

**TITLE PAGE**

**ASSESSING THE SIGNIFICANCE OF REWARDS SYSTEMS ON EMPLOYEE  
MOTIVATION: CASE STUDY OF NIGERIAN BREWERIES PLC**

**BY**

**CHARLES AKINDELE**

X19198833

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## ABSTRACT

This research studies the significance of rewards systems on employee motivation; a case study of Nigerian Breweries PLC. Rewards systems is essential for keeping employees satisfied, engaged and committed, they are placed to appreciate employees for a job well-done and as fulfilment of the employment contract. Thus, rewards systems need to be adequate and sufficient to motivate employees towards productivity. This research tries to examine the rewards system in Nigerian breweries and how it impacts employee motivations. The research had three objectives; to discover the types of rewards in Nigerian breweries; to discover if reward systems in the Nigerian breweries conforms to best practices and standards of rewards system and discover how rewards motivate employees. The research adopts the quantitative methodology, which distributes 260 questionnaires, however, 230 were returned and used for analysis. The researcher used simple regression and chi square analysis to test hypotheses. The results revealed the presence of two rewards in the Nigerian breweries i.e., intrinsic and extrinsic. Also, rewards systems in the brewery conforms to best practices and rewards adequately motivated employees. However, the research discovers that the Nigerian brewery exalts extrinsic/monetary rewards over intrinsic/non-monetary results. This is beneficial in the short run but detrimental in the long run, as monetary rewards only motivate staff for a short period; motivations change as staff grow within an organisation. Thus, the research recommends a balance of both monetary and non-monetary rewards. This is the best form of rewards which maintains employee motivations for longer periods.

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## **DEDICATION**

This work is dedicated to my late Dad and loving Mum, Mr Gabriel Akindele and Mrs Catherine Akindele for supporting me both financially and emotionally.

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## TABLE OF CONTENT

TITLE PAGE	i
ABSTRACT	ii
SUBMISSION OF THESIS AND DISSERTATION NATIONAL COLLEGE OF IRELAND RESEARCH STUDENTS' DECLARATION FORM (THESIS/AUTHOR DECLARATION FORM)	iii
Submission of Thesis to Norma Smurfit Library, National College of Ireland	iv
DEDICATION	v
ACKNOWLEDGEMENTS	vi
TABLE OF CONTENTS	vii
LIST OF TABLES AND FIGURES	x
LIST OF ABBREVIATIONS AND ACRONYMS	xi
<b>CHAPTER ONE</b>	<b>1</b>
<b>INTRODUCTION</b>	<b>1</b>
1.1. Background of the Study	1
1.2. Research Problem	3
1.3. Research Questions	3
1.4. Research Objectives	4
1.5. Research Hypothesis	5
1.6. Significance of the Study	5
1.7. Organisation of Chapters	6
<b>CHAPTER TWO</b>	<b>7</b>
<b>LITERATURE REVIEW</b>	<b>7</b>
2.1. Introduction	7
2.2. Reward Systems	7
2.3. Reward Management System	8
2.4. Standards of Reward Management System	11
2.5. Types of Rewards	13
2.6. Employee Motivation	15
2.7. Importance of Reward Management System to Employee Motivation	16
2.8. Theoretical Review	17
2.9. Empirical Reviews	19
2.10. Conceptual Framework	21
Conclusion	23

<b>CHAPTER THREE</b>	<b>24</b>
<b>RESEARCH</b>	
<b>METHODOLOGY.....</b>	<b>24</b>
3.1. Introduction	24
3.1. Research Paradigms and Approach	24
3.2. Research Design	25
3.3. Research Strategy	26
3.4. Source of Data	27
3.5. Population of the Study	28
3.6. Sampling Size and Techniques	28
3.7. Instrument of Data Collection	29
3.7. Access and Ethics	30
3.8. Analysis of Data	31
3.9. Conclusion	32
<b>CHAPTER FOUR</b>	<b>33</b>
<b>PRESENTATION AND ANALYSIS OF DATA</b>	<b>33</b>
4.1. Introduction	33
4.2. Section A: Demographic Characteristics of Respondents	33
4.3. Section B: Reward Systems put in place by Nigerian Breweries PLC	36
4.4. Section C: Satisfactory Standards of Reward Systems in Nigerian Breweries	42
4.5. Section D: Rewards in Nigerian Breweries and Employee Motivation	47
4.6. Section E: Test of Hypothesis	51
4.7. Section F: Overall Discussion of Findings	54
4.8. Summary of Findings	58
<b>CHAPTER FIVE</b>	<b>60</b>
<b>CONCLUSION AND RECOMMENDATIONS</b>	<b>60</b>
5.1. Conclusion	60
5.2. Implications of the Research Findings	62
5.3. Contribution of the Study	64
5.4. Limitations of the Study	65
5.5. Recommendations for Practice	66
5.6. Recommendations for Future Research	66
PERSONAL LEARNING EXPERIENCE	68
References	70



Appendix A: Questionnaire	74
Appendix B: Krejcie and Morgan Table	79

## LIST OF TABLES AND FIGURES

Table 1. Forms of Reward systems	11
Table 2. Summary of Empirical Reviews	20
Table 3. Conceptual Framework	21
Table 4. Educational qualification	32
Table 5. Department of Respondents	33
Table 6. Years of Experience	34
Table 7. Employee Rewards	36
Table 8. Employee Compensation	38
Table 9. Frequency of Reward	39
Table 10. Descriptive Statistics of Reward Mechanisms	41
Table 11. Descriptive Statistics on Employee Satisfaction with Reward Mechanism	44
Table 12. Descriptive Statistics on Employee Motivation	46
Table 13. Descriptive Statistics on Employees Motivation Towards Productivity	49
Figure 1. Total Reward System	12
Figure 2. Maslow's Hierarchy of Needs	17
Figure 3. Adams Equity Theory	18
Figure 4. Conceptual Framework	22
Figure 5. Educational Qualification of Respondents	33
Figure 6. Distribution of Respondents by Department	34
Figure 7. Years of Experience	35
Figure 8. Employee Rewards	36
Figure 9. Employee Compensation	38
Figure 10. Frequency of Rewards	40
Figure 11. Rewards Mechanisms used in Nigerian Breweries PLC	42
Figure 12. Employee Satisfaction with Reward Mechanism	44
Figure 13. Employee Motivation factors	47
Figure 14. Employees Motivation Towards Productivity	49

## **LIST OF ABBREVIATIONS AND ACRONYMS**

HRM	-	Human Resource Management
PLC	-	Public Limited Company
RM	-	Reward Management
RMS	-	Reward Management System
RS	-	Reward System
SPSS	-	Statistical Package for Social Science
TR	-	Total Rewards

## CHAPTER ONE

### INTRODUCTION

#### 1.1. Background of the Study

The constantly evolving challenges in the workplace have made it imperative for managers to seek ways to enhance employee motivation. The ability of an organisation to motivate quality talents and skills is one of the best competitive advantages a company can possess; this is because high employee motivation was a precursor of greater loyalty, commitment, and organisational performance. Furthermore, having a highly motivated workforce impacts on general productivity of the workplace (Andualem, 2013). Thus, employers constantly seek methods of motivating their workforce. One way of motivating employees is through an effective reward system. Abraham (2012) points out that an effective rewards system was one of the essential instruments for keeping employees satisfied, happy and motivated, which affects their productivity levels.

Employee motivation is cardinal for employee productivity and organisational performance. An individual employee who is not motivated enough cannot fulfil tasks with the right mindset, vigour, and creativity, thus impacting the quality and standards of work performed. This further affects the general organisational output leading to low performance (Griffin and Moorhead, 2013).

A Reward system is an organisational mechanism that seeks to appreciate employees for their performance while also serving as incentives for employees with low performance, encouraging them into better performance. The reward system appreciates employees who have exceeded management expectations and encourages those who have not to put more effort. The goal of the reward system is to motivate employees towards better performance.

Griffin and Moorhead (2013), note that instituting a reward system is to "Attract, Retain and Motivate qualified employees"

Reward systems are pertinent to an organisation's overall outcome because reward systems are linked to employee satisfaction, motivation, and commitment levels; these variables make employees put more effort into their work, thus resulting in quantitative and qualitative completion of tasks. The level to which employees complete their tasks determines organisational performance, success, and profits. Thus, rewards systems were essential in creating more productive workers, which enhanced the organisation's corporate success. Therefore, employers must ensure that staff is always motivated, committed, and satisfied through instituting a standard reward management system.

Abraham (2012), notes that reward management was not only useful for employee motivation, satisfaction, and commitment but it was also a means of controlling the behaviours of staff. Reward systems served as a reinforcer hence eliciting positive behaviours from staff. For instance, when employees are aware that they will get rewarded for good action, they tend to put more effort into their best behaviour. Also, if employers reward staff for high productivity, staff become encouraged to maintain high productivity levels to secure the rewards continuously. Thus, the ability of reward systems to motivate and control employees' actions is what makes it important to organisational and business management study and practice.

Considering the above, it is evident that reward systems can motivate employees into greater productivity for organisational performance. This dissertation attempts to discuss the impacts of reward systems on employee motivation. The study will critically investigate how reward systems can be used as a proper motivator as well as an instrument to elicit positive organisational behaviour from employees in respect to Nigerian breweries PLC

## **1.2. Research Problem**

The Nigerian breweries is a beverage-producing company that serves the West African country. The company has an elaborate management structure and high-quality staff. The company prides itself on having a high-quality staff which is significant in its productivity and ability to keep customers satisfied. Research conducted by Yusuf (2020), revealed that the brewery had an employee productivity rate of 75% in 2020; this was a significant increase of the last two years at 60%. Also, the company constantly seeks ways to keep its rewards system up to date, thereby keeping its employees motivated and satisfied

Despite the above, there is still a lack of empirical research that discusses the link between reward systems and employee motivation in the brewery. Research by Yusuf (2020) and Hamid (2020), focused mainly on employee productivity and did not elaborately explain the reward systems in the brewery. This comes with the rising cost of living in Nigeria and the economic recession of 2020, resulting in employees seeking jobs with better rewards. Despite this employee retention in the brewery is high, as the company had recorded a low turnover rate of 0.3% (Hamid, 2020). The general speculation is that employee motivation is high in the brewery; however, no academic research is available to authenticate this. Thus, this research will be conducted to fill in gaps in existing literature concerning rewards systems in the brewery. The research will also provide explanations of the impacts of reward systems on employee motivation.

## **1.3. Research Questions**

- i. What are the reward systems put in place in the Nigerian Breweries?
- ii. To what extent is the reward system in the Nigerian breweries considered satisfactory and in accordance with reward system standards?

- iii. To what extent have reward systems contributed to motivating employees for greater productivity in the Nigerian breweries?
- iv. In what ways can the reward systems in Nigerian breweries be improved to sustain employee motivation?

#### **1.4. Research Objectives**

The general objective of this study is to discuss the impacts of reward systems on employee motivation in Nigerian breweries PLC. The specific objectives, however, are.

**i. To investigate the reward systems put in place in the Nigerian Breweries PLC**

Several reward systems exist; Abraham (2012), notes that reward systems include salary, wages, and financial incentives. Anduaem (2013), notes that reward systems are not purely financial but also include other non-financial rewards. Thus, this objective will be targeted at discovering the type of reward system in Nigerian breweries

**ii. To critically examine the extent to which reward systems in the Nigerian breweries is considered satisfactory and in accordance with reward system standards**

Agburu (2012), notes that rewards systems must fulfil certain standards such as timeliness, equality, equity, and fairness. Darrat et al. (2017), further note that for reward systems to motivate employees, they must be "deemed worthy" or sufficient. In line with this, this study will investigate whether the rewards system in Nigerian breweries conforms with rewards standards.

**iii. To empirically examine the extent to which reward systems have contributed to motivating employees for greater productivity in the Nigerian breweries**

Datta (2012), notes that rewards systems serve as motivation for employees by encouraging them to do more. Furthermore, Hoole and Hotz (2016), note that reward systems serve as means

for controlling and influencing positive behaviour from staff. This objective thus seeks to investigate the extent to which the reward system has impacted employee motivation.

### **1.5. Research Hypothesis**

The following are the hypothesis for this study.

- i. H<sub>0</sub>= There are no reward systems in Nigerian breweries.
- ii. H<sub>0</sub>= There is no link between reward systems in Nigerian breweries and the standard for reward systems
- iii. H<sub>0</sub>= There is no link between reward systems and employee motivation in the Nigerian breweries.

### **1.6. Significance of the Study**

Research on reward systems has been essential to discovering the various ways in which reward systems can be used in eliciting positive behaviour amongst staff. Creswell (2013) explains that the value of academic research on reward systems enhances critical insights on the process of structuring reward systems for the greater good in organisations. This means that research on reward systems is done to improve practical and academic knowledge on the nature, structure, types, and administration of reward systems.

Considering the above, this study is significant as it provides an understanding of Nigerian breweries' reward systems, which will be essential in making recommendations on how reward systems can be effectively used to increase employee motivation and performance within the Nigerian breweries. Furthermore, the study is also significant to the management of the breweries as it will identify areas of improvement in the current reward management system of the company, thus creating policies that address this and further enhances employee productivity.



This study is also significant as it will explore the linkage between reward systems and employee motivation, thereby discovering the potency of reward systems in motivating employees in the Nigerian breweries. This will be essential in filling the gap in literature and developing models for reward systems that can be adopted in the business arena.

### **1.7. Organisation of Chapters**

The research is subdivided into five chapters which include.

Chapter one provides the introduction to the research. Thus, it gives the background studies, statement of the research problem, research aims and objectives, hypothesis, and significance of the study

Chapter two is the literature review which gives a critical analysis of existing studies to develop a conceptual framework

Chapter three is the research methodology that provides the instruments for data collection and analysis

Chapter four contains the interpretation and discussion of findings

Chapter five gives the conclusion, general reflection, and recommendations of the study

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1. Introduction

This chapter seeks to critically review existing text on reward management systems (RMS) and employee motivation. The two are the basic concepts for this research, and they have acquired widespread academic usage. This research thus seeks to review scholarly text concerning the nature and manifestation of these variables, which is essential to understanding the gap in the existing study, further drawing up areas that need to be filled by the current study. The review is subdivided into four main sections: conceptual reviews, theoretical reviews, empirical reviews, and the conceptual framework

#### 2.2. Reward Systems

An effective conceptualisation of Reward Systems (RS) cannot be achieved without a working definition of rewards. Oluwale (2017), explains that rewards are non-monetary or monetary payments given to employees by their employers. Similarly, Katuaet al. (2014), opine those rewards are general or specific benefits given to workers in exchange for their labour, service, or value. Considering this Abraham (2012), expresses those rewards are strategic to human resource management policy because it aims at recognising and repaying employees for the value they add to the organisation, as it serves as a fulfilment to employee contract.

Rewards refer to tangible and intangible appreciation given to employees by employers as a sign that the employment contract is still in place; rewards are the sign of the fulfilment of an employment contract. The rise of production and scarcity of the means of production mandates employees to sell their labour powers to entrepreneurs who give them wages in return for labour

(Katua et al., 2014). Rudimentary analysis shows that rewards can only exist as wages; however, with the rise of more sophisticated employee contracts and employee demands, rewards now exist in more dimensions than physical wages and salaries. Therefore Armstrong et al. (2011), bolsters those rewards were both physical/nonphysical, tangible/intangible, intrinsic/extrinsic. Therefore, rewards are benefiting that employee receive from their workplace and serve as determinants for motivation, commitment, loyalty, satisfaction, and engagement. Rewards Had physical and psychological impacts on employees. Khan et al. (2010) note that different rewards meant different things to employees; some employees will consider and relate better with cash rewards while others prefer nonphysical forms of rewards. This is in line with Oluwale (2017), who notes that employees may not always welcome cash rewards. Some employees were not satisfied by cash rewards, thus the need for employers to develop physiological rewards. Limiting rewards to cash, a monetary form was less prudent and archaic (Abraham, 2012). Therefore, a better conceptualisation of rewards will constitute a holistic and value scheme that incorporates different dimensions and covers elements like basic pay, compensation, incentives, work-life balance, welfare, healthcare benefits, opportunities for progress and career development, etc. The ROI survey (2013) revealed 67% of employees see rewards as a more inclusive form of appreciation that considers pay, welfare, and extra benefits.

From the above definition, we thus can note that rewards are elaborate schemes; hence they need to be managed properly for better, efficient, and positive outcomes. This brings the concept of reward management.

### **2.3. Reward Management System**

Based on the above definition of Rewards, a reward system can be defined as a set of programs instituted by an organisation to appreciate, encourage employees for their performance and productivity (Khan et al., 2010). Armstrong et al. (2011) note that reward systems are essentially put in place to influence individual and team efforts, performance, and productivity within an organisation. Thus, contrary to the earlier explanation, they note that reward systems are not solely for financial remuneration but serves as a strategic tool for greater productivity by motivating employees. Thus, they suggested that reward systems should be adopted to motivate, control, and influence the behaviour of employees to greater productivity.

In a similar argument Abguru (2012), explains that RMS involves the formulation and implementation of diverse policies and strategies targeted at rewarding employees fairly, consistently and equitably. Most times, RMS is based on employee contributions and value to the organization. RMS is concerned with analysing, controlling, and administering employee compensation, remuneration, benefits, incentives, and welfare packages. The focus of RMS is to structure, manage and administer a fair and equal reward structure (Andualem, 2013). RMS must consider pay, policies, practices, salary, payroll administration, minimum wage, individual rewards, team rewards, and executive pay. RMS is the umbrella that governs the administration of rewards. Therefore, RMS are equally important as rewards.

Several scholars have explained the essence of RMS, opinions regarding RMS seem to be complementary instead of debatable. For instance, Bratton and Gold (2012) explain that RMS are instituted to encourage or influence individual and team performance and increase productivity and engagement. RMS, therefore, does not only intend to reward employees but also seeks to motivate and influence their behaviour, further culminating in positive outcomes

for the organization. Therefore, a good RMS should motivate employees towards higher performance, productivity, commitment, and engagement.

In a like-minded opinion, Darrat et al. (2017), note that RMS is implemented as policies and strategies to guarantee that employees' efforts within the organization are recognized and duly rewarded. Thus, the central goal of RMS is to ensure the adequate, equitable, and consistent rewarding of employees. A good RMS will consider the correlation between employee efforts and the rewards provided in return. RMS is also instituted to ensure that employees are consistently satisfied and motivated to contribute to organizational success.

In Abguru (2012) opinion, RMS should consider all elements that motivate an employee and steer them to greater performance and achievement. Therefore, RMS should not be limited to the administration of cash rewards but should integrate specific financial and non-financial elements; this can make RMS sophisticated and elaborate in achieving its objectives.

A more recent study Hamid (2020) notes that RMS are used strategically by organisations. Scholars of organisational productivity have constantly researched better ways to achieve organisational objectives, performance, and success. One newly developed method was strategically aligning RMS to the goals of the company. Thus, RMS was used strategically to increase the company's fortunes in the marketplace. Furthermore, organisations had a higher chance of success by strategically aligning rewards with organisational goals and objectives, as RMS could motivate employees towards achieving organizational goals. This was possible by linking RMS to performance; thus, high-performing employees get more rewards than low-performing employees. Therefore, increasing the motivation of high-performing employees to keep up the "good work" while encouraging low-performing employees to "step up their game" if they intended to receive more rewards.

In a contrary opinion, Fareed et al. (2013), see RMS as more theoretical than practical, in the sense that many scholars have discussed RMS. However, very few organisations put it into practice because the practical operation of RMS was challenging to set up and manage. Furthermore, RMS may be directed at achieving a certain behaviour only to elicit an opposite behaviour. Thus, for the practical institution of reward, it is necessary to understand what constitutes a good RMS, in other words, what are the standards of a good RMS.

Several forms of reward systems exist as documented in the table below:

**Table 1. Forms of Reward systems**

<b>TYPES OF REWARD SYSTEMS PREVAILING</b>	
<ul style="list-style-type: none"> <li>&gt; <b>MONETARY REWARDS</b> (salary increase, bonus system, perquisite) <b>Surprise Bonus Reward</b> <b>Prospective or "ex ante" Contingent REWARD</b> <b>RETROSPECTIVE or "ex post" REWARD</b></li> </ul>	vs
	<ul style="list-style-type: none"> <li><b>NON-MONETARY REWARDS</b> <b>Joint Reward System</b> <b>Extrinsic Reward</b> <b>Direct Reward</b> (token of appreciation) <b>Indirect</b> (financial security &amp; better future) <b>Social Reward</b> (shared goals) <b>Intrinsic Reward</b> (satisfaction, growth, involvement, autonomy self-competency, individual experience)</li> </ul>
<ul style="list-style-type: none"> <li>&gt; <b>FINANCIAL REWARDS</b> <b>Direct Rewards-</b> Pay/Salary, profit sharing, Fringe benefit, Bonus benefits, promotion <b>Indirect Rewards-</b> pension plans, paid vacations</li> </ul>	vs
	<ul style="list-style-type: none"> <li><b>NON-FINANCIAL REWARDS</b> including recognition, empowerment, and delegation and promotion and title, authority and responsibility, education, appreciation and praise, vacation time, comfort of working place, social paid leaves, purchase discounts activities, feedback, flexible working hours, design of work, recognition, social rights etc.</li> </ul>
<ul style="list-style-type: none"> <li>&gt; <b>PERFORMANCE BASED REWARD</b> Piece work pay plans, incentive systems, group bonuses, Merit pay</li> </ul>	vs
	<ul style="list-style-type: none"> <li><b>MEMBERSHIP BASED REWARD</b> increase in living cost, profit sharing, benefits, seniority, credentials</li> </ul>
<p><b>9. Influencing Factors on a Reward Proposal</b></p> <p><b>1) Maslow's Hierarchy of Needs</b></p> <p><b>2) Herzberg's Two Factor Theory</b></p> <ul style="list-style-type: none"> <li>&gt; Intrinsic and Extrinsic reward influences (ex: Royal Bank of Canada RBC)</li> </ul> <p><b>3) Culture of an organization (ex: Colgate-Palmolive)</b></p> <ul style="list-style-type: none"> <li>&gt; Human / Individualistic Culture (ex: U.S)</li> <li>&gt; Organizational / Collectivistic Culture</li> </ul> <p><b>4) Non-cultural / Additional influences</b></p> <ul style="list-style-type: none"> <li>&gt; Nature of an organization (profit-oriented, competitive)</li> <li>&gt; Goals of an organization (efficiency, productivity, performance maximize)</li> <li>&gt; Shocks to the operating environment (ex: Asian financial crisis).</li> </ul>	

**Source: Armstrong (2011)**

## 2.4. Standards of Reward Management System

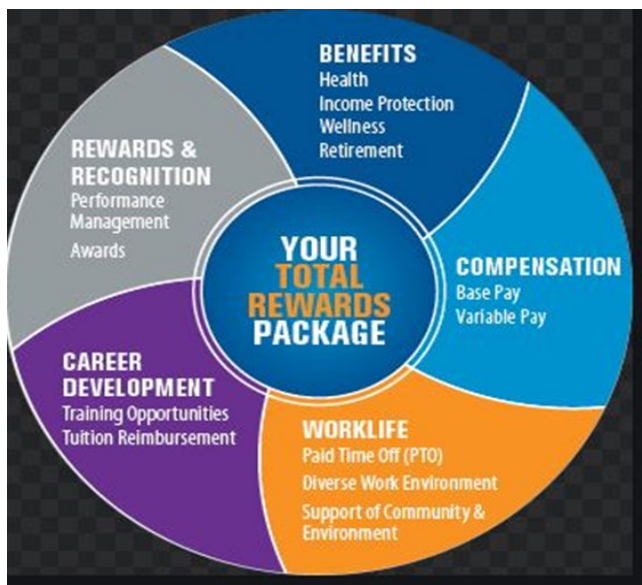
There are no universally accepted RMS standards because different policies at different capacities run several organisations. Furthermore, employee difference in organisations propels different organisations to seek out reward systems that are satisfactory to different

employees. Thus, the standards of rewards systems (RS) have generated several interpretations over the years.

Armstrong et al. (2011), note that a good RS must be fair, equal, and maintain equity; it must also match employee's competitiveness, expectations and reinforce all acceptable and positive employee behaviour. It should also be able to eliminate all forms of negative employee behaviour and mindset. On the other hand, Bratton and Gold (2012) expressed that a good RS. must efficiently organise and stir employees towards productivity. It must also be in line with employee interest, thus maintaining good industrial relations between staff and other staff and management.

In a more elaborate analysis, Kanfer et al. (2012) developed a total reward package. This contains every element that an employee wants in a reward system, hence being a standard for a good reward system. This is reflected in the diagram below.

**Figure 1. Total Reward System**



**Source: Kanfer et al (2012)**

From the diagram a standard RMs should encapsulate all aspects of work; it should seek to provide a balanced and comprehensive approach to appreciating employees' efforts. Thus, standard RMs will consider learning and development, welfare and extra benefits, a safe and healthy work environment, pay and recognition, career progress and development, etc. A reason why RMs must have an all-encompassing framework is provided by Fareed et al. (2013), who explains that employees are dynamic, with different desires, needs, and interests, a deficiency or lack of the fulfilment of an objective can lead to a decline in motivation, frustration, and commitment which is detrimental to organisational wellbeing. Thus, standard RMs should contain all transactional rewards related to pay, benefits, and other elements agreed by the terms of the employment contract (Bratton and Gold, 2012).

A Standard RMs should be a summation of the total expectations of an employee and include everything valuable and commendable which an employee receives from the organization (Andualem, 2013). According to Hoole and Hotz (2016), valuable benefits consist of what the employee is entitled to and other benefits that create an emotional connection between the organisation and the employee. How RMS creates an emotional connection with the organization is based on the type of rewards provided by the RMS. Two types of rewards exist intrinsic and extrinsic; the proper use of this can stimulate, gratify, motivate and attract better employees into the organisation.

## **2.5. Types of Rewards**

As explained in the preceding section, two types of rewards exist: intrinsic and extrinsic

### **2.5.1. Intrinsic rewards**

Refer to the intangible or nonphysical forms of rewards an employee achieves from his/her activities in an organization. Intrinsic rewards seek to motivate the inner emotions and feelings



of the employee (Fareed et al., 2013). Thus, intrinsic rewards target the motivation of employees through personal fulfilment, sense of pride, sense of meaning, etc. Intrinsic rewards are, to some scholars like Hoole and Hotz (2016); Kanfer et al. (2012); Katua et al. (2014), the most important form of rewards because they generate and retain long-term commitment from employees. Thus, it serves as a better mechanism to keep employees engaged, committed, satisfied, and emotionally connected to the organisation. Fareed et al. (2013) explain that the monetary form of rewards tends to lose its values amongst employees; newer employees sought monetary rewards, however as employees matured, the value of monetary rewards depletes. Therefore, providing room for intrinsic rewards created a long-lasting impact on employees, thus sustaining their productivity.

Classifying intrinsic rewards is difficult as sometimes they manifest intangible forms, in offering a good description of how to classify intrinsic rewards. However, Hoole and Hotz (2016), note that any reward that increases pride, fulfilment, self-actualisation, sense of belonging, and meaning is intrinsic. Thus, rewards like recognition, staff applause, appreciation, commendation letter, promotion, training and development, and opportunities for career progress and promotion were types of intrinsic rewards.

### **2.5.2. Extrinsic Rewards**

Unlike intrinsic rewards, extrinsic rewards were tangible and physically felt by the employee. Extrinsic rewards exist in the forms of pay, bonus, and financial incentive. In the short run, the value of extrinsic rewards is more important than intrinsic rewards (Datta, 2012); this is because all employees need payment, as money is a central motivation for work. Employers can attract high-performing talents; however, as explained earlier, extrinsic rewards only kept employees motivated in the short run. As employees matured, they began to seek greater intrinsic avenues for motivation, satisfaction, and commitment (Aghwu (2013); Andualem

(2013). Bratton and Gold (2012), note that extrinsic rewards played greater roles than motivation; they were better at controlling, monitoring, and influencing behaviours of employees. The strategic use of rewards is associated with extrinsic values (Griffin and Moorhead, 2013). If employers wanted to increase positive behaviour amongst employees, all they had to do was to link the behaviour to extrinsic rewards, for example, if employers wanted to increase early resumption amongst staff, they could place a financial bonus for rewarding the staff with the highest rate of early resumptions. This was bound to steer employees to resuming early not because they like it but to get the associated extrinsic reward. In its usefulness, extrinsic rewards served better purposes than intrinsic rewards.

## **2.6. Employee Motivation**

Employee motivation is regarded as a factor in organisational processes that stirs and encourages people to work better, effectively, and efficiently for the overall benefit of an organisation. However, employee motivation is not a naturally existing factor; it is generated by fulfilling the basic needs of employees. Hence Fareed et al. (2013:7), explains that managers need to "motivate employees to generate employee motivation" because employee motivation can only be generated via specific actions that employees can relate to. Hoole and Hotz (2016) capture the relevance of employee motivation by noting that it was essential for managers of organisations to understand the act of employee motivation; since motivated employees are the pillars of a successful organisation, several mediums need to be adopted to motivate and keep employees motivated. The dangers of an unmotivated workforce are further explained by Datta (2012), who points out that an unmotivated workforce was detrimental to the organisation's wellbeing. Unmotivated employees risk crippling business operations and duties and can portray the wrong messages and images to customers. The attitudes of an unmotivated employee thus include absenteeism, lack of commitment, low productivity, disengagement,

disloyalty, and negative attitude to work and fellow employees. However, Khan et al. (2010), notes that when employees are well motivated, it leads to organisational growth and survival. Employee motivation is a difficult task, as what serves as motivation constantly changes (Khan et al., 2010).

Two basic types of motivation exist; intrinsic motivation and extrinsic motivation; intrinsic motivation comes from within an employee and is attached to the feeling of value, meaning, and actualisation. Intrinsic motivation is not financial hence cannot be generated by monetary rewards. On the other hand, extrinsic motivations are financial, hence can be generated through monetary rewards, bonuses, and incentives (Kulchmanov and Kaliannan, 2014).

## **2.7. Importance of Reward Management System to Employee Motivation**

The preceding section established the importance of reward systems to employee motivation; factors like controlling behaviour, increasing motivation, and monitoring commitment levels were the associated importance of RMS. In more specific explanations Datta (2012), notes that reward systems can stimulate employees' cognitive and physical motivations, thus pushing them to achieve greater feats for the organisation. The goals and objectives of the organisation were usually designed to the tasks and duties of employees; with guidance reward systems; employees became well motivated to achieve expected tasks and duties. Hoole and Hotz (2016), also note that good and standard RMS can turn low achievers into high achievers by motivating them into greater performance. Good RMS instils a stronger drive into low achievers to meet the performance of high achievers, thus getting higher rewards. This shows that RMS can be used strategically to ensure that the workforce remains productive.

Khalifa et al (2010), explain that despite the differences amongst organisations in size and structure, reward systems created professional and personal development for employees, increasing their motivation to work.

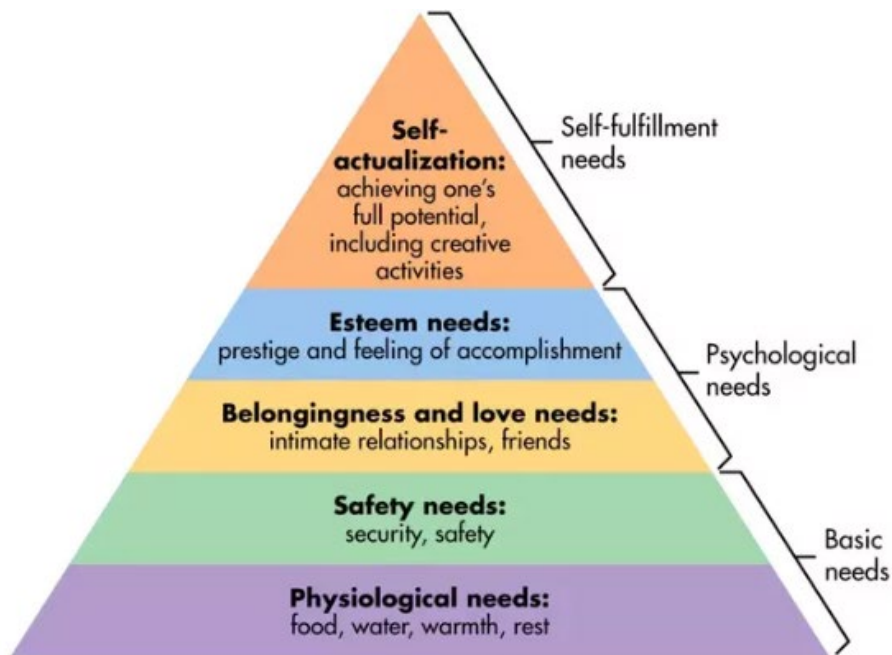
According to Muogbo (2013): Navid (2012), for RMs to achieve their desired goals, it must be designed in consideration of employee's needs, interests, and desires, i.e., it should effectively cater for all those employees seek to achieve while working in an organisation. Thus, some employees may be satisfied with extrinsic rewards; others may be satisfied through intrinsic rewards, thus reward system should be created in a way that achieves a balance between intrinsic and extrinsic rewards, by so doing rewards can achieve positive impacts, thus fulfilling the expectations of employees and keeping them motivated. Furthermore, Ong. and the (2012), explain that rewards were amongst the most effective means of motivating employees and propelling them towards greater productivity and performance. Therefore, rewards serve as a beneficial incentive that is necessary for improving the productivity and performance of employees.

Every employee expects that management rewards them following organisational inputs; if this is done appropriately, employees become satisfied and further motivated. However, if management could not provide sufficient standards for RMS, employees were bound to be dissatisfied, which leads to unhealthy organisational behaviour amongst employees.

## **2.8. Theoretical Review**

Several theories have been developed to explain the relevance of reward systems in motivating employees. The first and most popular is Abraham Maslow's theory of needs, which arranges the needs of employees in a hierarchical and pyramidal order, as seen in figure 2.

**Figure 2. Maslow's Hierarchy of Needs**



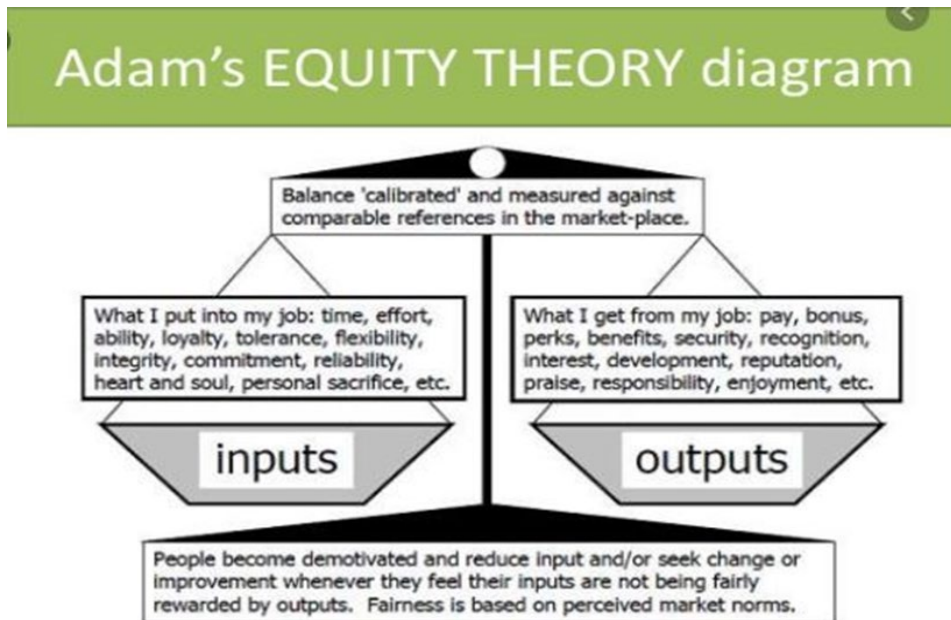
**Source: Koltko and Mark (2006)**

Koltko and Mark (2006), explains that Maslow captures the level of motivation and what can generate these motivations; below the pyramid are the basic needs of employees; thus, this can easily be achieved via financial rewards, thus serving as extrinsic motivation, the needs on upper parts of the pyramid, however, need intrinsic values to be fulfilled thus putting in place mediums to satisfy these needs gives the employee a sense of belonging and further motivates him/her inwardly.

Maslow's theory was hailed for providing a dichotomy between intrinsic and extrinsic rewards and motivations; however, it was heavily criticised for not accurately explaining how rewards can generate employee motivation (Kulchmanov and Kaliannan, 2014). These criticisms led to the development of more sophisticated theories as Adams Equity Theory, which explains that for employees to be motivated, there must be a balance in reward systems, based on what the

employee gives to the organisation and what the organisation gives back to the employee as shown in figure 3

**Figure 3. Adams Equity Theory**



**Source: Khalifa et al. (2010)**

Datta (2012), explains that the theory creates a balance between the employer-employee relationship. Thus, it measures and evaluates the importance of inputs and a corresponding output within an organisation. The equal distribution of input and output will lead to motivated workers. Thus, the theory succeeded in explaining the framework for employee motivation based on the input-output framework. However, it was criticised for being too hypothetical as no employer can effectively create an RS that equally balances worker's input with outputs (Khalifa et al., 2010).

## 2.9. Empirical Reviews

Empirical reviews provide evidence-based associations between RMS and employee motivation. Several studies have been conducted that discuss the relevance and link between

RMS and employee motivation Sarwar and Abugre (2013) discovered that with sufficient and standard RMS, organizational performance rose by 8.7%, Oluwale (2017), further in an analysis of the benefits of RMS to employee motivation discussed that managers using both forms of rewards were better placed to achieving employee motivation than organizations which used only one. Furthermore, Yusuf (2020), carrying out a meta-critical analysis, reveals that organisational performance, motivation, and productivity were high amongst employees with a balance between input and output, as explained by Adams's theory. The table below summarizes other studies in employee motivation and RMS.

**Table 2. Summary of Empirical Reviews**

S/N	Study	Focus	Methodology	Finding
1	Aktar et al (2013)	Studied the impacts of rewards on job satisfaction and employee's performance.	Comparative quantitative analysis	A decrease in rewards diminished job satisfaction and employee performance. The study thus confirms the importance of rewards as a source of motivation
2	Al-tamimi (2018)	Studied financial incentives thus extrinsic rewards and its impacts on employee performance	Quantitative analysis	The study confirms that financial incentives were a factor in employee performance, but it was not the only factor that influenced employee performance, as other factors such as welfare, work-life balance, opportunity for growth, promotion and career progress where also associated factors
3	Bari et al (2013)	Studied the impacts of non-financial rewards on employee attitude and performance.	Quantitative Analysis	the study reveals that employee attitudes and performance were impacted separately in relation to non-financial rewards. While attitudes did not change with or without non-financial rewards, performance significantly changed when non-financial rewards where not properly administered. To maintain high performance, non-financial rewards must be administered together with financial rewards. The two created the perfect reward system as explained by Herzberg's theory

4	Bender et al (2018)	Studied an array of work practices that influenced productivity and performance	Quantitative Analysis	a key discovery was the role of rewards in creating employee engagement i.e. creating a strong emotional attachment between organizations and employee.
6	De Gieter and Hofmans (2015)	Studied the influence of job satisfaction on employee turnover	Quantitative Analysis	their research revealed that satisfied employees had a low tendency to quit their jobs. Rewards extrinsic and intrinsic were significant in creating job satisfaction.

The above empirical reviews have confirmed a positive association between employee motivation and rewards; a stricken discovery is the use of the quantitative methodology. Aktar et al. (2013); Abugre (2013); Oluwale (2017); Yusuf (2020) note that the reason for adopting the quantitative methodology was to identify staff and carter for numerous responses correctly. Furthermore, most studies tested the hypothesis, which was central to establishing the link between employee motivation and rewards systems. Thus, this study also uses the quantitative methodology as the study seeks to test hypothesis regarding the potency of reward systems in motivating employees in Nigerian breweries

## 2.10. Conceptual Framework

The conceptual framework provides the explanation that links the literature review findings and their influences on data collection. It shows a logical flow between all variables of the study, what the literature review has discovered about these variables and how data will be collected from these variables

**Table 3. Conceptual Framework**

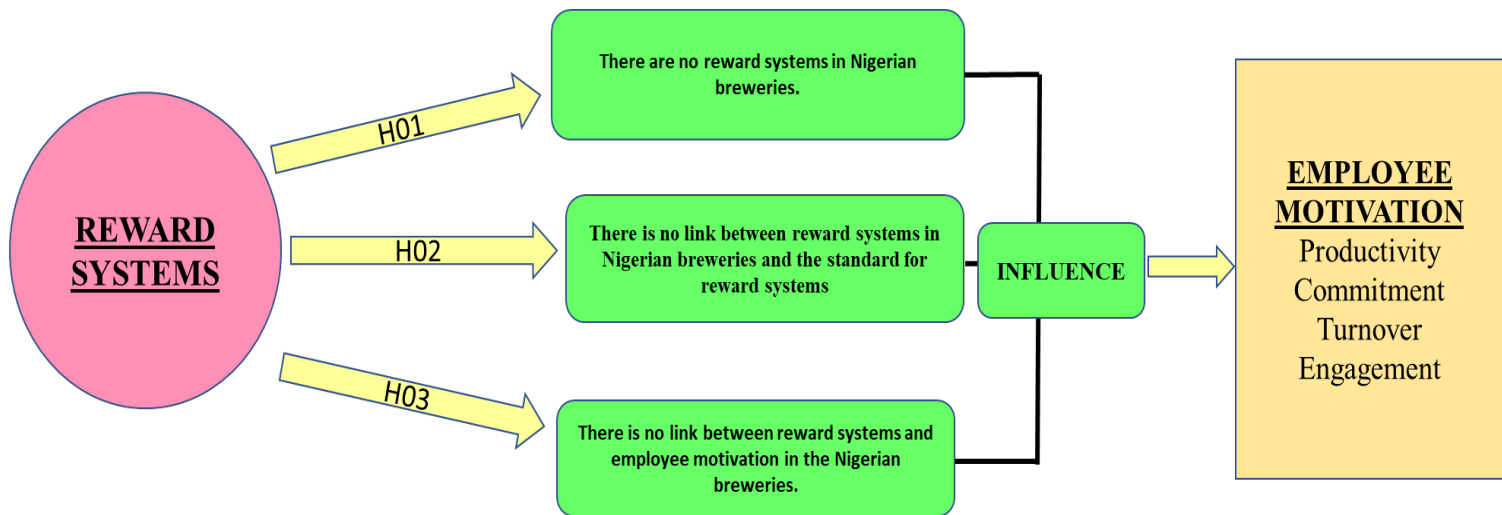
S/N	Concepts/ Variables	Definition	Operationalisation
1	Reward Management System	A reward system is a set of programs instituted by an organisation to appreciate, encourage employees for their performance and productivity (Khan, et al, 2010). Armstrong, et al (2011)	Non-financial Financial Rewards



2	Employee motivation	Employee motivation is regarded as a factor in organisational process that stirs and encourages people to work better, effectively, and efficiently for the overall benefit of an organisation. Employee motivation is not a naturally existing factor, it is generated by fulfilling the basic needs of employees. Hence Fareed, et al (2013:7),	Job satisfaction Employee Productivity Employee Commitment
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From the table above, there are two basic variables of the study: the independent variable (Reward Systems) and the dependent variable (Employee Motivation). In studying the independent variable, the researcher will seek to discover the types of rewards systems in the Nigerian breweries. Thus, emphasis will be made on non-financial/intrinsic and financial/extrinsic forms of rewards. This will be important in achieving objectives one and two of the study. In studying the impacts of rewards systems on employee motivation, the researcher will seek to establish the correlation between the two by critically investigating job satisfaction, employee productivity, commitment, and engagement amongst employees in Nigerian breweries. These are attributed variables to motivated employees, as discussed in the literature review. This further is essential to achieve the third research objective. The needs and equity theory elements will serve as intervening variables to judge the satisfactory nature of the rewards system in the Nigerian breweries. Thus, the research will investigate the ability of reward systems to meet all needs of employees in the brewery and gauge the balance between reward systems and employees' inputs. Three hypotheses will be tested. This hypothesis is directly linked to the research objectives. The diagram below thus explains the conceptual framework

**Figure 4. Conceptual Framework**



### **Conclusion**

This section was the literature review which critically analysed, criticised and examined studies in relation to the research objective. Arguments within the literature were complementary rather than antagonist, providing complementary debates i.e., a build-up of each other. For instance, while Khan, et al (2010), notes that rewards were a means of appreciating staff for a job well-done, Armstrong, et al (2011), went ahead to stress that rewards were for appreciating and motivating staff towards good performance. Therefore, the literature review had provided specific areas worth considering during data collection. Thus, the researcher will critically interrogate these areas therefore discovering their presence in the Nigerian breweries further authenticating their value to both knowledge and practice. The next chapter contains the research methodology.

## **CHAPTER THREE**

### **3.1. Introduction**

This section contains the research methodology which provides the empirical breakdown of tools for data collection and analysis. The tools are used to ensure the overall logical and reasonable arrival at the research objectives; thus, the research methodology outlines specific blueprints which the researcher adopted to meet research respondent, generate and analyse data.

### **3.1. Research Paradigms and Approach**

Before new knowledge is considered credible and acceptable for academia, some laws and procedures must be followed (Bryman, 2012). These laws represent intellectual frameworks that govern knowledge acquisition and deem academic research worthy for potential inclusion into an existing body of research (Saunders, 2011). Additionally, these laws are fundamental tools in research, and inquiries are known as research paradigms.

However, this study adopts the positivist research paradigm. The Positivist paradigm emphasises objectivism, knowability, and deduction logic in studying phenomena by verifying hypotheses and experimentation by operationalizing variables and measures. The paradigm thus promotes the measuring of observable facts and data between variables (Creswell, 2013). The positivism paradigm aligns with the comparison of variables, preparation of inferences and hypotheses, replication of findings, and controlled experimentation of hypotheses. The positivist research paradigm principle creates relationships, correlations, and frequencies between the empirical variables. Also, it assumes that real-life phenomena, like objects in science, can be predicted by direct observations.

Positivism uses practical techniques for hypothesis testing to establish correlations and relationships. This paradigm will be helpful in this study, as the research seeks to investigate the influence of the Rewards system on employee motivations, which are the two significant variables used in this study. The researcher has successfully broken down these variables into measurable constructs through the literature review and conceptual framework. Thus, the positivism paradigm enhances the empirical measurement of these variables, further discovering the correlation between the dependent and independent variables.

Limitations to the positive paradigms occur in diverse forms. For example, in human subjects, the dynamic nature of humans poses difficulty as its inability to get in-depth explanation and analysis concerning the manifestations of variables. Therefore, making treatments relatively hard (Wilson, 2010).

### **3.2. Research Design**

Ormerod and Ulrich (2013) explain that the research design refers to all methods, techniques, methodologies, and frameworks that the researcher adopts to answer the research questions, achieving the research objectives. Thus, a research study utilises essential elements, which include research questions, validity, and reliability, objectives, type, and method of data collection, in addition to statistics such as the average and range, experimental design, sampling, and hypothesis, to name a few. Essentially, a research design captures all these essential elements and integrates them in harmony to collect and measure data accurately.

This study adopts critical data in the form of numbers and statistics, known as quantitative research. The design emphasises numerical data collection and statistics, making the quantitative research more personal, subjective, and based on testable hypotheses. Tools the design uses in portraying the relationship between variables are percentages, ratios, and

factors.

Using this design enabled the researcher to accurately measure the influence of financial and non-financial rewards on employee performance; the design made the variables easily quantifiable, thereby increasing the straightforwardness of the findings. The design also made the findings easily understandable with less ambiguity. The design effectively limited the researcher's influence on variables, thus ensuring that the authenticity of the research findings is high.

The study has three hypotheses that were tested to further or disprove the relationship between financial and non-financial rewards on employee motivation using a unique quantitative research design attribute that involves identifying a problem, reviewing the literature on the study, and drafting a hypothesis. With quantitative design a hypothesis can be tested, approved, or disapproved.

### **3.3. Research Strategy**

The research strategy adopted for this study was the survey research strategy. The research survey takes a unit of the population or respondents and collects data, like questionnaire constructing and creating methods for improving the number and accuracy of survey responses. The questions are further documented, analysed, and discussions are made on them (Venkatesh et al, 2013). The objective surveys allow the researcher to collect data from a broad range of respondents, enhancing the research findings' generalisability (Bernard and Bernard, 2012). Since the study is based on survey research describing specific aspects of a given population, it seeks to obtain a broader explanation of the impacts of financial and non-financial rewards on employee motivations, establishing associations and correlation between variables can only be done via numerical data (Collins and Hussey, 2014).

Furthermore, the researcher focuses on the effect of reward payment on an employee, researching on the Nigerian breweries using surveys produced a good result. Therefore, surveys and questionnaires were provided to the employees of the organisation. According to Collis and Hussey (2014), survey design involves two steps; first, the development of a sample or plan that would set the study in motion. The sampling plan represents a sample from a population, describes the method used to select the sample, how an adequate sample size will be determined, and media representation or publicity. Second, surveys also increased data representation and enabled generalisations on the impact of financial and non-financial rewards on employee motivation in the Nigerian breweries.

### **3.4. Source of Data**

The sources of data collection are an array of methods that all pose a means to an end. Either way, both sources possess advantages and disadvantages. The first source of data that would be used in this study is primary data. Primary data are first-hand data collected by the researcher. Primary data is collected through questionnaires. A questionnaire is conducted and distributed online, by phone, or in person, which may involve noting the frequency a phenomenon occurs, such as how often a particular word is used in interviews or coding observational data to translate it into numbers. Primary data is an accurate and reliable source of data (Venkatesh et al., 2013). The primary data on top conclude the research credible since the findings represent the population of the study. Primary data are advantageous over secondary sources due to accuracy, authenticity, and originality.

Alternatively, another data source that will be utilised for this study is the secondary literature or data source. Secondary literature exists as already analysed and documented information; hence, it is contained in books, articles, and journals or is data collected, analysed, and documented by someone else. The secondary literature is used to buttress the findings produced

from the primary data. Hence, they will serve as further information to support all findings. The advantage of secondary sources over primary sources is the ease. Because the secondary data is already being collected, sorted, and analysed, it is more cost-effective and timesaving. In addition, secondary data can be used for case studies and background work in research due to the validity of already published works and research. Some of the disadvantages of secondary data sources may include finding research on specific contents, the problem of obsolete materials that are no longer of use, and apparent lack of access to materials.

### **3.5. Population of the Study**

The population of the study will typically consist of employees in the Nigerian breweries. Therefore, respondents for the questionnaire will be employees in the Nigerian breweries, cut across management and ordinary staff. The brewery currently has a staff strength of 800 staff. Therefore, all department staff are used to support the research's empiricism and reduce bias recruitment of participants.

### **3.6. Sampling Size and Techniques**

The sample size is calculated using the Krejcie and Morgan (1970) “table for sample size determination, as contained in Appendix B. The table provides the sample size needed for a specific number of populations, hence according to the table, a population of 800 needs a sample size of 260. Thus, the sample size of the study will be 260.

The researcher used simple random sampling as it is entirely by chance and unbiased. A key aspect of the sampling process is that it is considered as a population in which each member of the subset has an equal probability of being chosen. Simple random sampling selects a group of subjects (a sample) for study from a larger group (a population). Everyone is chosen entirely

by chance, and each member of the population has an equal chance of being included in the sample

### **3.7. Instrument of Data Collection**

A questionnaire is a research instrument typically consisting of a series of specific questions (or other types of prompts) for the practical purpose of gathering valuable information from selected respondents. The Statistical Society of London invented the questionnaire in 1838 (Bernard and Bernard, 2012). The questionnaire is the fundamental tool in collecting primary data, designed for statistical analysis (Questionnaires results might not habitually be in statistical form). The questionnaire is adopted because of the nature of research (quantitative studies), objectives (Study the influence of one variable over the other.), and research strategy (survey). The questionnaires, therefore, serve as a means of gathering targeted pieces of information from a vast number of people. Not only is it cost-effective, but it is also scalable and produces rapid results.

The questions on the questionnaire will be carefully drafted in line with the conceptual framework, which has typically provided the various variables and their various units of measurements. Thus, the questionnaire will typically consist of four (4) distinct sections.

Section one would contain general questions about the correspondent and their demographic.

Section two will contain questions measuring the first objective i.e., reward systems put in place in the Nigerian Breweries PLC

Section three will have questions that measure the second research objective, i.e., reward systems in the Nigerian brewery are considered satisfactory and in accordance with reward system standards



Section four will consider questions that measure the third objective extent to which reward systems have contributed to motivating employees for greater productivity in the Nigerian brewery

The various sections on the questionnaire will be drafted with various scales of measurement, especially in relation to the variables under study.

A dichotomous scale is a close-ended (that might contain an open-ended question) response scale in which the respondent only has two options, yes or no (Bernard and Bernard, 2012).. Section 1,2, and 3 will be drafted practicing the dichotomous scale. Producing sections using this scale helps respondents to develop concise and precise responses. In addition, adding a few open-ended questions allows the respondents to produce his/her responses, opinions, and perspective about issues under study.

Section 4, questions in this section will be carefully drafted using the Linkert scale. The Linkert scale is adopted because it instantly makes it easier to draw conclusions, direct results, comprehensive reports, and graphs from the responses. Furthermore, the Linkert scale shows the rating amongst the variables, enabling the academic researcher to make reasonable conclusions about the relationship and association between the independent variables.

Questions in the questionnaire will be drafted based on the conceptual and operationalization framework as discussed in chapter two

### **3.7. Access and Ethics**

To adequately provide successful research, an academic researcher will abide by all research ethics and guiding principles. In addition, a researcher needs to obtain consent and willingness of the respondents to participate in the research, reduce any possible harm that might occur to the participants, report results unanimously, and ensure participants' confidentiality. A consent

and plain language form will be distributed to the respondents as evidence of the participant's willingness to participate in the research. A consent form should be free of any form of deception and allow withdrawal at any research point.

### **3.8. Analysis of Data**

Data analysis is a structured method of employing statistical and logical techniques to report, correlate, illustrate, manipulate, condense, recapture, test, and evaluate data. There are diverse arrays of procedures, which provide methods in which deducible inferences are drawn from empirical data, distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations) existing in the data (Wilson, 2005).

Several statistical methods will be used to analyse the various forms of data gotten from the questionnaires. However, the overall data will be analysed using the Statistical Package for Social Sciences 2020 (SPSS).

Responses from Sections 1, 2, and 3 will be calculated using the percentile tables. SPSS typically calculates the data and expresses them in tabulated form. The percentile tables will provide information concerning the extent to which a variable occurs on the population from the research (financial and non-financial rewards on employee performance)

In analysing the data from section 4 of the questionnaire, the SPSS will compute fundamental statistical values such as mean, median, and standard deviation. After, the simple and multiple regression calculation will be made to test how a change in the independent variable can affect a change in the dependent variable. The regression test will also show the relationship between the two variables of the study.

### **3.9. Conclusion**

This chapter provides the research methodology which details the processes adopted by the researcher to arrive at the research answers. Overall, the researcher adopts the quantitative methodology which uses numerical data and represents analysis in figures and numbers.

## CHAPTER FOUR

### PRESENTATION AND ANALYSIS OF DATA

#### 4.1. Introduction

This chapter contains the analysis and presentation of results of this study. The chapter presents the analysed data in sections. This includes respondent's bio data, reward systems put in place in the Nigerian Breweries PLC, employees' level of satisfaction with reward systems, motivations to improve employee's performance and the effect of reward systems on employee's productivity. Tested hypothesis of the study was also presented.

#### 4.2. Section A: Demographic Characteristics of Respondents

##### 4.2.1. Respondents Bio Data

Respondents' bio data analysed in this section includes respondents' educational qualification, department at workplace, and their years of experience with the organisation.

##### 4.2.1. Educational Qualification of Respondents

**Table 4. Educational qualification**

		<b>Frequency</b>	<b>Percent (%)</b>	<b>Valid Percent (%)</b>	<b>Cumulative Percent (%)</b>
Valid	Primary	39	17.0	17.0	17.0
	Secondary	46	20.0	20.0	37.0
	Tertiary	102	44.3	44.3	81.3
	None	25	10.9	10.9	92.2
	Others	18	7.8	7.8	100.0
	<b>Total</b>	<b>230</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field Survey (2021)**

**Figure 5. Educational Qualification of Respondents**

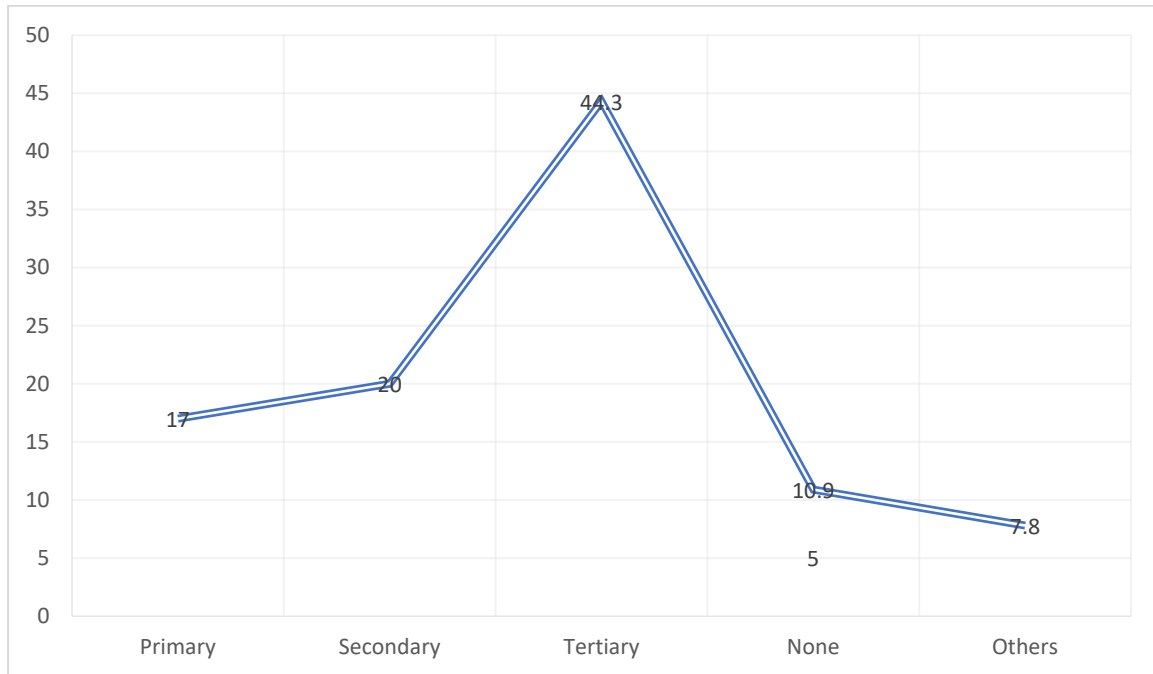


Table 4 shows the educational qualification of the respondents. From table 4 above, 17% of the respondents only attained primary education, while 20% of the respondents have attained secondary school education. 44.3% of the respondents have attained tertiary level of education and 10.9% have not attained any form of education. 7.8% constitute respondents that have attained other higher levels of education such as masters and PhD levels while still in the others category some respondents only have some form of technical or vocational education.

From the analysis in table 4, it is observed that most Nigerian Breweries PLC employees have tertiary education.

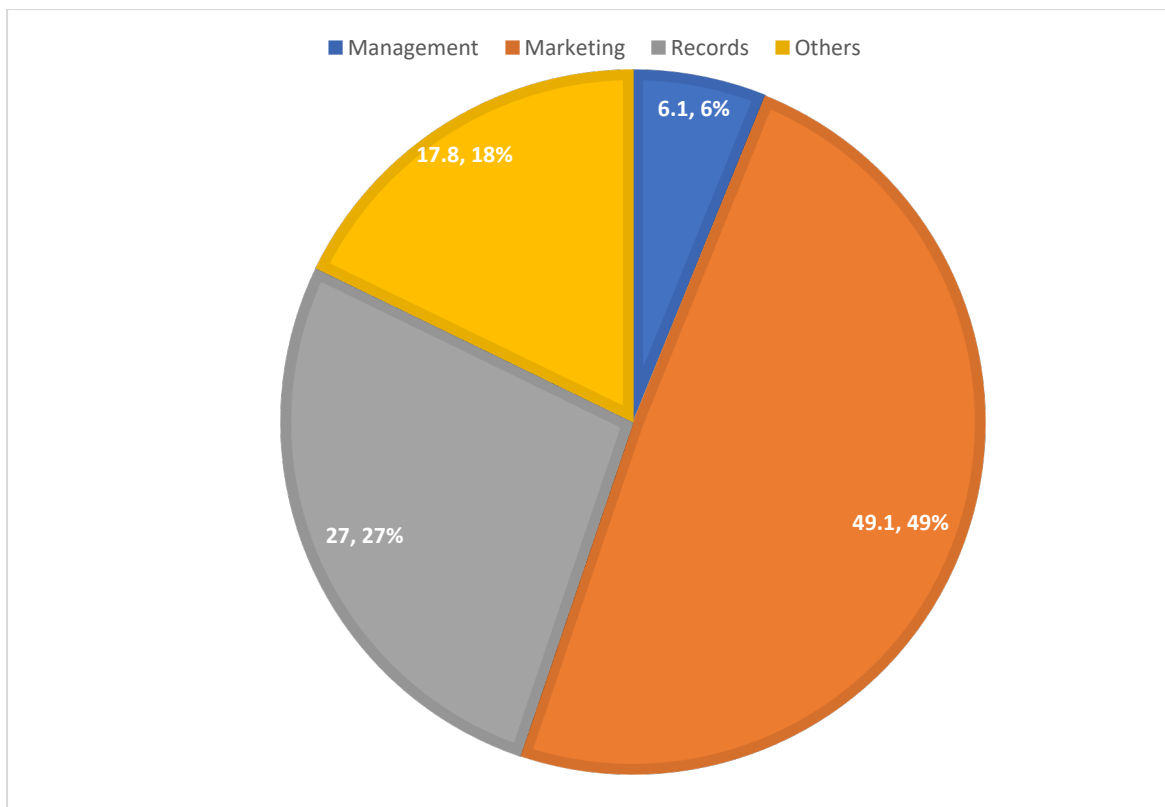
#### 4.2.2 Distribution of Respondents by Department

**Table 5. Department of Respondents**

		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Management	14	6.1	6.1	6.1
	Marketing	113	49.1	49.1	55.2
	Records	62	27.0	27.0	82.2
	Others	41	17.8	17.8	100.0
	<b>Total</b>	<b>230</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey (2021)

**Figure 6. Distribution of Respondents by Department**



From Table 5. 6.1% of the respondents belong to the management department of the organisation. Marketing and records department accounted for 49.1% and 27% of the respondents respectively. While 17.8% of the respondents were from various other departments in the organisation.

### 4.2.3 Work Experience

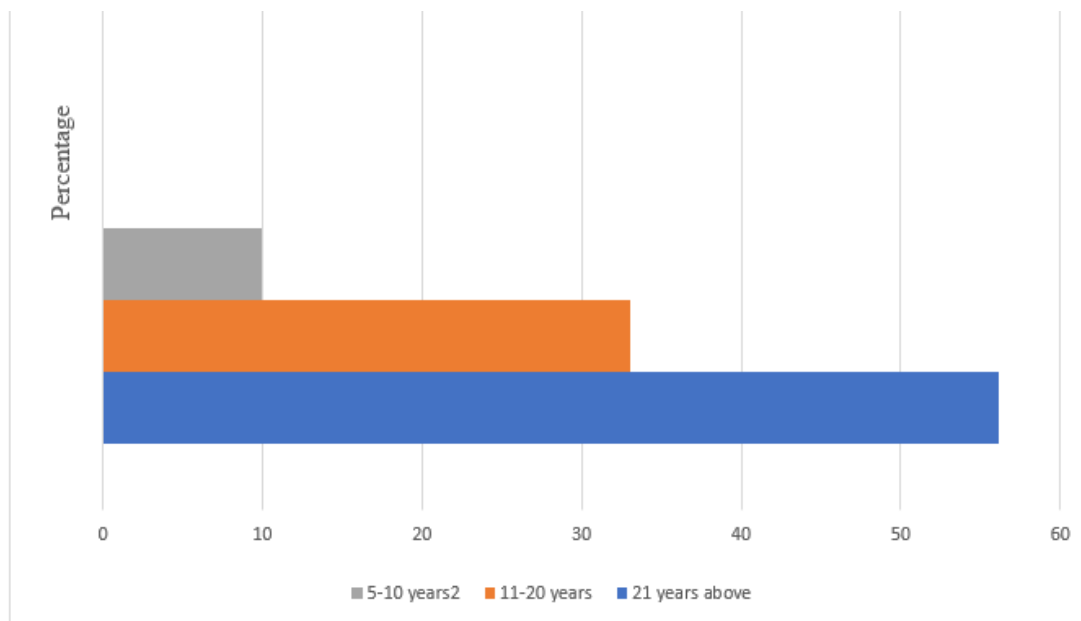
The years of working experience of the respondents was also studied. Table 6 shows the distribution of respondents by their years of work experience.

**Table 6. Years of Experience**

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid 5-10years	129	56.1	56.1	56.1
11-20years	76	33.0	33.0	89.1
21years above	25	10.9	10.9	100.0
<b>Total</b>	<b>230</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey (2021)

**Figure 7. Years of Experience**



Analysis in table 6 reveals that most of the respondents are young staff in the organisation as 56.1% of the respondents have just spent about 5-10 years in the Nigerian Breweries PLC. A significant number of the respondents (33%) have gained between 11-20 years of work

experience with the organisation and the remaining 10.9% of the respondents have 21 years and above working experience with the organisation.

### 4.3. Section B: Reward Systems put in place by Nigerian Breweries PLC

The study sort information about the Nigerian Breweries PLC employees reward system. Analysis is shown in this section.

#### 4.3.1 Employee Reward

Ways of rewarding employees by the Nigerian Breweries PLC is shown in table 7 below.

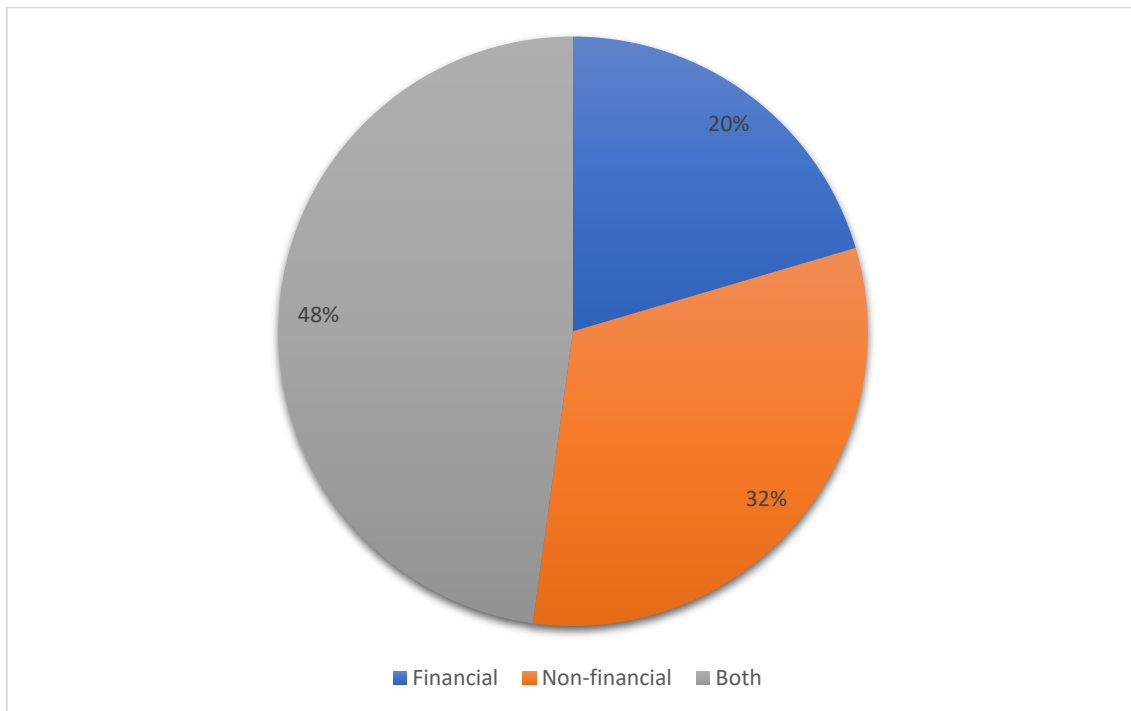
**Table 7. Employee Rewards**

		<b>Frequency</b>	<b>Percent (%)</b>	<b>Valid Percent (%)</b>	<b>Cumulative Percent (%)</b>
Valid	Financial	47	20.4	20.4	20.4
	Non-financial	73	31.7	31.7	52.2
	Both	110	47.8	47.8	100.0
	<b>Total</b>	<b>230</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey (2021)



**Figure 8. Employee Rewards**



In table 7, 20.4% respondents said they received financial rewards from their employer, while 31.7% of the respondents said rewards, they received were non-financial. However, 47.8% of the respondents agreed to have received both financial and non-financial rewards from their employer.

The table above reveals that employees received both financial and non-financial rewards. This proves the existence of both financial and non-financial rewards in Nigerian breweries. This aligns with the literature review where Oluwale (2017); Katua, et al (2014), emphasised the need to have both rewards in organisations. According to them, both rewards were the standards for a reward structure. The availability of both rewards in Nigerian breweries shows conformance to standards of rewards. Also, Abraham (2012), notes the necessity of having both rewards since they appreciate employees. Financial rewards resonate with the physical needs of employees, while non-financial rewards resonate with the psychological needs. Furthermore, the availability of both rewards increases employee's satisfaction (Armstrong, et

al, 2011); thus, it implies that employee performance in Nigerian breweries was high as Abraham (2012), rightly notes financial and non-financial rewards keeps employees satisfied enabling them to acquire physical and psychological needs. More specifically, financial rewards keep employees satisfied by providing the resources to acquire basic needs. With good monetary rewards that were adequate and timely, employee satisfaction was high (Oluwale, 2017). Employees seeks extrinsic rewards in the short run, as it was a crucial factor in deciding attraction rates (Katua, et al, 2014).

On the other hand, non-financial rewards created a special connection with employees to the company, thus with good working conditions, training, and development, career progression opportunities, etc., employees became more connected to the workplace. Furthermore, non-financial rewards also created different levels of motivation and engagement. The results from the table prove that both rewards were available in Nigerian breweries. Therefore, it is deducible that both rewards have a tangible impact on employees by increasing their levels of job satisfaction

#### **4.3.2 Employee Compensation**

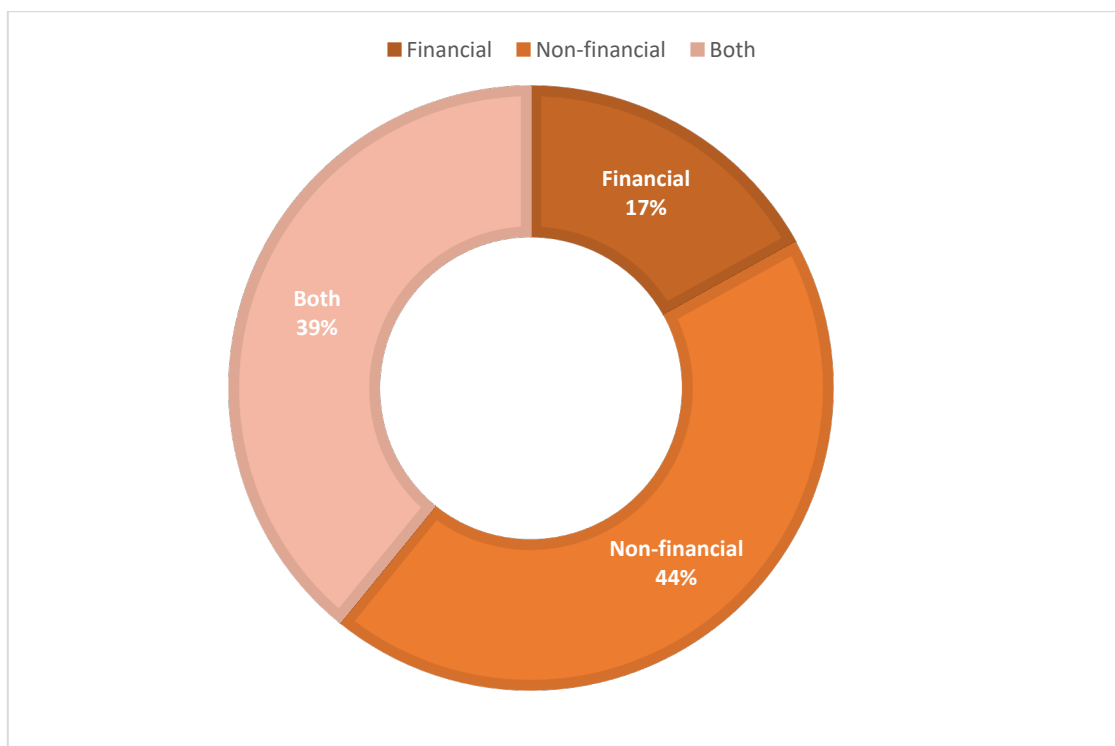
Table 8 reveals respondents respond to the method of compensation they received from their employer. The results in table 4.5 shows that in terms of employee compensation 17% of the respondents received financial compensation from their employer and 43.9% received non-financial compensations. 39.1% of the respondents agreed to have received both financial and non-financial compensations. It can be observed from the results that most of the respondents receive non-financial compensation from their employer.

**Table 8. Employee Compensation**

		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Financial	39	17.0	17.0	17.0
	Non-financial	101	43.9	43.9	60.9
	Both	90	39.1	39.1	100.0
	Total	230	100.0	100.0	

Source: Field Survey (2021)

**Figure 9. Employee Compensation**



The table reveals that non-financial compensation was the most prevalent in Nigerian breweries. Non-financial compensation is valued in organisations, as it creates loyal and engaged staff, therefore overcoming the obstacles associated with dissatisfaction, disloyalty, demotivation, etc. However, scholars like Khan, et al (2010); Abguru (2012); Abraham (2012), agitate for a balanced compensation, i.e., extrinsic and intrinsic compensation, because it

resonated better with employees and increased their productivity. The literature review, especially submissions of Abguru (2012); Andualem (2013), revealed that the most appropriate form of compensation was a mixture of financial and non-financial compensation, which created a balance in the compensation scheme. This limited that feeling of “extra work/less pay” by employees, culminating in disloyalty, attrition, and underperformance. The absence of a balance in the compensation scheme shows a weakness in the compensation strategy of Nigerian breweries, as the appropriate compensation scheme should contain financial and non-financial packages. Thus, the compensation scheme in Nigerian breweries needs to be improved. Though Andualem (2013), explains that big companies implement only one type of compensation to cut down costs, Nigerian breweries need to have a balanced compensation to reap its associated benefits. Lack of Implementing a balanced compensation package was responsible for business failures; Khan, et al (2010), records that the absence of a balanced compensation was responsible for a 4.6% decline in employee productivity. Similarly, Oyira et al (2015), while studying business performance amongst 12 hospitals, records a 9.7% difference in productivity between hospitals that provided a balanced compensation to those that did not. Nigerian breweries may be experiencing a similar decline in productivity due to the absence of a balanced compensation scheme.

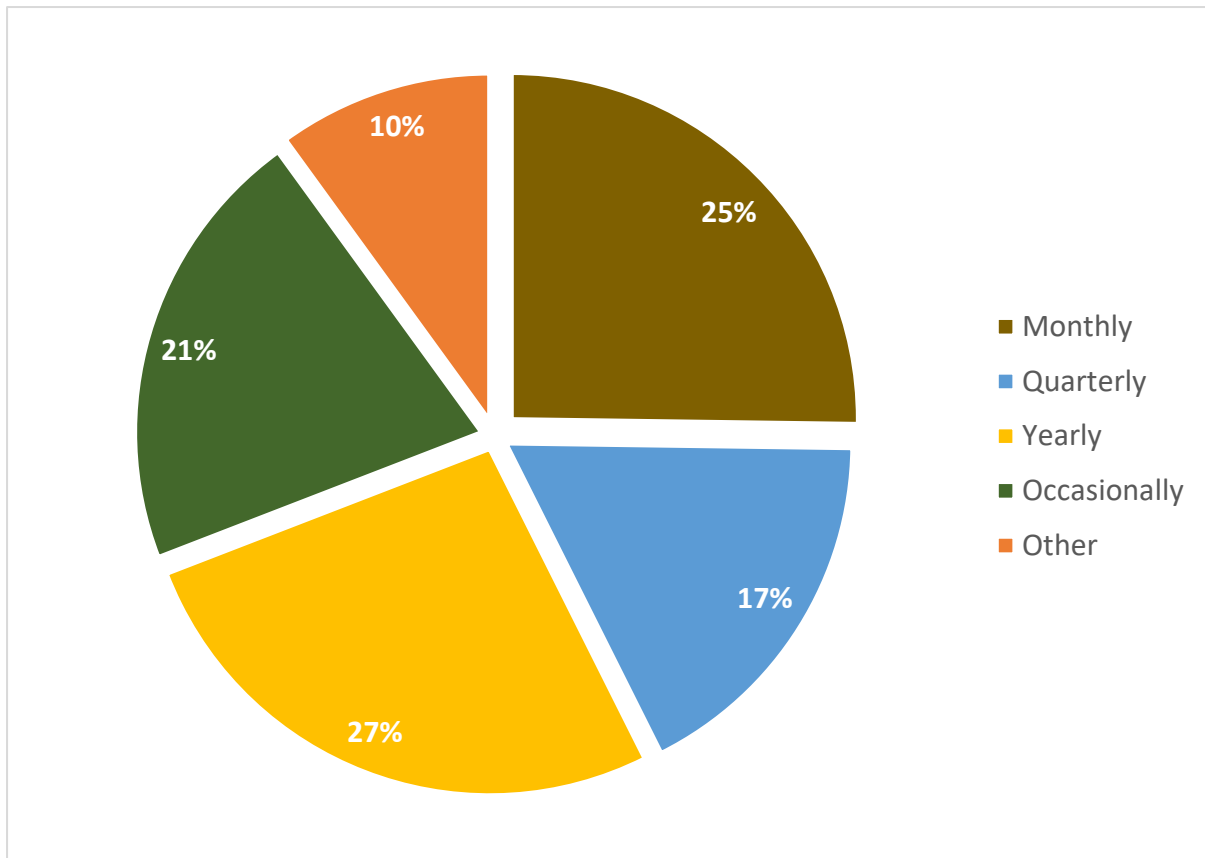
#### 4.3.3 Frequency of Rewards

**Table 9. Frequency of Reward**

		<b>Frequenc y</b>	<b>Perce nt (%)</b>	<b>Valid Percent (%)</b>	<b>Cumulativ e Percent (%)</b>
Valid	Monthly	61	26.5	26.5	26.5
	Quarterly	40	17.4	17.4	43.9
	Yearly	58	25.2	25.2	69.1
	Occasionally	48	20.9	20.9	90.0
	Other	23	10.0	10.0	100.0
	<b>Total</b>	<b>230</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey (2021)

Figure 10. Frequency of Rewards



In table 9, 25.2%, 17.4%, and 26.5% of the respondents linked reward frequency in the organization to a monthly, quarterly, and yearly basis respectively. While 20.9% of the respondents stated that rewards are occasional and 10% of the respondents identify other options.

The table reveals the frequency of rewards in the Nigerian breweries to be monthly. This implies a good reward strategy, Darrat et al (2017), note that acceptable rewards are adequately provided i.e., given at when due. Similarly, Hamid (2020), notes that two criteria of a good

reward system were timeliness and adequacy; in other words, rewards should be provided when it was due. Furthermore, Abguru (2012), notes that good rewards should be provided when expected, i.e., based on the terms of the employment contract. Most employment contracts stated the end of the month as the agreed time for making payments (Khan, et al, 2010); thus, providing rewards at the end of the month is acceptable.

Though a difference may be recorded as Hamid (2020), notes that salary is different from rewards; salary is paid monthly while rewards include the entire appreciation package offered to an employee for positive performance. Therefore, the most acceptable time for offering rewards is when due, i.e., when it is deserved by the employee (Fareed et al, 2013). Darrat et al (2017), note that it was no use waiting for the end of the month to offer an employee a round of applause when the employee achieved great feats within the first two weeks of the month”. Therefore, managers need to consider the time for offering rewards, as some may be due monthly, occasionally, or immediately. Nevertheless, the rewards in Nigerian breweries were timely paid, thus revealing the appropriateness of rewards in the organisation. These further buttresses earlier findings of the study that rewards in The Nigerian breweries are in conformance with rewards standards.

#### **4.4. Section C: Satisfactory Standards of Reward Systems in Nigerian Breweries**

##### **4.4.1 Rewards Mechanisms**

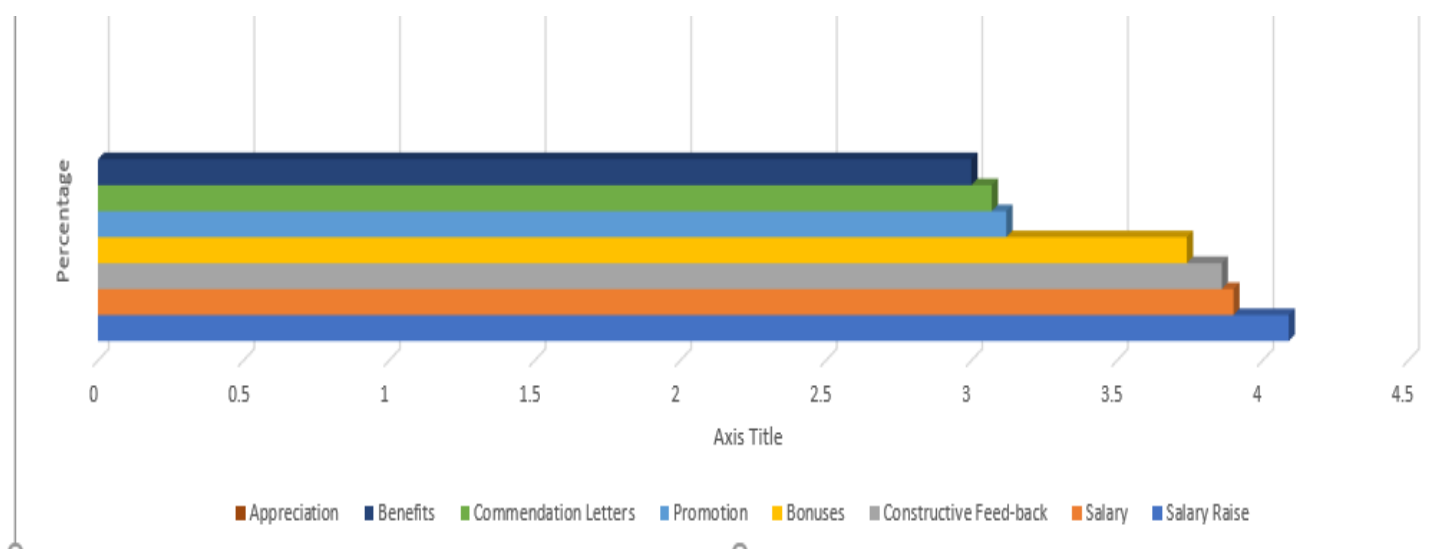
Rewards mechanisms used in Nigerian Breweries were identified in this section. Table 10 shows employee perceptions towards the reward mechanism used by their employer. Mean scores were used to rank variables based on their used rates by the organisation.

**Table 10. Descriptive Statistics of Reward Mechanisms**

	N	Min	Max	Mean	Std. Deviation	Rank
Salary raises	230	3	5	4.09	.635	1 <sup>st</sup>
Salary	230	2	5	3.90	1.245	2 <sup>nd</sup>
Constructive Feed -back on a regular basis	230	3	5	3.86	.646	3 <sup>rd</sup>
Bonuses	230	3	5	3.74	.916	4 <sup>th</sup>
Promotion	230	2	4	3.13	.693	5 <sup>th</sup>
Commendation letters	230	1	5	3.07	.939	6 <sup>th</sup>
Benefits	230	2	4	3.00	.851	7 <sup>th</sup>
Appreciation/Praise	230	2	5	2.96	.917	8 <sup>th</sup>
<b>Valid N (listwise)</b>	<b>230</b>					

Source: Field Survey (2021)

**Figure 11. Rewards Mechanisms used in Nigerian Breweries PLC**



Results of table 10 shows that of all the reward mechanisms used by Nigerian Breweries PLC salary rise ranked 1<sup>st</sup> with a mean of 4.09 and standard deviation of 0.635 as the most used reward mechanism by the organization. Ranked 2<sup>nd</sup> is salary with a mean of 3.90 and standard deviation of 1.245. Constructive feedback on a regular basis with a mean of 3.86 and standard deviation of 0.646 ranked 3<sup>rd</sup>, while bonuses with a mean of 3.74 and standard deviation of 0.916 ranked 4<sup>th</sup>. Ranked 5<sup>th</sup>, 6<sup>th</sup>, and 7<sup>th</sup> are promotions with a mean of 3.13 and standard

deviation 0.693, commendation letters with a mean of 3.07 and standard deviation 0.939 and benefits with a mean of 3.00 and standard deviation 0.851 respectively. Appreciation/praise with a mean of 2.96 and standard deviation 0.917 ranked 8<sup>th</sup> as the least used reward mechanism used by the organization.

Table 11 shows the reward mechanisms available in Nigerian breweries. Recall, it was noted in table 6 those Nigerian breweries implement both financial and non-financial rewards. This table explicitly identifies the types of rewards implemented. From the table, both financial (salary raise, salary, and bonuses) and non-financial (constructive feedback, promotions, commendation letters, benefits, and appreciation/praise) were provided. However, the most provided was salary raise and salary. This implies that the most available form of reward in Nigerian breweries was extrinsic rewards. This conforms with Armstorng et al (2011), who note that in recent times employers pay more attention to financial rewards than non-financial rewards because of their immediacy and tangible nature. Also, Kanfer, et al (2012), note that financial rewards were better at motivating, controlling, and influencing the behaviour of employees. Thus, employers preferred giving employees financial rewards as a means of eliciting positive behaviour. For example, an employer willing to increase sales by employees needs to offer an increase in salary for the employee with the best sales. This will motivate employees to strive to increase sales to achieve the extra salary. Thus, Darrat et al (2017), note that financial rewards served an organisation better to elicit positive behaviour from staff. Similarly, Kulchmanov and Kaliannan (2014), in a research of 10 different organisation revealed that employees were more satisfied with better pay than work conditions. Also, Kanfer, et al (2012), note that money i.e., financial rewards, is the basis for entering a job contract; employees expect to receive financial rewards after every service regardless of the duration of service. The Nigerian brewery's use of financial rewards signifies that the reward system is targeted at controlling, motivating, and influencing the behaviour of employees.



#### 4.4.2 Employee Satisfaction with Reward Mechanisms

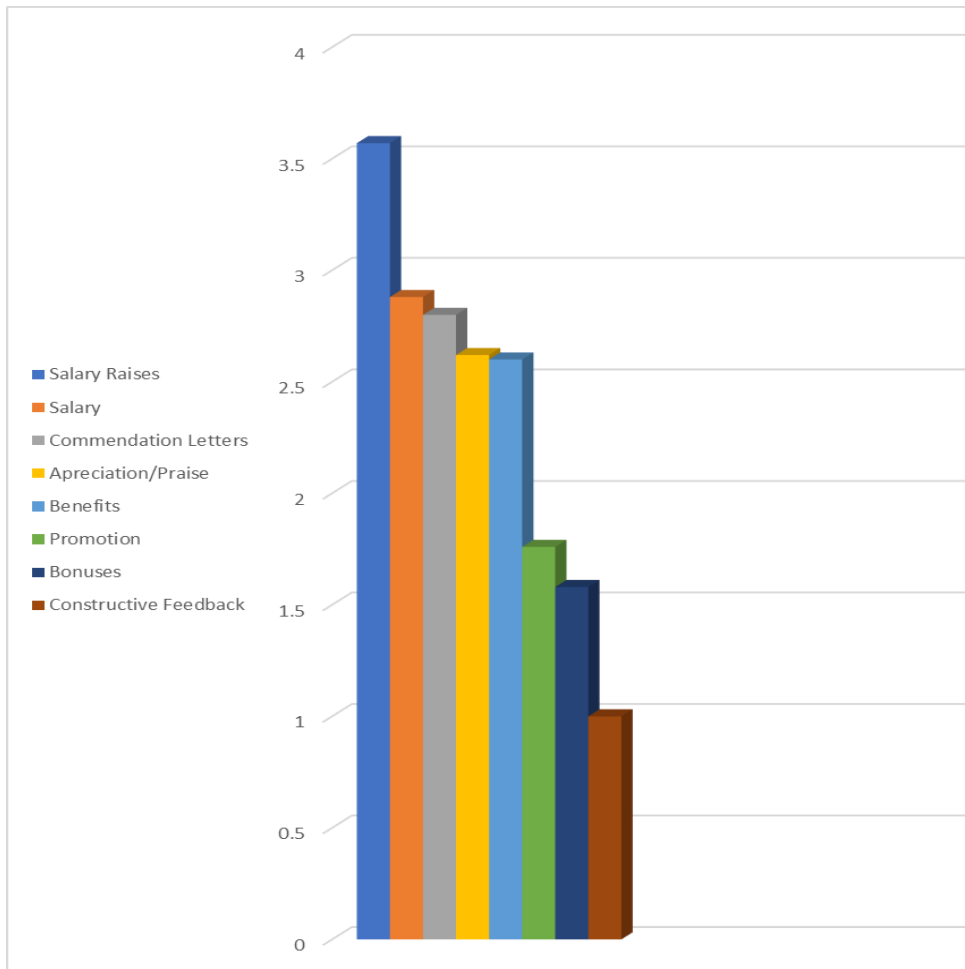
Table 11 shows employee satisfaction towards the reward mechanisms used by the organisation.

**Table 11. Descriptive Statistics on Employee Satisfaction with Reward Mechanism**

	N	Min	Max	Mean	Std. Deviation	Rank
Salary raises	230	3	4	3.57	.497	1 <sup>st</sup>
Salary	230	2	4	2.88	.856	2 <sup>nd</sup>
Commendation letters	230	1	4	2.80	.919	3 <sup>rd</sup>
Appreciation/Praise	230	1	4	2.62	.725	4 <sup>th</sup>
Benefits	230	1	4	2.60	.870	5 <sup>th</sup>
Promotion	230	1	4	1.76	.906	6 <sup>th</sup>
Bonuses	230	1	2	1.58	.494	7 <sup>th</sup>
Constructive Feedback on a regular basis	230	1	1	1.00	.000	8 <sup>th</sup>
<b>Valid N (listwise)</b>	<b>230</b>					

Source: Field Survey (2021)

**Figure 12. Employee Satisfaction with Reward Mechanism**



In table 11, salary raise (mean = 3.57, standard deviation = 0.497) ranked 1<sup>st</sup>, followed by salary (mean = 2.88, standard deviation = 0.856) in the second position, while, commendation letter (mean = 2.80, standard deviation = 0.919), appreciation/praise (mean = 2.62, standard deviation = 0.725), benefits (mean = 2.60, standard deviation = 0.870), promotion (mean = 1.76, standard deviation = 0.906), bonuses (mean = 1.58, standard deviation = 0.494) and constructive feedback on a regular basis (mean = 1.00, standard deviation = 0.000) ranked 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup>, 6<sup>th</sup>, 7<sup>th</sup> and 8<sup>th</sup> respectively.

It is observed that mean scores for employee's satisfaction with reward mechanisms put in

place by the organization are high. This implies that the employees of Nigerian Breweries PLC are satisfied with the performance of the organisation's reward systems.

Table 7 shows the satisfaction of employees with rewards at Nigerian Breweries. According to Bratton and Gold (2012), Employee satisfaction refers to the level of happiness an employee has for the workplace, i.e., it describes the level of content with the work environment and policies. In simple terms, it is “whether an employee likes his/her workplace” or not. It is mainly accessed through factors as rewards, communication, fringe benefits, etc. Table 7 show that employees were more satisfied with salary raises and salaries than other forms of rewards. These bolsters Fareed et al (2013), who note that employee satisfaction was majorly achieved through good financial rewards. Financial rewards created happiness and increased satisfaction amongst employees in the workplace. Hoole and Hotz (2016), note that employers used extrinsic rewards to increase and sustain employee satisfaction, further increasing associated benefits like productivity, commitment, and engagement. Katua et al (2014), in giving a more in-depth argument likened extrinsic rewards to a defibrillator, a stopped heart needed the jolt of a defibrillator to kick-start its blood pumping functions. Likewise, employees needed extrinsic/financial rewards, i.e., salary raise and salary, to achieve happiness better.

As employees for Nigerian breweries identify salary raise/salary as a source of satisfaction, it authenticates earlier findings that employees are happier when financial/extrinsic rewards are adequately provided. Despite Griffin and Moorhead (2013); Anduaem (2013), noting that some employees received satisfaction from non-financial/intrinsic rewards, findings from the analysis of questionnaires reveal that employees in Nigerian breweries were more satisfied with financial/extrinsic rewards than non-financial/extrinsic.

## 4.5. Section D: Rewards in Nigerian Breweries and Employee Motivation

### 4.5.1 Employee Motivating Factors

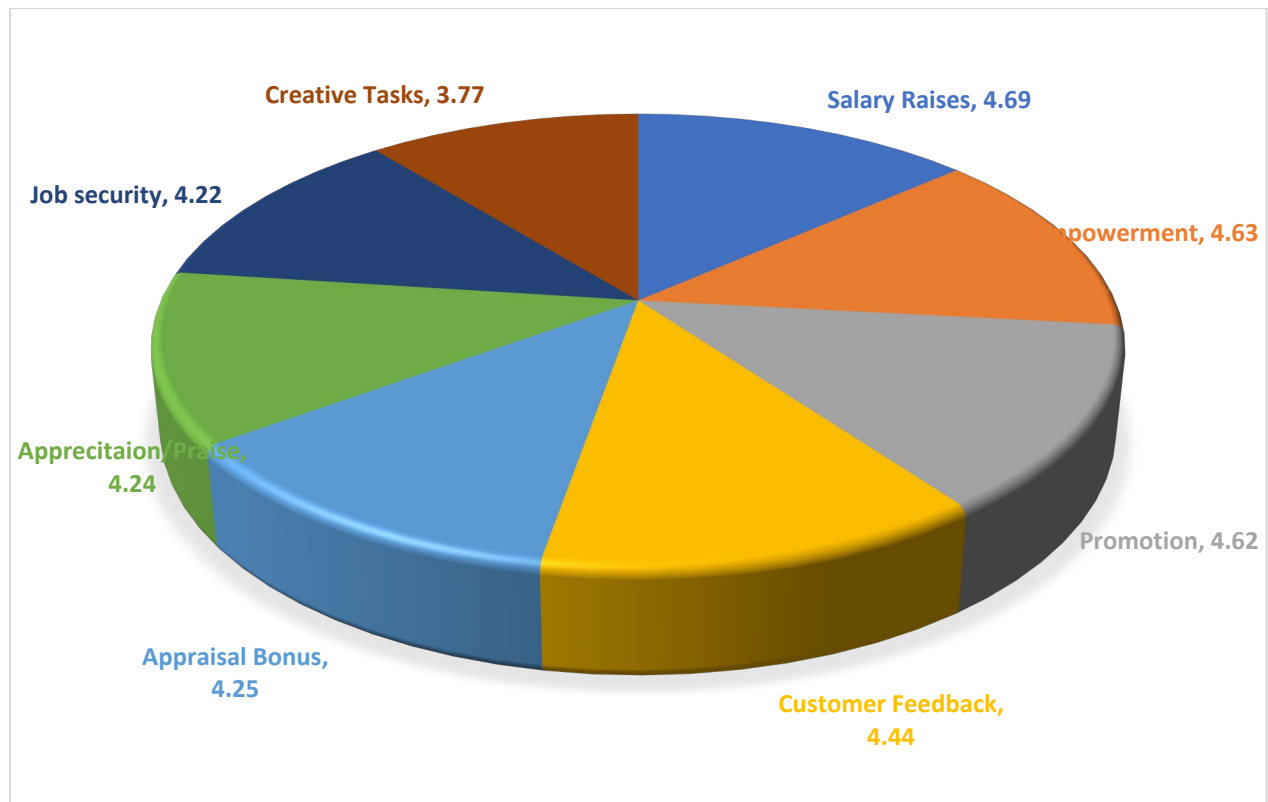
Reward systems that motivate employees to improve performance are analysed in table 12.

**Table 12. Descriptive Statistics on Employee Motivation**

	N	Min	Max	Mean	Std. Deviation	Rank
Salary raises	230	2	5	4.69	.919	1 <sup>st</sup>
Empowerment programs	230	4	5	4.63	.483	2 <sup>nd</sup>
Promotion	230	3	5	4.62	.600	3 <sup>rd</sup>
Customer feedback	230	4	5	4.44	.498	4 <sup>th</sup>
Appraisal Bonus	230	3	5	4.25	.914	5 <sup>th</sup>
Appreciation/Praise	230	3	5	4.24	.883	6 <sup>th</sup>
Job security	230	3	5	4.22	.764	7 <sup>th</sup>
Creative tasks	230	2	4	3.77	.478	8 <sup>th</sup>
Valid N (listwise)	230					

Source: Field Survey (2021)

**Figure 13. Employee Motivation factors**



From table 12, salary raises score a mean of 4.69 with standard deviation 0.919 to rank 1<sup>st</sup> as the most motivating factor to improve employee performance. Empowerment programs ranked 2<sup>nd</sup> with a mean score of 4.63 and standard deviation 0.483, promotion ranked 3<sup>rd</sup> with a mean of 4.62 and standard deviation 0.6, customer feedback ranked 4<sup>th</sup> with a mean of 4.44 and standard deviation 0.498, appraisal bonus ranked 5<sup>th</sup> with a mean of 4.25 and standard deviation 0.914, appreciation/praise ranked 6<sup>th</sup> with a mean of 4.24 and standard deviation 0.883, job security followed in the 7<sup>th</sup> position with a mean score of 4.22 and standard deviation 0.764, and creative tasks in the 8<sup>th</sup> position with a mean score of 3.77 and standard deviation 0.478. The results show that employees are highly motivated with the underlying factors as all the reward factors recorded a high mean score above average.

Motivation is the internal zeal to accomplish a particular task (Bratton and Gold, 2012), Datta (2012), explains it as the internal drive that stirs employees into productivity and performance. Financial/extrinsic reward is a cardinal factor for employee motivation. From table 4.8, employees attested to financial/extrinsic rewards in the form of salary raise being a more motivating factor than other rewards. This authenticates previous research by Aghwu (2013); Andualem (2013), that reveals that extrinsic reward plays a cardinal role in motivating employees. Hoole and Hotz (2016), explain that extrinsic rewards motivated employees by providing means to fulfil basic needs, i.e., it provided monetary resources to purchase things like food, clothing, and shelter. Furthermore, if effectively chartered for all employee's achievement intentions while working in an organisation. Thus, a central means of motivating employees is through extrinsic rewards.

Though Muogbo (2013); Navid (2012), argue that extrinsic rewards alone cannot motivate employees, it should be mixed with some level of intrinsic rewards. However, results from the analysis of questionnaires revealed that extrinsic rewards served as a more motivating factor

amongst employees in Nigerian breweries. Not disputing earlier arguments by (Muogbo (2013), Navid (2012), it is evident that the rewards system is based on the organisation, size, structure, and employees. For some organisations motivation was mainly through financial, others non-financial, and a mixture of both. However, this research discovers that financial rewards were more responsible for motivating employees in Nigerian breweries.

#### 4.5.2. Rewards and Employee Motivations in the Nigerian Brewery

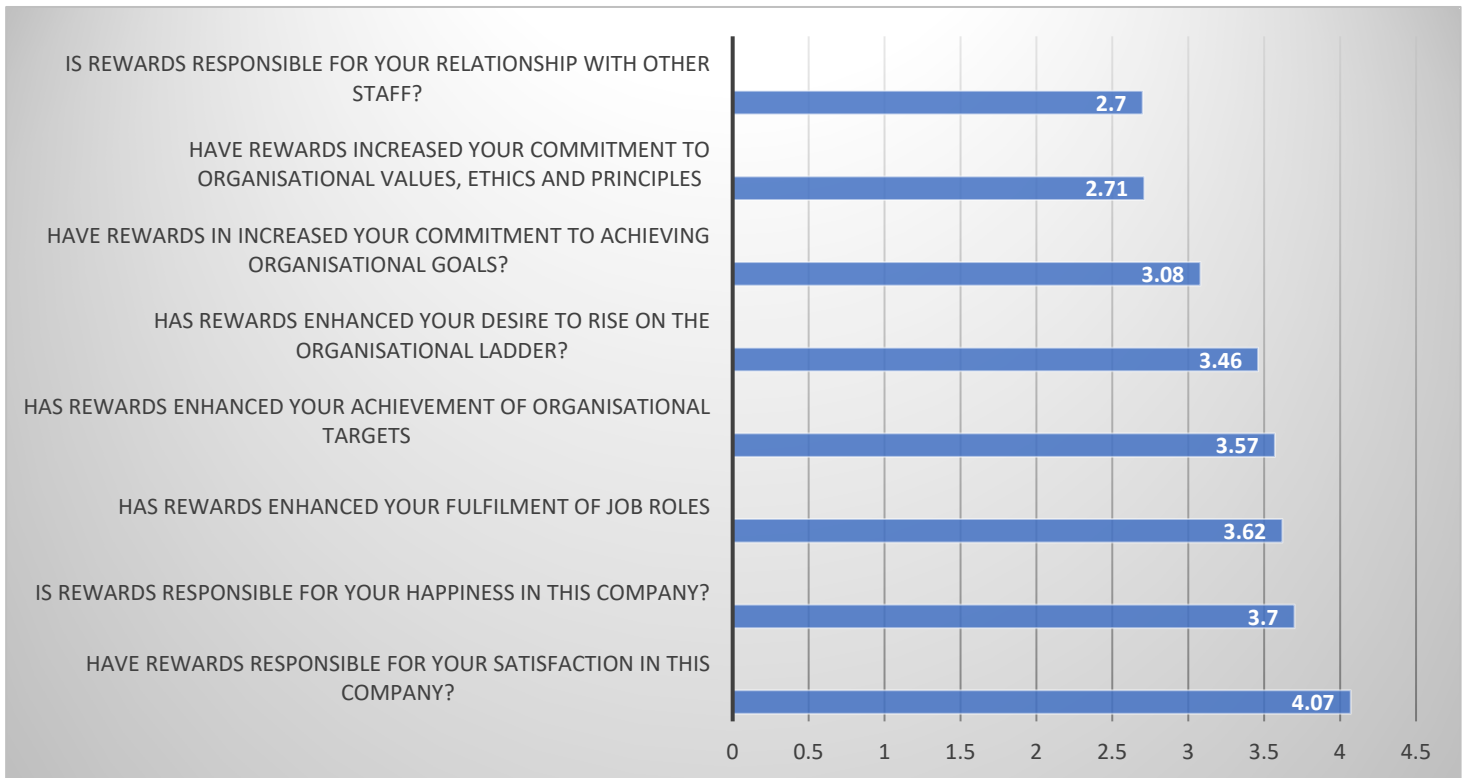
Table 13 analyses the extent to which reward systems have contributed to motivating employees in the Nigerian Breweries.

**Table 13. Descriptive Statistics on Employees Motivation Towards Productivity**

	N	Min	Max	Mean	Std. Dev.	Rank
Are rewards responsible for your satisfaction in this company?	230	3	5	4.07	.458	1 <sup>st</sup>
Are rewards responsible for your happiness in this company?	230	3	4	3.70	.457	2 <sup>nd</sup>
Has rewards enhanced your fulfilment of job roles	230	2	4	3.62	.759	3 <sup>rd</sup>
Has rewards enhanced your achievement of organisational targets	230	2	4	3.57	.681	4 <sup>th</sup>
Has rewards enhanced your desire to rise on the organisational ladder?	230	3	4	3.46	.499	5 <sup>th</sup>
Have rewards increased your commitment to achieving organisational goals?	230	2	4	3.08	.685	6 <sup>th</sup>
Have rewards increased your commitment to organisational values, ethics and principles	230	2	4	2.71	.652	7 <sup>th</sup>
Is rewards responsible for your relationship with other staff?	230	2	5	2.70	.993	8 <sup>th</sup>
	230	2	3	2.32	.466	9 <sup>th</sup>
Valid N (listwise)	230					

Source: Field Survey (2021)

**Figure 14. Employees Motivation Towards Productivity**



Analysis in table 13 shows that several factors motivate employee productivity, however, satisfaction with the company was ranked 1<sup>st</sup> with a mean of 4.07 and standard deviation 0.458. With a mean of 3.70 and standard deviation 0.457, the happiness of employees in the company because of rewards ranked 2<sup>nd</sup> and the fulfilment of their job roles ranked 3<sup>rd</sup> with a mean of 3.62 and standard deviation 0.759. Among factors with lower motivation on employee productivity are commitment to organisational values, ethics and principle with a mean of 2.71 and standard deviation 0.652, relationship with other organisational staff with a mean of 2.70 and standard deviation 0.993, and fulfilment of task as a result of employee reward with a mean of 2.32 and standard deviation 0.466 ranking 7<sup>th</sup>, 8<sup>th</sup> and 9<sup>th</sup> respectively. While factors such as achievement of organisational targets with mean of 3.57 and standard deviation of

0.681, desires to rise in the organisational ladder with a mean of 3.46 and standard deviation of 0.499, and commitment to achieving organisational goals with mean of 3.08 and standard deviation of 0.685 ranking 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> respectively moderately motivates employees to greater productivity.

#### 4.6. Section E: Test of Hypothesis

Attempt was made to find out whether rewards systems put in place by the Nigerian Breweries PLC correlates with employee productivity in the organization. For this purpose, the hypothesis of this study was formulated. In order to test the hypotheses, the Chi-square independence test was used.

##### 4.6.1 Statement of Hypothesis One

Hypothesis one of the study states that.

H0= There are no reward systems in Nigerian breweries

H1= There are reward systems in Nigerian breweries

Table 14 shows the result.

**Table 14 Chi-Square Tests**

	Value	df	Asym. Significance (2-sided)
Pearson Chi-Square	58.986 <sup>a</sup>	6	.000
Likelihood Ratio	62.046	6	.000
Linear-by-Linear Association	12.554	1	.000
<b>N of Valid Cases</b>	<b>230</b>		

a. 3 cells (25.0%) have expected count less than 5. The minimum expected count is 1.02.

**Source: Field Survey (2021)**

From the results in table 14 a correlation between employee reward systems of Nigerian Breweries PLC was observed,  $X^2(6) = 58.986$ ,  $p=0.000$ . With an Asymptotic Significance ( $p=0.000$ ) less than 0.05 the null hypothesis is rejected. Hence, the alternative hypothesis is



accepted, which states that there are reward systems in Nigerian Breweries. This therefore implies that the study identifies rewards systems used in Nigerian Breweries.

Results from hypothesis one reveals that there are rewards in Nigerian breweries; this authenticates finding from earlier tables in the analysis (table). It is discovered that rewards in Nigerian breweries are split according to financial and non-financial rewards. Thus, rewards in Nigerian breweries are appropriately balanced to cater to the physical and psychological needs of employees.

#### 4.6.2 Statement of Hypothesis Two

Hypothesis Two of the study states that.

H0= There is no link between reward systems in Nigerian breweries and the standard for reward systems

H1= There is link between reward systems in Nigerian breweries and the standard for reward systems

Table 15 shows the result.

**Table 15 Chi-Square Tests**

	Value	df	Asym. Significance (2-sided)
Pearson Chi-Square	35.724 <sup>a</sup>	8	.000
Likelihood Ratio	30.900	8	.000
Linear-by-Linear Association	2.900	1	.089
N of Valid Cases	230		

a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is .55.

**Source: Field Survey (2021)**

From the results in table 15 a correlation between employee reward systems of Nigerian Breweries and standard reward systems was observed,  $X^2(8) = 35.724$ ,  $p=0.000$ . With an Asymptotic Significance ( $p=0.000$ ) less than 0.05 the null hypothesis is rejected. Hence, the alternative hypothesis is accepted, which states that there is a link between reward systems in

Nigerian breweries and the standard for reward systems. This therefore implies that reward systems in Nigerian Breweries conforms with standard rewards systems.

Hypothesis two reveals that rewards in Nigerian breweries conform to standards of rewards system in timeliness and adequacy. Moreover, as indicated from earlier tables (Table), the management in Nigerian breweries specifically designed rewards to cater to employees' needs and achieve the standard requirements of a good reward system.

#### 4.6.3 Statement of Hypothesis Three

Hypothesis three of the study states that.

H0= There is no link between reward systems and employee motivation in the Nigerian breweries

H0= There is link between reward systems and employee motivation in the Nigerian breweries

Table 16 shows the result.

**Table 16 Chi-Square Tests**

	Value	df	Asym. Significance (2-sided)
Pearson Chi-Square	15.547 <sup>a</sup>	4	.004
Likelihood Ratio	15.834	4	.003
Linear-by-Linear Association	3.105	1	.078
N of Valid Cases	230		

a. 1 cell (10.0%) have expected count less than 5. The minimum expected count is 3.99.

**Source: Field Survey (2021)**

From the results in table 16 a correlation between reward systems and employee motivation in the Nigerian breweries was observed,  $X^2(4) = 15.547$ ,  $p=0.000$ . With an Asymptotic Significance ( $p=0.004$ ) less than 0.05 the null hypothesis is rejected. Hence, the alternative hypothesis is accepted, which states that there is a link between reward systems and employee

motivation in the Nigerian breweries. This therefore implies that reward systems are motivating factors for employees in Nigerian Breweries to improve their performance.

From hypothesis three, there is a link between rewards in Nigerian breweries and employee motivation. This shows that rewards in Nigerian breweries are adequately structured; thus, it is significant in achieving employee motivation.

#### **4.7. Section F: Overall Discussion of Findings**

For the overall discussion, the findings are discussed in accordance with the research objectives.

##### **4.7.1. Research Objective One: To investigate the reward systems put in place in the Nigerian Breweries PLC**

This research objective sought to identify types of rewards in the Nigerian breweries. It was discovered from the literature review that two types of rewards exist, i.e., financial/extrinsic and non-financial/extrinsic; while financial rewards were tangible in the form of salary, wages bonuses, and associated monetary benefits, non-financial rewards were intangible, i.e., promotions, appreciations, recommendation, applause, etc. The research discovers the presence of both financial and non-financial in the Nigerian breweries. Thus, management of the brewery integrates both forms of rewards into its rewards scheme. This bolsters the significant argument recorded in the literature review, where scholars like Griffin and Moorhead (2013); Anduaem (2013) emphasised the need for implementing the two forms of rewards. Hoole and Hotz (2016), posit that the two encapsulate the basic requirements of a reward system relevant to the employee as they provide an overall balance. While financial rewards provided monetary appreciation for employees, non-financial rewards improved self-esteem, work conditions and achieved employee progress. Thus, employers must continuously and consistently achieve a balance in implementing both reward systems.

As the result of the study reveals, the presence of two forms of rewards in the Nigerian breweries emphasises that brewery managers are aware of employees' dynamic and ever-changing needs. It was necessary to provide both rewards for employees as a deficiency could lead to a decline in motivation, further affecting work and performance (Andualem, 2013). Thus, the rewards in Nigerian breweries combine extrinsic/financial rewards as payment salary, which are a significant part of the contractual agreement, and non-financial/intrinsic rewards targeted at increasing employee self-esteem and creating a stronger relationship between employee and employer's workplace (Griffin and Moorhead, 2013). This finding has filled the gap in the existing literature; it was noted in the introductory section that less research exists on rewards in the Nigerian breweries. Thus, there is less relevant information concerning the type of rewards in the brewery. However, this research changes that by providing the type of rewards in the brewery.

#### **4.7.2. Research Objective Two: To critically examine the extent to which reward systems in the Nigerian breweries is considered satisfactory and in accordance with reward system standards**

This research objective was to empirically research how rewards in the Nigerian breweries is considered satisfactory and in accordance with existing standards of reward system. Satisfactory standards of rewards system met up to specific requirements as developed by several management researchers. These requirements judge if reward systems were satisfactory or up to standard. Kanfer, et al (2012), note that for rewards to be satisfactory, employees must deem it worthy, i.e., sufficient to meet up to employee needs, expectations, prevailing market situations, and terms of the employment contract. On the other hand, Armstorng et al (2011), reveal that a standard reward system must be adequate and timely i.e., it must be sufficient and provided when due. Also Fareed et al (2013), note that a standard reward system must be balanced between financial and non-financial rewards.

The Nigerian breweries fulfils the above criteria; from the test of hypothesis 2 table (), results authenticated those rewards in the Nigerian breweries are satisfactory, it met up to employee's expectation and created satisfaction, happiness, and contentment amongst employees. This confirms to Fareed et al (2013) that a standard reward system must meet up to employees' needs and expectations, therefore containing everything valuable to the employee in terms of physical and psychological needs. A good reward system should significantly keep employees satisfied by providing avenues to achieve physical and psychological needs (Kanfer, et al, 2012).

The results reveal that rewards in The Nigerian brewery, especially financial rewards (table 13) were more significant in keeping employees satisfied. The system's ability to keep employees satisfied shows that rewards are satisfactory and meets up to standards as noted by Khan, et al (2010); Abguru (2012); Abraham (2012). Another discovery on the standard, and satisfactory nature of greater in the Nigerian breweries is its timeliness and adequacy. Table 9 reveals that rewards in the Nigerian breweries are paid monthly, showing the timeliness of rewards (Abraham, 2012). Armstorng et al (2011), note that timeliness is a critical factor when rewarding employees; employees should be rewarded after accomplishing a target or as stipulated by the employment contract. Timeliness in rewards shows a greater responsibility and sensitivity on the part of management (Hamid, 2020). Management that was timely with rewards, especially extrinsic rewards created deeper connections with employees as employees felt encouraged and loved. Organisation that delayed in payment of rewards bred dissatisfied and demotivated staff as the perception amongst staff was the insensitivity of management to staff welfare and needs. Therefore, providing adequate and timely rewards resonated properly with employees increasing their sense of belonging, meaning and responsibility to the organisation. The study's result reveals that rewards in the Nigerian brewery conform to rewards standards by being adequate and timely.

#### **4.7.3. Research Objective Three: To empirically examine the extent to which reward systems have contributed to motivating employees for greater productivity in the Nigerian breweries**

This objective was to discover the extent to which rewards motivated employees, Fareed et al (2013), note that the reward system serves as a significant motivation to employees by encouraging them to achieve more. Likewise, Darrat et al (2017), opine that a good reward system enabled employers to increase and sustain employee motivation. This research discovers that rewards in the Nigerian breweries significantly achieved employee motivation. This further buttress the standards of reward systems in the brewery as a significant requirement for reward systems is the ability to motivate staff. Furthermore, this research reveals that the most motivating rewards in the Nigerian breweries are financial/ extrinsic rewards (table. 14). This finding aligns with arguments in the literature review where Bratton and Gold (2012); Kanfer, et al (2012); Fareed et al (2013) note that financial/extrinsic rewards were most potent in achieving employee motivation. Kanfer, et al (2012), explain that financial rewards motivated both low and high achievers because they generated a stronger drive to keep achieving amongst high achievers, thus providing them with more rewards from the organisation. On the other hand, extrinsic rewards stimulated low achievers to “pick up their game” and secure more financial rewards. Darrat et al (2017), note employers constantly use extrinsic rewards to control and influence the performance of employees, thus motivating them to achieve more, as the example cited in (section 4) of the study.

The most prominent reason that enabled extrinsic rewards to achieve high employee motivation was its ability to meet employee needs. Hoole and Hotz (2016), note that employees have needs that cannot be achieved through non-financial means. Extrinsic rewards that provided cash for employees served as a stronger force for achieving employee motivation. This harmonises with

Abraham Maslow's theory of needs; he notes that employees have needs presented in the pyramid. The basic needs, i.e., food, shelter, and security, were effectively achieved through financial rewards. Achieving these needs further motivated employees and pushed them upwards of the pyramid (Kanfer, et al, 2012). Organisations that provided extrinsic needs for employees increased their motivation levels. Thus, employers must improve on extrinsic rewards constantly.

This research discovers that extrinsic rewards were the main rewards responsible for employee motivation; this authenticates previous findings in the literature review. Thus, the management at Nigerian breweries needs to improve on extrinsic rewards, ensuring that motivation amongst employees is constantly high.

#### **4.8. Summary of Findings**

This chapter analyses the data collected from the distribution of 260 questions to employees at Nigerian breweries. Amongst 260 questionnaires distributed, 230 were returned. The chapter is subdivided into four sections; section one contains a demographic representation of respondents. Section two is related to the first research objective of discovering the types of rewards in Nigerian breweries. Section three contained questions regarding the second research objective: to discover how rewards in the Nigerian brewery are satisfactory and conform to reward standards. Section four contained questions on the ability of rewards at the Nigerian brewery to motivate employees. Section five was the test of hypothesis. Finally, section six was the overall discussion of findings.

The findings of the study are enlightening and insightful. Significant discoveries of the research reveal the presence of two forms of rewards in the Nigerian breweries; the adequacy and timeliness of rewards in the Nigerian breweries; the conformance of rewards in the Nigerian

breweries to required standards; and the role of extrinsic rewards in motivating employees. These findings conform to arguments documented in previous research; hence, the research improves on findings in existing studies. Furthermore, the research findings fill existing gaps in the literature pertaining to reward systems in the Nigerian breweries; as noted earlier in chapter one, less research exists on rewards and employee motivation in the brewery. Though the research findings are insightful and enlightening, they point to certain implications. Therefore, the next chapter discusses the implications of the research findings on organisational practice of the Nigerian breweries based on the research objective.



## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATIONS

#### 5.1. Conclusion

This research sought to discover the link between reward systems and employee motivation in Nigerian breweries. The research explained the importance of both variables in organisational practice; both determined the level of organisational success and goal achievement. Existing literature discovered that rewards are useful in appreciating employees for “a job well done” i.e., rewards are part of the employee contracts, i.e., employers pay employees for services rendered to the organisation. Thus, rewards are essential to fulfilling the employment contract, thus maintaining a vibrant relationship between employees and employers. In-depth literature studies revealed that rewards are concerned with upholding the employment contract and motivating employees towards organisational performance and productivity. Thus, eliciting commitment, engagement, retention and productivity. Based on this, the research intended to discover how rewards in the Nigerian brewery elicited the appropriate motivation amongst staff, therefore enhancing their performance. In achieving this, the research was subdivided into five chapters. Chapter one contained the introductory chapter, which provided the foundation of the study. Chapter one states clearly that rewards were means for motivating staff, hence, ensuring their performance. It was further noted that less literature critically discussed and linked rewards and employee motivation in the Nigerian breweries. Other studies conducted in the Nigerian breweries centred analysis on productivity and retention (Abraham, 2012; Katua, et al, 2014).). However, none empirically linked the two variables; thus, a fundamental gap in the literature was discovered. Furthermore, as stated in the research problem section, the general speculation amongst researchers concerning the brewery is that employee motivation is high due to high retention rates and productivity in the brewery. No

research explicitly discussed the relationship between reward systems and employee motivation. Thus, this research intended to fill the existing gaps, examining the link between rewards and employee motivation. Chapter two provided the literature review, significantly evaluating existing studies on reward systems, standards of rewards, types of rewards, etc. Also, the literature review discusses two types of rewards, i.e., intrinsic and extrinsic; therefore, the standard reward system contained both forms of rewards; hence, achieving a holistic approach towards employee motivation.

Furthermore, the literature review analyses several theories of motivation, such as Maslow's hierarchy of needs and Adams Equity Theory. Thus, creating a dynamic distinction on theories and motivation in the Nigerian breweries. Chapter three was the research methodology which discussed the processes of data collection and analysis. Overall, the research methodology was quantitative, adopting the distribution of questionnaires. Two hundred sixty questionnaires were distributed based on the Kcerjie and Morgan table for determining sample size. This tallied with the number of employees in the Nigerian breweries. However, 230 questionnaires were collected, and analysis made using the percentile tables, simple and multiple regression techniques. Chapter four contained the data analysis where significant findings were discussed in relation to the research objectives; the analysis of questionnaires revealed the types, rewards, standard/satisfactory level, and ability of rewards to motivate employees in the Nigerian breweries. Finally, chapter five contained the study's conclusion, which presents the conclusion, implications of the research findings, limitations, and recommendations. Overall, the study had three objectives, i.e., to discover the types of rewards in Nigerian breweries; to discover the standards of rewards in Nigerian breweries; to discover the extent to which rewards influence employee motivation. The research findings are in line with these objectives; also, the research findings reveal significant implications. The next section discusses these implications as they concern the Nigerian breweries and management practice.

## **5.2. Implications of the Research Findings**

### **5.2.1. Finding One: Types of Rewards in the Nigerian breweries**

The research discovered that both extrinsic/financial and intrinsic/nonfinancial rewards were available in the Nigerian breweries. Thus, management at the Nigerian breweries had implemented both financial/nonfinancial rewards. Also, it was discovered that both rewards were important to employee motivation; therefore, having both rewards resonated positively with employees further keeping them motivated. Having the two rewards shows that employers take cognisance of employee's needs (Khan, et al, 2010). The two rewards are necessary for satisfaction, Armstrong, et al (2011), note that while extrinsic rewards provided resources for employees to meet their physical needs, intrinsic rewards increased employees' psychological connections to the organisation. This implies that employees in the Nigerian breweries had both physical and psychological needs met. Therefore, the brewery can expect high employee productivity. The availability of both rewards shows why previous study, Yusuf (2020); Hamid (2020), note that employee productivity in the brewery is high. Availability of both rewards increased employee satisfaction, thus creating a solid and valuable workforce. Abguru (2012), notes employee satisfaction signifies happiness; when employees are happy, they put more effort into learning, adhering to organisational principles, achieving organisational goals, etc. (Andualem, 2013; Abraham 2012). Thus, from these findings in the brewery can expect to achieve high goals and productivity as employees are central to productivity. Treating employees increased their productivity; giving employees good and balanced rewards is part of treating them rightly; thus, employees could attain high productivity. Furthermore, this finding authenticates previous findings in the literature review about the ability of rewards to enhance employee productivity. It thus follows those good rewards in the Nigerian breweries are responsible for high employee productivity.

### **5.2.2. Finding two: Standards of reward systems in the Nigerian brewery**

Standards of reward systems reveal its ability to motivate and sustain employee productivity and performance. The standard of reward system also showed the level of employee's commitment to achieving organisational goals, as good and standard reward systems increased employee motivation, further increasing desire to put more effort into tasks achieving organisational goals. The standards of reward systems are important in determining the overall impact of reward systems. The study revealed that rewards in the Nigerian brewery conformed to standards, especially in meeting employee expectations, i.e., ability to meet their needs, further being adequate and timely. However, these imply that Nigerian breweries must keep up with these standards, as a decline in standards reduces employee productivity and motivation. Darrat et al (2017), note that standards consistently change due to laws, employee needs, and evolving environmental issues. Thus, companies not keeping up with standards of reward systems are bound to fail, especially if standards are established and later standard falls. Thus, management needs to keep updating its reward system to ensure a synergy between employee needs and reward systems. Furthermore, it implies that the Nigerian breweries can increase their standards to increase employee motivation and productivity further. Since there is a corresponding link between employee motivations and reward systems, an increase in reward systems is scheduled to increase employee motivation. The Nigerian breweries can leverage this to create a higher workforce, thus achieving higher levels of productivity and performance. According to Griffin and Moorhead (2013), the central purpose for instituting a reward system is to "attract, retain and motivate" therefore, it implies that increasing standards of motivation enhances the ability of the Nigerian breweries to attract, retain and motivate quality staff. Thus, management in the Nigerian brewery must constantly increase its standards, further achieving greater levels of employee motivations and productivity.

### **5.2.3. Finding Three: Rewards and Employee Motivation**

This research discovered that reward increases employee motivation in Nigerian breweries. A significant discovery from this research is that rewards in the Nigerian brewery are adequate and timely therefore increasing employee motivation. However, salient findings were on the type of rewards that creates satisfaction and motivation. This research revealed that extrinsic/financial rewards had a better impact on employees than nonfinancial rewards. Also, it was discovered that management used more extrinsic rewards to keep employees motivated. Though this was good, it was not encouraged to create serious implications for employee motivation, commitment, and retention in the long run. This is because, firstly Darrat et al (2017); Bratton and Gold (2012), note that extrinsic rewards cannot motivate employees for the long term, extrinsic rewards create temporal happiness, employees soon lose interest in extrinsic rewards. This is a fundamental argument of the Maslow theory. Maslow notes that employee needs start from the bottom of the pyramid; these needs are basic needs that can only be satisfied through financial resources; therefore, employees need extrinsic/financial resources for food, clothing, and security. Interestingly, when these needs are sufficiently achieved, employees graduate to other needs on the pyramid, which require more nonfinancial rewards to satisfy; therefore, if a company does not provide an attendant nonfinancial reward, it risks demotivating its staff, creating a decline in motivation and productivity. From this finding, Nigerian breweries, in the long run, risk losing employees' zeal and commitment if it continuously focuses on motivating employees with extrinsic rewards.

### **5.3. Contribution of the Study**

The central aim of this study was to discover the link between rewards system and employee motivation empirically. This research has significantly contributed to knowledge in the following ways.

Firstly, the research has filled the gap in existing studies, recalling a fundamental gap which informed this research was the absence of empirical studies linking reward system to motivation in Nigerian breweries. Thus, this research has filled in the gap and discovered the types of rewards provided in Nigerian breweries, rewards in the Nigerian breweries conform to standards of meeting employee expectations, satisfaction, adequacy, and time of rewards in the Nigerian brewery positively motivate employees.

Secondly, the research contributed by authenticating the relevance of reward systems in organisations. Reward systems play important roles in attracting, retaining, motivating, and keeping employees satisfied. Therefore, managers should strategically adopt rewards to improve employee motivation; therefore, increasing productivity and performance as seen in the Nigerian brewery.

Finally, the research contributes by explaining the need to balance extrinsic and intrinsic rewards; more often, employers focus on extrinsic neglecting intrinsic rewards due to the high cost. However, it is important to balance both; extrinsic rewards motivated in the short run and intrinsic rewards motivated in the long run. Focusing on extrinsic rewards only benefited organizations in the short run and risks losing quality staff in the long run.

#### **5.4. Limitations of the Study**

The limitation of this study is purely methodological. The research adopts the quantitative research method, which is limited due to its inability to collect in-depth and detailed data. Thus, the research did not provide details concerning specific findings such as why extrinsic rewards satisfy employees better, why managers used more extrinsic rewards, etc.

### **5.5. Recommendations for Practice**

Based on the study's findings, the following are recommendations for the Nigerian breweries and managers seeking to increase employee rewards.

- i. Rewards should be used strategically to increase employee motivation. Adopting a strategic approach towards the use of rewards increases its benefits; therefore, in adopting proper strategies for organisational performance, managers should include improving reward systems.
- ii. Rewards should be structured based on standards, i.e., should meet up with employee expectations. Also, rewards should be adequate and timely; rewards that do not fulfil this criterion do not resonate positively with employees, reducing motivation and productivity.
- iii. Managers should constantly update rewards to meet employee expectations, market situations, and environmental changes. Employees' needs change: thus, rewards should continuously change to meet employee needs.
- iv. Managers should create specific mechanisms for rewarding employees; thus, there should be a criterion, e.g., performance, level, grades, educational qualification, etc., thus enabling employees to strive to attain these criteria and reap the benefits.
- v. There should be a balance between financial and nonfinancial rewards. Thus, ensuring that both the physical and psychological needs of the employees are met.

### **5.6. Recommendations for Future Research**

Based on the limitations of the study, which are purely due to the methodology adopted, the following is recommended for future research.

- i. Future researchers can carry out a qualitative study discovering an in-depth explanation of the link between employee motivation and rewards
- ii. Researchers can compare rewards in Nigerian breweries and other organisations; thus, obtaining similarities and differences that can be used for theory building and formulation.
- iii. It was discovered by this study that extrinsic rewards created the most satisfaction to employees; future research can qualitatively study the links between extrinsic

rewards and employee satisfaction, thus providing in-depth facts on why employees are more satisfied with extrinsic rewards.



## **PERSONAL LEARNING EXPERIENCE**

This research sought to investigate the relevance of rewards on employee motivation, the research was exploratory, descriptive and investigative. The research was interesting and intriguing as the researcher discovered the value of rewards to employee motivation within the Nigerian breweries. The researcher discovered that with the proper balance of rewards i.e. intrinsic and extrinsic, employee motivation was high therefore leading to organisational performance. This finding formed a formidable argument of this research, thus buttressing earlier Human resource management theories of Abraham Maslow, and Herzberg two factors and Adams Equity. The researcher learned a lot during the research, one was the critical adoption of theoretical frameworks to draft empirical constructs further enhancing the data collection process and analysis. The researcher learned how to use HRM theories of Abraham Maslow, Herzberg and Adams to develop solid questionnaire questions, thus testing the validity of these theories; furthermore, enhancing empirical understanding of the research. These theories are significant to HRM; therefore, the researcher has adequately acquired theoretical knowledge which can be applied to practical situations wherever the researcher is privileged to work. These theories have expanded the researcher's perspective, further supporting flexibility and innovative thinking in line with theoretical constructs, thus enhancing the researcher's problem-solving skills.

Another significant knowledge gained by the researcher is the use of research methodology; before the commencement of the research, the researcher witnessed significant setbacks due to the inability to understand research methodology, however with the aid of an experienced supervisor, the researcher was able to overcome this, thus achieving robustness in data and analysis. The researcher can perfectly boast of being an expert in research methodology. Thus,

the researcher intends to subsequently carry out other research in relation to HRM in future endeavours.

Challenges experienced by the researcher mainly was in the data collection process, initially it seemed difficult as the sample size for the research was 260, achieving such a high number was not feasible at first, respondent showed nonchalance towards filling the questionnaire, however, the researcher put a call to the manager of the brewery pleading for his assistance in motivating staff to fill the question. The manager had a talk with the staff, this boosted their response rate, thus the research was able to achieve 230 questionnaires. The act of the manager talking to employees is a healthy HRM practice, it shows the importance of communication in achieving goals of the organisation. Thus, the research has the ambition of studying communication patterns in subsequent endeavours.

Generally, the research experience was good and interesting. The researcher has gained a lot which will be used in future HRM endeavours.

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## Appendix A: Questionnaire

Dear Respondent,

The questionnaire is part of a research project on “Impacts of Rewards on Employee Motivation in the Nigerian Breweries”, being carried out as part of the Requirement for the award of the Master of Science (M.Sc) in Entrepreneurship

You have been selected as a respondent by simple random sampling. Please, answer the questions that follow honestly. All information supplied would be used in confidence and solely for academic analysis.

Please tick ( ) where appropriate or write briefly where requested and avoid unnecessary cancellations

Thank you for the anticipated co-operation

Yours Sincerely

Akindele Charles

### Section A: Respondent Bio Data

1. Education Qualification of respondents: a. Primary [ ] b. Secondary [ ] c. Tertiary [ ] d. None [ ] e. Others.....

2. What is your department? a. Management [ ] b. Marketing [ ] c. Records [ ] d. Others [ ] please state.....

3. How long have you worked here? a. 5-10 years [ ] b. 11-20 [ ] years c. 21-above [ ]

### Section B: To investigate the reward systems put in place in the Nigerian Breweries PLC

4. What type of reward system do you have in your organisation?

- a. Financial [ ]
- b. Non-financial [ ]
- c. Both [ ]

5. What does your compensation package include?

- a. Financial [ ]
- b. Non-financial [ ]
- c. Both [ ]

**Section C: To examine the extent to which reward systems in the Nigerian brewery is considered satisfactory and in accordance with reward system standards**

6. What is the frequency of rewards in your organisation?

- a. Monthly
- b. Quarter
- c. Yearly
- d. Occasionally
- e. Other: .....

7. Please rate the following rewards in relation to how management appreciates your performance

Rewards	Very High	High	Fair	Low	Very Low
Salary					
Benefits					
Salary raises					
Bonuses					
Appreciation/Praise					
Promotion					
constructive Feed -back on a regular basis					
Commendation letters					

8. Through what mechanism does management appreciates your performance?

Rewards	Very High	High	Fair	Low	Very Low



Salary					
Benefits					
Salary raises					
Bonuses					
Appreciation/Praise					
Promotion					
constructive Feed -back on a regular basis					
Commendation letters					

9. How motivated are you to improve your performance when given these rewards?  
(Please tick the appropriate box)

Rewards	Extremely motivated	Motivated	Fairly motivated	Slightly motivated	Not motivated
Appraisal Bonus					
Job security					
Promotion					
Salary raises					
Appreciation/Praise					
Creative tasks					
Customer feedback					

Empowerment programs					
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10. Briefly explain reasons for your ranking in the above boxes.....  
 .....  
 .....  
 .....

**Section D: To examine the extent to which reward systems have contributed to motivating employees for greater productivity in the Nigerian brewery**

S/N	Questions	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
11	Have rewards increased your commitment to achieving organisational goals?					
12	Have rewards increased your commitment to organisational values, ethics and principles					
13	Are rewards responsible for your satisfaction in this company?					
14	Are rewards responsible for your happiness in this company?					
15	Has rewards enhanced your fulfilment of tasks?					
16	Has rewards enhanced your fulfilment of job roles					

17	Has rewards enhanced your achievement of organisational targets					
18	Has rewards enhanced your desire to rise on the organisational ladder?					
19	Is rewards responsible for your relationship with other staff.					

20. Please offer suggestions on how rewards can be improved in your organisation.....

.....

.....

.....

.....

## Appendix B: Krejcie and Morgan Table

Table 1: Krejcie and Morgan Table

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

