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Is there a link between compensation packages and job performance in the Ghana police service?

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Employee compensation has gained significant attention for its impact on employee job performance. However, few empirical studies have actually examined the relationship between compensation and job performance in the public sector organisations in Ghana. This study fills the research gap by investigating the link between compensation packages and job performance in the Ghana Police Service. Using an exploratory and quantitative research design, a multi-stage sampling procedure was used to select 200 police personnel from the Ghana Police Service. A structured questionnaire was used to collect data. With a 100% response rate, the data were analysed using the descriptive and inferential statistics such as multi-linear regression, mean scores and standard deviations. At a 95% level of significance, the multi-linear regression results found a moderately positive link between compensation packages and job performance. The study showed that a good number of compensation packages were sometimes received by the personnel. The results indicated that personnel were somehow satisfied with some of their compensation packages. Equitable and holistic compensation packages are more likely to attract, develop, motivate and retain qualified and competent personnel and further increase job performance and employee productivity in the Ghana Polices Service.

Key words: Compensation packages, job performance, motivation, police service, Ghana.

INTRODUCTION

Studies on the connection between compensation and job performance in the developed countries abound, however, there are few studies on the implications of compensation for employees' job performance in developing countries in particular Ghana. Recently, Ghana implemented a new compensation policy (single spine paypolicy) with the aim of restoring equity and transparency in the public service pay administration, and also to increase employee job performance in the public sector organisations (Government White Paper, 2009). This new pay policy consists of compensation packages that are enough to attract, motivate and retain public service workers for enhancing quality in service delivery,

improve job performance and increase productivity (Fair Wages and Salary Commission, 2012). According to the Government White Paper (2009), it is the expectation of the government and the social partners to see an established link between compensation packages given to public servants and quality and quantity job performance and productivity. This was a strategy to expunge the poor service delivery that has characterized the public sector organizations for a very long time.

However, before the implementation of the new compensation policy, it was perceived that employees in the public service were poorly paid. Many indicate that the implementation of the new compensation policy has

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brought about huge improvements in the conditions of service including compensation (Ghana News Agency, 2010; Daily Guide, 2010). However, the new pay policy was underpinned by the observation that there was no link between compensation packages and employee job performance in the public sector organisations. As a result, many believed that there is no connection between the pay public servants receive and their job performance. Despite the above observations, scarcely can one find studies on the established link between the compensation packages received by public servants and its subsequent effects on their job performances. It is rather unfortunate that most human resource management research in Ghana has focused primarily on other public service organisations to the neglect of the Ghana Police Service, hence a lack of information on the link between the compensation packages received by employees in the Ghana Police Service and their job performances.

Compensation as a human resource management function has several meanings. Milkovich and Newman (1999) argue that compensation refers to all forms of financial returns and tangible benefits that an employee receives as a part of an employment contract. A body of literature also argues that compensation, as a human resource management function, deals with every type of reward employees receive in exchange for performing a job (John, 2003). Even more, compensation is not just a free gift, but pay or a reward received during employment (Dessler, 2004). Therefore, the compensation employees receive can be in different forms. Researchers argue that compensation packages often include: bonuses; profit sharing; overtime pay; recognition rewards and checks; sales commission; health insurance; company-paid car; stock options; company-paid housing; and other non-monetary but taxable income items (Heathfield, 2011; Navita et al., 2010; Zingheim and Schuster, 2008).

Compensation packages given and received by employees are purposeful. Navita et al. (2010) argue that organisations, both public and private, design compensation packages and strategies to increase employees job satisfaction and job performance. Spector (1997) argues that despite the array of definitions of job satisfaction, the term can be conceptualized as the extent to which people like or dislike their jobs due to inherent job conditions. Motivational scholars argue that employees' satisfaction or dissatisfaction can be linked to personal factors such as personality, personal needs and organisational factors such as hygiene factors and motivators (Herzberg et al., 1999; Maslow, 1943).

Managing and sustaining employees' satisfaction in their jobs is incontrovertible for many reasons. Dalal (2005) argues that high levels of job satisfaction lead to decreased counter-productive work behaviours such as absenteeism, lateness and laziness. Job satisfaction increases organisational citizenship behaviours (Organ and Ryan, 1995) which relates positively to increased life

satisfaction (Judge et al., 2001) and eventually increases employees' job performance (Armstrong and Baron, 2004). These motivational theorists simply argue that employees' satisfaction must subsequently lead to job performance. As a result, many studies have actually tried to link job satisfaction with job performance (Brief and Weiss, 2002; Brown, 2003). These empirical studies argue that there is a positive relationship between job satisfaction and job performance.

The above argument suggests a link between job satisfaction and employee job performance. It has been argued that a conceptualization of job performance should focus on behaviours rather than outcomes (Murphy and Jensen, 1989). Thus, focusing on outcomes could lead employees to find the easiest way to achieve the desired results which is likely to be detrimental to their organisations. Campbell et al. (1970) define job performance as a collection of observable behaviours that employees demonstrate in their jobs that are relevant to the organisational goals and further argued that employees' job performance should not be the consequence of behaviour but rather the behaviour itself (Campbell et al., 1993). It is possible to argue that a performing employee is the one who exhibits positive organisational citizenship behaviours critical to the attainment of organisational objectives.

Several attempts have been made to identify those job-related factors that influence employee job satisfaction and performance. Therefore, it is imperative to fully understand those job variables that make employees satisfied with their jobs and consequently demonstrate relevant and observable behaviours in their organisations. As a result, Herzberg et al. (1999) argue that compensation packages that are hygiene factors are capable of appealing to employees not only to be satisfied but also to perform on the job. Empirical studies argue that compensational packages have a positive relationship with employee job performance (Gibbons and Murphy, 1992; Jensen and Murphy, 1990; Bishop, 1990). In the absence of any empirical study on the possible link between public service compensation packages and job performance, this study explores the possible link between compensation packages and job performance in the Ghana Police Service.

This study aims to identify the compensation packages available to personnel in the Ghana Police Service. It also explores personnel's satisfaction with these compensation packages and finally establishes whether there is any link between these compensation packages and personnel job performance. In particular, this study seeks to address the following questions:

What are the compensation packages available to the personnel in the Ghana Police Service?

Are personnel in the Ghana Police Service satisfied with these compensation packages?

What is the link between the compensation packages and

employee job performance in the Ghana Police Service?

LITERATURE REVIEW

Theoretical framework

Compensation like any other human resource management concept has different meanings. Of course, this is due to the diverse conceptualisations often ascribed to the concept. Understanding the meaning and usage of the concept also indicates its components. Armstrong and Brown (2001) in defining compensation conceptualised it as an adequate and equitable remuneration for employees due to their contributions to achieving organisational objectives. The definition by Naukrihub (2007) that compensation is an integral part of human resource management which helps in motivating the employees and improving organisational effectiveness, was quite similar. These arguments suggest that there is a link between compensation and job performance. Others argue that compensation must be holistic packages beneficial to both employees and employers. Monday (2008) also argues that compensation is a total of all rewards given to employees in return for their services rendered. Compensation implies having organisational policies and procedures in which the employees who perform better are paid more than the average performing employees (Pearce, 2010; Hewitt, 2009). This suggests that compensation is often concerned with human resource management strategies that compensate employees fairly, equitably and consistently in accordance with their value to the organization (Armstrong, 1999).

Parallel to the above body of knowledge, researchers have also understood employee performance quite differently. McConnell (2003) argues that job performance is an employees' task and behavioural accomplishments could be pragmatic and yet measurable. Therefore, it is expected that a job should not only consist of task and behaviour requirements but definitely be quantifiable. Campbell et al. (1993) opine that job performance should not be the consequence of behaviours but rather the behaviours themselves. Behaviour-centred approaches to performance evaluation seems to be the new norm in performance management as much empirical evidence suggests that job performance consists of the measurable and observable behaviours that employees actually engage in.

Rewarding employee job performance requires organisations to take into consideration employees' perception of fair and equitable compensation. Literature argues that the efficacy of a compensation package to draw employees' efforts toward achieving higher job performance and productivity depends so much on the perceptions of pay equity (Judge and Ilies, 2004). The popular equity theory that explains fairness in compensation and its subsequent effect on employee job

satisfaction and performance is primarily Adams's motivation theory. Propounded by Adams (1963), one fundamental assumption of equity theory is that employee perception of what they contribute to their organisations, what they get in return and how their return-contribution ratio compares to others inside and outside the organisation determines how fair they perceive their compensation or reward to be. Equity theory suggests that employees who perceive equitable pay treatment may be more motivated to perform better and to support their company's goals.

Nevertheless, employees' perceptions of inequity are expected to cause them to take actions such as absenteeism and lateness; and accounts for low levels of employees' morale, organisational commitment, involvement and satisfaction which eventually lead to poor employee's performance. These are actions employees resort to, with the aim of restoring equity in compensation. However, organisations must be aware that equity is based on perception which may not be correct (Raja et al., 2004). Equity theory argues that, for employees to increase their job performance, organisations should reward high performance (Morgan and Rao, 2002).

Compensation packages

Compensation practices vary significantly across employing organisations and to some degree, across jobs. Previous studies have explored the compensation packages available to employees in organisations. Broadly, many researchers argue that compensation should be a package comprising financial and non-financial, direct and indirect compensation (Armstrong and Brown, 1998; Namasivayam et al., 2006; Sturman, 2001). Specifically, others argue that a typical compensation package should include base pay, commissions, overtime pay, bonuses, profit sharing, merit pay, stock options, travel and meals, housing allowance, benefits including dental, insurance, medical, vacation, leaves, retirement, tax freedom (Atchison et al., 2010; Noe et al., 1994; Milkovich and Newman, 1993; Gerhart and Milkovich, 1992). Bernadin (2007) also argues that employee benefits, though a part of total compensation, embraces non-monetary forms of compensation ranging from health care plans to pension or retirement plans, social security, insurance, family and medical leave. Cascio (2003) indicates that compensation packages such as severance pay, vacations and sabbatical, holidays and workers' compensation are legally mandated to be enjoyed by employees. However, these compensation packages are often designed by organisations to enhance employees' job performance.

Job satisfaction and compensation packages

Many empirical studies have actually found a link

between compensation packages and employee job satisfaction. Job satisfaction can be understood as an employee's reaction to their job experience (Berry, 1997) which can connote employees' positive emotional state toward their work conditions (Locke, 1976). While Locke and Lathen (1990) further suggest that job satisfaction is an employees' perception regarding those things which are relevant to them, Kalleberg (1977) defines job satisfaction as an outcome of four job variables such as work itself, work conditions, financial benefits, and growth opportunity. Thus, job satisfaction generally describes a person's overall affective reaction to the set of work-related factors.

Studies have shown that there is a link between compensation packages that employees receive and their job satisfaction. Miller et al. (2001) argue that among the top factors, compensation packages create the greatest employee job satisfaction. Evidence suggests that higher compensation helps in producing higher job satisfaction among employees (Boyd et al., 2008). In their study, Judge and Hulin (1993) found a positive correlation between compensation packages, employee satisfaction and job performance. Luthans (1998) argues that work related factors such as work activities, pay, supervision, co-workers and promotion impact job satisfaction positively. Therefore both financial and non-financial work related factors affect employees' job satisfaction and job performance.

A study by Grace and Khalsa (2003) reveals that salary packages are of great importance when it comes to increasing job satisfaction. According to Sweet et al. (2006), there is a positive influence of pay satisfaction on job satisfaction with a spill-over effect on employees' attitude toward their jobs. Several empirical studies further argue that there is a strong link between compensation packages received by employees and their job satisfaction (Ismail et al., 2011; Waite and Stites-Doe, 2000; Belfield and Heywood, 2008; Pettijohn et al., 2001; Terpstra and Honoree, 2008; Boardman and Sunquist, 2009). Obviously, equitable compensation packages in organisations enhance employee job satisfaction.

Compensation packages and job performance

The main impetus for this study has been the supposition that compensation packages affect employees' job performance. The assumption is that these compensation packages when fairly provided have the propensity to impact on employees' performance or get employees to do more of what they are doing (Colvin, 1998). Strong evidence exists to support the positive link between compensation packages and job performance. Samad (2007) and Oshagbemi (2000) found that employee's satisfaction with their compensation packages often had a positive impact on their job performance.

Heneman (2003), in examining the meta-analysis of 72

field studies, shows that monetary incentives improved task performance by 23%, social recognition improved task performance by 17% and feedback elicited a 10% improvement. He further observed that all three types of compensation or rewards improved employee job performance by 45%. Therefore, it can be argued that compensation policies and strategies affect employee and organisational performance.

Besides, different studies have argued and found that compensation in general has a positive link with employee job performance. Many empirical studies support the proposition that there is a significant positive effect of both financial and non-financial compensation packages on employee's performance (Blazovich, 2013; Sopiah, 2013; Mahmud et al., 2012; Prasetya and Kato, 2011; Khan, 2010; Pouliakas and Theodossiou, 2009; Mathis and Jackson, 2000; Judge, Thoresen et al., 2001). This sizeable body of empirical evidence further demonstrates that by providing equitable, respectful and consistent compensation packages to employees it has a soothing effect on employees and organisational performances (Jamil and Raja, 2011).

METHODOLOGY

Study design and sampling procedure

The Ghana Police Service was the subject of the data collection. This service is one of the most important public sector organisations of the Ghanaian economy. The choice of Ghana Police Service was underpinned by their socioeconomic relevance to the Ghanaian economy as well as the observation that personnel of the Police Service suffered poor pay and conditions of service before the implementation of the new compensation policy (Ghana News Agency, 2010; Daily Guide, 2010). This study sought to investigate the possible link between the compensation packages and job performance in the Ghana Police Service.

Saunders et al. (2007) argue that the purpose of a study can be exploratory, descriptive or explanatory. Others indicate that quantitative, qualitative and mixed research methods constitute the three most popular research designs (Leedy and Ormrod, 2005). As a result, this study adopted the exploratory research design using quantitative research methodologies for determining the possible link between compensation packages and job satisfaction and job performance in the Ghana Police Service. This is because quantitative research methodology is a rigorous, objective and systematic process of obtaining numerical data and using control measures and statistical analysis to eliminate contaminating factors (Talbot, 1995).

The population of personnel in the Ghana Police Service was too large and scattered for it to be practical to draw a sample. This study used the multi-stage sampling technique by employing the simple random sampling, purposive sampling and quota sampling techniques. Since a majority of the police personnel were located in the country's capital city, only personnel of the Ghana Police Service in the Greater Accra Region were purposively targeted. Simple random sampling was used to select the various police stations in the Greater Accra Region. Five (5) police stations in the Greater Accra Region were randomly selected. These police stations included the Madina police station, Adentan police station, Airport police station, Tesano police training school and Nima police station. Quota sampling was used to select forty (40) police

Table 1. Compensation packages for Ghana police personnel.

Compensation Packages	Mean	STD
Base pay	3.89	1.26
Tax relief	3.70	0.86
Medical expense	3.64	0.98
Anticipated retirement packages	3.61	1.02
Compensation by insurance (NHIS)	3.61	1.15
Compensation by housing allowance	3.25	0.93
Compensation for travel/meal allowance	3.24	0.98
Compensation for vacation /leave	3.24	1.18
Compensation paid as bonuses at workplace	3.02	0.87
Compensation paid as commissions in workplace	2.99	0.94
Compensation paid for overtime	2.84	0.70
Compensation paid base on merit	2.65	1.30
Compensation based on profit sharing	2.42	1.14

Source: Field data (2013). Scale: 1=Never; 2=Rare occasion; 3=Sometimes; 4=Often; 5=All the times.

personnel from each of the five (5) selected police stations. In total, 200 police personnel were randomly selected to participate in the study.

Data collection and measures

Talbot (1995) argues that obtaining information about attitudes, feelings, beliefs and perceptions which are not immediately observable is best done using a structured questionnaire. A structured questionnaire was used to collect data for this study. To ensure that the questionnaire is able to elicit the required information for the study, samples of the questionnaire were pre-tested. Cronbach alpha was also used to determine the reliability of the data gathering instrument. Personnel's compensation packages were measured using a self-developed 14 item scale ($\alpha = 0.75$). Items included both financial and non-financial compensation packages such as base pay, bonuses, housing allowance, leave, retirement packages etc. Using a five point scale (1=Not at all; 2=Rare occasion; 3=Sometimes; 4=Often; 5=All the times) personnel rated the compensation packages that they received.

The extent to which personnel were satisfied with their compensation packages was measured using a self-developed 14 item scale ($\alpha = 0.69$). Using a five point scale (1= Very dissatisfied; 2= Dissatisfied; 3= Neutral; 4= Satisfied; 5=Very Satisfied), personnel rated their satisfaction with their compensation packages. An assessment of personnel's job performance relative to their compensation packages was measured using a self-developed 16 item scale ($\alpha = 0.70$). Using a five point scale (1 = Very Low; 2= Low; 3 = Average; 4 = High; 5 =Very High), personnel rated their job performance relative to their compensation packages. Sample items on this scale included: willingness to attend to duties; ability to maintain law and order; ability to complete work on time; ability to control road traffic; ability to combat armed robbery; ability to control traffickers etc.

Data analysis

Kaplan and Saccuzzo (2001) also argue that providing a concise description of a quantitative data is better done using descriptive

and inferential statistics. With the help of the Statistical Package for Social Sciences (Version 18), descriptive and inferential statistics were used in analysing the data. Descriptive statistical tools such as frequency and percentage were helpful in assessing personnel's personal characteristics (such as gender, age, education, and job tenure), while means scores and standard deviations were also used to analyse the extent of compensation packages offered, the level of job satisfaction and the level of job performance of the personnel in the Ghana Police Service.

Inferential statistics such as multi-linear regression analysis was used to analyse and to determine the relationship or link between personnel's satisfaction with their compensation packages and job performance. In the following section, the results obtained in this study are provided in tables.

Demographically, the descriptive results indicated that 50.5% of the personnel were males while the remaining 49.5% were females. The average age of the personnel was 27 years and they have been working in the service for an average of 8 years. Educationally, 73% of the personnel were diploma holders while 2% were first degree holders.

RESULTS

This study sought to identify the compensation packages offered to personnel of the Ghana Police Service. As can be seen in Table 1, the results revealed that there is a significant difference between the mean scores and standard deviations for base pay ($M = 3.89$; $STD = 1.26$); tax relief ($M = 3.70$; $STD = 0.86$); medical allowance ($M = 3.64$; $STD = 0.98$); retirement package ($M = 3.61$; $STD = 1.02$), health insurance ($M = 3.61$, $STD = 1.15$); housing allowance ($M = 3.25$; $STD = 0.93$); travel and meal allowance ($M = 3.24$, $STD = 0.98$); vacation and leave ($M = 3.24$; $STD = 1.18$) and bonuses ($M = 3.02$; $STD = 0.87$). These results indicate that personnel in the Ghana Police Service sometimes receive compensation packages such as base pay, tax reliefs, medical expenses, anticipated retirement package, health insurance, housing allowance, travel and meal allowance, vacation and leave allowance and bonuses.

This study also sought to understand the extent to which personnel in the Ghana Police Service are satisfied with their compensation packages. The results indicated that personnel of the Ghana Police Service are somehow satisfied with some of the compensation packages they received. The results from Table 2 showed that there is a significant difference between the mean scores and standard deviations for employees' satisfaction with tax reliefs ($M = 3.73$; $STD = 1.22$); satisfaction with base pay ($M = 3.71$; $STD = 1.30$); satisfaction with retirement packages ($M = 3.70$; $STD = 1.07$) and satisfaction with housing allowances ($M = 3.62$; $STD = 1.19$). The results also showed that personnel are dissatisfied with their overtime pay ($M = 2.84$; $STD = 0.84$); merit pay ($M = 2.68$; $STD = 1.24$); vacation and leave package ($M = 2.64$; $STD = 0.98$) and profit sharing practices ($M = 2.30$; $STD = 1.07$). These results suggest that the personnel in the Ghana Police Service are somehow satisfied with almost all of these compensation packages.

Table 2. Compensation packages and personnel's job satisfaction.

Items	Mean	STD
The extent to which the Service takes care of your taxes	3.73	1.22
The extent to which you are given your base pay	3.71	1.30
The extent to which the Service prepares for your retirement	3.70	1.07
The extent to which you are paid housing allowance	3.62	1.19
The extent to which you are insured (insurance),e.g. NHIS	3.45	1.11
The extent to which the Service takes care of your medical expenses	3.42	1.19
The extent to which you are paid travel and meal allowance	3.39	1.17
The extent to which you are paid bonuses at workplace	3.35	1.13
The extent to which you are paid commissions in workplace	3.04	.92
The extent to which you are given overtime pay	2.86	.84
The extent to which you are paid base on merit (merit pay)	2.68	1.24
The extent to which the Service takes care of your vacation and leave	2.60	.98
The manner in which profit sharing is done in the organization	2.30	1.07

Source: Field data (2013). Scale: 1=Very dissatisfied; 2=Dissatisfied; 3=Neutral; 4=Satisfied; 5=Very Satisfied.

Table 3. Job performance of Ghana police personnel.

Performance indicators	Mean	STD
Quality of work performed	4.23	0.67
Adaptability to emergency	3.97	0.79
Ability to control road traffic	3.94	0.87
Acceptability of completed work by superiors	3.92	0.80
Amount of work performed	3.85	0.83
Skills in planning policing	3.80	0.91
Ability to combat armed robbery	3.75	0.76
Ability write crime report	3.71	0.85
Overall job performance	3.71	1.03
Completeness of work on schedule	3.68	0.71
Ability to respond to crime situations	3.47	1.07
Ability to prevent crime	3.46	1.44
Attendance and promptness to duty	3.44	1.00
Ability to control drug/human trafficking	3.42	1.41
Ability to organize work loads	3.27	1.10
Ability to detect crime	3.21	1.32

Source: Field data (2013). Scale: 1=Very Low; 2=Low; 3=Average; 4=High; 5=Very High.

An attempt was also made to determine the link between compensation packages and job performance in the Ghana Police Service. First, the level of job performance of the Police Personnel was determined relative to their satisfaction with the compensation packages. Despite the average scores that were given to almost all of the performance indicators, the results in Table 3 demonstrated that there is a significant difference between the mean score and standard deviation for personnel's quality of work in the Police Service (M

=4.23; STD =0.67). This means that the compensation packages given to personnel in the Police Service have improved their quality of work.

Second, to fully appreciate the relationship between compensation packages and job performance of the personnel in the Police Service, a multi-linear regression analysis was carried out. Personnel's satisfaction with compensation packages (such as base pay, tax relief, housing allowance, and anticipated retirement benefits) were related to job performance indicators in a multi-

Table 4. Multi-linear regression analysis on the link between compensation packages and job performance.

Model	Unstandardized Coefficients		Standardized Coefficients	t-statistic	Sig.
	B	Std. Error	Beta		
(Constant)	6.144	0.233		26.378	0.000
Satisfaction with base pay	0.300	0.057	0.377	5.241	0.000*
Satisfaction housing allowance	0.223	0.060	0.257	3.708	0.000*
Satisfaction with tax relief	0.167	0.087	0.197	1.919	0.057
Satisfaction for retirement benefits	0.031	0.075	0.032	0.412	0.681

a. *Dependent Variable: job performance*

*Statistically significant at 95% confidence level; R-square= 43.8%.

linear regression analysis to establish a link. The results from Table 4 indicated that compensation packages had a positive but moderately strong effect on almost all the job performance indicators. However, this was significant with personnel satisfaction with their base pay and housing allowance ($P < 0.05$) but insignificant with their satisfaction with tax relief and retirement benefits ($P > 0.05$). The results further suggested that, at 95% significant level, the compensation packages improved personnel's job performance by 43.8% (R-square= 43.8%). These therefore demonstrate that there is a positive but moderately strong effect of compensation packages on employees' job performance in the Ghana Police Service.

DISCUSSION

The focus of this study was to establish a link between compensation packages and job performance in the Ghana Police Service. The study also identified the compensation packages received by personnel in the Ghana Police Service and further explored personnel satisfaction with these compensation packages. The study found that the personnel of the Ghana Police Service sometimes receive compensation packages such as base pay, tax reliefs, medical expenses, anticipated retirement package, health insurance, housing allowance, travel and meal allowance, vacation and leave allowances and bonuses. This result is consistent with the findings of Atchison et al. (2010), Noe et al. (1996), Milkovich and Newman (1993) and Gerhart and Milkovich (1992). They argue that typical compensation packages must include a base pay, commissions, overtime pay, bonuses, profit sharing, merit pay, stock options, travel and meal, housing allowance, benefits including dental, insurance, medical, vacation, leaves, retirement, and tax freedom. This further demonstrates that employees in the Ghana Police Service receive financial, non-financial, direct and indirect rewards (Armstrong and Brown, 1998; Namasivayam et al., 2006; Sturman, 2001).

The results also found that the personnel of the Ghana

Police Service were somehow satisfied with their compensation packages. Most of the personnel rated their satisfaction with each of the compensation packages as 'average'. This implied that they were not really satisfied and thus reacted passively toward the existing compensation packages. This finding is inconsistent with the findings from a number of researchers (Ismail et al., 2011; Waite and Stites-Doe, 2000; Belfield and Heywood, 2008; Pettijohn et al., 2001; Terpstra and Honoree, 2008; Boardman and Sunquist, 2009) who suggest that compensation packages create greater employee's job satisfaction. However, this result may be attributed to the issue of perceived fairness or equity by the personnel of the Ghana Police Service. This is because it is expected that equitable compensation packages should increase employees' job satisfaction (Adams, 1963). Perhaps, improvements in the compensation packages may increase employees' job satisfaction.

Importantly, the study sought to establish a link between the compensation packages received by the personnel of the Ghana Police Service and their job performance. The results from the study showed that, despite the average scores for almost all of the performance indicators except quality of work, and although personnel of the Ghana Police Service were somehow satisfied with their compensation packages, the study found that there is a positive but moderately strong link between compensation packages and employees' job performance in the Ghana Police Service. This finding is consistent with the findings of Blazovich (2013), Sopiah (2013), Mahmud et al. (2012), Prasetya and Kato (2011), Khan (2010), Pouliakas and Theodossiou 2009; Samad (2007), Heneman (2003), Mathis and Jackson (2000), Judge et al. (2001) and Oshagbemi (2000) who argue that employees' satisfaction with their compensation packages has a positive impact on their job performance.

Conclusion

According to the findings from this study, a good number of compensation packages were received by the

personnel of the Ghana Police Service. These include, but are not limited to, base pay, tax reliefs, medical expenses, anticipated retirement package, free health insurance (NHIS), housing allowance, travel and meal allowances, vacation and leave allowances and bonuses (with an exception of overtime pay), merit pay and profit sharing which they hardly ever receive. As a result, the personnel of the Ghana Police Service were somehow satisfied with these compensation packages. The study further showed that personnel satisfaction with these compensation packages had a positive effect on their job performance.

The main goal of fulfilling this study was to establish a link between compensation packages received by personnel of Ghana Police service and their job performance with the motivation that huge awareness will be created for governments, social partners and policy makers as well as academics and practitioners to understand that employee compensation, when fairly designed, lead to an increased job satisfaction and employee performance. The study has provided a better understanding of the current state of personnel satisfaction with the compensation packages received by Ghana Police Service to responsible authority to help improve personnel condition of services in order to attract, develop, motivate and retain qualified and competent graduates into the Ghana Police Service as well as any other public sector organisation in the country.

Considering the findings of this study, it is recommended that compensation packages such as overtime pay, merit pay and profit sharing should be added to the existing compensation packages to increase personnel job satisfaction. It is further recommended that the compensation packages given to the personnel be improved by the key stakeholders such as the government, and Fair Wages and Salary Commission in order to establish a stronger link between compensation and job performance in the Ghana Police Service. Future studies could increase the sample size in order to make a stronger case for Ghana Police Service, and as well extend this study to other public sector organisations in Ghana.

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