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Reward System and Employee Performance of Selected Sachet Water Companies in Anambra State

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***Abstract**: The study examined the effect of reward system on employee performance in sachet water companies in Anambra state. The problem of poor performance and neglects on Anambra state sachet water workers was the motivating factor for the research. The objectives of this study were basically to assess the effect of wages and salaries on employee performance, to determine the effects of recognition on employee performance, to investigate how staff training and development affect employee performance and also to evaluate the effect of incentive on employee performance. The study was anchored on Adam's (1965) equity theory of motivation t. As a cross-sectional survey research design, a structured instrument developed by the researcher to reflect such options as strongly agree, agree, undecided, disagree and strongly disagree popularly referred to as five (5) points likert scale was used to obtain information from the respondents. The population of the study comprised of 525 employee of the selected sache water companies in Anambra state. A sample size of 150 employees was drawn from the population using purposive sampling of which 139 copies of questionnaires were duly completed and returned showing 96% response rate. Multiple Regression Analysis (MRA), which was carried out with the assistance of the Statistical Package for Social Science (SPSS) version 23, was used to test research hypotheses. The study's conclusions showed that employee performance in the chosen sachet water companies in Anambra state is significantly impacted by wages and salaries. The study's findings also demonstrated that employee performance in the state of Anambra's chosen sachet water companies is significantly improved by staff appreciation. Employee performance was significantly improved via staff development and training. In the Anambra state-selected sachet water companies, employee performance was significantly positively impacted by staff incentives. As a result of the findings, the study suggests that employees be taught in accordance with the current content of content of the environment. The reason is that training implies acquiring knowledge to fill the gap between what is known and what should be known. Therefore, seminars/ workshop should be regularly organized by the management in order to update the employee knowledge.*

***Keywords:** Entrepreneurial traits, Growth Small businesses, innovativeness, resilience, risk-taking propensity and, proactiveness*

INTRODUCTION

Effective human capital development initiatives are essential for businesses everywhere to increase productivity. It is obvious that a vital element in improving an organization is increasing staff productivity in a growing business. (2017) Omokorede, Employees are typically driven to work by needs they have that must be met. Such workers commit to positions they believe have a chance of meeting their demands through the compensation they will receive for the work completed (Ngwa, et al., 2019). The kind of incentive offered has a significant impact on the type of motivation. As a result, compensation is one of the key factors that can help people and organizations perform better by boosting productivity, enhancing quality, and promoting a happy work environment. attitudes from workers to be in line with organization's objectives (Bayon, 2013). Intrinsically motivated individuals will be committed to their job when they find out that their job contains task that is intrinsically rewarding (Ajila, 1997). However, extrinsically motivated persons will be committed to the extent that they can gain or receive external rewards for their job. Concisely, you can only get what you reward. Good remuneration, therefore, is expected to contain elements that reward both intrinsically and extrinsically to trigger both extrinsic and intrinsic motivation from the employee. (Pratheepkanth, 2011).

One crucial Human Resource Management approach for luring and keeping high caliber employees while also enabling them to increase performance is the reward system and management (Ibrar & Khan, 2015). According to Anku-Tsede & Kutin (2013), an incentive system should actively engage employees and refresh their sense of the organization's objective. According to this theory, a well-managed rewards system can encourage excellent work and high performance inside an organization.

Similar to how badly managed rewards programs can affect employee morale, productivity, and in the worst circumstances, a high rate of turnover. Organizations reward their members by giving them money, bonuses at the end of the year, promotions, long service awards and certificates, and other fringe benefits. These incentives are designed to encourage actions that will help companies achieve their objectives.

The majority of the empirical research analyzed had a range of conclusions; examples include the following: Rasheed, Rasheed, Rasheed, and Aamir (2010). Jehanzeb. Three out of four respondents (74%) said cash bonuses were their top choice for an incentive. Nine out of ten people (89%) said that monetary bonuses were one of their top three priorities. Study by Bari, Arif, and Shoaib (2013) According to their findings, employee performance and attitude at work are positively impacted by freedom, career development plans, employee valuation, learning opportunities, an open and comfortable work environment, and strong supervisory relationships.

Research on the "impact of reward and recognition programs on employee motivation and satisfaction" was conducted by Ahmed & Ali in 2008. Results showed a favorable correlation between rewards and motivation as well as job satisfaction. In their 2017 study, Idemobi, Ngige, and Ofili looked at how the reward system affected organizational performance. The outcome demonstrates that an organization's reward system significantly affects employees' productivity. In a Nigerian firm, Onuorah, Okeke, and Ibekwe (2019) investigated the relationship between compensation management and employee performance. Employee performance in Nigerian organizations is not negatively impacted by equity-based compensation. Ejumudo (2014) investigates the management of the pay-reward system and staff performance in Nigeria. The study's conclusions point to the Delta state civil service's pay and reward structure being inconsistent. (2018) Onuegbu & Ngige, (2018) the results of the study reveal that employee rewards policy significantly affects organizational performance as two of the three null hypotheses were rejected at ($p< 0.05$).

This study fills this gap in the literature by examining the impact of reward system on employee Performance of selected sachet water companies in Anambra State. The study reviewed theories such as Equity theory of motivation which argue that employee fairness perception in terms of job supervision, pay and promotion are the major predicting factors for employee workplace behavior and job performance. The included variables in this study were wages and salaries, recognition, training and staff incentive. Other test that will be carried out in this study which most reviewed literature has not done is Descriptive statistics, Correlation Analysis, Multiple Regression Analysis and ANOVA test all this test will be largely employ in this work to enables the researcher look at the topic from different dimension and to make the work appear differently from other similar studies

REVIEW OF RELATED LITERATURE

The purpose of the reward system is to encourage employees to work toward accomplishing the organizations' strategic goals. Armstrong (as cited in Anku, Amewugach, and Glover 2018) states that "reward systems consist of the interested processes and practices which combine to ensure that the reward management is carried out effectively to the benefit of the organization and the people who work there." This statement is based on reward strategies, which are derivations of business strategy. The operation and advancement of reward practices, processes, and policies are coordinated and under control by these strategies, which also influence reward management policies, which in turn influence reward practices, processes, and procedures. (2018) Anku et al.

According to Robert (2005), the process of creating and putting into practice strategies, policies, and procedures that assist the business in achieving its goals by attracting and retaining the personnel it requires and boosting their motivation and commitment is known as a reward system. The objectives of the reward system are outlined by Johnson et al. (2010) and include attracting, retaining, and motivating employees, supporting the achievement of the organization's strategic and short-term objectives by assisting in ensuring that it has the skilled, competent, committed, and well-motivated work force it needs, and meeting the expectations of employees that they will be treated equally, fairly, and consistently in relation to the work they do and their contribution.

Neckermann and Kosfeld (2008) distinguish between intrinsic and extrinsic rewards as the two primary categories of rewards. Intrinsic Benefits The administration of intrinsic rewards, also known as non-financial benefits, is not reliant on the presence or activities of any other person or thing. They are inherent to an activity. The sense of being acknowledged, complimented for a job well done, and involvement in whatever we do are important to intrinsic motivation. Extrinsic benefits are given to a person by some outside parties and do not naturally or inherently result from the completion of an activity. Money, retirement benefits, a health insurance plan, remuneration, a salary, a bonus, etc. are examples of extrinsic rewards.

Theoretical Framework

This work is anchored on Adams (1965) Equity Theory of Motivation.

Adams (1965) attempted to measure the relationships between employees at work in his equity theory. The idea offers the following four claims: Employees should evaluate their relationships with their coworkers by comparing the input-output ratio of their own coworkers to their own ratio of what they put into their work to what they get out of it (the outcome). (i) If an employee believes that the input-to-output ratio compared to a coworker is unfair, (ii) Inequity exists; (iii) The greater the perceived inequality (whether in the form of under- or over-reward) the greater the level of disappointment; and (iv) The greater the level of disappointment, the more difficult it is for the employee to restore equity..

According to rigorous empirical testing of the equity hypothesis, employee views of justice in terms of job supervision, pay, and promotion are important predictors of workplace behavior and job performance (Dusterhoff, Cunningham, & MacGregor, 2014). Theoretically, distributive, procedural, and interactional equality are the three types of equity that exist (Dusterhoff et al. 2014). The fairness of rewards in relation to the work put in and in comparison to others is a problem of distributive equality, which has repeatedly been demonstrated to be a crucial aspect in evaluation reactions.

Procedural justice, which is concerned with employees' perceptions of the fairness of the procedures used in conducting evaluations, is improved through due process standards, such as lack of bias, consistency, and accuracy. Another aspect of procedural justice is the level of voice, or the degree of input an employee has into the evaluation process. The context of the performance appraisal, which is improved when an employee is treated with regard and respect during the appraisal process, is also an issue of interactional equity. The two dimensions of interactional equity were further separated: Interpersonal equity, which emphasizes concerns of courtesy and respect, and informational equity, which is concerned with questions regarding the sufficiency of explanation.

Empirical Review

Olubusayo Ibidunni, & Olokundun,. (2014) examined the effect of incentives packages on employees’ attitudes towards work. The results show that strong relationship exists between incentives packages and employees' attitudes towards work and the workers are not satisfied with the present incentives packages. The summary of the findings indicates that there is strong correlation between the tested dependent variable and independent construct. However, employers of labour and decision makers should endeavor to review incentives packages at various levels in order to earn employees' commitment and satisfaction. Hameed, Ramzan, Zubair, Ali, &. Arslan (2014) measured the impact of compensation on employee performance. The result shows from correlation analysis that all the independent variables have weak or moderate positive relationship to each other while the regression analysis shows that all the independent variables have insignificant and positive impact on employee performance. Descriptive analysis also reveals that all the independent variables have positive impact on employee performance. ANOVA results reveal that education have not same impact on employee performance. Jehanzeb, Rasheed, Rasheed,. and Aamir, (2010). carried out an online study of 1913 fulltime employees and asked people to rank order 14 potential performance incentives in order of preference. The results showed that offering a cash bonus exclusively does not seem to make much of an impact on performance, despite the fact cash bonuses are nearly everyone's preferred reward. Bari, Arif, & Shoaib (2013) study was to find out the impact of nonfinancial rewards on employee attitude and to get information about the factors which affect their performance at workplace in the business institutes of Karachi. Their results showed that feedback to employees, freedom, career development plan, valuation of employees, learning programs, open & comfortable work environment and good supervisory relations have positively impacts on employee attitude and performance in the workplace. Ahmed & Ali (2008) carried out a research on the "impact of reward and recognition programs on employee motivation and satisfaction. Major findings indicated a positive relationship between rewards and work satisfaction as well as motivation. They identified payment86%, promotion 74%, work conditions 61%, personal 37% as factors influencing job satisfaction. Analysis showed support for a positive relationship between reward and employee satisfaction. Idemobi, Ngige, & Ofili (2017) examined effect of reward system on organizational performance. The result shows that: organizations reward system has a significant effect on workers' performance; there exists a significant relationship between organizations reward system and workers attitude to work.

Onuorah, Okeke, & Ibekwe, (2019) examined the effect of compensation management and employee performance in Nigeria organization. The instrument was trial-tested on a representative sample of 20 employee randomly selected of Anambra State. In analyzing the data for the null hypotheses, Z-test was be used to test the hypotheses at 0.05 level of significance. Equity based compensation has no negative significance effect on employee performance in Nigeria organization. Ejumudo (2014) examines pay reward system management and staff performance in Nigeria: using the Delta sate civil service as a focus. The findings of the study indicate that the incongruence of the pay reward system of the Delta state civil service and the central guiding principles of fairness, costs of living and moderation, the in-grained culture of poor performance and the dysfunctional employee mode of entry have negatively impacted on the performance of staff. Onuegbu, & Ngige, (2018) identified organizational rewards system and its effects on employees' performance in selected polytechnics of South-East Nigeria. The results of the study reveal that employee rewards policy significantly affects organizational performance as two of the three null hypotheses were rejected at ($p< 0.05$). The last hypothesis was accepted at less than critical values of 5% showing that extrinsic rewards and employees performance are not significantly correlated. Agwu (2013) ascertain the impact of fair reward system on employees ‘job performance in Nigerian Agip Oil Company limited Port-Harcourt. The results indicated that implementation of fair reward system in Nigerian Agip oil company limited Port-Harcourt to a large extent influenced improved employees ‘job performance(82.05%response rate) and reduced rate of industrial action (80.77% response rate).

METHODOLOGY

Area of Study

Anambra state is the study's geographical focus. Anambra's capital and seat is Awka, whereas the state's commercial center is Onitsha and main industrial city is Nnewi. There are 21 local government units in Anambra State, and there are three senatorial districts: Anambra North, Anambra South, and Anambra Central.

Population of the Study

Population refers to the whole of any group, individual, or thing that is identified by distinctive characteristics. Population, then, is any group on which the researcher has even concentrated. All of the 525 sachet water companies in the state of Anambra make up the population of this research in order to have a comprehensive scope.

Sample size determinants

According to Kerlinger (1973), simple random sampling is a method of choosing a portion of the population or universe so that each person has an equal probability of being chosen. The population of the study includes 525 individuals in total.

Method of Data Analysis

Research topics were analyzed using statistics like frequency counts and percentages, and correlation analysis and straightforward regression analysis were used to assess research hypotheses. The study hypotheses were evaluated at a significance level of 0.05. SPSS, or the Statistical Package for Social Sciences, was used to conduct the analysis.

Model Specification

The theoretical and empirical literatures studied in the preceding chapters served as the basis for the basic linear equation that makes up the model. It is discovered that the reward system and the reward system have a passing relationship. By describing our model in more detail in this part, we further our pursuit of the same goal. The model is used to assess employee performance and the reward system.. This approach is to modify the model by specifying a multiple regression equation made up of reward system as a function of the independent variables. As a result, the model is specified below,

EP = f (W/S, REC, STT, STC,)

Where

EP = Employee performance

WS = wages and salaries

REC =Recognition

STT= Staff Training

STC= Staff incentive

f=Functional Notation

The above equation can be put in an econometric form as;

$EP = b_0 + b_1\, W/S + b_2\, REC + b_3\, STT + b_4\, STC + \mu$

Where;

b0	=	Autonomous or intercept
b_1	=	Coefficient of parameter W/S
b_2	=	Coefficient of parameter REC
b_3	=	Coefficient of parameter STT
b_4	=	Coefficient of parameter STC
μ	=	Stochastic variable or error term

PRESENTATION AND ANALYSIS OF DATA

The researcher employed ANOVA methods to explain the relationship between dependent and independent variables.

Path coefficient of determination and its significance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	27.6306	1.919		2.9160	.000	0.039	0.325
	WS	0.320163	.039	.291	3.2999	.000	0.059	0.299
	REC	0.562111	.044	.704	2.6598	.000	0.009	0.195
	STT	0.447117	.043	.064	5.1555	.001	0.271	0.466
	STI	0.451219	.045	.045	3.5460	.000	0.335	0.495

a. Dependent Variable: EP

Analysis of Variance Result
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	253.815	5	50.763	2.440	.000[b]
1	Residual	6291.848	134	18.397		
	Total	6545.663	139			

a. Predictors: (Constant), WS, REC, STT, STI
b. Dependent Variable: EP

Table 4.3.3Model Summary
ANOVA[a]

Model		R	R-Square	Adjusted R-Square	Standard Error of the Estimate	Durbin Watson
1	Regression		0.904	0.907	0.096	1.932

a. Predictors: SAL, REC, STT, STI
b. Dependent Variable: EP

Interpretation of the Result

This is referred to as the goodness of fit coefficient. It explains the proportions, percentages, or total amounts of variations in the regressors or independent variables that are part of the model as a result of changes in the dependent or regreesand variables. This will illustrate the regression's practical significance. Since it is often between 0 and 1, the closer to 1 its values are, the better the match. R2 is 0.904% based on the results of our regression. This suggests that other variables outside the model can account for the remaining 9% of the dependent variable, allowing the independent variables to explain around 90.4% of it.

The goodness of fit is the coefficient of determination. It provides an explanation of the proportions, percentages, or overall amounts of variability in the regressors, or independent variables, that are present in the model. This will illustrate the regression's importance and utility. Since it typically ranges from 0 to 1, the closer its values are to 1, the better the match. R2 is 0.904% according to the regression result. This suggests that the independent variables can account for around 90.4% of the dependent variable's variation, leaving 9% of the variation to be explained by other variables outside the model.

The a priori criteria, which are based on accepted business theories, show the direction and size of the under consideration business characteristic. Given that salary/wages has a positive sign and has a value of 0.320163 in table above, this means that a unit increase in salary/wages will result in an employee performance improvement of 32.01%, which is consistent with our a priori estimate. A unit rise in staff Recognition enhances employee performance by 56.21%, according to its value of 0.562111, which is in line with our theoretical prediction.

A unit increase in staff training and development is thought to boost employee performance by 44.71%, as indicated by the positive sign and value of 0.447117 it possesses. This matches our presumptive anticipation. Staff incentive has a positive sign and its value as 0.45, this implies that a unit increases in Staff incentive increases the employee performance by 45%. This matches our presumptive anticipation.

T- Statistics is used to determine each explanatory variable's significance within the model. This involves determining the explanatory factors' substantial impact on the dependent variables at a selected level of significance. Salary and wages were shown to be statistically significant at the 5% level, (3.299902), indicating that they had a considerable impact on employee performance. Staff recognition is one of the determining factors of employee performance since it is statistically significant at the 5% level of significance. The statistical significance of training and development is likewise the highest of all, indicating that it is very important for employee performance in Nigeria.

Staff incentives are statistically significant at the 1% level, which suggests that they are one of the factors influencing employee performance. Staff incentives are also statistically significant because, at a rate of 1, they have a considerable impact on employee performance in Nigeria.

To determine whether errors corresponding to different observations are uncorrelated, test for autocorrelation. It examines the residuals' unpredictability. There is no autocorrelation in the regression result if the durbin-watson value is close to 2, but there is autocorrelation if the value deviates significantly from 2. There was no autocorrelation in the models, as indicated by the Durbin-Watson statistic (D.W.) of 1.932. The outcome is so favorable for the analysis.

Test of Hypotheses

Hypothesis One

Ho: Salary and wages has no significant effect on employee performance of sachet water companies in Anambra state

Hi: Salary and wages has significant effect on employee performance of sachet water companies in Anambra state

The value of salary and wages is 3.299902, while its probability is 0.0071, indicating that salary and wages are statistically important in the performance of the employee, according to our regression result in table 4.3. We reject the null hypothesis (H0) and accept the alternative hypothesis (H1), which states that salaries and wages have a substantial impact on employee performance of sachet water companies in Anambra state, because its probability (0.0071) is greater than the 0.05% level of significance.

Hypothesis Two

Ho: Recognition has no significant effect on employee performance of sachet water companies in Anambra state

Hi: Recognition has significant effect on employee performance of sachet water companies in Anambra state

The computed value for staff recognition is 2.659861, and its probability is 0.0251, as given in table 4.2 above. This indicates that the staff recognition is statistically significant at the 5% level of significant. This study leads us to accept (Hi) and reject (Ho), which suggests that Recognition has a major impact on worker performance at sachet water companies in the state of Anambra.

Hypothesis Three

Ho: Staff training and development has no significant effect on employee performance of sachet water companies in Anambra state.

Hi: Staff training and development has significant effect on employee performance of sachet water companies in Anambra state.

The computed value for the staff incentive, according to table above, is 5.155515, while the probability associated with it is 0.0000. This information indicates that the staff training development is statistically significant at the 5% level of significance. This research leads us to accept (Hi) and reject (Ho), which suggests that staff development and training have a major impact on employee performance at sachet water companies in the state of Anambra.

Hypothesis Four

Ho: Staff Incentive has no significant effect on employee performance of employee performance of sachet.

Hi: Staff Incentive has significant effect on employee performance of employee performance of sachet

The value of the staff incentive is 3.5460, while its probability is 0.0000; this staff incentive is statistically significant. This conclusion may be drawn from our regression result in table 4.3. We reject the null hypothesis (H0) and accept the alternative hypothesis (H1), which states that staff incentives have a substantial impact on employee performance of sachet employees because its probability (0.0000) is less than 0.05% level of significance.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study finds that employee performance is positively impacted by pay and benefits, staff recognition, training, and incentives, but that impact is large and statistically significant. Less than 5% of the time, their coefficients are statistically different from zero. Management is aware that salaries and compensation, employee recognition, training and development, as well as incentives, are essential components of every organization's strategy for boosting employee performance. When rewards are withheld, employees may vent their resentment by performing poorly or showing little interest in their work. Because "a happy worker, they say, is a productive worker," it is critical for every firm to take into account the needs and sentiments of its employees rather than simply ignoring them.

Recommendations

The following recommendation were made based on the findings of the study

- Salaries and wages should be paid as at when due to motivate the workers in doing their job perfectly well

- Management should acknowledge in front of the workforce the efforts made to improve productivity. The implementation of worker promotion and promotion arrears (intrinsic reward) should occur when due..

- Employees should be trained according to the present content of the environment. The reason is that training implies acquiring knowledge to fill the gap between what is known and what should be known. Therefore, seminars/ workshop should be regularly organized by the management in order to update the employee knowledge

- The study also recommends that management should provide effective incentive plan to their employees from time to time to boost their morale for enhanced productivity and performance. The reason is that bonuses will encourage them to put more effort in discharging their duties effectively.

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