in employees' engagement can be explained by the aggregate influence of pay grade system, while the remaining 39% is explained by other factors that are not captured in the model.

Table 5: ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7851.621	2	1925.811	5702.607	.001b
	Residual	291.008	389	1.3188		
	Total	9142.629	391			

a. Dependent Variable: Consumer choice making.

b. Predictors: (Constant), pay grade system.

Source: Researcher's computation, 2024

Table 5 presents ANOVA table. The F-statistic as shown from the table is significant since the probability value of .000 is less than the alpha level of 0.05, thus the model is fit.

Table 6: Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.656	.930		6.083	.000
	pay grade system	1.190	.045	.564	26.349	.000

a. Dependent Variable: employees' engagement.

Source: Researcher's computation, 2024.

Coefficient table 6 shows a significant level of 0.000, which is less than the alpha set value of 0.05 significant level. This implies that there is a significant positive influence of pay grade system on employees' engagement, therefore the null hypothesis is rejected and the alternative hypothesis is accepted. The beta value of 0.264 implies that a change in pay grade system will lead to 56.4% changes in employees' engagement; and the positive value of 1.190 further buttresses the relationship between pay grade system and employees' engagement.

Discussion of findings

Firstly, the study attempted to evaluate the effect of pay structure on employees' performance. Based on the result of hypothesis I tested, it was revealed that pay structure has a significant effect on employees' performance with the value of r being 0.746. It is also clear from the table that the r^2 which is the coefficient of determination is 0.556 approximately 56%. This implies that more than half of percentage i.e., 56% change in employees' performance can be explained by the aggregate effect of pay structure. This study is in line with the study of (Tahir, 2016 & Okere and Ezeanyej, 2016)

Secondly, the study also hypothesized that "pay grade system does not have any significant on employees' engagement". The result of the computation showed that there exists a very strong relationship between employees' engagement (dependent variable i.e., the variable being predicted) and pay grade system (which are predictors or independent variables). It is also clear from the table 4 that the r^2 which is the coefficient of determination is 0.614 approximately 61%. This implies that more than two-third of percentage i.e., 61 % change in employees' engagement can be explained by the improvement in pay grade system. Thus, it was concluded that, since the significant values (0.000) are all less than 0.05 level of significance ($p < 0.05$) then, pay grade system has a significant influence on employees' engagement. This study is in line with the study of (Manikandan and Priya, 2021).

Conclusion

This study has thrown light into the effect of broadbanding on employee performance. Based on the data collected from respondents selected hospital in Lagos State, the study concludes that: there exist a strong relationship between pay structure and employee performance. Moreover, equitable and transparent pay practices foster a sense of fairness and job satisfaction, which are crucial for sustaining long-term engagement and reducing turnover. Thus, organizations that invest in a robust pay structure are likely to see significant improvements in performance outcomes and employee morale, ultimately contributing to their competitive advantage and organizational success and, conclusion made by the study is that, pay grade system has a significant influence on employees' engagement. By offering structured career progression and equitable pay, such systems enhance employees' motivation and commitment to their roles. Employees are more likely to engage fully with their work when they perceive their compensation as reflective of their skills, experience, and performance. Furthermore, a systematic approach to pay grades contributes to greater organizational stability and reduces turnover by fostering a supportive and predictable work environment. As organizations continue to evolve, maintaining and refining pay grade systems will be critical for sustaining high levels of employee engagement and achieving long-term organizational success.

Recommendations

- i. Management of selected hospitals should explore the nuanced impacts of different pay structure elements across various industries to refine these findings and optimize compensation strategies.
- ii. In addition, the management of Lagos State Hospitals should delve into the specific mechanisms through which pay grade systems affect engagement across diverse sectors and employee demographics to build on these findings.

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