

Reward Management for Improved Performance of Nigerian Brewing Companies¹

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ABSTRACT

This study investigates the effect of reward management on the performance of four selected brewing companies in South East Nigeria. We adopted a descriptive survey design; generating our primary data with item structured research instrument on Likert scale from a total of 428 respondents that formed the study population and analyzed the collated data using Pearson correlation coefficient and simple regression analysis statistical tools. The findings of the study revealed that recognition/praise rewards, pay/bonus rewards, work environment, training and development have significant positive relationship with employees' performance in brewing companies in South Eastern Nigeria. Therefore, reward management has a positive effect on the performance of employees in the brewing companies in Nigeria. We recommend that management should adopt feedback mechanisms that will give them signal on the performance level of the various reward systems in use in their organizations.

Key words: Motivation, Reward Management, Employee Performance

INTRODUCTION

1.0 Background of the study

Most people look for a job that rewards them for what they can offer the organization, meaning we all want to be adequately compensated for our skills, abilities, knowledge and loyalty that we bring to a job. Being rewarded in this way seems fair, but unfortunately, this is not always achieved. When unfair treatment rears its ugly head in the workplace, so do a lack of motivation, lower performance and decreased job satisfaction appear.

Scholars have seen reward to be a vital instrument in employee performance (Nnaji-Ihedinmah and Egbunike, 2015; Ajila and Abiola, 2004; Sajuyigbe, Olaoye and Adeyemi, 2013; and Aslam, Ghaffar, Talha and Mushtaq, 2015). These studies have shown that the indicators for measuring employee performance are customer satisfaction, timeliness, absenteeism/tardiness and achievement of objectives.

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According to Armstrong, 2006; Torrington, Hall and Stephen, 2008; Hakala, 2008; Njanja, Maina, Kibet, and Njagi (2013) when an employee has surpassed his/her set targets, the employee is considered to have performed well.

These studies have shown that in Nigeria, managers failed to recognize these factors. They have equally failed to provide enabling environment which have critical effects on individual and organizational performance

Notwithstanding the possible essential nexus between rewards management and employee performance in either private/public company, it is still annoying to note that management of various organizations, particularly those of brewing company in Nigeria, hardly consider it as a critical aspect of managing employees performance (Mbah, Mgbemena, and Ejike, 2015). Olajide, (2000) opined that employee performance that is a crucial input for sustaining organizational effectiveness has been missing thus, making it very hard for companies to attain high productivity levels.

Akerele, (1991) blamed the poor productivity of Nigerian workers on employers failure to provide adequate compensation for hard work. Markova and Ford (2011) opine that “the real success of companies originate from employees’ willingness to use their creativity, abilities and know-how in favour of the company and it is organization’s task to encourage and nourish these positive employee inputs by having effective reward practices in the workplace”.

1.1. Purpose of the study

This study tries to explain the connection between rewards and employee performance in brewing companies in Nigeria. Our main purpose is to bring together stakeholders, policy makers, researchers and others who may find it useful. Policy makers need to understand the types of reward management that best motivates employees to peak performance. This understanding will enable management of organizations put up corporate strategies that will accommodate employee rewards; employees will equally be properly guided as to their expectations from their employers in order to reduce conflicts.

The broad objective of this study is to examine the effect of effective reward management on the performance of employees of Brewing companies in South East Nigeria. However, the specific objectives are:

- i. To determine the effect of recognition and praise rewards on employees’ performance in brewing companies in South Eastern Nigeria.
- ii. To identify the effect of pay and bonus rewards on employees’ performance in brewing companies in South Eastern Nigeria.
- iii. To investigate the effect of Conducive work environment on employees’ performance in brewing companies in South Eastern Nigeria.
- iv. To examine the effect of training and development on employees’ performance in brewing companies in South Eastern Nigeria.

1.2. Problem Statement

Research findings show that reward systems have the critical role in determining organization's ability to attract high potential employees and to retain high performing employees to achieve greater levels of quality and performance. The concern for employees with regard to wellbeing and creation of good work environment for enhanced staff commitment and high organizational performance achievement is of great significance to managers. Good efforts are expended by Management of organizations in ensuring that good and motivational rewards are provided to employees at all times. Nevertheless, the ugly instances of frustrations experienced by employees resulting to low performance level by firms have caused distress and collapse of Nigerian organizations. These have created a gap in industrial operations particularly in developing countries. The question therefore is "could it be that motivational packages are not appropriately administered or that they are inefficiently distributed by the management of Nigerian organization"?

The following sub- questions aim at solving the research problem:

- i. To what extent can recognition and praise rewards affect employees' performance in the brewing companies in South Eastern Nigeria?
- ii. How would Pay and pay-bonus rewards affect employees' performance in the brewing companies in South Eastern Nigeria?
- iii. Does work environment affect employee performance in the brewing companies in South Eastern Nigeria?
- iv. How can Training and Development improve employee performance in the brewing companies in South Eastern Nigeria?

2.0. Review of related literature

2.1. Conceptual Framework

2.1.1 Concept of Reward

Reward is essential and an unbreakable motivator to realize the organizational performance (Payam, Akram, Majid and Seyed, 2013). This has been adopted by different public and private sector organizations. In downsizing, for instance, doing more with reward is very important to elevate self-esteem and to establish kindness between managers and their employees (Bowen, 2000).

On the whole, the employee's insight into the reward practice clarity depends on two factors: complexity and communication. In this case, the employees need to know the relationship between the firm's goals, their supply, and the way they are rewarded; and ambiguity in this regard will decrease the motivation rewarding value. In other words, the requirement for a clear reward system includes having an obvious communication of the offer and concentration on the rewards

as well as the concerns about comprehending the methodologies, targets, and measures applied while introducing rewards (Gibbons, 1998; Ivana, Lovorka, and Nevenka (2009).

While motivation is at the heart of organizational behavior, the interactive and direct effects of extrinsic and intrinsic rewards can be the centre of motivation study. Extrinsic motivation behaviors include the actions that are extracted from external rewards, such as payment, esteem, material properties, and positive evaluations (Komaki, 1982). On the opposite side of extrinsic motivation, the intrinsic one is mentioned to exist when the behavior is done for its exclusive aim rather than to access social empowerment or material. The intrinsic motivation concept has been a significant challenge to behaviorism and has its roots in Whites (1959) Intrinsic and Extrinsic Motivation, reflectance or competence motivation. In this regard, Maslow (1943) and Alderfer (1969) addressed the same needs and statements.

2.1.2 Concept of Employee Performance

Studies by Njanja, Maina, Kibet, and Njagi (2013), management suggest the following indicators for measuring employee performance and they include: quality that can be measured by percentage of work output that must be redone or is rejected; Customer satisfaction that can be measured by the number of loyal customers and customer feedback. Also, timeliness, measured in terms of how fast work is performed by the employee when given a certain task; absenteeism/tardiness observed when employees absent themselves from work; and achievement of objectives measured when an employee has surpassed his/her set targets, he/she is then considered to have performed well to achieve objectives (Hakala, 2008; Armstrong, 2006). This buttresses the need to measure individual performance of employees as a way of weighing the effect the reward system has on the workforce and by extension, the organization. In addition, It is increasingly being recognized that planning and an enabling environment have a critical effect on individual performance, with performance goals and standards, appropriate resources, guidance and support from the managers all being central (Torrington, Hall and Stephen, 2008).

2.1.3 Pay/Bonus Reward and Employee Performance

Pay/pay-bonus reward can be linked to extrinsic incentive. This incentive is compelled by external factors which are principally financial in nature. These rewards have been an issue of debate, whether they actually motivate the employees or move them to perform. Ryan and Deci (2012), opine that “extrinsic motivation is the realization of a separate outcome from the performance of an activity”. The overall strategic aim of reward system management is to develop and implement the reward policies, processes and practices required to support the achievement of organizational goals by helping to ensure that it has the skilled, competent, well-motivated and committed people it needs (Ryan and Deci, 2012). Bruce and Walton (1992); Mintzberg, (2011); Rowley, (2011); Vecchi (2011); Bright, 2012; Ejumudo, 2014) opine that the purpose is to create reward methods that were based on notions about what the organizational values to pay for. Reward system management strategy defines what the organization intends to do in the longer term to develop and implement reward policies and process that will improve the attainment of its goals.

2.1.4 Employee Recognition/Praise and Performance

Employee recognition/praise is a form of non-financial reward and it could be in form of social recognition, praise and genuine appreciation for job well-done (Bruce et al, 1992; Rowley, 2011; Vecchi, 2011; Lotta, 2012; Okwudili, 2015) posit that financial incentives are indeed a way of motivating the employees for greater performance but added that in comparing the effectiveness of financial and non-financial reward in inducing higher employee performance, the non-financial reward is more appreciated by the employees. In the opinion of Nelson (2014) praise and recognition are the most cherished intrinsic reward that enhances employee performance, especially in companies where pay reward seldom comes. On the other hand Jenson (2007) sees intrinsic reward as a tool that motivates employees to perform far more than expectations in the organization because the value of such reward does not erode easily unlike pay reward whose effect disappears as soon as the money finishes.

2.1.5 Conducive Work Environment and Employee Performance

Conducive work environment is at the heart of non-financial reward for employees (Mbah, Mgbemena and Ejike, 2015). (Herzberg, 1959; Eisenman, 1995; Shirley, 2006; Ohiwere, 2007; Ryan et al, 2013; Abu-Addissamad, 2013), observed that in an attempt to motivate workers for higher performance, provision of such enabling environment acts as a stabilizing force between workers and management in the employment relations. Therefore, conducive work environment which could be in the form of official staff quarters and staff vehicles, organizationally sponsored retreats outside work station or even outside the country, free medical care for the staff, the four biological children and dependent mother and father, a well arranged staff canteen, spacious and well-furnished office accommodation, salary advance among others, are within the realm of conducive work environment.

2.1.6 Training and Development and Employee Performance

Employees need to be provided with a continuous learning atmosphere to keep themselves on track with the organizational mission & vision. In view of Spender (2001, as cited in Taylor & Ray, n.d.) employees must gain varied skills and broad knowledge in terms of various personal as well as professional attributes. It is performance that is the ultimate goal of any business's efforts that leads towards the achievement of market leadership and capturing of unbeatable talent. These two are crucial for the organizations and are part of the organizational strategic mission (Mwita, 2000, as cited in Abbas & Yaqoob, 2009, Ismail and Bongogoh, 2007; Haslinda, 2009).

The workers' goals always are to have success in their careers, so that they can perform their job better and in an efficient and effective manner (Truitt, 2012). In a related development, Kanal, Normah and Othman (2012) observes that giving employees opportunity for training in an organization does not only motivate them but also help them to further learn their required and expected task which increases their work performance and exposes them to believe that they are part and parcel of the organization. Hung (2010) has proposed four categories of factors that can describe the effectiveness of a Training & Development program being implemented. These categories are: Behavioral changes, Improvements in knowledge, skills and attributes, Substantial and measureable outcomes, & Reaction of the trainees (employees) in terms of perceived training benefits and improved performance. On the other hand, Noe (2008) presented some conditions

that need to be fulfilled for making a T & D program efficient and beneficially effective. These are: **employees** who get training must be provided with sufficient chances to put the learned things into work and then get review response (feedback) on that; **complete**, relevant, and interesting training material should be delivered while keeping in view the outcomes expected from the training program; the basic requirements must also be met to ensure the smooth completion of training event and then getting transfer of learned skills; **observation** and practice based learning opportunities must be given to the individuals attending the training session.

2.2 Theoretical Framework

This research is based on expectancy theory by Victor Vroom (1964). The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual. The Expectancy theory states that employee's motivation is an outcome of how much an individual wants a reward (Valence), the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality). In short, Valence is the significance associated by an individual about the expected outcome. Thus, the expectancy theory concentrates on the following three relationships:

- Effort-performance relationship: What is the likelihood that the individual's effort be recognized in his performance appraisal?
- Performance-reward relationship: It talks about the extent to which the employee believes that getting a good performance appraisal leads to organizational rewards.
- Rewards-personal goals relationship: It is all about the attractiveness or appeal of the potential reward to the individual.

Vroom was of view that employees consciously decide whether to perform or not at the job. This decision solely depended on the employee's motivation level which in turn depends on three factors of expectancy, valence and instrumentality.

2.3 Empirical Review

Sev, Alabar, Avanenge, Emakwu and Ugba (2016) carried out study on motivational factors as determinants of employee commitment and performance enhancement in profit oriented firms with a survey of selected brewery manufacturing companies in Nigeria using a sample of 280 from six (6) selected Brewery firms. Multiple Regression test was used in testing the two (2) formulated hypotheses. Findings from the studies revealed that motivational factors such as Intrinsic, extrinsic and social motivation have a good relationship with employee commitment and performance enhancement in profit oriented firms especially Brewery manufacturing companies.

(Abu-Abdissamad, 2013; Suleiman, 2013; Ashraf and Mohammad, 2014; Okwudili, 2015; Kida, Mahmed and Nahu, 2015) carried out their study on the effect of non-monetary reward on productivity of employees among selected government Parastatals, using Pearson correlation

coefficient analysis on the data collected from the respondents. The value estimated from the analysis indicated that non-monetary rewards and productivity of employees have positive relationship which is significant at 0.05 probability level (2-tailed). Their studies concluded that higher productivity and efficiency of employees in government Parastatals are possible with the effective exploitation of human resource through non-monetary rewards implementation.

Ajila and Abiola (2004) empirically studied influence of rewards on workers performance in an organization. The survey research design method was used in this study. Subjects for the study were one hundred employees of Central Bank of Nigeria, Abuja. The Pearson Product Moment Correlation was also used in testing this hypothesis. The result shows that extrinsic rewards given to workers in an organization has a significant influence on the workers performance. This finding suggests that there is no significant relationship between intrinsic rewards such as praises, recommendation etc. received by workers and their performance.

Ejumudo (2004) investigated the relationship between pay reward system management and staff performance in Delta State Civil Service. Sample for the study was drawn from target population constituted by civil servants. The findings of the study indicates that the incongruence of the pay reward system of the Delta State civil service and the central guiding principle of fairness, cost of living and moderation, the in-grained culture of poor performance and dysfunctional employee mode of entry have negatively impacted on the performance of the staff. The implication of the finding is that poor performance and low productivity being experienced from the civil servants is a result of poor and lack of adequate pay reward to them.

Mbah et al, (2015) carried out research on the effective reward management and employee performance in civil service (a study of Anambra State Civil Service). the study examined the relationship between employee performance and pay reward, employee recognition, conducive work environment and staff development. Out of the 1481 senior civil servants identified through the nominal roll of various ministries at the state secretariat, Awka Anambra state, 315 was estimated as the sample size. Statistical tools considered most appropriate for analyzing the data generated from the fieldwork were Pearson correlation coefficient and multiple regression analysis. Findings from the study shows that pay reward and some non-financial rewards of employee recognition, conducive work environment and staff development are positively and significantly related to employee performance in civil service.

Muhsen (2004) investigated the level of job satisfaction for employees at the UNRWA in Amman; the study attempted to identify the most effective factors that help attaining job satisfaction and effective performance. The study found that the percentage of job satisfaction was relatively low since it reached 58.82%. The study also showed that there are differences, with statistical evidence, in job satisfaction due to variables such as salary, age, and years of experience, marital status and place of residence. Finally, the researcher recommended that there must be a unification of the contractual regulations in addition to reconsidering the incentive system implemented in the UNRWA.

Sajuyigbe, Olaoye and Adeyemi, (2013) examined the impact of reward on employees' performance with special reference to selected manufacturing companies in Ibadan, Oyo State, Nigeria. Structured questionnaire was used to collect data from one hundred (100) participants through purposive sampling method and data were analyzed by multiple regression analysis with

the aid of statistical package for social science (SPSS) version 16. Result showed that reward dimensions jointly predict employees' performance, which accounted for 71% variance of performance.

Ayesha, Amna, Tahleel and Hina (2015) investigated the impact of compensation and reward system on the performance of an organization: an empirical study on banking sector of Pakistan. ANOVA was used to analyze the search data. The research shows that the most significant variable in the research is reward and compensation. It shows a great effect on the performance of employees. It boosts up the efficiency of employees. On the contrary the variables motivation and incentives contribute least to the employee performance.

Oluleye (2011) assessed Reward economics and organisation: The issue of effectiveness in Guinness Nigeria Plc, Benin City, Nigeria. The study revealed that organizational effectiveness can be achieved to a great extent with solid reward structure and that corporate reward policy influences individual employees' behaviour. It was also found that non-financial rewards, such as training and development, seminars, symposia and workshops can enhance organizational effectiveness. However, the application of the coefficient of contingency test on one of our chi-square analysis result indicated that there is a weak correlation between the effectiveness and salary structure under investigation. This phenomenon results in a major breakthrough in our study in that it pin-points that organizational effectiveness cannot be achieved only by the organization's reward structure. Thus, effectiveness is a variable of so many factors and individual needs and goals are not always the same.

Muogbo (2013) investigates the Impact of Employee Motivation on Organisational Performance of selected manufacturing firms in Anambra State. 103 respondents selected from 17 manufacturing firms across the three senatorial zones of Anambra State. The population of the study was 120 workers of selected manufacturing firms in Anambra State. The study used descriptive statistics (frequencies, mean, and percentages) to answer three research questions posed for the study. The Spearman Rank Correlation Coefficient was used to test the three hypotheses that guided the study. The result obtained from the analysis showed that there existed relationship between employee motivation and the organizational performance. The study reveals that extrinsic motivation given to workers in an organization has a significant influence on the workers performance.

Osibanjo, Pavithra & Adeniji (2014) carried out investigative study on Compensation Management and Organisational Commitment in Developing Economies: Indian Perspective. The study is based on data obtained from five hundred (500) workers in Indian manufacturing companies explored the connection between compensation management and organisational commitment. Structural model with standardized parameter estimates show that benefits have direct link with job stability; similarly, training and salary package have strong link with organisational commitment. Further, training, salary package, and promotion opportunities have negative link on job stability. This suggests the need for the Management to strike a balance between these variables in order not to be deceived that once there are promotional and training opportunities, employees will remain on their jobs. In addition, while spouse/partner and Work-Life Balance (WLB) have positive impact on stress, geographical location and co-workers have negative impact on stress.

Nnaji-Ihedinmah and Egbunike (2015) determined whether a relationship exists between rewards system and employee performance. More specifically, the study intends to address the relationship between intrinsic and extrinsic rewards on employee performance. A questionnaire designed in the likert-scale format was administered to employees of commercial banks in Awka Metropolis. Presentation and analysis of questionnaire was done using descriptive statistics, regression technique and two-way ANOVA. The empirical results indicated the presence of a relationship between rewards and employee performance and that there is a significant difference on the effects of intrinsic and extrinsic rewards on employee performance.

Adeoye (2014) carried out investigative study on the relationship between compensation management, motivation and organisational performance in the insurance industry in Nigeria. The sample taken is 250 out of the total population of A&G Insurance Plc. The Open Source Epidemiologic Statistics for Public Health software, version 3.01 (OpenEpi) was used to determine the sample. Analysis of variance (ANOVA), Chi- 184 Square (χ^2) analysis, regression analysis and Pearson product moment correlation coefficient were used for test of hypotheses. The findings revealed that there is a relationship between compensation management, employees' motivation and organisational effectiveness in the insurance industry that operates within the private sector of the Nigerian economy.

Oni-Ojo, Salau, Dirisu, and Waribo (2015) carried out an empirical study on Incentives and Job Satisfaction: Its Implications for Competitive Positioning and Organizational Survival in Nigerian Manufacturing Industries. A sample of 127 valid respondents selected from the managerial and non-managerial staff and data collected were analyzed using Statistical Package for Social Science (SPSS) through descriptive statistics and regression. The findings revealed that financial rewards encourage workers externally; while nonfinancial rewards can satisfy employees internally by making them feel like a valued part of an organization. Also, it was indicated that some employees seem to be satisfied and content with their job not because they derive pleasure from the work itself but because there are no other alternatives.

Bello and Adebajo (2014) studied on reward system and employees performance in Lagos State (a study of selected public secondary schools). The study examines the place of reward systems on employee's performance in Lagos state. The study empirically examines data collected from selected secondary schools in the state to draw a nexus between employee reward system and job performance. Descriptive research design was adopted through survey research. Three hypotheses were formulated and tested at 95 percent (%) confidence level using statistical package for social science (SPSS). The findings revealed that there is a significant relationship between employee's performance and salary package, employee job allowances and performance and in-service training and employee's performance.

Summary of Literature Review

The reward can be in the form of cash, recognition and praise or a combination of both. Employees, who experience burnout in their work, typically do not feel fulfilled. They tend to have negative outlooks, and they also approach the tasks at hand with less vigor and dedication. Wage differential between high and low income earners was related to the low morale, lack of commitment and low productivity. Employees who are effective and efficient are likely to be limited if they are not motivated to Perform. Based on the above review, Rewarding has been

found to be one of the main organizations' policies which can increase the performance of staff and increase the outputs of organizations.

Gap in Literature

Within the research domain of performance management situated in the context of reward management, many scholars (Sev et al, 2016; Suleiman, 2013; Ajila et al, 2004; Ejumudo, 2004; Mba et al, 2015; Sajuyigbe et al, 2013; Ayrsha et al, 2015; Ibrahim et al, 2013; Oluloye, 2011; Muogbo, 2013; Osibanjo et al, 2014; Naji-Ihedinma et al, 2015; Adeoye, 2014; Bello et al, 2014) used varied methodologies such as multiple regression; Pearson product moment correlation; regression analysis; Hierarchical regression methods; ANOVA; Chi-Square analysis; Spearman rank correlation coefficient; Structural model with standardized parameter estimates. These researchers focused on intrinsic and extrinsic motivational factors and found out that motivation has direct relationship with employee commitment and performance enhancement.

On the other hand, studies by (Okwudili, 2015; Kida et al, 2015; Abu-abdissamad, 2013; Ashraf et al, 2014; Muhsen, 2004; Oni- Ojo et al; 2015; examined the effects of non-monetary rewards on productivity of employees.

Although many scholars have studied reward management and performance of employees, none has taken a holistic focus on both financial and non-financial reward management systems in brewing companies in Nigeria. Furthermore, some of these studies examined one set of reward system or broad variables such as financial or recognition rewards. These studies yielded conflicting results suggesting that there may be cultural differences and therefore, there is need for research into how Nigerian workers react to different reward systems. They did not examine in detail the impact of different extrinsic and intrinsic rewards on organizational performance. This research fills this knowledge gap and will examine the impact of intrinsic and extrinsic rewards on organizational performance of brewing companies in Nigeria.

2.4 Hypotheses of the study

We postulated the following broad-based hypotheses to address the objectives of this study and to answer the research questions:

- H₁: Recognition and praise rewards do not have significant positive relationship on employee's performance in the brewing companies in South Eastern Nigeria.
- H₂: Pay and bonus rewards do not affect employees' performance in the brewing companies in South Eastern Nigeria.
- H₃: Work environment does not affect employee performance in the brewing companies in South Eastern Nigeria.
- H₄: Training and development does not improve employee performance in the brewing companies in South Eastern Nigeria.

3.0. Research Methodology

3.1 Research Design

This study used a descriptive survey design. We adopted this design since we were concerned with collecting data from a population in order to describe the conditions or relationships that exist, opinions that are held, processes, that are going on, effort that are evident or trends that are developing.

3.2 Population of the Study

The population of the study comprises all the brewing companies in the South East of Nigeria. Currently, four brewing firms have factories and operate in the south east viz, Guinness Nigeria plc, Nigerian Breweries plc and Saab Mila Ltd.

SN	INSTITUTIONS	LOCATION	SENIOR STAFF	JUNIOR STAFF	
1	Guinness Nigeria plc	Aba	23	101	
2	Nigerian Breweries plc	Enugu/Ama	28	123	
3	Saab Mila Breweries Ltd	Onitsha	26	127	
	Sub -total		77	351	
Total					428

Source: *Personnel Units of the Selected Brewing Companies*

The researcher distributed 428 questionnaires while 400 were properly filled and returned representing 93% return rate.

3.3 Sampling and Sampling techniques

We used the entire respondents in the study population in order to achieve the study objectives.

3.4 Instrument for Data Collection

The main instrument for data collection was questionnaire. The questionnaire was a 5-point structured Likert type in the order of “Very High Extent, High Extent, Low Extent and No Extent”. A Likert scale measures the extent to which a person agrees or disagrees with the question, (Information Technology Services, 2010). The questionnaire has two sections (A and B). Section A contained the demographic information about the respondents. It helped the researcher to appreciate the characteristics of the sample. Section B was the Likert-type questionnaire. The section B addressed the objectives of the study.

3.5 Validity of the Instrument

Cronbach's coefficient alpha was used to determine the internal consistency and reliability of the multiple item scales. Cronbach's alpha was used in this study because every item was measuring an underlying construct (Leech, Barrett, & Morgan, 2005). The Cronbach's alpha was computed for the items that made the construct used in this study. A decision rule used in the study is based on the minimum acceptable level suggested by Nunnally (1978) which is 0.70. When Cronbach alpha test was conducted, alpha value is above 0.7, the result of this study would indicate an overall higher reliability factor.

Table 3.1: Cronbach's Alpha Reliability Statistics

Cronbach Alpha	Cronbach Alpha based on standardized items	No. of items
180	0.82	30

Source: Computed with SPSS 17.

The alpha value for the construct indicated that the items that formed them had reasonable internal consistency reliability of 0.82. Hence the instrument was considered appropriate for the study (George and Mallery, 2003). This implies that the questionnaire is valid for measuring the reward management system on brewing companies' performance in south eastern Nigeria.

3.6 Method of Data collection

Copies of the questionnaire were administered and collected by the researcher herself with the aid of two assistants whom the researcher trained on how to administer and collect the instrument.

3.7 Method of Data analysis

Statistics such as frequency count and percentages were put to use in the analysis of research questions while research hypotheses were tested using correlation analysis and simple regression analysis. The research hypotheses were tested at 0.05 level of significance. Analysis was carried out with the aid of Statistical Package for Social Sciences (SPSS).

3.8 Decision Rule

The hypotheses of this study were tested at 0.05 level of significance. At 5% level of significance, reject null hypotheses for tests with probability estimates lower than 5% (0.05) and conclude that they are statistically significant. Otherwise, we accept (when probability estimates are above 0.05) and conclude that there is no overall statistical significance.

4. ANALYSIS

4.1 Test of Hypotheses

The hypotheses to be tested are presented in a null form.

Test of Hypothesis One:

Hi₁: Recognition and praise rewards do not have significant positive relationship on employee’s performance in brewing companies in South Eastern Nigeria.

Table 4.1: Regression Result (Using OLS Method)			
Dependent variable: Employee Performance			
Independent variable: RECOGNITION AND PRAISE REWARDS			
Variable	Coefficients	t-value	Sig. (Prob.)
C	.001	.106	.916
Log (RPR)	1.009	208.228	.000
R = 0.995 ^a		R ² = 0.991	
Adjusted R ² = 0.991		F-statistic = 43358.781 (Sig. @ 0.000 ^a).	
DW = 0.178			

Source: Field Survey, 2016

The result on Table 4.1 addressed objective one for the study, which aims to explain effect of recognition and praise rewards on employees’ performance in brewing companies. From Table 4.1, regression coefficient represented by ‘R’, show that 99.5% relationship exists between dependent variable (employees’ performance) and independent variables (recognition and praise rewards). The coefficient of determination, R² = 0.991 shows that 99.1% of variation in employee performance is explained by the recognition and praise rewards.

From the table, the correlation coefficient is 1.009. This equally shows that positive relationship exists between pay and bonus rewards on employee’s performance. This means that one percent increase in recognition and praise rewards will lead to improvements in the performance of brewing companies in the South Eastern Nigeria by 100% if other variables are held constant.

The test of hypothesis is done with the t-statistics. The t-value is 208.228 with probability value (sig. value) of 0.000. Since the p.value is greater than 0.05 level of significance, we reject the null hypothesis that recognition and praise rewards do not have significant positive relationship on employee’s performance in brewing companies in South Eastern Nigeria. The study thus concludes that recognition and praise rewards have a significant positive relationship on employee’s performance in brewing companies in South Eastern Nigeria.

Test of Hypothesis Two

Hi₂: Pay and bonus rewards do not have significant positive relationship on employee’s performance in brewing companies in South Eastern Nigeria.

Table 4.2: Regression Result (Using OLS Method)			
Dependent variable: Employee Performance			
Independent variable: PAY AND BONUS REWARDS			
Variable	Coefficients	t-value	Sig. (Prob.)
C	-.456	-9.546	.000
Log (PBR)	0.991	54.669	.000

R = 0.939 ^a	R ² = 0.882
Adjusted R ² = 0.882	F-statistic = 2988.702 (Sig. @ 0.000 ^a).
DW = 0.026	

Source: Field Survey, 2016

The result on Table 4.2 addressed objective two for the study, which aims to explain effect of pay and bonus rewards on employees’ performance in brewing companies. In the analysis of table 4.2, regression coefficient represented by ‘R’, show that 93.9% relationship exists between dependent variable (employees’ performance) and independent variables (pay and bonus rewards). The coefficient of determination, R² = 0.882 shows that 88.2% of variation in employee performance is explained by the pay and bonus rewards.

From the table, the correlation coefficient is 0.991. This likewise shows that positive relationship exists between pay and bonus rewards on employee’s performance. It indicates that one percent increase in pay and bonus rewards will lead to improvements in the performance of brewing companies in the South Eastern Nigeria by 88.2% if other variables are held constant.

The test of hypothesis is done with the t-statistics. The t-value is 54.669 with probability value (sig. value) of 0.000. Since the p.value is greater than 0.05 level of significance, we reject the null hypothesis that pay and bonus rewards do not have significant positive relationship on employee’s performance in brewing companies in South Eastern Nigeria. The study however concludes that pay and bonus rewards have a significant positive relationship on employee’s performance in brewing companies in South Eastern Nigeria.

Test of Hypothesis Three

Hi₃: Conducive work environment does not have significant positive relationship on employee’s performance in brewing companies in South Eastern Nigeria.

Table 4.3: Regression Result (Using OLS Method)			
Dependent variable: Employee Performance			
Independent variable: CONDUCTIVE WORK ENVIRONMENT			
Variable	Coefficients	t-value	Sig. (Prob.)
C	-.389	-8.686	.000
Log (CWE)	.964	56.957	.000
R = 0.944 ^a		R ² = 0.891	
Adjusted R ² = 0.890		F-statistic = 3244.058 (Sig. @ 0.000 ^a).	
DW = 0.027			

Source: Field Survey, 2016

The result on Table 4.3 addressed objective three for the study, which aims to explain effect of conducive work environment on employees’ performance in brewing companies. From Table 4.3, the regression coefficient is R = 0.994. This show that 99.4% relationship exists between employees’ performance and conducive work environment. The coefficient of determination, R² = 0.991 shows that 89.1% of variation in employee performance is explained by the conducive work environment.

From the table, the correlation coefficient is 0.891. This further shows that positive relationship exists between conducive work environment and employee’s performance. This means that one percent increase in conducive work environment will improve employee’s performance of brewing companies in the South Eastern Nigeria by 89.1% if other variables are held constant.

The test of hypothesis is done with the t-statistics. The t-value is 56.957 with probability value (sig. value) of 0.000. Since the p.value is greater than 0.05 level of significance, we reject the null hypothesis that conducive work environment do not have significant positive relationship on employee’s performance in brewing companies in South Eastern Nigeria. The study thus concludes that conducive work environment have a significant positive relationship on employee’s performance in brewing companies in South Eastern Nigeria.

Test of Hypothesis Four

Hi4: Training and development does not have significant positive relationship on employee’s performance in brewing companies in South Eastern Nigeria.

Table 4.4: Regression Result (Using OLS Method)			
Dependent variable: Employee Performance			
Independent variable: TRAINING AND DEVELOPMENT			
Variable	Coefficients	t-value	Sig. (Prob.)
C	-.389	-8.686	.000
Log (CWE)	.964	66.857	.000
R = 0.942 ^a		R2 = 0.881	
Adjusted R2 = 0.880		F-statistic = 3340.058 (Sig. @ 0.000 ^a).	
DW = 0.027			

Source: Field Survey, 2016

The result on Table 4.4 addressed objective four for the study, which aims to explain effect of training and development on employees’ performance in brewing companies. From the Table, the regression coefficient is R = 0.992. This show that 99.2% relationship exists between employees performance and conducive work environment. The coefficient of determination, R2 = 0.981 shows that 88.1% of variation in employee performance is explained by the training and development.

From the table, the correlation coefficient is 0.881. This further shows that positive relationship exists between training and development and employee’s performance. This means that one percent increase in training and development will improve employee’s performance of brewing companies in the South Eastern Nigeria by 88.1% if other variables are held constant.

The test of hypothesis is done with the t-statistics. The t-value is 66.857 with probability value (sig. value) of 0.000. Since the p.value is greater than 0.05 level of significance, we reject the null hypothesis that training and development do not have significant positive relationship on employee’s performance in brewing companies in South Eastern Nigeria. The study thus

concludes that training and development have a significant positive relationship on employee's performance in brewing companies in South Eastern Nigeria.

5.0. Results

5.1 Discussion of Research Results

Based on the findings made from the analysis of data in this study, it is important to discuss the results as shown from the results of the hypotheses formulated to guide this study. The results of hypotheses showed that recognition and praise rewards, pays and bonus rewards and conducive work environment all have significantly influenced employees' performance in brewing companies. This result is in line with (Rizwan and Ali, 2010; Schaufeki, Salanova, Gonzales-Roma and Bakker, 2002; Ali and Ahmed, 2009 and Entwistle, 1987) that reward is the predictor of employee's performance.

From Table 4.1, regression coefficient showed that 99.5% relationship exists between employee's performance and recognition/praise rewards. This is consistent with the study of Mbah et al, (2015) that non-financial rewards have a positive significant influence on employee's performance. The result of this analysis also indicates that one percent increase in recognition and praise rewards will lead to improvements in the performance of brewing companies in the South Eastern Nigeria by 100% if other variables are held constant.

In the analysis of table 4.2, regression coefficient represented by 'R', show that 93.9% relationship exists between employee's performance and pay/bonus rewards. This result is consistent with that of Ejumudo (2004) that monetary reward improves employee's performance. The correlation coefficient of 0.991 likewise indicates that one percent increase in pay and bonus rewards will lead to improvements in the performance of brewing companies in the South Eastern Nigeria by 88e.2% if other variables are held constant. This result is contrary to the findings of Perry, Mesch & Paarlberg (2006) and Srivastava, Locke and Bartol (2001) who believe that financial reward is not a strong motivating tool for employee's performance in organisations.

From Table 4.3, the regression coefficient showed that 99.4% relationship exists between employee's performance and conducive work environment. The work of Mbah et al (2015) are in line with this finding. This means that one percent increase in conducive work environment will improve employee's performance of brewing companies in the South Eastern Nigeria by 89.1% if other variables are held constant. Therefore, for brewing companies to achieve their stated objectives and wax stronger in a global competitive environment, all sorts of rewards (monetary and non-monetary) must be taken into consideration for motivating employees to perform.

5.2 Conclusion

An attempt has been made in this study to establish the effect of rewards both financial and nonfinancial on employee performance. This study investigated the effect of reward management and performance of brewing companies in Nigeria. It was a descriptive survey. Purposive sampling was used to select brewing industry that has production plants in the South East of Nigeria. The findings of the study revealed that recognition/praise rewards, pay/bonus rewards and conducive work environment have a significant positive relationship on employee's

performance in brewing companies in South Eastern Nigeria. Based on this note, it was concluded that reward management have positive effect on the performance of employees in the brewing companies in Nigeria.

6. RECOMMENDATIONS

Based on the findings and the conclusions of this study, the following recommendations were made:

1. Management of brewing companies should provide employees with adequate pay reward that is capable of meeting the economic trend of the economy as this will encourage them to a better performance.
2. Management of brewing companies should create a balance by adopting motivational measures to be used. Since studies indicate that both financial and non-financial rewards are capable of influencing one aspect of employee behavior or the other, managers should employ the two in order to get the best results of the employees.
3. Management should adopt feedback mechanisms that will give them signal on the performance level of the various rewards system. This becomes pertinent in order to effectively adjust rewards not suited by employee(s).

7. IMPLICATIONS

7.1 Contribution to Knowledge

It was observed that majority of researchers have done series of research work on reward management and employee's performance in Nigeria but none have covered the area which this work covered. Majority of published works covered reward management in the government Parastatals and even the ones done in private sectors were mainly in the banking sector. This work was conducted in selected brewing companies South East Nigeria. Based on the foregoing, this study has filled a gap by widening the scope of research in the area of reward and performance management.

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APPENDIX I

Questionnaire

S/N	Variables	Very High Extend	High Extend	Low Extend	No Extend
The effect of recognition and praise rewards on employees performance					
1	I get recognition/praise I deserve when I do a great job				
2	Lack of Praises demoralizes me when doing my job				
3	Fairly promotion and transfer makes me feel recognized by my company				
4	I have chances of getting ahead on my job as and when due				
5	Recognition/praise makes me feel valued by my organisation				
6	Non-monetary rewards influences me to perform better				
The effect of pay and bonus rewards on employees performance					
7	Performance bonus reflect job quality in my company				
8	Take home pay from my company is reasonable				
9	My company pay worth basic salary to employees				
10	My current salary reflects the market trend				
11	I enjoy the allowances due to me in the company				
12	Our company normally give salary advance to staff in need of it				
The effect of Conducive work environment on employees performance					
13	Our company have official staff quarters				
14	Our company have staff vehicles				
15	We normally attend organizationally sponsored retreats within and outside the country				
16	Our company give free medical care to their staff				
17	We have a well arranged staff canteen in our company				
18	We have spacious and well furnished office accommodations in our company				
The effect of training and development on employees performance					
19	Training has improved my skills to work with others at work				
20	Now, I often tell others that this brewing company is a great place to work in				
21	The skills and knowledge gained through Training enable me to deliver quality services to the customers.				
22	I find my job quite interesting and meaningful now				
23	my speed of achieving targets has increased as a result of training and development program in my company				

24	Training and development program has given me a better understanding of my job responsibilities				
	Indicators for Measuring Employee Performance				
25	Our customers loyalty shows their level of satisfaction				
26	Our customers gives us feedback based on their rate of satisfaction				
27	how fast work is performed by the employee when given a certain task				
28	Our employees come to work late				
29	Our employees absent themselves from work				
30	Employee always go beyond their set targets in our company				

APPENDIX 2

Regression

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	The effect of recognition and praise rewards on employees performance ^a		Enter

a. All requested variables entered.

b. Dependent Variable: Indicators for Measuring Employee Performance

Model Summary^b

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.995 ^a	.991	.991		.08919	.178

a. Predictors: (Constant), The effect of recognition and praise rewards on employees performance

b. Dependent Variable: Indicators for Measuring Employee Performance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	344.891	1	344.891	43358.781	.000 ^a
	Residual	3.158	397	.008		
	Total	348.049	398			

a. Predictors: (Constant), The effect of recognition and praise rewards on employees performance

b. Dependent Variable: Indicators for Measuring Employee Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.001	.011		.106	.916
	The effect of recognition and praise rewards on employees performance	1.009	.005	.995	208.228	.000

a. Dependent Variable: Indicators for Measuring Employee Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.001	.011		.106	.916
	The effect of recognition and praise rewards on employees performance	1.009	.005	.995	208.228	.000

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.0102	4.0376	2.0042	.93089	399
Residual	-.17994	.31854	.00000	.08908	399
Std. Predicted Value	-1.068	2.184	.000	1.000	399
Std. Residual	-2.018	3.572	.000	.999	399

a. Dependent Variable: Indicators for Measuring Employee Performance

APPENDIX 3

Regression

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	The effect of pay and bonus rewards on employees performance ^a		Enter

a. All requested variables entered.

b. Dependent Variable: Indicators for Measuring Employee Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.939 ^a	.882	.882	.32104	.026

a. Predictors: (Constant), The effect of pay and bonus rewards on employees performance

b. Dependent Variable: Indicators for Measuring Employee Performance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	308.034	1	308.034	2988.702	.000 ^a
	Residual	41.020	398	.103		
	Total	349.054	399			

a. Predictors: (Constant), The effect of pay and bonus rewards on employees' performance

b. Dependent Variable: Indicators for Measuring Employee Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.456	.048		-9.546	.000
	The effect of pay and bonus rewards on employees performance	.991	.018	.939	54.669	.000

a. Dependent Variable: Indicators for Measuring Employee Performance

b.

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.5349	3.5064	2.0017	.87864	400

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.939 ^a	.882	.882	.32104	.026

a. Predictors: (Constant), The effect of pay and bonus rewards on employees performance

Residual	-.52223	.65550	.00000	.32064	400
Std. Predicted Value	-1.669	1.713	.000	1.000	400
Std. Residual	-1.627	2.042	.000	.999	400

a. Dependent Variable: Indicators for Measuring Employee Performance

APPENDIX 4

Regression

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	The effect of Conducive work environment on employees performance ^a		Enter

a. All requested variables entered.

b. Dependent Variable: Indicators for Measuring Employee Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.944 ^a	.891	.890	.30958	.027

a. Predictors: (Constant), The effect of Conducive work environment on employees performance

b. Dependent Variable: Indicators for Measuring Employee Performance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	310.910	1	310.910	3244.058	.000 ^a
	Residual	38.144	398	.096		
	Total	349.054	399			

a. Predictors: (Constant), The effect of Conducive work environment on employees performance

c. Dependent Variable: Indicators for Measuring Employee Performance

d.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.389	.045		-8.686	.000
	The effect of Conducive work environment on employees performance	.964	.017	.944	56.957	.000

a. Dependent Variable: Indicators for Measuring Employee Performance

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.5756	3.4679	2.0017	.88274	400
Residual	-.52773	.69278	.00000	.30919	400
Std. Predicted Value	-1.616	1.661	.000	1.000	400
Std. Residual	-1.705	2.238	.000	.999	400

a. Dependent Variable: Indicators for Measuring Employee Performance

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