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Exploring the Impact of Compensation on Performance of Employees: A Case Study of AngloGold Ashanti Obuasi, Ghana

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***Abstract*— *Employee compensation is regarded as one important vehicle that produces all forms of organizational outcomes and employee behaviors. This study, therefore, sort to explore the impact of compensation taking into consideration elements such as salary, rewards, incentives, and indirect compensations impact on employee's performance in AngloGold Ashanti Obuasi, Ghana. Using a simple random sampling approach, a questionnaire was administered to 240 employees in the organization with 222 completing them and same adopted for the study. The study used the SPSS version 26 to process the data after all errors were corrected and data coded. Descriptive analysis and multiple regression analysis were employed to analyze and give meanings to the output. The results indicate that salary, rewards, incentives, and indirect compensations have a positive and significant impact on employee performance. The study hence recommends that the organization should constantly enhance their compensation schemes in order to consistently improve the performance of their employees*.

***Keywords*— *Compensation, employee performance, salary, rewards, incentives, indirect compensation.*

I. Introduction

Employees in every organization are regarded as the most relevant resource and they constitute the intellectual and creative makeup of the organization. Once they are engaged, they are expected to perform creditably well and achieve the set targets of an organization (Lee et al., 2019; Nie et al., 2018). However, it should be stated that employing an individual into an organization is not enough reason for one to perform well in these contemporary times even though they may have the skills, competence, and knowledge to do the work (Salisu et al., 2015). To improve the performance of employees, a lot ought to be done to support them to deliver. Past studies indicate that numerous factors influence employee performance among them are essential training and development, job security, the commitment of employees, performance appraisal, feedback on the job, compensation system among others. Concerning the factors that are deemed to influence employee performance, compensation is key (Mendoza et al., 2018; Ramli, 2019; Salisu et al., 2015).

According to Tulenan, (2015), compensation is explained to be the economic, monetary, and non-monetary benefits that employees obtain for the work done and individual contributions to the progress of the organization. In the writeups of Azhdar et al., (2015); Obi Anike & Ekwe, (2014) compensation varies across the type of job, the kind organizations, countries, and industries but should however be fair and adequate to carry the employee through. They also indicated that compensation produces several organizational outcomes such as job satisfaction, low absenteeism, positive organizational image, loyalty among others not taking away improvement in employee's performance. According to Nigusie & Getachew, (2019) compensation is divided into intrinsic and extrinsic. The extrinsic compensations come in the form of salary/wages/pay, bonuses, promotions, and fringe benefits. The intrinsic compensations are psychologically motivated which come in the form of praise, recognition, empowerment, job security, promotion among others (Gey van Pittius-Bergh, 2018). Lai, (2012) indicates that the most important tool to offer value to employees in an organization is through extrinsic compensation.

According to Newton, (2015) every organization is saddled with the setting of goals for the entire organization and individual employees. Achievement of these goals is a reflection of employee's performance and organizational progress. Performance describes the quantity and quality of work done by an employee in the execution of his or her job in alignment with the duties assigned to him or her (Osibanjo et al., 2018). However, inadequate compensation to employees tends to make their performance drop significantly (Cullen & Perez-Truglia, 2018). A decline in the performance of employees which is not borne as a result of their incompetence to do the work assigned to them but it is as a result of compensation challenges may create several challenges such as high labor turnover, absenteeism, and bad organizational image (Cullen & Perez-Truglia, 2018; Darma & Supriyanto, 2017). Compensation packages and additional benefits that are tied to the performance of employees result in efficiency, quality, and consistency in the delivery of work (Tulenan, 2015). It is also believed that compensation to employees determines the quality of their lives, the contributions to their immediate family, and the contribution to the entire society (Thaief & Baharuddin, 2015).

The mining industry in Ghana is known to be an industry that engages a lot of people both formal and informal employees. There is a general perception in the country that everyone who gets the opportunity to work in the mining sector is a well-to-do person (Andrews, 2018; Bugri & Kumi, 2018). The performance of the mining sector reflects in their annual contributions to the country's gross domestic product (GDP) (Bugri & Kumi, 2018). There have also been countless instances where workers agitate for better working and

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compensation packages which sometimes results in sit-down strikes among other labor unrest (Amoah & Eweje, 2020). There have been years where the mining sector performed poorly resulting in some mining companies such as AngloGold Ashanti near collapse but which has been restored to its glory (Graphic online, 2015). Some questions that come to mind first reside in the kind of elements that combine to make the mining companies perform well to survive or dies off. Past research has shown that various elements and factors lead to the performance of the mining companies and their employees but one item that kept running through was compensation packages to the employees and therefore the rationale behind this research (Adonteng-Kissi, 2017; Amponsah-Tawiah et al., 2016; Bugri & Kumi, 2018). There seem to be several bottlenecks when it comes to administering compensation packages in the industry. Notwithstanding, there seems to be some success made relative to both extrinsic and intrinsic forms of compensation because packages such as bonuses, overtime, health insurance among others are made available to workers in the mining sector (Adonteng-Kissi, 2017). This study, therefore, focuses on exploring the impact of compensation (salary, rewards, incentives, and indirect compensation) on employee performance in the mining industry as a case study in AngloGold Ashanti at Obuasi in the Ashanti Region of Ghana.

General objective

The primary aim of this research is to explore the impact of compensation on employee's performance; a case study of AngloGold Ashanti at Obuasi in the Ashanti Region of Ghana.

Specific Objectives

i. To determine the impact of salary on employee performance among employees in AngloGold Ashanti at Obuasi in the Ashanti Region of Ghana.
ii. To ascertain the impact of rewards on employee performance among employees in AngloGold Ashanti at Obuasi in the Ashanti Region of Ghana.
iii. To find out the impact of incentives on employee's performance among employees in AngloGold Ashanti at Obuasi in the Ashanti Region of Ghana.
iv. To establish the impact of indirect compensation on employee's performance among employees in AngloGold Ashanti at Obuasi in the Ashanti Region of Ghana.

Conceptual framework

A conceptual framework refers to the systematic presentation of ideas and concepts that makes it easier to communicate the same to others. The predictors conceptualized in this model covers four aspects of compensation which are salaries, rewards, incentives, and indirect compensation. Figure 1 depicts the relationship between independent variables and the dependent variable for the research problem.

The study seeks to determine whether the salaries of the study population reflects international standards, industry standards, job content, and skills. Concerning rewards, the study would seek to indicate whether there are elements of bonuses, promotion, and job enrichment.

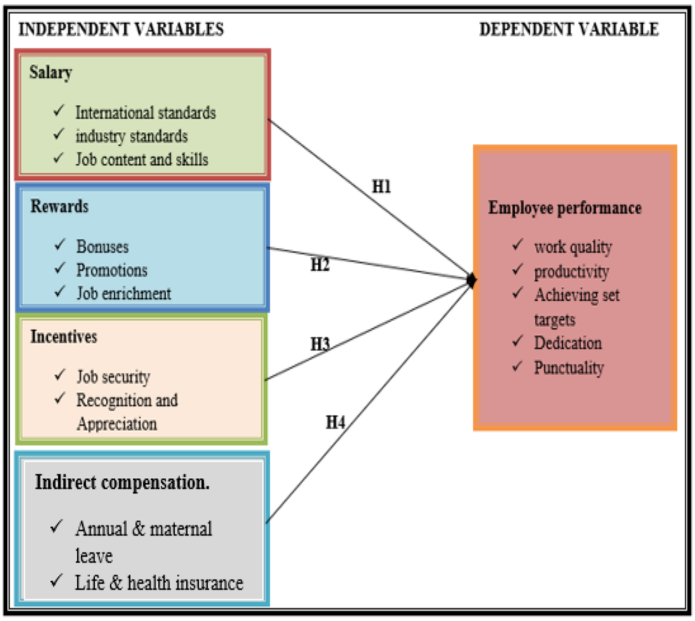

Fig. 1. Conceptual framework of the study.

About incentives, the study sort finds out if elements such as job security, recognition, and appreciation are present. With indirect compensation, the study would indicate if issues such as insurance, leaves, and pension schemes are well-taken care off. Concerning employee performance, the study sort to indicate if elements such as productivity, work quality, the achievement of targets, dedication, and punctuality manifest at the workplace.

II. Literature Review

Compensation

Compensation is explained as the overall income i.e. monetary and non-monetary of an employee as a result of work completed or performed for an organization in a given period (Okwudili, 2015). Compensations are described as the returns of an individual for work done (Obi Anike & Ekwe, 2014). According to Nigusie & Getachew, (2019), compensation of an employee is determined by several factors among such as the qualifications, skills, creativity, knowledge scope, competencies, experience, position, achievements, type of work, location of work, and the capacity for an organization to fulfill compensation obligations. Past researchers have shown that compensation posits to be the foremost important aspect of a job that promotes several organizational and employee behaviors such as achievement of organizational targets, create a healthy working atmosphere, promote innovation and creativity, and ensure employee retention. However, it is indicated that the evidence of an appropriate compensation plan is reflected in the employee's performance or output (Fischer & Lindermoyer, 2020; Nigusie & Getachew, 2019; Nkansah, 2017; Salim & Ismail, 2015).

Compensation is grouped into several forms by various scholars because it encompasses several elements. According to Hameed et al., (2014), compensation is grouped into salaries, rewards, incentives, and indirect compensations. Salaries are said to be the fixed amount that is mostly paid to employees for their work done (Salisu et al., 2015). Salaries could be honored and estimated at the end of the month, quarter, yearly, or at the end of a contract depending on the arrangements between the employee and the employer (Aguwamba & Augustine, 2019). Mostly, salaries incorporate the basic wage which reflects the job content and descriptions, and allowances which reflect the performance of specific roles that go with the work (Liu et al., 2017). Rewards come in the form of bonuses, promotions that come with higher pay, and enriching the jobs of employees by making work much interesting and enjoyable (Salisu et al., 2015). However, it is believed that before employees are rewarded they should be in a position that solely portrays their merit is based on their achievements and other factors that may come to play (Darma & Supriyanto, 2017). Incentives are deemed to be a desired action or event, objects, or valuable items that are employed by the employer to encourage the employee to do more (Pushpasiri & Ratnayaka, 2018). Incentives (monetary or non-monetary) may come in the form of appreciation, praise, recognition, gifts, sponsored lunch, monetary rewards, awards for good performance, group travels among others that influence employee's commitment and performance (Pushpasiri & Ratnayaka, 2018; Salim & Ismail, 2015; Salisu et al., 2015). Indirect compensation is regarded as additional benefits (monetary or non-monetary) that an organization offers to its employees to support them to deliver on their job (Schlechter et al., 2015). Indirect compensation comes in the form of pension schemes, life and health insurance, annual leaves, fringe benefits, employee services, supplementary compensation, maternity, and paternity leaves among others (Ramli, 2019). Compensation is hence estimated to include all forms of remuneration, allowances, and benefits given to employees for the service they render to the organization (Salisu et al., 2015).

Employee Performance

Employee Performance is explained as measurable actions, behavioral patterns, and results that employees engage in or bring about that is linked with and contribute to organizational objectives (Martono et al., 2018). It is sometimes defined as employees' capacity to execute their jobs (Salim & Ismail, 2015). Performance reflects something done by employees that could be the success in terms of completion of their duties, cooperation with other parties, quality and quantity of their work output, and attendance at work (Emerald, 2014). Employee's performance can also be affected by internal and external factors. Internal factors include analytical ability, discipline in work, job satisfaction, and job motivation. At the same time, external variables include the form of leadership, the job environment, the compensations, and the management structure used in the business (Fu & Jin, 2019; Martono et al., 2018).

According to Pradhan & Jena, (2017) employee performance is categorized into three interplaying ways which are task performance, contextual performance, and adaptive performance. The core duties assigned to employees to perform of which they perform creditably well are known as task performance. It is believed that task performance is directly related to organizational goals (Koopmans et al., 2011). The contextual performance consists of all other activities that are primarily linked to the main core duties of an employee and have a significant impact on organizational and social elements. They are the unwritten demands of a job (Abiante, 2018). The tendency for an employee to adjust to and align his or her behavior to the organizational working environment to excel in their assigned duties are called adaptive performance (Pradhan & Jena, 2017). Ahmed, (2014) indicates that for an employee to perform well he or she should have the willingness to perform, the capacity to perform, and the opportunity to perform.

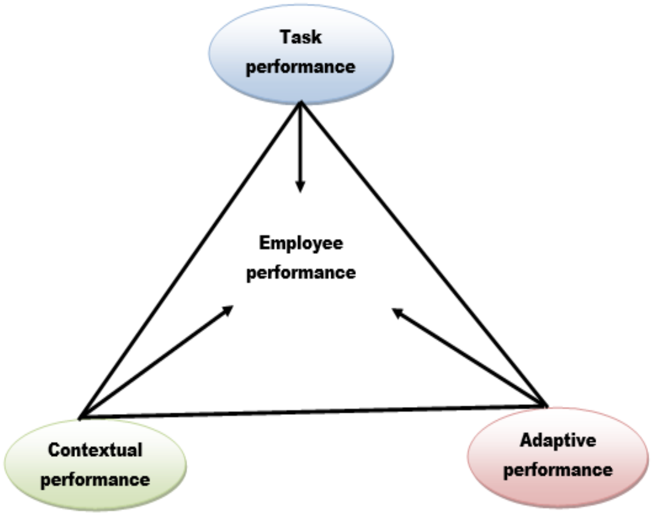

Fig. 2. The Triarchy Model of Employee Performance

III. Hypothesis Development

The study sort to explore the impact of compensation on employee performance in AngloGold Ashanti in Obuasi, Ghana. Elements such as salary, rewards, incentives, and indirect compensation are employed as independent variables in this study to reflect how compensation affects performance.

Salary and Employee's Performance

In research undertaken by Hameed et al., (2014) on the impact of compensation on employee performance about employees in the banking sector of Pakistan, salary was determined to have a positive relationship and a significant impact on employee performance. Using a sample size of 403, Martono et al., (2018) used evidence from University Negeri Semarang to establish if a salary was a driving factor of employee performance. The outcome of the study proved that salary is a significant and positive predictor of employee performance. This showed that the perception of employees in the university concerning the salaries they receive influences their performance. The outcome of the study was consistent with the results of (Gohari et al., 2013). Adopting 150 employees working in the public and private banks in Karnataka, Nagaraju & Pooja, (2017) determined the impact of salary on employee performance. The outcome of the study founded from both sectors showed that salary has a positive impact on employee performance. Based on the evidence above, this study proposes that;

H1: There will be a significant and positive impact of salary on employee performance in AngloGold Ashanti at Obuasi in the Ashanti Region of Ghana.

Rewards and Employee's Performance.

Using a sample size of 180, Aktar et al., (2012) undertook an empirical study on the impact of rewards on employee compensation in commercial banks in Bangladeshi. The outcome of the study indicated there is a statistically significant relationship between rewards and employee performance. Its impact is positive. Edirisooriya, (2014) researched the impact of rewards on employee compensation in public sector organizations in Sri Lanka. The study concluded that extrinsic and intrinsic rewards have a positive impact on employee performance. Khan et al., (2017) study on the impact of rewards (intrinsic/extrinsic) on employee performance with special reference to courier companies of city Faisalabad, Pakistan. Taking employees such as field supervisors and couriers from courier companies as the population of the study, the reward was established as a motivational vehicle that affects the performance of couriers significantly. These outcomes are consistent with outcomes from (Hameed et al., 2014; Ranjan & Mishra, 2017; San et al., 2012).

H2: There will be a significant and positive impact of rewards on employee performance in AngloGold Ashanti at Obuasi in the Ashanti Region of Ghana.

Incentives and Employee's Performance.

Faisal Ahammad et al., (2015) undertook research on behavioral ambidexterity i.e. determining the impact of incentive schemes on productivity, motivation, and performance among commercial banks. The outcome of the study showed that incentive influences performance and therefore workers who possess higher abilities might take advantage of the incentives. Chrisman et al., (2017) researched the impact of incentive compensation on labor productivity among family and non-family businesses. The outcome of the study indicated that incentives signal that potential employees will be better off by improving their productivity in family firms. Incentives were found to have a broader impact on a firm's performance. Gathering responses from 120 employees in Singareni Collieries Company Limited, Rethagudem, Andhra Pradesh, India, the z-test was used by Reddy & Karim, (2014) to determine the impact of incentives on employee performance using considering factors such as motivation, absenteeism, employee turnover, production, and productivity. The overall analysis proved that incentives offer a satisfactory outcome in improving employee performance. The outcomes of the studies indicated are consistent with the results of (Al-Nsour, 2012; Hameed et al., 2014)

H3: There will be a significant and positive impact of incentives on employee performance in AngloGold Ashanti at Obuasi in the Ashanti Region of Ghana.

Indirect Compensation and Employee's Performance.

Niar, (2019) went on the tangent of examining the influence of direct compensation and indirect compensation on employee performance using evidence from PT Trisun Abadi Mandiri. The outcome of the multiple regression analysis undertaken showed that direct compensation is positively related to but does not significantly have an impact on employee performance. However, indirect compensation has a positive and significant impact on employee performance. Iqbal Aldio, (2019) study also sort to establish the effect of direct and indirect compensation on job performance and the mediation role of work motivation among employee's Pt Pos Indonesia in Purbalingga. Using a sample size of 50 and undertaking a multiple regression analysis, the outcome showed that indirect compensation has a positive impact on job performance. The outcome is consistent with results from (Hameed et al., 2014). Ahmed & Ahmed, (2014) research work focused on doing an overview of the impact of indirect compensation on employee performance. The study indicated that organizations should have a second eye for indirect compensation as it inspires and enhance the morale of workers which ultimately results in higher productivity and competitive advantage. Mensah, (2012) using Central University in Ghana as a case study examined the impact of indirect compensation on employee productivity. The study discovered that there has been all form of indirect compensations that have affected the performance of the staff of the university however, the study shows that the implementation of some indirect compensations has not been satisfactory. On the back of the above evidence, this study proposes that;

H4: There will be a significant and positive impact of indirect compensations on employee performance in AngloGold Ashanti at Obuasi in the Ashanti Region of Ghana.

IV. METHODOLOGY

Research Design.

A research design refers to the detailed blueprint that presents how a study would be conducted, data gathered, and analyzed to reach conclusions (Schoonenboom & Johnson, 2017). The study adopted the descriptive survey design to enable the researcher to determine the influence of the predictors on the outcome. Concerning the positivist paradigm research, a survey method is deemed appropriate to predict the causal relationship between the constructs of a phenomenon. The descriptive survey is a means of gathering information through a predetermined questionnaire, interviewing, and systematic observation (Avella, 2016). This would help the researcher obtain credible information about the phenomena and draw possible conclusions from the facts obtained.

Research population, sampling approach, and sample size.

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The population of a research is a group of people, a community, elements, or items that have some set of common features (Fox et al., 2009). The population for the study is employees of AngloGold Ashanti in Obuasi, Ghana which span across all sectors of the company. The sampling approach refers to the means through which a sample frame could be deducted out of the population of the study (Fox et al., 2009). The simple random sampling approach was used for selecting the sample size. This is because it eliminates bias and gives the entire population equal chances. The sample size is a fraction of the population that represents the usual attributes of the entire population. Ideally, a sample size should be large enough to be representative of the population about which the research is studying. The sample size for the study is 222. To obtain relevant information for the study, participants were expunged from some selected departments of the company. These employees have spent over 1 year in the organization and they have adequate knowledge and experience on compensation.

Research Instrument and Data Collection.

The research tool used in gathering data for the study is a questionnaire where respondents answered open and closed questions. This presupposes that the study used the primary source of data gathering. The questionnaire was sectioned into three with the first part covering personal information about respondents, the second part covering general knowledge on compensation, and the third part covering questions on salary, rewards, incentives, indirect compensation, and employee performance. A five-point Likert scale was used to evaluate the constructs of the study through the opinions of respondents. The questionnaire was administered to the chosen population. 240 questionnaires were sent through various online platforms to the selected population. 221 was carefully and completely answered which was subsequently used for analysis showing a response rate of 90%.

Validity and Reliability of the Research Instrument

The validity of research is the extent to which the study truly evaluates the constructs being studied. The causes and effects of the research define the internal validity of that study (Taherdoost, 2016). The internal effect of this study is to explore the impact of compensation on employee performance. The generalization of the effects defines the external validity of the study. A pilot test was used to improve the validity of the research instrument. Doctors in my department who are professionals in research assessed the questionnaire and it was reviewed based on their suggestions.

The overall consistency of a research instrument is described as reliability. Once a research instrument is placed under consistent conditions and produces similar outcomes, we could say there is high reliability (Taherdoost, 2016). To ascertain reliability, the Likert scale was employed in the study, and the Cronbach Alpha used to measure the constructs. A reliability coefficient of a > or = 0.50 is said to be adequate in determining a high level of internal consistency for the scale. This helped to resolve any issue concerning the questionnaire and overall research approach. The research instrument was improved and restructured to ensure internal consistency. A Cronbach Alpha reliability coefficient for Salary=0.833, Rewards=0.767, Incentives=0.797, Indirect compensation=0.907, and Employee Performance=0.896 which shows there is consistency.

TABLE I. Reliability statistics for the variables under study.

Variables	Cronbach Alpha	No. of items
Salary	0.833	14
Rewards	0.767	15
Incentives	0.797	12
Indirect Compensation	0.907	15
Employee Performance	0.896	6

Data Analysis and Presentation.

The data obtained was coded, errors eliminated, and processed through with the Statistical Package for Social Sciences (SPSS version 26). This was done to pave way for analyzing and presentation of results. The demographic features of participants, the descriptive statistics, and multiple regression analysis would be undertaken to give meanings to relationships among variables. Tables and figures will be used to present the results of the study where applicable. The multiple regression model equation for the study is written as:

$$Y = \beta 0 + \beta 1 X1 + \beta 2 X2 + \beta 3 X3 + \beta 4 X4 + \varepsilon$$

Where Y = Employees Performance, β1- β4=Coefficients of the model, X1 = Salary, X2 = Rewards, X3 = Incentives, X4 = indirect Compensation, ε= Error term.

V. Results And Discussions

The demographic information of the respondents indicates how the questionnaire was shared across the organization. This is shown in table II.

TABLE II. Background information of respondents.

Demographics		Frequency(n=222)	Percentage (%)
Gender	Male	156	70.3
	Female	66	29.7
Age	Below 25years	60	27.0
	25-35	121	54.5
	36-45	24	10.8
	Above 45years	17	7.7
Educational Level	Primary	12	5.4
	Secondary	57	25.7
	Tertiary	104	46.8
	Vocational	44	19.8
	Informal	5	2.3
Marital Status	Single	57	57.2
	Married	127	39.2
	Divorced	8	3.6
Organizational tenure	1-5years	134	60.4
	6-10years	64	28.8
	11-15years and above	24	10.8

Data in table II shows that majority of the respondents are males representing 70.3%. Females make up 29.7% of the respondents. This presupposes that the organization is a male-dominated one and may be attributed to the nature of work the organization does. Additionally, 121 (54.5%) of respondents fell in the age category of 25-35 years. This is followed by 60 (27%) of respondents in the age bracket of below 25 years while 24 (10.8%) and 17 (7.7%) of the participants were found in the age bracket 35-45 years and above 45 years respectively. The results are testimonies to the fact that the organization has a youthful population and who would strive to achieve higher heights. Furthermore, 104 (46.8%) which represent the majority of the respondents had tertiary education whiles 57 (25.7%), 44 (19.8%), 12 (5.4%), and 5 (2.3%) had secondary, vocational, primary, and informal education respectively. The data also shows that 134 (60.4%), 64 (28.8%), and 24 (10.8) of the participants had been in the organization for about 1-5years, 6-10 years, and 11 years and above respectively.

Descriptive statistics of respondents.

Impact of Salary on employee performance.

The statements on salary and performance were scaled on levels 1 to 5, whereby 1= strongly disagree (SD), 2= disagree (D), 3= Neutral (N), 4=agree (A), 5= strongly disagree (SA). The first objective of the study is to determine the impact of salary on the performance of employees in AngloGold Ashanti in Obuasi, Ghana. Table III shows that participants agreed that salaries have an impact on employee performance in the organization as revealed through an aggregate mean of 4.27 with a significant variance of 0.433. Respondents agreed on the statements salary incremental rates are high in my organization, employees are highly motivated by their salary and salary is fair and equitable in the internal job description as shown by mean of 4.34, 4.33, and 4.32 respectively and a standard deviation of 0.503, 0.552 and 0.570 respectively. The outcome of the study is consistent with outcomes in Jean et al., (2017); Mmbusa, (2019) where participants agreed they were content with their salaries and this eventually affects their performance. It is also important to note that majority of the respondents agreed to the rest of the questions that were used to evaluate the impact of salary on their performance as shown in table. Their responses are a reflection that salaries paid by the organization is a standard one and reflect the current basic wage in the industry. This, however, affects their performance in the organization which is also in line with the results of the study (Nagaraju & Pooja, 2017).

TABLE III. Summary of items that measure the opinions of respondents about salary

	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.
The salary is above market pay rates.	0.5	1.8	3.2	63.5	31.1	4.23	0.636
The salary is fair and equitable within the internal job description.	0.5	-	3.2	59.9	36.5	4.32	0.570
The salary structure commensurate with skills in the mining sector.	2.3	-	2.3	60.4	35.1	4.26	0.715
The salary incremental rates are high in my organization.	-	-	1.4	63.1	35.6	4.34	0.503
The monthly pay package is attractive.	-	2.3	1.8	66.2	29.7	4.23	0.593
The going rate for the job commensurate with the location.	-	0.9	1.4	68.5	29.3	4.26	0.525
Employees are highly motivated by their salary.	0.5	-	1.4	62.2	36.0	4.33	0.552
The pay is fair in terms of international standards.	1.4	-	3.2	71.2	24.3	4.17	0.607
Aggregate						**4.27**	**0.433**

Impact of Rewards on employee performance.

The statements on rewards and performance were scaled on levels 1 to 5, whereby 1= strongly disagree (SD), 2= disagree (D), 3= Neutral (N), 4=agree (A), 5= strongly disagree (SA). Table IV shows that rewards affect the performance of employees in AngloGold Ashanti, Obuasi. This is revealed through an aggregate mean of 4.24 and a variance of 0.378. Among the questions raised under rewards, the majority of the participants agreed to all the elements. Among the elements, participants indicate that the staff is highly inspired with a mean of 4.31 and a standard deviation of 0.575. Participants believe bonuses are given for group achievements reporting a mean of 4.30 and 0.590. Respondents also believe promotions are given to deserving employees with a means of 4.28 and a standard deviation of 0.642. These opinion from the participants is an indication that rewards have a significant impact on their performance. The outcome of this study is consistent with results from (Aktar et al., 2012; San et al., 2012) but contrary to the outcome (Harrison & Liska, 2008).

TABLE IV. Summary of items that measure the opinions of respondents about rewards.

	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.
Employee's pay is solely based on merit.	0.5	3.6	1.8	58.6	35.6	4.25	0.705
Bonuses are given for group achievements.	1.4	-	3.2	71.2	24.3	4.30	0.590
Job enrichment is used to reward employees.	0.5	0.9	4.5	65.8	28.4	4.21	0.603
The opportunity to move upward in the organization is available.	0.5	0.5	5.9	66.7	26.6	4.19	0.592
Promotions are given to deserving employees.	-	1.4	6.3	55.0	37.4	4.28	0.642
Rewards are fairly shared.	1.4	4.5	2.3	61.3	30.6	4.15	0.781
Employees are involved in decision making.	0.9	1.8	4.1	58.6	34.7	4.24	0.695
Management acknowledges excellent employees' performance.	0.9	0.5	5.0	59.0	34.7	4.26	0.655
The staff is highly inspired.	-	-	5.9	57.7	36.5	4.31	0.575
Aggregate						**4.24**	**0.378**

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Impact of Incentives on employee performance.

The statements on incentives and performance were scaled on levels 1 to 5, whereby 1= strongly disagree (SD), 2= disagree (D), 3= Neutral (N), 4=agree (A), 5= strongly disagree (SA). Results in Table V shows that participants believe the incentives being applied by the organization have a significant impact on their performance by showing an aggregate mean of 4.26 and a variance of 0.517. This outcome is consistent with (Reddy, 2020). The majority of respondents agreed to all elements under incentives as provided by the researcher. Among the items, participants indicate that employees are rewarded for their job done with a mean of 4.32 and a standard deviation of 0.653. Participants also believe there is a greater level of job security with a mean of 4.29 and a standard deviation of 0.577. Furthermore, respondents believe team incentives plan are offered to the best teams with a mean of 4.24 and 0.687. These responses indicate that employee's performance is affected through the laid down incentives of the organization. The outcome is also consistent with results from (Mmbusa, 2019; Okwudili, 2015).

TABLE V. Summary of items that measure the opinions of respondents about incentives.

	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.
Employees are rewarded for work well done.	-	1.4	6.3	51.4	41.0	4.32	0.653
Free and subsidized meals are provided for the employees.	-	0.9	3.6	47.7	47.7	4.23	0.610
Vouchers and tangible goods are given to employees at the end of every year.	1.8	5.4	5.0	58.6	29.3	4.08	0.847
Incentives are provided with equity and fairness.	1.4	1.4	4.1	62.6	30.6	4.20	0.697
Team incentive plans are offered to the best teams.	1.4	0.5	5.0	59.5	33.8	4.24	0.687
There is a sense of job security	-	-	6.3	58.6	35.1	4.29	0.577
Aggregate						**4.26**	**0.517**

Impact of indirect compensation on employee performance.

The statements on rewards and performance were scaled on levels 1 to 5, whereby 1= strongly disagree (SD), 2= disagree (D), 3= Neutral (N), 4=agree (A), 5= strongly disagree (SA). Results in Table VI depicts that indirect compensation influences the performance of employees in the organization. This is revealed through an aggregate mean value of 4.35 and a variance of 0.375. Responses to all elements under indirect compensation show that majority of the participant agreed to them all. Among the items, participants believe employees are offered extraneous allowances and recorded the highest mean of 4.47 and a standard deviation of 0.543. Respondents also agree to the assertion that employees are treated with decent accommodation and record a mean of 4.39 and a standard deviation of 0.682. Furthermore, respondents believe female employees in the organization enjoy maternity. This is shown with a mean of 4.38 and a standard 0.618. The outcome of the study which displays the impact of indirect compensation on employee performance is consistent with outcomes in (Darma & Supriyanto, 2017; Mmbusa, 2019; Nzyoka & Orwa, 2016; Thaief & Baharuddin, 2015).

TABLE VI. Summary of items that measure the opinions of respondents about incentives.

	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.
Employees receive a pension upon exit.	-	1.4	6.8	53.6	38.3	4.29	0.651
Employees have health insurance.	-	0.9	5.4	50.5	43.2	4.36	0.628
Employees are treated with decent accommodation.	0.5	1.8	3.2	47.7	46.8	4.39	0.682
There is a well-established communicated pay policy.	0.9	2.3	1.8	59.0	36.0	4.27	0.692
Employees have paid annual leave.	0.5	0.9	1.8	62.2	34.7	4.30	0.596
Employees are entitled to company vehicles.	0.5	0.5	1.8	59.0	38.3	4.34	0.586
There is gymnasium in the company	-	-	5.0	55.9	39.2	4.34	0.571
Female employees enjoy maternity leaves	-	0.9	4.5	50.0	44.6	4.38	0.618
Employees are offered extraneous allowances	-	-	2.3	48.6	49.1	4.47	0.543
Aggregate						**4.35**	**0.370**

Multiple regression analysis of variables.

Table VII reveals there is a significant relationship between the independent variables and employee performance with the R = 0.918 and significant at 0.000. The R-square of the model is 0.842 implying that the predictors account for 84% of the total variance in employee performance with the remaining 16% of the dependent variable unexplained which may be as a result of other factors. This also means compensation (salary, rewards, incentives, and indirect compensations) is a critical determinant of employee performance in AngloGold Ashanti. The outcome is in tandem with results in Hameed et al., (2014); Thaief & Baharuddin, (2015) which established that salaries and all forms of compensations should be seen as a core determinant of maximizing employee performance. It is also believed that performance based on meritorious salary should be advanced because people tend to work harder to earn more.

TABLE VII. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	Sig. F Change
1	.918[a]	.842	.839	.20566	.842	.000

a. Predictors: (Constant), Indirect Compensations, Salary, Incentives, Rewards

b. Dependent Variable: Employee Performance

The Analysis of Variance (ANOVA) is employed to establish a linear relationship between the constructs being studied. The sum of squares, degree of freedom (df), mean square of F(calculated), and its significant level was derived. This is captured in table VIII. The significance value 0.000 which is < 0.05 means the model is statistically significant in showing how the independent variables affect employee performance amid all unexplained factors. The study can then conclude that employee performance relies on salary, rewards, incentives, and indirect compensations in AngloGold Ashanti.

TABLE VIII. ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.989	4	12.247	289.561	.000[b]
	Residual	9.178	217	.042		
	Total	58.167	221			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Indirect Compensations, Salary, Incentives, Rewards

Based on the SPSS output as shown by table, the equation $\boldsymbol{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$ becomes $\boldsymbol{Y = 0.116 + 0.015X_1 + 0.036X_2 + 0.337X_3 + .373X_4 + \varepsilon}$. Deducing from the regression equation and output in table IX, the following observations are put out:

Making all independent variables (salary, rewards, incentives, and indirect compensations) a constant zero, employee performance at AngloGold Ashanti is deemed to be 16.6%. Furthermore, salary (X_1) B-value is 0.015 which means the variable salary affects the employee performance (Y) variable by 0.015 (1.5%) which is also significant at 0.001. If salary increases by a unit, it would result in a 1.5% increase in employee performance in AngloGold Ashanti. The outcome resonates with results in (Darma & Supriyanto, 2017; Ramli, 2019). Additionally, the regression coefficient value of rewards (X_2) is 0.036 which means rewards affect employee performance (Y) variable of 0.036 (3.6%) which is significant at 0.002. This means a 1% increase in rewards would result in a 3.6% increase in employee performance in AngloGold Ashanti. The outcome of the study is consistent with the results of (Mmbusa, 2019; S. Reddy & Karim, 2014). Moreover, incentives (X_3) variable B-value of 0.337 implies that incentives affect employee performance (Y) of 0.337 (33.7%) which is significant at 0.000. This presupposes that a 1% increase in incentives would result in a 33.7% increase in employee performance in AngloGold Ashanti. The outcome is in tandem with the results of (Ahmed & Ahmed, 2014; Al-Nsour, 2012). Lastly, the regression coefficient value of indirect compensation (X_4) is 0.373 which is significant at 0.000. By implication, indirect compensation affects employee performance (Y) variable of 0.373 (37.3%). A unit increase in indirect compensations results in a 37.3% increase in employee performance in AngloGold Ashanti. The outcome resonates with the results of (Iqbal Aldio, 2019; Salisu et al., 2015).

The results of hypotheses testing are summarized in the table X which is given below:

TABLE IX. Coefficient of Determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.116	.218		.533	.595
	Salary	.015	.048	.013	.322	.001
	Rewards	.036	.079	.027	.457	.002
	Incentives	.337	.053	.340	6.415	.000
	Indirect Compensations	.373	.040	.990	33.921	.000

a. Dependent Variable: Employee Performance

TABLE X. Summary of the hypothesis

Hypothesis		Result
H1	There will be a significant and positive impact of salary on employee performance.	Accepted
H2	There will be a significant and positive impact of rewards on employee performance.	Accepted
H3	There will be a significant and positive impact of incentives on employee performance.	Accepted
H4	There will be a significant and positive impact of indirect compensations on employee performance.	Accepted

VI. Summary and Conclusions

The desire to achieve organizational objectives is always backed by excellent performances from employees. Therefore, this study explained and establish the impact of compensation on employee performance among employees in AngloGold Ashanti Obuasi, Ghana. From the responses of participants as shown in the descriptive analysis of the study, compensation elements such as salary, rewards, incentives, and indirect compensation have an impact on employee performance. Salary is established to be equitable with the job description, attractive, commensurate with location, fair in terms of international standards, and employees are highly motivated by their salary. Rewards are established to be based on merit, group achievement is rewarded, organizational progression, participation in decision making, and acknowledgment for excellent performance with rewards. Incentives were established to cover subsidized meals, vouchers, tangible goods, job security, and the provisions for group incentives. Indirect compensation is established to cover elements such as pension schemes, health insurance, decent accommodation, communicated pay policy, paid annual leave, entitlement to company vehicles, maternity leave, and other allowances.

Furthermore, the regression analysis was undertaken to

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show that the four elements of compensation (salary, rewards, incentives, and indirect compensation) have a positive and significant impact on employee performance. Based on the outcome, all hypotheses proposed i.e. H1, H2, H3, and H4 are accepted. This, then mean that salaries, rewards, incentives, and indirect compensations once strengthened would lead to an improvement in employee performance in AngloGold Ashanti Obuasi, Ghana.

VII. Recommendations

Based on the outcome of the study, the researcher recommends that the organization should persist in providing all forms of compensation to their employees because it would cause them to deliver on their jobs. The study further recommends that a well-established salary structure that is in tandem with the job description, which reflects the industry, and international standards should be put in place for all employees across all departments in the organization. Additionally, the study recommends existing reward schemes and programs should be reviewed consistently to meet the objectives of implementing a reward scheme. Analyze various reward policies and determine how viable they are in meeting the current demands of employees. Moreover, the researcher recommends that adequate incentives would be provided to all employees' overtime. Incentives packages such as free meals, vouchers among others should be enhanced to entice employees to work harder. Also, indirect benefits should be structured in alignment with organizational strategy to achieve better outcomes. Organizations should center their efforts on indirect compensations that matter most to their employees.

VIII. Limitations and Suggestion for Future Studies

One limitation of the study is the sample size which is deemed to be small. An expansion of the sample size may produce different results. Another limitation of the study is that it is centered on only one mining company and therefore generalizing the outcome to cover all other mining companies is challenging.

Based on the limitations of the study, it is suggested that future researchers using the same constructs would conduct studies on different mining companies in the country. Further studies could also employ other forms of compensation and determine their impact on job satisfaction, labor turnover among other employee behavior and organizational outcomes.

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