REWARD SYSTEM AND EMPLOYEE PRODUCTIVITY OF SELECTED BEVERAGE COMPANIES IN SOUTHWEST, NIGERIA

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Abstract

Many organisations are fading away because their organisational reward system is not favourable to their employees and it demotivates them from putting their best into their jobs. On the other hand, some organisations mismanage their reward system, resulting in problems that lead to low productivity and low performance. The effect of the reward system on employee productivity of selected beverage companies in Southwest Nigeria was assessed using a well-structured questionnaire administered to 317 respondents who arrived at using the Taro Yamane formula (1973) and selected through a systematic sampling method from a population of 1,267employees. Only 306 copies of the 317 questionnaires distributed to employees of the beverage companies selected through the multi-stage sampling technique were used to be correctly filled. The companies were selected randomly because they are among the key players of beverage companies in Nigeria. The simple linear regression model was adopted to test the hypothesis. The beta coefficient (0.376) of the reward system, significant at $p < 0.001$ level, reveals that the reward system has a significant positive effect on employee productivity of the beverage companies and the null hypothesis was rejected. The study recommends that rewards should be fair, realistic, and given intrinsically and extrinsically.

Keywords: Reward system, Employee productivity, Beverage companies.

1. Introduction

Employee productivity is a crucial issue for an organisation; invariably, employee performance is one important factor affecting the organisation's overall growth and productivity (Khan, Karim & Jan, 2014). Productivity enables employees to achieve more in little time (Oyedokun, Oduguwa, Adeolu-Akande & Oyedokun, 2021). The right balance of employees in areas of satisfaction to economic, social, and psychological effects afford for employees to become comfortable and conducive to good spirits, higher morale, and higher productivity (Jha & DikShit, 2015). Achieving world-class performance requires more industries to boost quality, reduce costs, and improve employees' productivity, given a strengthened basis for improving real income and economic well-being by boosting the quantity and quality of output (Dilanthi, 2013).

Reward structures are at the centre of operatives' productivity, as argued by Amadi, Zeb-Obipi, Lebura & Poi (2021), and a reward framework can elevate an organisation's performance levels by stimulating guidance of workers toward organizational goals (Ejumudo, 2011). Moreover, employees want their job to be appreciated; therefore, making available the necessary rewards and benefits package would be an effective medium to attain organisational goals and ensure the continuation of the relationship with talented or valuable employees in the organisation (Saleem, 2011).
The reward is an appreciation given to employees to induce their performance and organisation's policies, fringe benefits, salary and bonuses, and promotions have induced employees to work unreservedly, putting up their best performances (Igudia, 2021; Jiang, 2009; Samuel, 2021). Unfortunately, some organisations mismanage their reward systems, resulting in problems that lead to low productivity and low performance. For example, frequent turnover in manufacturing companies in Nigeria results from poor remuneration and the loss of skilled workers who seek enhanced pay in other organisations (Ejikeme, Ifedioranma, Onyemaechi & Donatus, 2020). Also, Onuegbu & Ngige (2018) mentioned that low productivity in the output of employees in various organisations in Nigeria is due to poor employee motivation. Organisations sometimes fail to improve because managers are unsure of the problems and in contrast, those who understand such issues have no control or ability to rectify them (Okeke, Onuorah, Oboreh & Echo, 2019). Many Organisations in Nigeria do not follow employment legislation. They disregard labour laws and edicts as a yardstick for rewarding their employees, affecting employee productivity and today, organisations are fading away due to unfavourable organisational reward systems which demotivate employees from putting their best into their job (Ejikeme *et al.*, 2020; Idemobi, Ngige & Ofili, 2017).

Instead of a reward system to harmonize the interest of employees and employers by fine-tuning employees' interest in performance, the system has progressively made parallel the welfare of employees and employers, and the reward system is poorly communicated. Khawaja (2012) contends that employees are closer to their organisations and perform better when receiving healthier rewards and recognition. However, receiving inappropriate rewards that cannot inspire employees to higher organisational performance is unknown in some organisations (Vance, 2006). The preceding view gives more information to examine reward systems in beverage companies to spur the much-needed motivational drive-in employees in the companies, which are an important sector that contributes hugely to the Nigerian economy.

Therefore, determining the effect of reward system on the beverage companies' employees in the southwest of Nigeria is the focus of this study.

Hypothesis of the study

The only tested hypothesis is on the effect of reward system on the employees of the beverage companies, which is stated in the null form thus:

H_0: The reward system has no significant effect on employee productivity.

2. Literature Review

A reward is remuneration or benefits, financial and non-financial, given to an employee for executing a task (Ezigbo and Court, 2011; Eziokwu and Onuoha, 2021; Molhotra, Budhar, and Prowse, 2007). Reward systems could be an organisation's programmes to compensate employees for their performance and motivate them for higher productivity (Cook and Hunsaker, (2001). Eziokwu and Onuoha (2021) assert that reward systems are structured in a manner to compensate employees and groups and can be financial (extrinsic) and non-financial (intrinsic). However, intrinsic rewards significantly impact employee satisfaction, as argued by Rizwan, Muhammed, Ahmad, Iram & Asad (2015) but some organisations focus more on financial rewards than non-financial rewards (Chiang & Birtch, 2008). Many researchers have discovered that employees' job satisfaction is affected by both financial and non-financial rewards. An ineffective rewards system will affect employees' satisfaction, demotivate them, and affect performance (Ibrar & Khan, 2015). Reward systems are crucial for an organisation because they can attract the right employees, and keep and motivate them to attain their desired performance (Downes & Choi, 2014; Otieno, 2006). When employees feel that their services are valuable to the organisation and know there is a reward for good performances, they will be more committed (Khan et al., 2014).

The modalities put in place by an organisation to motivate and stimulate employees to show more interest and put more effort will lead to organisation goals and result in organisational success (Onuegbu et al., 2018). Hence, rewards are no longer the archaic concept of salary after a week but a holistic value scheme that the employer recommends, including compensation (consisting of base pay, incentives, benefits, work-life, health insurance) and careers development (training and development of career programmes (Gross & Friedman, 2004). A sound reward system should foster the growth and development of employees and retain talented employees from leaving the organisation (Kreitner & Kinicki, 2010).

Employees have given their best because they have feelings or trust that their efforts shall receive rewards from the organisation. However, when employees are neglected, a poorly structured organisational reward system can result in a high labour turnover, reduction in productivity, and laissez-faire attitude in the workplace (Nadia, Syed & Humera, 2011). It is, therefore, crucial for management to develop a reward system that will provide positive consequences that will contribute to the desired performance of employees for enhanced organisational growth (Ngwa, Adeleke, Agbaeze, Ghasi & Imhanrenialana, 2019). Generally, the reward system goes with actions from the viewpoint of the organisation and individuals (Karami, Dolatabadi & Rajaeepour, 2013). A reward system on the part of the organisation should be effective and efficient so that it creates maximum return to both the organisation and employees. Paying attention to the principal needs of employees and fair reward distribution inside and outside the organisation are the central principles of the reward system. Effective and timely rewards increase employees' and managers' motivation. For example, suppose employees obtain a fair reward for their ethical behaviour and a fair wage for job performance. In that case, the manager can bind employees to ethical acts (Karami et al., 2013). Likewise, suppose organisations and managers reward product quality fairly and clearly; in that case, employees will constantly be concerned about enhancing the quality of their work, resulting in better job performance (Mutjaba & Shuiab, 2010).

In the public sectors in Nigeria, reward systems are rigid, time-bound, and of pecking – order. Unlike in the private sector, an employee in the public sector who does a job of three to four people does not get a reward commensurate to his job, whether intrinsic or extrinsic (Adebisi & Oladipo, 2015). Reward system should match organisational goals, strategies, and culture and ensure that such organisation attracts and retain the right people (Allen & Killman, 2001).

Intrinsic rewards are those rewards that are related directly to job performance. They are self-granted and internally experienced payoffs. It involves a sense of accomplishment, autonomy, self-esteem, and self-actualization (Inyang 2008). Extrinsic rewards are tangible rewards from employers to employees, including pay rises, promotions, bonuses, and respective benefits. They are external to the job itself (Thomas, 2009). Extrinsic reward enhances productivity by increasing employees' commitment to goals, decreasing turnover, and attracting talented individuals (Goldsmith, Veum & Darity, 2000). Good pay attracts people to their job based on pay (Stagkovic & Luthens, 2001).

Rewards systems are not just plans and stick options but include incentives, awards, recognition, promotions, reassignment, and other non-monetary bonuses. It is a tool to increase performance and change behaviour in dissatisfied employees (Jaid & Dahivale, 2015). Over the years, the reward systems have changed from financially remunerating employees to motivating them in the workplace (Hankin, 2005). Therefore, organisational reward systems should be designed to motivate employees in terms of productivity, higher performance, commitment, and level of engagement.

2.2 Theoretical Review

Expectancy Theory

Porter and Lawler (1968) refined the expectancy theory developed by Vroom (1964). It applies to the work setting and comprises three elements: expectancy, instrumentality, and valence (Simone, 2015). The assumption is that a person is motivated by believing that; the effort will lead to acceptable performance (expectancy); such performance will be rewarded (instrumentality), and the value of a reward is highly positive (valence) (Baumann and Bonner, 2016; Swain, Kumlien and Bond, 2020). This theory explains how individuals decide on various behavioural alternatives and choose with tremendous motivational forces (M.F.) (Chiang, Jang, Cater & Prince, 2008).

$$= Expectancy\ X\ \ Instrumentality\ X\ \ Valence$$

Expectancy theory reveals that employees will be motivated to put in their best at work, believing their action will result in a good performance and that such performance will lead to rewarding, and such reward will satisfy a need for value. It also suggests that there are conditions that must be met for remuneration to become a motivation: It must be valued by employees; employees must have confidence that the attainment of goals and objectives of the organisation must result in promised rewards and belief employees that challenging goals are attainable (Belcourt 2017).

The theory is relevant because employees have personal goals they want to achieve by working in an organisation, thereby optimizing their performance expecting to be rewarded for their set goals to be met. Employees' goals can be achieved through organisational rewards or work outcomes; the relationship between organisational rewards and personal goals is essential and can enhance organisation performance when properly managed (Parijat & Bagga, 2014). Accomplishing this also requires trusting employees' capabilities and making the required performance highly challenging but achievable. Managers should have confidence in employees' ability to carry out tasks successfully by selecting people with the required skill and knowledge and providing adequate training and clarification for such jobs; managers should also create beliefs in employees that good performance will yield reward, thereby distributing valued rewards (Lunenburg, 2011). The theory has helped managers to motivate employees by aligning promises with the company's policies and management. Through the expectancy theory, it is evident that the expectations of an employee could be boosted for improved performance. Using incentives and rewards could promote the desire or willingness to do more on the part of an employee, which eventually translates to enhanced performance. Therefore, a good grasp of the theory could help managers assemble more efficient employees to accomplish their organisational goals. It can also assist managers in understanding what to do to motivate their employees effectively for the greater good of an organisation by committing to meaningful reward delivery. As good as the theory, it is hard to quantify the effort, performance, and rewards value makes it unpopular. Also, rewards are not always associated with performance as some companies base employees' rewards on education and skills possessed by an employee, therefore, making the accuracy of the expectancy theory low. Also, the effectiveness of the theory depends on managers' effectiveness in applying the theory. However, the problem is determining the exact reward value that employees would adjudge as being commensurate to their efforts by managers though arriving at the correct value can be difficult in its real sense.

2.3 Empirical Review

Oboreh & Arukaroha (2021) examined Reward Management and Organisational Performance: A study of Universities in Edo State. The population of the study was 3974 academic staff of the selected universities. The sample size was 365. The questionnaire was used to collect data and the multiple regression analytical method was adopted. Increment in salary, bonuses, recognition, and promotion significantly affects organisational performance, and Universities management was advised to regularly review their reward policies to reflect current trends.

Ngwa, Adeleke, Agbaeze, Ghasi & Imhanrenialena (2019) in their study in Cameroon on the reward system and employee performance administered a 538 copies questionnaires but used 517. Regression analysis was used to analyse data and the result reveals that profit-sharing has a significant positive relationship with employee commitment in the manufacturing firms. It was shown that employee commitment to organisational objectives could be achieved by using an appropriate reward system. It was advised that a reward system should have definite, realistic, and reliable standards that must be identified and redefined to make more significant meaning to employees.

Hoole & Hootz (2016) conducted a study on The Impact of the Total Reward System on Work Engagement. The random sampling strategy was used to administer 318 questionnaires to employees in different organisations. Descriptive statistics, exploratory factor analysis, Pearson product-multiple correlations, multiple regression and reliability, and split-half analyses were used. Total reward structures were found necessary tools in organisational strategies to boost engagement levels. Therefore, the conclusion was that organisations should pay more attention to a more customized approach of reward system that suits their organisation. Olugu et al. (2018) studied the Influence of Intrinsic and Extrinsic Rewards on Organisational Performance in Nigeria. About 137 copies of the questionnaire were administered. Multiple regression analysis was used to analyze data. Findings show that intrinsic reward contributed more to organisation performance. It also revealed that both intrinsic and extrinsic rewards significantly affect organisational performance. It recommended that managers should reward in areas such as recognition, learning opportunity, and career advancement to increase corporate goals and productivity.

3. Methods

The research design was descriptive and the population comprises selected beverage companies in Southwest Nigeria based on years of experience, proximity, and convenience. The total population was 1,267 (One thousand, two hundred and sixty-seven). 317 (Three hundred and seventeen) sample size was derived using the Taro Yamane formula. However, only 306 of the questionnaire was used due to the completeness of information from respondents. Multi-stage sampling technique was used and the first stage involved selecting Lagos and Osun States for convenience, proximity, and cost. The second stage involved randomly selecting the Local Government Areas in the states with a high concentration of beverage companies while Seven-Up Bottling Company, Ikeja, Lag,os and International Breweries, Ilesa, Osun State, were randomly selected in the third stage because they are among the key players in the beverage industries in the area and Nigeria. The fourth stage involved obtaining primary data using systematic sampling with the help of a well-structured questionnaire. Frequency and percentage, likewise, 5 points Likert scale with calibration of strongly agree (5), agree (4), neither agree nor disagree (3), disagree (2), and strongly disagree (1) and simple linear regression technique was adopted to test the hypothesis and determine the relationship between variables of interest using SPPS 26.0. Determining the questionnaire's reliability and validity was by a pilot study carried out on a separate beverage company in which 30 copies of the questionnaire were administered. The Cronbach alpha was 0.83.

4. Results

4.1 Demographic Features of Respondents

The respondents’ features revealed that 60.1% were males and 39.9% were females indicating that males are more than females in the companies. Respondent ages is from 20-30 (25.1%), 31-40 (28.2%), 41-50 (35.2%) and those who are above 50 years (11.5%). The marital status of respondents indicates that 28% are single, 69.9% are married and 1.3% belong to other categories (widow, divorced, separated). Educational qualification statistics of respondents show 52.3% have B.Sc./HND, 35.5% have NCE/OND, 9.5% have MA/M.Sc./MBA, 2.6% have G.C.E/SSCE and 0.3% has PhD.

Length of years showed that 35.5% of the respondents had spent 1-5 years in the companies, 30.4% have spent 6-10 years in the companies, 20% have spent 11-15 years in the companies, 9.1% have spent 16-20 years in the companies and 4.9% have spent above 20 years in the companies. The employee category indicates that 44.1% belong to the junior level, 52.3% belongs to the middle level and 3.6% is the top level. The table shows that a reward system can influence employee productivity because most respondents agreed to that effect.

4.2 Descriptive Analysis of Reward System (n =306)
Figures in Cells are Percentages

STATEMENTS	SA (%)	A (%)	NAND (%)	D (%)	SD (%)	Mean	Std. Deviation
Rewards are fairly distributed	26	49	18	6	2	3.92	0.895
The reward matches my work effort	22	44	23	11	1	3.74	0.953
I am satisfied with the quality/quantity of the rewards	22	41	26	11	1	3.71	0.949
The reward motivates me to perform better in my job	31	46	16	7	1	4.00	0.887
Apart from salary, my organisation gives incentives in the form of a bonus	29	48	13	7	3	3.94	0.980
Salary increment are decided on a fair manner	25	42	23	9	2	3.78	0.986
My organisation gives me recognition for good performance	23	53	15	7	2	3.89	0.891
Employees work more as a team to gain rewards	26	52	16	6	1	3.96	0.854
Rewards have a positive effect on the Job atmosphere	26	44	16	11	2	3.81	1.027
I am praised regularly for my work	26	36	24	11	3	3.72	1.059

Source: Field Survey, 2021

Key: SD = Strongly Agree, A = Agree, NAND = Neither Agree nor Disagree, D = Disagree, SD = Strongly Disagree.

The table above shows the descriptive analysis of the reward system and employee productivity with a mean that ranges between 3.71 and 3.96 and a standard deviation that ranges between 0.854 and 1.059. it reveals that the reward system has a significant effect on employee productivity.

4.3 Linear Regression Results of the Effect of Reward System on Employee Productivity of Selected Beverage Companies in Southwest Nigeria

Model $Y = \alpha_0 + \beta_1 X_1 + e_i$		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std.Error	Beta		
1	Constant	1.902	0.053		35.887	0.000
	Reward System	0.377	0.053	0.376	7.066	0.001

a. Dependent Variable: Employee Productivity
b. R = 0.376 R^2 = 0.141 F = 49.931 DF = 304

Interpretation

The table shows that the reward system has a positive relationship with employee productivity. The coefficient of the reward system is 0.376 showing that for every 1 unit increase in the reward system, there is a corresponding 0.376 increase in employee productivity. The value of R square (0.141) is the coefficient of determination, which shows that the reward system is accountable for every 14.1 change in employee productivity. The table also revealed that F-value is 49.931 and significant at 5% (F < 0.05), confirming the model's fitness.

5. Discussion of Findings

The findings of the hypothesis showed that the reward system had a significant effect on employee productivity of selected beverage companies in Southwest, Nigeria which supports the findings of Francis, Zirra & Mambula (2020) in their work titled reward system as a strategy to enhance employees' performance in an organisation. They argued that rewards have a positive effect on employees in an organisation. Furthermore, the findings of Ngwa, Adeleke, Agbaeze, Ghasi & Imhanrenialena (2019) showed a link between reward system and employee performance that creates an opportunity for using it as a motivating factor. Idemobi, Ngige & Ofili (2017) also concluded that a significant relationship exists between the reward system and workers' productivity. It was posited that a sound reward system in an organisation motivates employees to work harder. The result is also supported by Olugu et al. (2018) in the study on the influence of intrinsic and extrinsic rewards on organisational performance in Nigeria. Intrinsic and extrinsic rewards were found to have a positive and significant relationship with organisational performance, which is a function of employees ' performance. It was concluded that rewards could motivate employees to increase their performance and achieve their goals. Based on the results and supporting literature, the alternative hypothesis was accepted, affirming that the reward system significantly affects employee productivity of selected beverage companies in Southwest Nigeria.

6. Conclusion and Recommendation

The study examined the effect of reward system on employees' productivity. A significant relationship was discovered to exist between reward system and employee productivity. Reward determines what an employee is willing to offer, which directly impacts productivity. Therefore, it is recommended that reward be fair and realistic, and it should also be given in an intrinsic and extrinsic manner.

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