

Relation of Compensation and Benefits on Employees' Performance: A Study of Audit Firms in Bahrain

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Abstract: The study is about the assessment of compensation and benefits in selected audit firms in the Kingdom of Bahrain. The research study appraised the current status of compensation and benefits of the firms in terms of remuneration, allowance, promotion and incentives. Also, it endeavored to figure out the perceptions of the employees of the selected audit firms in the Kingdom of Bahrain on the level of effectiveness of compensation and benefits along with the same variables in order to establish a base for enhancement of performance of employees. The study used a descriptive survey method to analyze the perception on compensation and benefits in selected audit firms in the Kingdom of Bahrain. Also, this method is used to analyze the significant relationship of the perception of the employees along with the same variables. The respondents of the study were the 100 employees of the audit firms in the Kingdom of Bahrain. The primary tool in gathering data was the questionnaire. Secondary sources were utilized such as: books, articles, unpublished theses and other printed resources related to the study that were used to support and strengthen the findings of the study. Descriptive statistics were used to analyze and interpret the data gathered such as: weighted mean to identify the average perception of the respondents. T-test was used to calculate the difference in the perception of the respondents. The correlation assessed whether the means of two groups are statistically different from each other. The following were the major findings in the study: 1) The status of the employees' compensation and benefits in audit firms in Bahrain is found to be good as revealed by an overall mean score of 3.93. 2) The effectiveness of the employee performance in audit firms in the light of the four components of compensation and benefits is found to be effective. This is drawn from an overall mean score 3.98. 3) There is a significant relationship between employees' compensation and benefits in audit firms in Bahrain and effectiveness of employee performance. The problems that encountered by employees in relation to compensation and benefits in audit firms in Bahrain include: a) Non-compliance between rises in salaries and rises in prices; b) Non-compliance between salaries of counterparts in other jobs; c) Allowances are not provided on fair criteria; d) Allowances are in accordance unaccepted criteria; e) There are non-clear basis for distribution of allowances such as productivity; f) Vagueness of the applied criteria for promotion; g) Absence of regulations to control the promotion procedures; and h) Lack of transparency in terms of incentives.

Keywords: compensation, benefits, Audit firms, Employees' performance.

I. INTRODUCTION

Today employees are considered as one of the most important assets in the company; therefore, they should be professionally and excellently managed (Copeley, 2015). One of the tools that the company is using to entice, keep and encourage people or employees is Compensation and Benefits Management. Compensation was designed to provide relief to workers who suffer injuries or aggravations of pre-existing injuries as result of work-related condition (Armstrong, 2007). Researcher's humble opinion says that compensation has wider meaning than what mentioned above. Compensation is not paying to the employee once he got injured; but it is given to the employee as part of motivate and retain the employee in the work place, as we can see now the higher the compensation and benefit given to the employee the more happier the employee is at his work place and that lead to have satisfied employees and successful work environment and its contains direct incentives and indirect incentives.

On the other hand, we have benefits which is an important part in the employees' performance and make high turnover for the firms, the main purpose that the employee is working hard and performed good is to get good cash with pluses, the pluses can be define as employees benefits. It's known as fringe benefits, we can define a fringe benefit as non-

financial benefit that is given to the employee in addition to his monthly or weekly salary. Employee's benefits as a whole have no direct affect on employee's performance, however, poor benefits will lead to low performance and that will lead to low satisfaction level and that will increase absenteeism in employees and the outcome will decrease.

Nowadays compensation plays an important role in those organizations that wish to reach their objectives and their goals. If the firm or company do not manage properly this aspect of Human Resources department and activity very well, it will turn on a negative impact on their employees performance and it might lead to low productivity and outcome from the employees because they are not getting a proper compensation and benefit to motivate them to work harder, we can see it in all companies and organizations those who have a good compensation and benefit facilities they are more productive than others because they study and knew the secret key of motivation and retain the employee (Latham and Ernst, 2006)

Maslow (1943,1954) said that the measurement of how employees performance are positive and productive may depend on how much the organization are addressing their need for status, security and their survival need as postulated in the organization hierarchy of needs. Compensation and Benefit have a close relationship to employees' performance. This is due to the fact that job applicants accept the job offer based on the salary and allowances and the incentives which the employer will provide them. if the compensation and benefits were low or not satisfied they might accept the offer or reject it seeking for better offer and benefits while the people who accept the offer with low salary and benefits they might end up by low productivity and will lead to unsatisfied clients then will end up with un happy employer, those results all of them linked with low compensation and benefits in the company, that's why the researcher focus in his study how to provide good compensation and benefits offer to the employee to attract them and motivate them so their performance will be with high turnover and they will be satisfied in their job.

Nowadays companies in Bahrain try their best to retain the good employees as they find it much cheaper to retain rather the existing employees rather than hiring new recruits. Retaining employees is cheaper since the company will not need to spend again on the recruitment fees and the trainings. We should keep in mind that audit firms employees work for very long hours and they have to fully satisfy their client's needs. Audit firms employees have very tight deadlines and do not have the work-life balance; it is also known that they are not well paid.

This research specifically measure the relationship between the compensation and benefits which will include both financial and non financial benefits and the employees' performance which can be measured by the productivity and commitment. Specifically, it seeks to answer to following questions: 1. What is the status of compensation and benefits of employees in Audit Firms in the Kingdom of Bahrain in terms of Remuneration, Allowance, Promotion and Incentives? 2. What is the level of effectiveness of compensation and benefits of employees in Audit Firms in relation to performance based on the valuable cited? 3. Is there a significant relationship between the status and the level of effectiveness of compensation and benefits in selected Audit Firms in Bahrain? 4. What are the problems encountered by the employees in relation to the compensation and benefits in selected Audit Firms?

II. RESEARCH METHODOLOGY

The study is based on qualitative and quantitative research designs making used of the primary as well as secondary data. Quantitative method was utilized through floating survey questionnaire forms and qualitative method was employed by describing the status of the student services as it is practiced.

This was done through conducting both semi-structured interviews and documentary reviews. Interview method was used to complement the information obtained through questionnaire. A questionnaire was utilized for gathering data. Purposive sampling was employed. The respondents used in this research were 100 employees of audit firms. The insights of employees were analysed regarding compensation and benefits. As a result, the research design was secured the utmost accuracy in collecting reliable and dependable data. There are four Audit Firms chosen as subjects of the study. Those firms are: 1) Deloitte, 2) KPMG Fakhroo, 3) Ernest and Young and 4) Pricewaterhousecoopers. This study applies the purposive sampling technique in the selection of respondents. Such technique is chosen in order to have in-depth insights into the research question. It is a non probability sampling which is utilized to choose respondents on a random basis wherein aspirants are in equal quantity. However, The SPSS program was applied in analysing data.

The data gathered were organized, analysed and interpreted using the following statistical tools: mean, standard deviation, co-relational and T-Test. The weighted mean was utilized to identify the average perception of the respondents. T-test was used to calculate the difference in the perception of the respondents. The correlation assessed whether the means of two groups were statistically different from each other.

III. RESULTS AND DISCUSSION

The Status of Compensation and Benefits of Employees in Audit Firms

1. Remuneration. The Table provides the descriptive statistics for the remuneration as a part of the employees' benefits and compensation in Audit Firms in Bahrain. It is evident that remuneration is good as revealed by an aggregate mean score of 3.98. The item with the highest mean (4.23) is the first one it shows that salary increase is based on performance. The item whose mean comes second is the 3rd as its mean is 4.13 showing that salary increase is based on the price of commodities. The second item showing that salary increase is based on years of experience is placed in the 3rd rank as its mean is 4.09. The 4th item got 3.75 and proves that salary for married employees is higher than single employees. The 5th item got 3.73 and shows that salary increase is based on educational attainment. The findings imply that items 1-5 of remuneration are good which imply that audit firms employees are actively enjoying their compensation and benefits. These findings validate the studies of Leto Copeley (2015) demonstrating the effects of compensation policies on company performance. The findings signifies that remuneration produces beneficial effects on the workforce of the Audit Firms..

2. Allowance. From the five items that focuses on allowances as a component of employees' compensation and benefits, it is evident that allowance status in Audit Firms in Bahrain is good. This is attributed to the aggregate mean score of 3.98. The item with the highest mean is 4.17 which shows that allowance is given in the form of free accommodation. The 2nd highest mean is 4.11 which proves that giving allowance is a motivation for work commitment. The average mean of the 4th item is 4.02 indicating that giving allowance is a retention strategy of the company. The average mean of the 5th item is 3.88 showing an agreement that allowance is given based on the years of experiences. The lowest mean is 3.74 proving that allowance is given based on appraisal performance. It can be garnered from the table that allowances are carried out by Audit Firms. These findings establish the study of Tetteh Larbi (2014) wherein he specified that that in St. Micheal's Catholic Hospital emphasized workplace practices related with compensation and benefits values such as job security, expensive training, development plans for employees, and teamwork between employer and employee on different levels. Conversely, the study of Susan Heathfield (2016) shows that employment security is not always a feature of HRM best-practice. Such study was confirmed by Sherrie Scott showing that employment security does not relate positively to firm performance. Thus, the empirical evidence points to little use of employment security.

3. Promotion. Table 4.1.4 sheds light on promotion as the 3rd component of employees' compensation and benefits in Audit Firms in Bahrain. It is evident that the status of promotion is good in these firms. This is attributed to the aggregate mean score of 3.93. The the highest mean is 4.04 showing that promotion is an instrument to retain employees. The item with the second highest mean (3.96) is the 1st number showing that promotion is availed based on performance appraisal. The 3rd item got 3.94 proposing that promotion is based on years of service in the company. In addition, the 2nd item got 3.89 mean showing that promotion makes employees inspired to work. The point with the lowest average mean (3.83) is the 4th which shows that giving promotion makes employees more loyal to the company. These findings establish the study of Shawn Grimsley () where he illustrated the direct, indirect and non-financial compensation and promotional strategies which give emphasis on commitment and teamwork that leads to organizational identity so as to develop their ideas and entrepreneurial skills that could be lead to the future organizational vision.

4. Incentive. In terms of incentives that constitute the 4th component of employees' compensation and benefits in audit firms in Bahrain, it is inferred that incentives status is good due to the aggregate mean score 3.86. The highest mean is 4.03 which belongs to the 1st item indicating that employees are given incentives when they reached the target. The second highest mean is 3.89 and belongs to the 3rd item showing that incentive is given to employees according to their number of overtimes. Item five got 3.82 and proves that incentive is given to employees without late. The second item got 3.81 stating that incentive is given to the Model employee. . Finally, the item that got the lowest mean score (3.72) is the 4th. Yet, there is agreement that incentive is given to employees with perfect attendance. These findings establish the study of R.O. Odunlade (2012) wherein he specified that that in Nigeria, the HR emphasized workplace practices related with incentives such as monetary and non-monetary incentives. Conversely, the study of Mensah Ruby (2012) shows that incentives is not always a feature of HRM best-practice. Such study was confirmed by Chun-Hsi (2008) showing that incentives do not relate positively to firm performance Thus, the empirical evidence points to little use of incentives.

The level of Effectiveness of Employee performance in the light of Compensation and Benefits in Audit Firms in Bahrain

The five items on Table 4.2.1 is designed to show the level of performance effectiveness in the light of remuneration. It is inferred that employee performance in Audit Firms in Bahrain in the light of remuneration is effective. This is

attributed to the aggregate mean score of 4.02. The item with the highest mean score (4.21) is the 1st showing there is a high level of effectiveness for salary increase based on high performance which has effect on the employees' performance in Audit Firms. The item whose mean score comes second is the 2nd as its mean is (4.12). It thus shows that salary increase based on years of experiences has effect on the employees' performance in Audit Firms. The 3rd rank is taken by the 3rd item whose mean is 3.95. It illustrates that salary increase is based on the increase of price of commodities which has effect on the employees' performance in Audit Firms. The mean score of the 4th item is (3.92) shows that difference on salary for married and single employees have effect on the employees' performance in Audit Firms. The items with the lowest mean score (3.89) is the 5th which probes that salary increase based on educational attainment has effect on the employees' performance in Audit Firms. The results of the investigation substantiate the idea of Michael Zack (2009) specifying that compensation and benefits are critical employee attraction and retention tools. He further said the organizations are challenged to ensure that their total remuneration packages remain competitive and satisfy shareholders' expectations while U.S. workers favor companies that offer innovative plans that fit their individual needs and goals. As both parties confront these predicaments, compensation strategies become even more important. According to Zack compensation philosophies are not "one plan fits all," but pressure to align pay with performance will be essential for organizations to remain competitive and still manage cost.

Concerning the performance of the audit firms in Bahrain in relation to allowance (Table 4.2.2) it is inferred that there is an effective level of performance as shown in the aggregate mean score of 3.94. The item with highest mean score (4.09) is 1st. It is effective that allowance for hard-working employees has effect on the employees performance in Audit Firms. The item with the second highest mean is the 5th as its mean is 4.01. It is found that allowance given is based on the years of experiences has effect on the employees' performance in Audit Firms is effective. The item whose mean score comes 3rd is the 4th as its mean is 3.97. It is effective that giving allowance as a retention strategy has effect on the employees performance in Audit Firms. Item three comes 4th as its mean is 3.86. This shows that giving allowance is effective on the employees performance in Audit Firms. The item with the lowest mean score (3.78) is the 2nd stating that free accommodation is effective on the employees performance in Audit Firms. On the basis of analysis of findings, this affirms the ideas of Anu Wadhwa (2011)] using data of corporate entrepreneurship, the author examines the employee union membership rates. The test argues that employment security may affect the receptiveness of unions to such HR practices. The results indicate that as union representation increased, there was a significant decrease in the use of high performance work systems. Evidence also suggests that providing employment security significantly ameliorated this negative impact.

Table 4.2.3 sheds light on the effectiveness of employees' performance level in terms of promotion. The aggregate mean score for the five items is (4.02) which is effective. The item with the highest mean score (4.16) is the 1st which demonstrates that promotion availed based on performance appraisal is effective on the employees' performance in Audit Firms. The 2nd item got a mean score of 4.11 and comes second in order proving that promotion is effective on employees' performance in Audit Firms. The 3rd item comes in the third rank with an average mean score of 4.04 showing that promotion based on years of service is effective on the employees' performance in Audit Firms. Likewise, the 4th item stating that promotion makes employees loyal to the company is effective on the employees' performance in Audit Firms with a mean score is of 3.91. Finally, the item with the lowest mean (3.86) is the 5th illustrating that promotion as an instrument to retain employees is effective on the employees' performance in Audit Firms. The aforementioned findings substantiate the idea of Tahira Nazir (2014) stressing that expatriate compensation and promotion continue to attract significant interest from academics and practitioners alike, often in terms of so-called newer forms of employee engagement and informal consultation. This article breaks new ground by developing measures for the breadth and depth of employee promotion as well as analyzing the forces at and beyond organization level which shape management choices about which forms to adopt and how to embed them more deeply in organizations. Conversely, the study of Condly (2008) argued that employee promotion provides mixed and sometimes contradictory findings. He further mentioned that the performance effects of employee promotion depend on the business cycle. Specifically, the conservative impact of employee promotion on strategy may be associated with lower company value in good times, but may also provide a buffer against a loss of value in bad times.

Table 4.2.4 referring to the effectiveness of compensation and benefits in terms of incentives has an aggregate mean score of 3.94 which is effective. The item with the highest mean score (4.05) is the 2nd stating that incentive given to the Model employee is effective on the employees performance in Audit Firms. The 1st item got a mean score of 3.95 and comes second in rank proving that incentives given to employees when they reached the target quotas is effective on the employees performance in Audit Firms. The 3rd item comes in the third rank with an average mean score (3.94) showing that incentive given to employees with many number of overtimes has effect on the employees performance in Audit Firms is effective. Likewise, the 5th item stating that incentive given to employees without late has effect on the employees' performance in Audit Firms is effective as its mean score is 3.93. Finally, the item with the lowest mean (3.84) is the 5th demonstrating that incentive given to employees with perfect attendance has effect on the employees'

performance in Audit Firms is effective. The results of the investigation substantiate the idea of Ruby Mensah (2012) specifying that incentives are critical employee attraction and retention tools. She further said the organizations are challenged to ensure that their total incentive packages remain competitive and satisfy employees' expectations.

The Significant Relationship between the Status and the Level of Effectiveness of Compensation and Benefits in Audit Firms

Table 4.3.1 shows the correlation between the status and effectiveness of compensation and benefits in Audit Firms which support the null hypothesis for this study. It can be gleaned that the relationship between the status and the effectiveness of the same variable in Sig. (2-tailed) and the Pearson correlation. Data shows the relationship between the status and effectiveness of compensation and benefits in Audit Firms. It can be observed the Pearson correlation between the status of motivational strategies in term of remuneration between its effectiveness showed the value of 0.349 with Sig. (2-tailed) of 0.651 and there is no significant relationship between status and the effectiveness. The relationship of the status of compensation and benefits and its effectiveness in terms of allowance is 0.291 with sig. (2-tailed) of 0.709 wherein there is no significant relationship between them. The same relationship in term of incentives which is the Pearson correlation is 0.560 and .440 respective in sig. (2-tailed) which showed the there is no significant relationship between the status and the effectiveness of compensation and benefits on performance.

This result is supported by the studies of Agrawal (2010) and Armstrong (2007). The authors stated that remuneration is aimed to improve the performance and increase productivity in order to reach the organization's goal and vision. They further stated that raising the efficiency of the employee became a major factor that leads to reach the organization's goals. Such ideas also confirms the study of Anto (2016) specifying the effective performance management in multinational companies in the Kingdom of Bahrain through motivational factors.

As to relationship between the status and level of effectiveness in terms of remuneration, a sig. (2-tailed) value of 0.651 was computed; allowances a sig. (2-tailed) value of 0.574 was computed; promotion a sig. (2-tailed) value of 0.709; and incentives a sig. (2-tailed) value of 0.440 was computed. The computed values indicate the rejection of null hypothesis. The above mentioned findings therefore inform that there is a no considerable relationship between the status and the level of effectiveness of compensation and benefits on the performance in audit firms in the Kingdom of Bahrain. This entails that compensation and benefits in audit firms are indeed noteworthy to the audit industry operations.

Problems Encountered by the Students in Private Universities in the Kingdom of Bahrain

This part discussed the problems encountered by students in terms of students concerns, academic advising, facilities, scholarship and extra-curricular activities. Among the noted problems encountered are as follows: 1) Lack of guidance for the students; 2) Students find difficulties to solve their academic problems; 3) Problems are solved late; 4) Periodic changing of rules make students confused; 5) Advisers are not always available and they are changed within the academic school year which cause the students to be lost and confused; 6) Lack of sport centre, smoking area and parking area facilities; 7) The cafeteria needs to be improved; 8) Scholarships are very limited; 9) Extra-curricular activities are not well developed.

Recommendations Proposed to Resolve the Problems Encountered by the Employees in Telecommunication Company, Qatar

Based on the findings and conclusions, the recommendations drawn are as follows: 1) long term strategies should be decided on upon which salaries increases are made. 2) Incentives are to be given according to well-declared and transparent criteria. 3) Promotions are to be given in accordance to various factors as education level, performance outcomes and reports. 4) Employee appraisal reports are to be employed so that promotions and allowances are given. 5) More Flexible compensation instruments are to be applied. 6) Compensation related to employee performance to encourage employee participation and employee development over the employee lifecycle is required in audit firms. 7) Instruments for compensation system are suggested to exist across for all employee categories. 8) Transparent compensation policies must be adequately implemented to leverage compensation. 9) Future research need approach compensation and benefit for employees in different sectors in Bahrain. 10) Future research must approach in relation with job satisfaction, retention, loyalty, and other variables in Bahrain.

IV. CONCLUSION

Based on the aforementioned findings some conclusions are reached: 1) The status of compensation and benefits in Audit Firms are rated good. 2) Compensation and benefits are effective tool in measuring the performance of employees in Audit Firms. 3) There is considerable relationship between the status and the level of effectiveness of compensation and benefits on the performance of employees in Audit firms. 4) There are problems encountered by employees in relation to compensation and benefit.

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Table 4.1.1: Status of Compensation and Benefits in Audit Firms in Terms of Remuneration

Item	No.	Mean	Standard Deviation	Interpretation
1- Salary increase is based on performance.	100	4.23	.978	Excellent
2- Salary increase is based on years of experience.	100	4.09	.904	Very good
3- Salary increase is based on the price of commodities.	100	4.13	.946	Very good
4- Salary for married employees is higher than single employees.	100	3.75	.983	Good
5- Salary increase is based on educational attainment.	100	3.73	1.201	Good
Aggregate mean scores	100	3.98		Good

Table 4.1.2 Status of Compensation and Benefits in Audit Firms in terms of Allowance

Items	N	Mean	Std. Deviation	Interpretation
1-Allowance is given based on appraisal performance.	100	3.74	1.174	Good
2-Allowance is given in the form of free accommodation.	100	4.17	1.028	Good
3-Giving allowance is a motivation for work commitment.	100	4.11	.954	Good
4-Giving allowance is a retention strategy of the company.	100	4.02	.881	Good
5-Allowance is given based on the years of experiences.	100	3.88	1.049	Good
Aggregate mean scores	100	3.98		Good

Table 4.1.3 Status of Compensation and Benefits in Audit Firms in terms of Promotion

Items	N	Mean	Std. Deviation	Interpretation
1-Promotion is availed based on performance appraisal.	100	3.96	1.157	Good
2-Promotion makes employees inspired to work.	100	3.89	1.033	Good
3-Promotion is based on years of service in the company.	100	3.94	1.032	Good
4-Giving promotion makes employees more loyal to the company.	104	3.83	1.074	Good
5-Promotion is an instrument to retain employees	100	4.04	1.070	Good
Aggregate mean scores	100	3.93		Good

Table 4.1.4: Status of Compensation and Benefits in Audit Firms in terms of Incentives

Items	N	Mean	Std.	Interpretation
1. Employees are given incentives when they reached the target.	104	4.03	1.101	Good
2-Incentive is given to the Model employee.	104	3.81	.925	Good
3-Incentive is given to employees according to their number of overtimes.	104	3.89	.975	Good
4-Incentive is given to employees with perfect attendance.	104	3.72	1.083	Good
5-Incentive is given to employees without late.	104	3.88	1.180	Good
Aggregate mean scores	104	3.86		Good

Table 4.2.1 Effectiveness of Compensation and Benefits on the Performance in Terms of Remuneration

Items	N	Mean	Std.	Interpretation
1-Salary increase based on high performance has effect on the employees' performance in Audit Firms	104	4.21	1.030	Highly effective
2-Salary increase based on years of experiences has effect on the employees' performance in Audit Firms	104	4.12	.840	Effective
3-Salary increase based on the increase of price of commodities has effect on the employees' performance in Audit Firms	104	3.95	.874	Effective
4-Difference on salary for married and single employees have effect on the employees' performance in Audit Firms	104	3.92	.856	Effective
5-Salary increase based on educational attainment has effect on the employees' performance in Audit Firms.	104	3.89	1.314	Effective
Aggregate mean score	104	4.02		Effective

Table 4.2.2 Effectiveness of Compensation and Benefits on the Performance in Terms of Allowance

Items	N	Mean	Std.	Interpretation
1-Allowance for hard-working employees has effect on the employees performance in Audit Firms.	104	4.09	1.116	Effective
2-Allowance given in the form of free accommodation has effect on the employees performance in Audit Firms	104	3.78	1.140	Effective
3-Giving allowance as a motivation for work commitment has effect on the employees performance in Audit Firms	104	3.86	1.101	Effective
4-Giving allowance as a retention strategy has effect on the employees performance in Audit Firms	104	3.97	1.028	Effective
5-Allowance given based on the years of experiences has effect on the employees performance in Audit Firms	104	4.01	1.084	Effective
Aggregate mean score	104	3.94		Effective

Table 4.2.3 Effectiveness of Compensation and Benefits on performance in Audit Firms in terms of Promotion

Items	NO.	Mean	Std.	Interpretation
1-Promotion availed based on performance appraisal has effect on the employees performance in Audit Firms	100	4.16	1.107	Effective
2-Promotion inspires employees to work has effect on the employees performance in Audit Firms	100	4.11	.869	Effective
3-Promotion based on years of service has effect on the employees performance in Audit Firms.	100	4.04	.975	Effective
4-Promotion makes employees loyal to the company has effect on the employees performance in Audit Firms	104	3.91	1.016	Effective
5-Promotion as an instrument to retain employees has effect on the employees performance in Audit Firms	100	3.86	1.234	Effective
Aggregate mean score	100	4.02		Effective

Table 4.2.4 Effectiveness of Compensation and Benefits on the Performance in Audit Firms in terms of Incentives

Items	N	Mean	Std.	Interpretation
1-Incentives given to employees when they reached the target quotas has effect on the employees performance in Audit Firms	100	3.95	1.169	Effective
2-Incentive given to the Model employee has effect on the employees performance in Audit Firms	100	4.05	1.028	Effective
3-Incentive given to employees with many number of overtimes has effect on the employees performance in Audit Firms	100	3.94	.974	Effective
4-Incentive given to employees with perfect attendance has effect on the employees performance in Audit Firms	100	3.84	.956	Effective
5-Incentive given to employees without late has effect on the employees performance in Audit Firms	100	3.93	1.073	Effective
Aggregate mean score	100	3.94		Effective

Table4.3.1: significant Relationship between the Status and the Level of Effectiveness of compensation and benefits on the Performance

Status of Compensation and benefits		The effectiveness of compensation and benefits on performance
Remuneration	Pearson Correlation	.349
	Sig. (2-tailed)	.651
	N	100
	Interpretation	No significant relationship
Allowances	Pearson Correlation	-.426
	Sig. (2-tailed)	.574
	N	100
	Interpretation	No significant relationship
Promotion	Pearson Correlation	.291
	Sig. (2-tailed)	.709
	N	100
	Interpretation	No significant relationship
Incentives	Pearson Correlation	-.560
	Sig. (2-tailed)	.440
	N	100
	Interpretation	No significant relationship

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