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## Reward Management and Employee Performance of Selected Food and Beverages Manufacturing Companies in Lagos State, Nigeria

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### **Abstract:**

*This study evaluates the effect of reward management on employee performance of selected food and beverages manufacturing companies in Lagos State, Nigeria. Reward management was measured using Pay, Recognition, while Employee Performance was measured using Employee Productivity, Job Satisfaction. In the manufacturing industry, the performance of the food and beverages manufacturing companies has been relatively poor. The food and beverages companies do not always follow the reward plans and programs. Therefore, prevailing issues such as poor payment plan, lack of employee recognition, resulting in low employee productivity, job dissatisfaction causing an increase in business failure.*

*The population of this study consist of employees of the five selected food and beverages manufacturing companies quoted on the Nigeria stock exchange market (Cadbury Plc, Unilever Plc, Dangote Sugar Refinery, PZ Cussons, Honeywell Plc) which amounts to six thousand and twenty-six employees. The study used survey research design, with the sample size of 519 which was determined with the use of Taro Yamane formula from the population of the study. A well-structured questionnaire was validated, data was analyzed using descriptive statistics and simple linear regression analysis using aid of Statistical Package for Social Sciences (SPSS) version 25.0 software to test the hypotheses. The Cronbach's alpha reliability of the scale for all the variables were greater than 0.70.*

*Findings revealed that there was a statistically positive significant effect of pay and employee productivity of selected food and beverages manufacturing companies in Lagos State ( $\beta = 0.105$ ,  $t = 5.302$ ,  $r = 0.254$ ,  $r^2 = 0.065$ ,  $p < 0.05$ ); a significant effect of recognition and job satisfaction ( $\beta = 0.244$ ,  $t = 7.536$ ,  $r = 0.350$ ,  $r^2 = 0.123$ ,  $p < 0.05$ ).*

*The study concluded that reward management have a positive and significant effect on employee performance of selected food and beverages manufacturing companies in Lagos State, Nigeria. The study therefore, recommends that the Nigerian food and beverages industry should employ strategies to properly implement employee reward procedure in order to ensure that employees are committed, corporate image is increased, increased employee productivity and profitability.*

**Keywords:** Food and beverage companies, reward management, employee performance, pay, recognition, employee productivity, job satisfaction

### **1. Introduction**

In the global business environment, employees are the most important assets of the organization as its success or growth depends to a great extent on their effective and efficient contributions. Therefore, reward is seen as one of the strategies that successful companies adopt to retain top performing employees and maintain a highly motivated workforce. Employee performance is the main factor in ensuring that the organization is run smoothly and successfully. Without an improvement in employee performance, organizations will not be able to move forward. Improvement in employee performance is needed in times when competition is on the increase and organization are engaging in strategies to pull good employees from other organizations to theirs. Good reward management will improve employee performance. Most organizations consider human capital as being their main asset, capable of leading them to success but if not managed properly, to decline (Bartol & Martin, 2016). This implies that, if employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success. Many factors have been observed to affect employee performance such as: working conditions, employer relationship, training and development

opportunities, job security, and organization's overall policies and procedures for rewarding employees (Omokorede, 2017). These factors when managed well especially in the food and beverage sector will have positive implications however when managed in wrong manner will have negative implications on the employee performance.

The degree to which the human resources of an organization are utilized effectively depends on a number of factors, among which are their skills, knowledge, and the level of motivation to put them into judicious use (Aborisade & Obioha, 2016). Hence, it is imperative for organizations to maximally employ various motivational factors, such as reward to encourage the right attitude and morale from employees to generate the needed level of job commitment for the attainment of the pre-determined objectives (Aborisade & Obioha, 2016). Due to the aforementioned issues, there is pressure on the organization to improve rewards so as to enhance the lives of the employees. Although advancement in technology has caused most organizations to be more and more technology driven (Ajami & Arab-Chadegani, 2014); but the movement of technology has not reduced the value of employees in an organization because technology requires human beings to operate and these humans will have to be rewarded adequately for their performance on the job.

In the Nigerian food and beverages sector environment, employee performance equally plays an important role in ensuring that organizations move forward although the level has not been as expected (Nwoye, 2014). Salihu, Salihu and Musa (2016) reports that employee performance in the Nigerian setting is a function of culture, motivation and well-planned organizational structure and processes. They further opined that effective employee performance is a function of job satisfaction, effective employee relations and proper understanding between management and employees. Employee performance as a measure of the morale of employee, effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer.

### 1.1. Objective of the Study

The main objective of this study is to examine the effect of reward management on employee performance of selected food and beverages manufacturing companies in Lagos State, Nigeria. The specific objectives are to:

- Examine the effect of pay on employee productivity of selected food and beverages manufacturing companies in Lagos State, Nigeria.
- Evaluate the effect of recognition on job satisfaction of selected food and beverages manufacturing companies in Lagos State, Nigeria.

### 1.2. Research Questions

The proposed study would answer the following research questions:

- What is the effect of pay on employee productivity of selected food and beverages manufacturing companies in Lagos State, Nigeria?
- What is the effect of recognition on job satisfaction of selected food and beverages manufacturing companies in Lagos State, Nigeria?

### 1.3. Research Hypotheses

The hypotheses for the proposed study are as follows:

- H<sub>01</sub>: Pay has no significant effect on employee productivity of selected food and beverages manufacturing companies in Lagos State, Nigeria.
- H<sub>02</sub>: Recognition has no significant effect on job satisfaction of selected food and beverages manufacturing companies in Lagos State, Nigeria.

## 2. Literature Review

### 2.1. Reward Management

To Armstrong (2013), reward system refers to all the employer's available tools that may be used to attract, retain, motivate and satisfy employees. According to Kolly (2014), it is the material and psychological pay-off for performing and satisfaction can be improved by properly administered reward. It must be noted that all workers who devote their time to worthy causes expects to be rewarded in some way or the other for their efforts or contributions, he added. Thompson (2012) defined reward as appreciation in cash or in kind given to employees for their extra contributions to the organization.

Agwu (2012) defines reward system as any process within an organization that encourages, reinforce or compensate people for taking a particular set of action. In other words, organizational rewards system refers to ways and modalities (qualities) by which workers in organization can be motivated and stimulated to put more interest and effort that will lead to attainment of the organizational goals for the success and the good of the organization.

### 2.2. Pay

Pay have been looked into based on different forms as either salaries or wages as well as bonuses and incentives. Different definitions have been advanced on salaries and wages usually to show the differences that exist between both terms. Braton, Fitch & Gold, (2013) basic salary is a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for productivity. Wage refers to payment to manual workers, always calculated on hourly or piece rates. Surbhi (2015) also defined salary as a fixed amount paid to the employees at regular intervals for their performance and productivity whereas wages are the hourly- based payment given to the labour

for the amount of work finished in a day. He further argued that while salaried persons are generally said to be doing 'white collar office jobs' which implies that an individual is well educated, skilled and is employed with some firm and holds a good position in the society, whereas the waged person are said to be doing 'blue collar labour job' which implies that an individual is engaged in the unskilled or semi-skilled job and is drawing wages on a daily basis. One purpose of a person as an employee of a company is to earn income in the form of wages or compensation. Received wages to meet basic needs such as food, clothing and housing.

Fapohunda (2012) defines pay simply as the exchange between employees and their employer. The concept of pay emanates mainly from the fact that it provides income to workers and at the same time constitutes an important cost item to the employer. Pay is one of the most important reasons for which people come to work and continue to work. It satisfies the wants and needs of the employee thus, employers and human resource managers have relied on the motivational power of pay (money) to attract, motivate and retain employees (Nwokocho, 2016).

### 2.3. Recognition

Recognition as a concept is the acknowledgement, appreciation or approval of the positive accomplishments or behaviours of an individual or team (Caligiuri, Lepak, & Bonache, 2010). Recognition is a way of adequately identifying employees and teams for acknowledgement or praise (Victor & Hoole, 2017). It is often given to employees as a compliment to their high level of performance or accomplishment in organizations. Recognition as an intrinsic recognition is defined as ratification, confirmation or an acknowledgment that something done by another person in one's name and one's authority (Danish & Usman, 2010).

Recognition is a timely formal or informal acknowledgement of a person's or team's behavior, effort or business result that supports organization's goals and values and which has clearly been beyond normal expectations. This is supported by Alam, Shaheed, Sahabuddin and Akter (2013) who views recognition as the identification and acknowledgement given to employees for something. This suggests that recognition is an appreciation of employee's contribution to their organizations. The basic purpose of recognition is to define a system of pay and communicate it to the employees so that they can link their compensation to their performance which will eventually lead to employee's job satisfaction (Danish & Usman, 2010).

### 2.4. Employee Performance

Employee performance is a core concept within work and organisational psychology (Sonnentag & Frese, 2012). Despite the great importance of the individual employee performances and the widespread investigation into the correlation between job performance and organisational outcomes, very little effort has been put into developing a comprehensive definition for the construct and providing clarification on the metrics for its measurements. Shahzadi, Javed, Pirzada, Nasreen and Khanam (2014) describe employee performance to involve the quality and quantity of output, present at work, accommodative and helpful nature and timeliness of output. Performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed (Afshan, Sobia, Kamran & Nasir, 2012).

Sonnentag and Frese (2012) reviewing the definitions of employee performance conceptualised two distinctive but interrelated dimensions to it: action (or behavioural aspect) and an outcome aspect. The action or behavioural pertains to what the individual does at work that is relevant towards achieving the organisational goals, while the outcome aspect relates to the consequences of result pertaining to active behaviour or action. The implication therefore is that Organisations are in need of employees possessing both attributes – which involves the capacity to meet up with the job demands and tailoring their efforts towards in such a way as to deliver products and services that enables the organisation to actualise its objectives as well as gaining competitive advantage.

### 2.5. Employee Productivity

According to Sharma and Sharma (2014), employee productivity is based on the amount of time that an employee is physically present at his/ her job, besides the extent to which he/ she is 'mentally present' or efficiently working during the presence at the job. Companies should address such issues in order to ensure high worker productivity. Ferreira and Du Plessis (2009) indicated that productivity can be evaluated in terms of the time spent by an employee actively executing the job he or she was hired to do, in order to produce the desired outcomes expected from an employee's job description. Previous literature has clearly discussed the advantages of employee productivity which would lead to organizational success. According to Sharma and Sharma (2014), higher productivity results in economic growth, higher profitability, and social progress. It is only by increasing productivity, employees can obtain better wages/ salaries, working conditions and larger employment opportunities. Productivity is the rate at which a worker, organisation or nation turns out goods and services, the quantity produced, with the time, money and labour used to produce them (Hornby, 2010). Hence, productivity ratios indicate the extent at which organizational resources are effectively and efficiently used to produce desired outputs. Efficiency takes into account the time and resources required to execute a given task. Therefore, it can be concluded that effectiveness and efficiency are significant predictors of productivity.

### 2.6. Job Satisfaction

Job satisfaction is described as how contented an individual is with his or her job (Kabir, 2011). According to Jehanzeb (2012) job satisfaction is a sensation the employees have about their work environment and their expectation towards work. Therefore, job satisfaction can be recognized as one's desires or values from a job. Khalid, Salim and Loke (2011), suggested that employees can be satisfied with some elements of the job and simultaneously dissatisfied with

others. Priya and Eshwar (2014) mentioned that different types of satisfaction will lead to different intentions and behaviours that arise from different types of motivation in getting different types of rewards.

Job satisfaction has received considerable amount of attention from organizational behaviour researchers and human resource management in recent years. Part of the interest in job satisfaction is due to the correlation that exists between satisfaction and employee behavior. Thus, Kabir (2011) asserts that job satisfaction is a very important aspect of human resource management because it impacts on the relationships among different work experiences, values and rewards that involve their employees. This suggests that, the more satisfied employees are, the less likely for them to leave their employers, have lower rates of absenteeism and have higher productivity.

Similarly, Illies, Nahrgang and Morgeson (2007) describe job satisfaction as an attitude that relates to overall attitudes towards life, or life satisfaction as well as to service quality. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear because satisfaction is not the same as motivation. Job satisfaction is based on several fundamental factors, among which are the extent that personal job values are compatible with the values and goals of the organization, whether the reward is perceived as a fair compensation for performance, and whether or not rewards are perceived of as being applicable or dependent on performance.

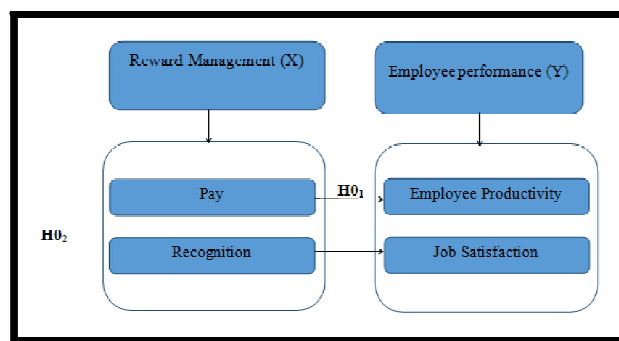


Figure 1: Researcher's Model

### 3. Methodology

The study adopted a cross-sectional survey design, the population was 6,026 which comprise employees of 5 selected food and beverages manufacturing companies in Lagos state. The sample size of 519 was determined from the population using the Taro Yamane (1967) formula. A well-structured and validated questionnaire was used as the instrument for the study. Stratified sampling techniques was used to select the sample for the study. The data was collected using the primary method and was analyzed using using descriptive statistics and simple linear regression analysis which was carried out with the aid of Statistical Package for Social Sciences (SPSS) version 25.0 software to test the hypotheses.

### 4. Results and Discussions

#### 4.1. Restatement of Research Objective One

Evaluate the effect of pay on employee productivity of selected food and beverages manufacturing companies in Lagos State, Nigeria.

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	23.892	0.410		58.244	0.000
	Pay	0.105	0.020	0.254	5.302	0.000
a. Dependent Variable: Employee Productivity						
r = 0.254, r <sup>2</sup> = 0.065, F (1, 406) = 28.107 p < 0.05						

Table 1: Model Summary

Source: Field Survey, (2020)

Table 1 shows that pay have a positive significant effect on employee productivity of selected food and beverages manufacturing companies in Lagos state, Nigeria ( $\beta = 0.105$ ,  $t = 5.302$ ,  $r^2 = 0.065$ ,  $p < 0.05$ ). The  $r$  value for the regression model is 0.254 which shows that pay has a weak positive significant relationship with employee productivity. Furthermore, the  $r^2$  value for the regression model is 0.065 which indicates that pay shares a variation of 6.0% of employee productivity of selected food and beverages manufacturing companies in Lagos State Nigeria, while the remaining could be attributed to other factors not included in the model.

## 5. Discussion

The study evaluates the effect of Pay and Employee Productivity of selected food and beverages manufacturing companies in Lagos State, Nigeria. The results of the regression analysis for the effect of pay on employee productivity of selected food and beverages manufacturing companies in Lagos State, Nigeria provided an overall significant view. The study revealed that of pay has a weak but positive and significant effect on employee productivity of selected food and beverages manufacturing companies in Lagos State, Nigeria.

In concept, Pay is one of the most important reasons for which people come to work and continue to work. It satisfies the wants and needs of the employee thus, employers and human resource managers have relied on the motivational power of pay (money) to attract, motivate and retain employees (Nwokocha, 2016). According to Sharma and Sharma (2014), employee productivity is based on the amount of time that an employee is physically present at his/ her job, besides the extent to which he/ she is 'mentally present' or efficiently working during the presence at the job.

The study is consistent with empirical finding of several studies such as Fapohunda 2012; Vijayakumar & Subha, 2013; Malik, Danish & Munir 2012 findings present a positive relationship between pay and employee productivity and inferred that employee pay is critical to employee productivity. Lai and Su (2012), Daljeet, Manoj and Dalvinder (2011) established that pay is a significant factor in encouraging improved employee productivity. These studies though conducted in different areas and by different researchers with different orientations, yet it was established that pay is a positive factor. In contrary, Alam, Waseef and Murad (2015) revealed that pay alone does not impact on employee productivity, instead there are other variables that are more important in predicting employee productivity. Based on this contrary finding, this study therefore accepts the null hypotheses ( $H_{01}$ ) which states that pay have no significant effect on employee productivity of selected food and beverages manufacturing companies in Lagos State, Nigeria.

### 5.1. Restatement of Research Objective Two

Establish the effect of recognition on job satisfaction of selected food and beverages manufacturing firms in Lagos State, Nigeria.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.878	0.650		27.512	0.000
	Recognition	0.244	0.032	0.350	7.536	0.000
a. Dependent Variable: Job Satisfaction						
r = 0.350, r <sup>2</sup> = 0.123, F (1, 406) = 56.791, p < 0.05						

Table 2: Model Summary  
Source: Field Survey, (2020)

The result presented in table above shows that recognition has a positive significant effect on job satisfaction of selected food and beverages manufacturing firms in Nigeria ( $\beta = 0.244$ ,  $t = 7.536$ ,  $r^2 = 0.123$ ,  $p < 0.05$ ). The  $r$  value for the regression model is 0.350 which shows that recognition has a weak positive significant relationship with job satisfaction. Furthermore, the  $r^2$  value for the regression model is 0.123 which indicates that recognition shares a variation of 12.3% job satisfaction of selected food and beverages manufacturing firms in Lagos State, Nigeria, while the remaining could be attributed to other factors not included in the model. This finding is supported by a positive and significant unstandardized  $\beta$  coefficient ( $\beta = 0.244$ ,  $t = 7.536$ ,  $p < 0.05$ ).

Conceptually, Alam, Shaheed, Sahabuddin and Akter (2013) views recognition as the identification and acknowledgement given to employees for something. This suggests that recognition is an appreciation of employee's contribution to their organizations. Recognition as a concept is the acknowledgement, appreciation or approval of the positive accomplishments or behaviours of an individual or team (Caligiuri, Lepak, & Bonache, 2010). According to Jehanzeb (2012) job satisfaction is a sensation the employees have about their work environment and their expectation towards work. Therefore, job satisfaction can be recognized as one's desires or values from a job.

The study is consistent with empirical finding of several studies such as Yaseen (2013), Tausif (2012), Dugguh, and Ayaga (2014), Ali and Ahmad (2009) findings show that recognition plays a significant role in ensuring that employees remain satisfied in the organization. In contrary, Omolayo and Owolabi (2007) study revealed that no significant difference existed in the satisfaction of employees and recognition as they were more focused on monetary rewards. Noor (2013) found that recognition has an insignificant correlation with employee's satisfaction in his study. Based on these contrary findings, this study therefore accepts the null hypotheses ( $H_{02}$ ) which states that recognition have no significant effect on job satisfaction of selected food and beverages manufacturing companies in Lagos State, Nigeria.

## 6. Conclusion and Recommendations

The study investigated the effect of reward management on employee performance of selected food and beverages manufacturing companies in Lagos State, Nigeria. The study concluded that reward management plays an important role in enhancing the employee performance of selected food and beverages companies in Lagos State, Nigeria. The study recommend that the management team of the selected companies should implement proper and prompt payment plan, recognition procedures to boost employee satisfaction. This can be done by adhering to the following

suggestions: Never underestimate the value of sharing your time and building a relationship with staff. One of the best forms of recognition is to provide opportunities for a contributing employee. Employees want to know that they have done a good job and, especially, that you noticed. You can magnify the value of the recognition provided to employees. When you recognize employees verbally, write out the recognition. This will make them feel loved and thus they become satisfied.

### 7. Limitations of the Study

The study had some limitations which can be viewed in line with the sequences used in carrying out the study. The distance to the study areas was a limitation which was mitigated with the use of research assistants. Also, the managers of the enterprises did not fill out the questionnaire immediately which posed a limitation for quick collection of data. The use of primary data can be subjective since its analysis is based on the opinions of individuals which can change overtime.

The method of data analysis used in this research work includes the descriptive statistics and the inferential statistics. The limitation of descriptive analysis is that it only allows for summations of individuals which have actually been measured. Data collected cannot be used to generalize other people. The limitation of inferential statistics is that there can be some level of uncertainty of data of a population not fully measured since it is based on the concept of values measured in a population.

The major challenge of the study was non-responses of the respondents. This was mitigated through the use of a research assistant in explaining all the items that needed clarification by the respondents.

### 8. Suggestions for Further Studies

Arising from the study, the following suggestions for future research in reward management are recommended: First, the study concentrated only on food and beverages manufacturing companies in Lagos State, Nigeria. Future research should be done in other manufacturing firms like auto part companies, flour mill companies and also in others states across the federation to ascertain how reward management affect employee performance. Further research should also be conducted to establish the influence of other dimensions of reward management not considered in this study on employee performance of food and beverages manufacturing companies.

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