

**WAGE/SALARY ADMINISTRATION PRACTICES AND ORGANIZATION
PERFORMANCE OF CATHOLIC CHURCH INCOME GENERATING PROJECTS IN
NNEWI, NIGERIA**

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Abstract: *Wage/salary administration is one of the human resource management practices which have drawn the attention of researchers interested in managing human resources as a way for firms to grow the human capital that consists of resources and competencies. The purpose of the study was to examine wage/salary administration practices and how they affect the income-generating projects of the Catholic Diocese of Nnewi in Nigeria. The study used a descriptive research design. The target population was the Catholic Diocese of Nnewi and the sample size comprised of 105 employees working on the three income-generating projects under study. Data was collected using a structured questionnaire and was analyzed using SPSS version 25. The study found that the organizations did not offer a competitive salary package based on experience and qualifications to the employees and there were delays in paying monthly salaries. The study concluded there was a positive relationship between selected human resource management practices and the performance of income-generating projects in the Catholic Diocese of Nnewi in Nigeria. The study recommends that income generating projects should offer a competitive salary to their employees based on their qualifications and experience.*

Keywords: *Human Resource Practices, Wage and Salary Administration, Organization Performance*

Introduction

Human Resource Management practices have been recognized as a core business concern given its capacity to integrate employee performance, organizational objective and effective communication into an organized growth and sustainability (Huselid, 2019). In order to achieve employee cooperation and optimal performance through programs of good recruitment, selection, orientation, performance management, and wage/salary administration, human resource management practices ought to include both strategy and planning as well as problem-solving and mediation. This results in the growth and success of the organization (Sparrow, 2020). One of the largest shifts in the world of businesses recently has been the increased significance given to human resources. Humans are important to businesses because they offer a variety of perspectives, values, and personality traits to the firm. These human attributes could be highly helpful to the company if handled carefully (Solutions, 2020).

It supports the growing emphasis given to the organizational wealth's human capital. It is true since the bedrock of human resource management is the growth of individuals, the development of their competences, and the process development of the entire business (Ichniowski & Prensushi, 2021). Similar to this development is the contention that the continued growth of the enterprise depends on its ability to recruit and select high quality personnel at all levels (Gamage, 2018). According to Gounaris (2020), orientation as one of the human resource practices, gears towards the process of systematically introducing new employees to their roles, their co-workers, and the organizational culture. Most companies offer a program for new recruit orientation through their human resources department.

The projects under study, ranges from agricultural initiatives, educational institutions, health services, to commercial ventures. An efficient and effective management of these projects is crucial to ensure they are sustainable, profitable, and aligned with the Church's broader goals (Getui, 2023). Wage/salary administration practices play a significant role in the success of these income-generating projects. Wage/Salary administration refers to the procedure and method any organization utilizes to pay its employees for the services they provide. It is also a procedure for allocating financial compensation for services provided by employees to an organization (Kumari & Malhotra, 2017). One goal of a person working for a corporation is to obtain income in the form of wages, salaries, or other forms of compensation. Basic necessities like food, clothing, and housing are met through wages and salaries. Every organization must consider feasibility when deciding how much to pay employees in wages and salaries, such that even the lowest sum will tend to cover the employees' basic needs (Aswathappa, 2016). Wages should not only be adequate but also demonstrate some degree of equity, and this is especially true from the perspective of the employees, when arguing for the significance of salaries and wages in Nigeria. The wrath of employees can be quickly aroused in any organization by anything that falls short of a fair and equitable wage or salary. Wages and pay are very important issues for many employees (Okoh, 2022). They are important because, without them, the employee and his or her family members' quality of life becomes quite unstable. Wages and salaries are the direct financial benefits that employees place the most emphasis on, therefore they take centre stage in the hierarchy of labour rewards (Mabaso & Dlamini, 2017).

Historical Development of Nnewi Diocese, Nigeria

The Ecclesiastical Province of Onitsha in the Nigerian state of Anambra is home to the Roman Catholic Diocese of Nnewi, which is situated in the city of Nnewi. It was established as a Diocese on 9th November, 2001, with the appointment of Msgr Hilary Odili Okeke as the pioneer bishop of the diocese. And the consecration and installation of the pioneer bishop was on 10th February, 2002, at Our Lady of assumption Cathedral, Nnewi- Nigeria (Onyeka, 2018). The pioneer Bishop retired on November 9, 2021, and the Pope appointed Most Rev. Jonas Benson Okoye as the new Bishop of Nnewi Diocese, Nigeria. The Diocese has a statistic of 115 Parishes, six Missions, 293 Priests (265 Diocesan Priests, 28 Religious Priests), 500 Religious Men and Women (354 Male Religious, 146 Female Religious), and 219 Seminarians. Given the creation of Nnewi diocese on 9th November 2001, all the church structures and income generating projects that previously belonged to the old Onitsha Archdiocese but located within the new diocese of Nnewi, was automatically bequeathed to the Catholic Diocese of Nnewi, Nigeria. Hence, the diocese of Nnewi has various organizations and institutions designed for public services as well as income generation to the diocese. Such organizations and institutions include the Diocesan Media Complex, Chukwunye Microfinance Bank Inc., four medical facilities, seven secondary schools, one petrol station and one agricultural project (Onyeka, 2018). It has been

discovered that while some of the organizations are currently at their optimal performance level, others are observed to be at a low performance level.

Statement of the Problem

It is customary for the Catholic Church to ordain priests, consecrate religious men and women, and equip them for the selfless mission of evangelization. As a way of reaching out to people and enhancing their lives, many churches of the Catholic denomination and congregations construct projects like schools, medical facilities, children's or elderly homes or orphanages, as well as spiritual centers, and commit these projects into their care (Dunaetz, 2019). Several studies have demonstrated a favourable correlation between organizational performance and human resource management practices. Okeke et al, (2019), conducted a study and claimed there is a substantial relationship between organizational performance and HRM practices like hiring, orientation, performance management, and wage administration, although the extent of the relationship has not been fully determined. Further, Kihama and Wainaina (2019), noted that an organization's performance is significantly impacted by how well the wage and salary administrations are implemented.

Some of the HRM practices carried out in those income-generating projects are occasionally performed insufficiently or incorrectly (Dunaetz, 2019). There are instances of hiring ineligible individuals, inadequate orientation programs, and weak leadership (Messina, 2017). There is the lack of proper recruitment and selection practice, poor orientation, inadequate performance management and low level of wage/salary administration which is evidenced in the management of some Catholic Church income generating projects in Nnewi, Nigeria (Onyeka, 2018). Brozowiski (2021), lends credence to this assertion, pointing out that, over half of Christian Church projects fail for a variety of reasons such as inadequate recruitment, selection and orientation, as well as poor monitoring/ control, and poor wage/ salary administration. It has been the case that some leaders or managers of the Christian Church income generating projects lack the knowledge, expertise, and capacity to oversee these particular and special activities, which causes the projects to fall short of their goals (Sparkman, 2017).

In some cases, the income generating projects are frequently entrusted to a leader who serves as virtually everything, from an executive officer to a human resources manager, and a financial overseer. As a result of a lack of time to oversee everything in a balanced manner or a lack of necessary skills and capabilities, a piece of the project suffers. And this better explains why most of the church's projects fail to attain its goals and objectives (Brozowiski, 2021). Sometimes, when a manager (such as a priest or other member of the clergy) changes positions, the strategic goals and objectives are not properly passed down, causing the new manager to start from scratch and re-conceive the aims. As a result, the project's performance and, eventually, its sustainability are compromised (Soderlund & Sydow, 2019).

The Catholic Church, as traditionally focused on spiritual and social missions, has increasingly engaged in income-generating projects to support its various activities (Tongoi, 2016). However, these projects often suffer from a lack of structured Human Resource Management (HRM) practices. The primary problem is that the absence of formal HRM systems leads to inefficiencies, low employee morale, and suboptimal performance. Without HRM practices, there is often a lack of clear job descriptions, inadequate training and development programs, inefficient performance management systems and low level of wage and salary administration. These gaps hinder the projects' ability to attract, retain, and motivate skilled personnel, which is crucial for their sustainability and success.

Insufficient HRM practices (especially in the area of wage and salary administration) in these income-generating projects creates a disconnect between the church's mission and its operational goals. This misalignment leads to inconsistencies in management practices, where employees may not fully understand their roles or the expectations placed upon them. It also resulted in a lack of accountability and transparency, making it difficult to measure and improve performance. The absence of structured wage and salary administration frameworks means that complete strategic planning for human resources is often neglected, leading to poor workforce, which in turn affects the overall performance and impact of the projects. To address the issue, there needs to be a strong link between wage/ salary administration and organizational performance.

Implementing effective strategies of wage and salary administration would significantly enhance the performance of income-generating projects by ensuring that the right people are in the right roles, equipped with the necessary skills and motivation to perform their duties efficiently. By adopting efficient wage and salary administration, the Catholic Church can improve operational efficiency, employee satisfaction, and ultimately, the success and sustainability of its income-generating projects. This strategic alignment of HRM practices with organizational goals is crucial for maximizing both financial performance and the broader social mission of the church.

There are some disagreements on whether there are specific sets of human resource management practices that represents a universally superior approach to managing employees and what to measure in terms of organizational performance (Ojakaa & Jarvi, 2021), irrespective of the numerous studies that revealed the laudable influence of human resource management practices on organizations' performance (Sayer, 2017). Also, a crucial study subject in the field of corporate management is still how, if at all, Wage and Salary administration impact organizational performance (Ojakaa & Jarvi, 2021). In order to determine the true impact of wage/salary administration practices on employee performance in the income-generating projects of the Catholic Diocese of Nnewi, Nigeria, conducting the study became a necessity.

Objective of the Study

The general objective of this study was to establish whether wage and salary administration has any effect on the performance of Church's income generating projects

Significance of the Study

The study contributed to proving the necessity of effective wage and salary administration in church income generating projects. Also, it assisted in emphasizing the importance of proper wage administration for the best performance of the church's income-generating ventures. The research served greatly in determining the need for additional training of managers (priests, religious men and women), so they can comprehend the important role of the human resource department (as well as human resource management practices) in matters related to the successful delivery of Church income-generating projects. The result of the research contributed to alleviating the problems of recruiting unskilled employees, as well as issues of poor selection and inadequate orientation practices in some church projects. It attempted to solve the problems of low wage/ salary administration and poor performance management which to a greater extent would contribute to the optimal performance of the income generating projects in the Catholic Church of Nnewi and beyond.

The study on wage/salary administration practices and organizational performance of Catholic Church income-generating projects was highly significant for stakeholders, including church leadership, project managers, and community members. For church leadership, the research provides insights into effective HR strategies that

enhance project performance, enabling better resource allocation and sustainability of initiatives. Project managers can leverage the findings to implement best practices in recruitment, training, and employee engagement, thereby boosting employee productivity and morale. For the broader community, improved performance of income-generating projects leads to increased social and economic benefits, reinforcing the church’s role in community development and support. The leaders and managers of the Church’s income generating projects stood a better chance of understanding their critical roles towards the performance and sustainability of the church projects.

The study was also desired to be of great importance to stakeholders in different dioceses and religious institutions, the hierarchy of the Church such as Bishops, priests, deacons, pastors, men and women superiors of different religious congregations, to realize the gains of good HRM practices. It enabled them to manage their institutional projects well and also saw the need to train some persons to become experts in human resources management. The study offered a great value to the employees since good wage and salary administration brings out the best in employees, giving them more chances of job security, employee retention, motivations and good remunerations. Knowing fully well that the church projects contributed positively to a high population of the labour force in the society, its good performance and sustainability was not only beneficial to the Catholic Church of Nnewi, but also added value to the lives of the faith community and improved the economy of the state (county).

Conceptual Framework

The study was guided by the following conceptual framework.

Independent Variables

Dependent Variable

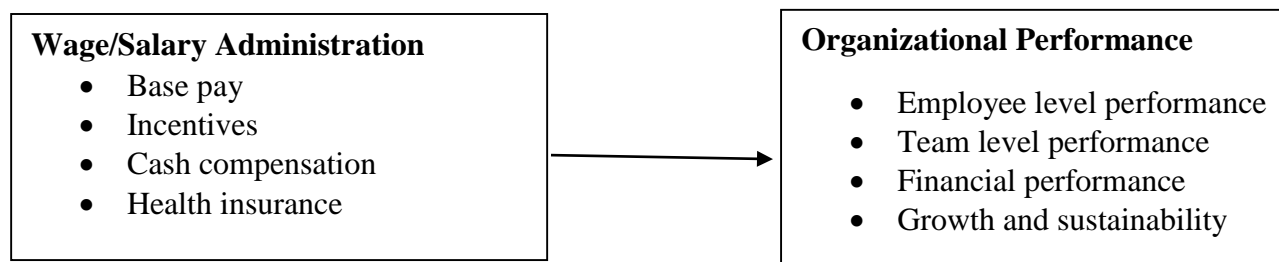


Figure 1: Conceptual Framework

Source: Adopted from literature review

According to the conceptual framework, through effective wage/salary administration under the dimensions of base pay, incentives, cash compensation and health insurance, the employee level performance, team level performance as well as financial performance of income generating projects could be enhanced.

Literature Review

Wage/Salary Administration and Organizational Performance

Makhdooni and Nika (2017) study in Delhi sought to explore the influence of educational Wages and salaries administration across the public and private sectors is considered as part of the overall pay packages (Aswathappa, 2018). Wages and salaries are intended to entice, retain, and inspire workers to give their best effort. These remuneration plans guarantee the employees' ongoing collaboration (Mabaso & Dlamini, 2021).

Hameed, Ramzan, and Zubair (2019), looked at how remuneration affected employee performance. To find out the respondents' thoughts on issues like indirect remuneration, pay, salaries, and employee performance, a questionnaire was developed. For the purpose of gathering data, about 45 banks were included. The full-time working staff in banks were given 200 questionnaires, and 200 were chosen at random. SPSS 17.0 was used to perform correlation and regression analyses on the collected data. The findings show that salaries and pay have a favourable impact on employee performance.

According to Ali and Anwar (2021), implementing a performance-based compensation system can increase an employee's drive to deliver their best work. This can be a useful strategy for balancing a worker's desire to earn more money in bonuses with the goals of the business. If the employee knows he will receive higher compensation for achieving a goal set by his manager, he or she is more likely to go above and beyond expectations (Hameed & Zubair, 2019). Again, Edirisooriya (2021), identified a number of characteristics as the most successful tactics for luring, inspiring, and keeping knowledge workers, but the earnings and salary package came in top place on the list of elements that attract knowledge workers. One of the most important human resource management practices is compensation strategy because it has an impact on an organization's productivity and development (Hameed & Zubair, 2019). Thus, businesses need to include sensible employee compensation in their business goals and objectives (Mabaso & Dlamini, 2021).

In a quantitative study on the impact of wage/salary administration on employee performance in the ministry of internal security; A case of Pittsburgh steelers company, Gibson (2018) observed that it is crucial to take salary systems into account when it comes to attracting, motivating, and keeping a workforce in an organization capable of improving performance. Additionally, when fundamental pay decisions are made behind closed doors and results in pay inequalities, workers are not motivated (Ali & Anwar, 2021). With special reference to Sony Sugar Company Limited in Kenya, Wesonga et al. (2019), explored salaries and wages administration as a technique for enhancing employee performance in an organization. The produced data were examined using the Chi-square method. According to the report, managing salaries and pay is a crucial component of any successful firm. The study also discovered that salaries and pay help employees in an organization to perform better.

Harare in Zimbabwe served as the study's focal point from 2016 to 2020 as Sazane and Theresi (2021), looked into the effects of salary incentives and fringe benefits on the productivity of workers in the Church projects in Zimbabwe. In order to analyze the data, descriptive statistics like frequency and percentage were used. The study indicated that low productivity of workers in Church projects in Harare was caused by irregular and inadequate wages/salaries, low level of fringe benefits, and absence of collective bargaining mechanism. The study also discovered that both monetary and non-monetary rewards play a strategic role in boosting output and achieving high levels of organizational performance.

Babagana and Dungus (2018), investigated Ramat Polytechnic as the study's focal point in examining wages and salaries administration as a motivational strategy in Nigerian organizations. The study went one step further and made a distinction between unpaid and paid work, as well as the potential impact of wages and compensation on individual effort and commitment to the accomplishment of company goals and objectives. A self-made questionnaire was used in the investigation. Chi-square analysis was used to examine the data. The study discovered that salaries and compensation in Nigerian organizations have a substantial impact on employee performance and are used as a motivational factor. Moreover, Sajuyigbe et al. (2021), looked into the effects of pay and fringe benefit increases on workers' productivity at the chosen manufacturing industries in Ibadan, Nigeria. The data was analyzed using frequency and percentage. The study's conclusions confirmed

that higher wages in the chosen manufacturing enterprises considerably boost output and performance. The study also shows how monetizing fringe benefits greatly improved worker productivity, enhancing employee job satisfaction and the organization's performance levels.

Research Methodology

A descriptive research design was adopted in this study. By utilizing a descriptive survey that incorporated quantitative approach, the research design allowed for a comprehensive analysis of how HRM practices influence organizational values, culture, and performance. The target population was based on three main income generating projects of the Catholic Diocese of Nnewi run by 105 members of staff who were the respondents. Thus, the unit of analysis was the Catholic Diocese of Nnewi, Nigeria. The units of observation were employees of Our Lady of Lourdes Hospital Ihiala, Chukwunenye Petrol Station and Our Lady of Assumption Farm. In this case, both the management team and the individual employees formed the observational unit. The nine-person management team was made up of the directors of the three institutions under study, as well as the heads of the administration, finance, and human resource departments. The individuals were chosen because each of them has a significant responsibility within the group and could offer knowledge that is pertinent to the study. Gill and Johnson (2018), contend that there is no point in sampling from a tiny population. As there are three projects in this study and a total of 105 employees, a census was done and all of them were examined.

This study used both primary and secondary data sources. Questionnaires were used to obtain the primary data while secondary data was collected from published journals. The researcher obtained a research permit from the bishop of the Diocese of Nnewi to collect data.

The data was analyzed using the Statistical Package for Social Sciences (SPSS version 25). Descriptive statistics was summarized by calculating percentages and frequencies and presented using pie charts, frequency tables and graphs. The study also used inferential statistics in form of multiple regression analysis to measure the strength of a linear association between wage/salary administration variable and organizational performance variable.

Results and discussion of findings

Proper Wage/Salary Administration

The study sought to find out whether the organization carried out wage/salary administration properly and the results are presented in Figure 2.

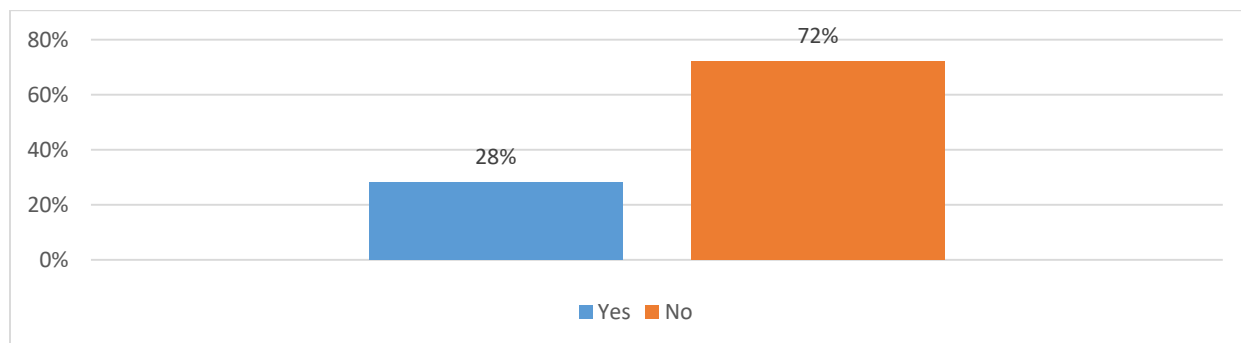


Figure 2: Wage/Salary Administration in the Organization

Figure 2 shows that majority of the respondents (72%) disagreed that the organization carried out proper wage/salary administration while the remaining 28% agreed. It showed that the management was not able to ensure that all the wages were well administered to the employees. The findings are corroborated by Kumari and Malhotra (2018), who argued that good wage and salary administration takes a central place in employee’s motivation and optimum performance which is largely transmitted to the organizational performance.

Offering of Competitive Salary Package Based on Experience and Qualifications

The researcher was also interested to find whether the organization offered a competitive salary package to the employees based on experience and qualifications and the results are presented in Figure 3.

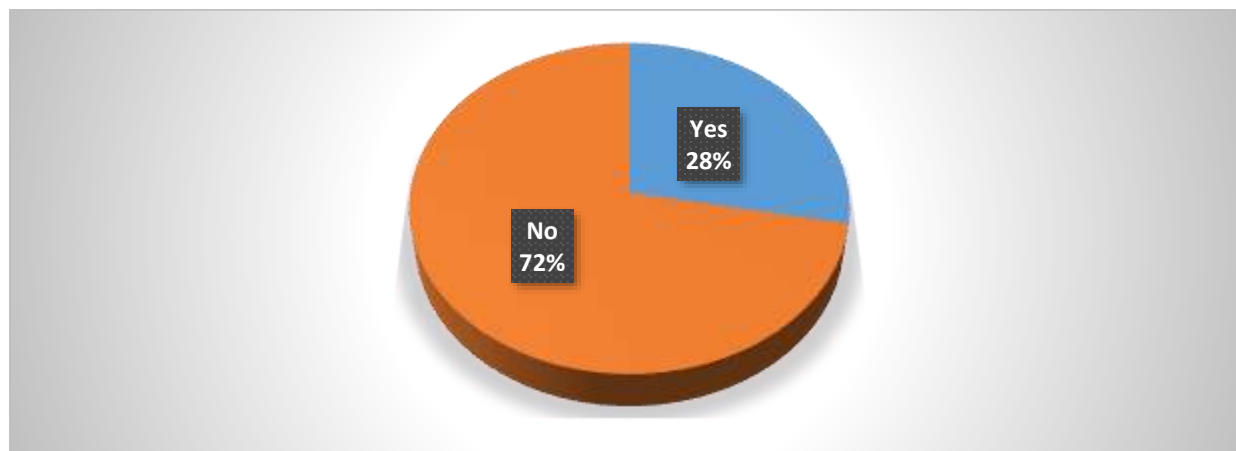


Figure 3: Offering of Competitive Salary Package Based on Experience and Qualifications

Figure 3 shows that majority of the respondents (72%) disagreed that the organization offered a competitive salary package based on experience and qualifications while the remaining 28% agreed with the statement. The indication points to the fact that despite administering wages, the salary package to the employees was not competitive. The findings are related to those of Ali and Anwar (2021), who established that implementing a performance-based compensation system can increase an employee's drive to deliver their best at the place of work.

Effectiveness of the Wage/Salary Administration on the Organization

The study sought to find out how effective the wage/salary administration was in the Catholic Diocese of Nnewi and the results are presented in Figure 4.

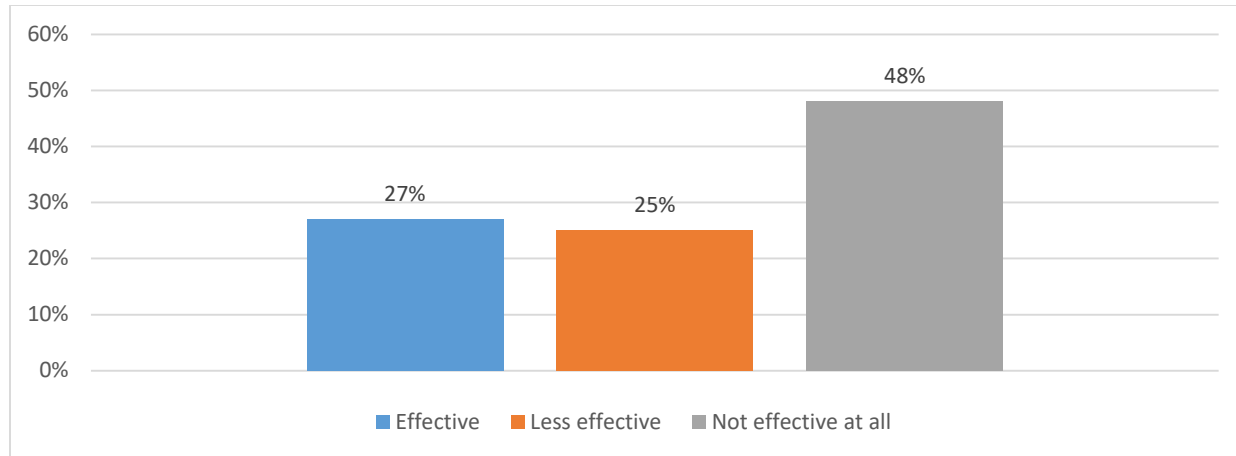


Figure 4: Effectiveness of the Wage/Salary Administration in the Organization

Figure 4 shows that most of the respondents (48%) indicated that the wage/salary administration was not effective at all while 27% indicated that it was effective. Further, 25% of the respondents indicated that the wage/salary administration was less effective. The indication points out that the employees were not satisfied with how the wage/salary was administered, thus making it ineffective. The findings are in line with those of Aswathappa (2016), who noted that every company must consider feasibility when deciding how much to pay employees in wages and salaries so as to enhance effectiveness, such that even the lowest sum will tend to cover the employees' basic needs.

Effect of Wage/Salary Administration on Organizational Performance

The researcher was interested with the extent to which the respondents agreed or disagreed with various statements on wage/salary administration in the Catholic Diocese of Nnewi, Nigeria. A five-point Likert scale was employed, with 1 indicating to a great extent, 2 indicating to some extent, 3 indicating at moderate extent, 4 indicating to a small extent, and 5 indicating not at all. The results are presented in Table 1.

Table 1: Effect of Wage/Salary Administration on Organizational Performance

Items	To a great extent (%)	Some extent (%)	Moderate extent (%)	Small extent (%)	Not at all (%)
The wage/salary structure has enabled the organization to attract and retain suitable, qualified and experienced staff	30	18	-	52	-
Wage rates of job categories are consistent so as to motivate employees to perform well	27	18	3	52	-
The wage/salary structure keeps the employees satisfied and curbs labour turnover in the organization	21	6	47	26	1
The wage/salary structure has enabled the organization to avoid favouritism and biasness when rewarding employees	6	38	13	21	22
The wage/salary structure projects a good image of the organization to the public	-	70	22	7	1

Items	To a great extent (%)	Some extent (%)	Moderate extent (%)	Small extent (%)	Not at all (%)
The organization pays its employees on time	-	11	38	5	46

Source: Research data, 2024

According to Table 1, 52% of the respondents indicated that the wage/salary structure enabled the organization to attract and retain suitable, qualified and experienced staff to a small extent; 30% to a great extent and 18% to some extent. Most of the respondents (52%) indicated that the wage rates of job categories were consistent so as to motivate employees to perform well to a small extent; 27% to a great extent; 18% to some extent and 3% to a moderate extent. In addition, 47% of the respondents indicated that the wage/salary structure kept the employees satisfied and curbed labour turnover to a moderate extent; 26% to a small extent; 21% to a great extent; 6% to some extent and 1% not at all. The respondents (38%) indicated that the wage/salary structure had enabled the organization to avoid favouritism and biasness when rewarding employees to some extent; 22% indicated not at all; 21% to a small extent; 13% to a moderate extent and 6% to a great extent. In addition, majority of the respondents (70%) indicated that the wage/salary structure projected a good image of the organization to the public to some extent; 22% to a moderate extent; 7% to a small extent and 1% indicated not at all. About 46% of the respondents indicated that the organization did not pay its employees on time; 38% indicated to a moderate extent; 22% to some extent and 6% to a small extent.

The indication points out that the wage/salary administration in the Catholic Diocese of Nnewi was not satisfactory as the rates were not consistent with the job categories, it did not effectively enable the organization to avoid biasness and the employees were not paid on time. The findings are consistent with those of Aswathappa, (2016) who asserted that wages and salaries should not only be sufficient for workers in Nigeria but also demonstrate some degree of equality. Another study by Sazane and Theresi (2021), also indicated that low productivity of workers in Church projects in Harare was brought on by irregular and substandard wages and salaries, low levels of extra benefits, and a lack of a system for collective agreement. The findings are also supported by those of Ali and Anwar (2021), who found that when fundamental pay decisions are made behind closed doors and results in pay inequalities, workers are not motivated and this affects the organizational performance.

Multiple Linear Regression Analysis

The researcher also used multiple regression analysis to establish the effect of wage/salary administration practices on the performance of church income generating projects in the Catholic Church of Nnewi and the results are presented in Tables 2.

Table 2: Multiple Linear Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.983(a)	.966	.964	.20781

a) Predictors: (Constant), wage/salary administration

Source: Research data, 2024

Table 2 showed that the R value of 98.3% indicated that there is a relationship between the independent variable and the dependent variable. The R square value of 0.966 implying 96.6% of the variance in the dependent variable is explained by the independent variables in the model of the variability in the success of the organizational performance is accounted for by the explanatory variable in the organization while the remaining percentage could be attributed to the random fluctuation on other unspecified variables. The model was significant as $p < 0.05$. These results fall in line with those of Accra and Arugu (2019), who established that different HRM practices, either singly or in combination, are always associated with improved organizational performance. This could explain why there was a variance shared between wage/salary administration and organizational performance of church income generating projects in the Catholic Church of Nnewi, Nigeria.

A one-way between subject’s ANOVA was conducted to compare the effect of wage/salary administration approaches on the performance of church income generating projects in the Catholic Diocese of Nnewi. The results are as shown in Table 3.

Table 3: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.546	4	25.636	593.620	.000(a)
	Residual	3.628	84	.043		
	Total	106.174	88			

a) Predictors: (Constant), wage/salary administration

b) Dependent Variable: organizational performance

Source: Research data, 2024

Table 3 showed that the p-value was 0.000 which was lesser than alpha value 0.01. This was an indication that the data was ideal for making conclusions on the population parameters as the value of significance was less than 0.005. The F statistic was significant at F (593.620) and a small significance level ($P < .000$) two tailed, indication that the four predictor variables were not equal to each other and could be used to predict the dependent variable organizational performance. Hence, the model was a good descriptor of the relation between the wage/salary administration practice variables and organizational performance. Therefore, each of the predictor variables according to the study contributed differently towards the performance of church income generating projects in the Catholic Diocese of Nnewi, Nigeria. The findings can be likened to those of Kumari and Malhotra (2018), which demonstrated the positive effects of HRM practices on organizations' performance.

Further examination of the coefficients yielded data as shown in Table 4.

Table 4: Regression Coefficient Results

		Nonstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta	t	Sig.	
1	(Constant)	.055	.070		.789	.432	
	Wage/salary administration	.303	.076	.237	3.971	.000	

a) Dependent Variable: Organizational Performance

Source: Research data, 2024

The coefficient results showed that there was a positive and significant relationship between wages/salary administration and organizational performance ($t=3.971$; $p=.000$; $Beta=0.237$). It means that a unit change in wages/salary administration leads to an increase of 0.237 units in the performance of the income generating projects in the Catholic Diocese of Nnewi. These results are supported by those of Ramzan, and Zubair (2019), which showed that salaries and pay have a favourable impact on performance. They are also in line with those of Wesonga et al (2019), which discovered that salaries and pay had a positive relationship with organizational performance. The coefficient results also showed that performance management had a positive and significant effect on organizational performance ($t=8.550$; $p<0.000$; $Beta=0.655$).

Summary of Findings

The findings on the effect of wage/salary administration on organizational performance reveal mixed outcomes. According to the findings from the analyzed data, 52% of respondents indicated that the wage/salary structure enabled the organization to attract and retain qualified staff only to a small extent, with 30% acknowledging a great extent and 18% to some extent. This suggests that wage/salary administration in the income generating projects of the Catholic Diocese of Nnewi has limited effectiveness in maintaining a skilled workforce. Additionally, 52% of respondents felt that the wage rates were consistent enough to motivate employees to a small extent, with 27% believing it had a significant impact. Only 3% thought the impact was moderate, highlighting inconsistency in perceived motivational benefits. Regarding employee satisfaction and labour turnover, the results showed that 47% of respondents felt the wage/salary structure moderately satisfied employees and reduced turnover, while 26% believed it had a small effect, and 21% saw a great effect.

This indicates moderate success in employee retention through salary structure. However, findings from the results showed that 38% of respondents felt the wage/salary structure only somewhat helped avoid favouritism and bias, with 22% feeling it had no impact at all. Furthermore, the results of the findings showed that 46% of respondents reported that the organization did not pay employees on time, and 38% indicated timely payments only to a moderate extent, pointing to significant administrative inefficiencies. The overall indication is that wage/salary administration in the Catholic Diocese of Nnewi was unsatisfactory, with inconsistent rates, ineffective bias avoidance, and delayed payments. These findings align with Aswathappa (2016), who emphasized the need for equitable wages in Nigeria, and similar studies by Sazane and Theresi (2021) in Harare, and Ali and Anwar (2021), which linked poor wage practices to low productivity and low organizational performance. Thus, inadequate wage/salary administration detrimentally impacts organizational performance and employee motivation.

Conclusion

The study concluded that there was a positive relationship between wage/salary administration and organizational performance. It was also concluded that the organization seems not to offer a satisfactory salary package commensurate with the qualifications of the employees identified to fill the job position. The study also concludes that the wage/salary administration was not effective and this hindered its chances of attracting and retaining qualified and experienced staff. The study also concluded that there was inconsistency on the wage rates based on job categories which demotivated the employees. There were equally some delays experienced in paying the employees.

Recommendations

The study recommends that the management of the income generating projects should ensure that wage/salary administration is pegged on job categories and should be paid on time. Further, as the study was carried out in the Catholic projects, it is suggested that future studies could also be carried out in the income generating projects of other denominational churches.

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