**CHAPTER ONE**

**INTRODUCTION**

1.1 **Background of the Study**

 Organizations are established with the aim of effectively utilizing various available human and non-human resources to achieve certain objective. Among these resources in human, which is commonly seen as the most valuable asset an organization could use to earn competitive advantage and achieve its objective, hence the need for human resources management to ensure optimum productivity and organizational continuous existence.

 According to Sono (2014) organization is treated as a dynamic process and a managerial activity which is essential for planning the utilization of company's resources, plant an equipment materials, money and people to accomplish the various objectives. According to Noe (2012) human resource has been tagged the most valued asset of any organization. Its strategic approach emphasized a "tight fit" between individual needs, rights, ambitions, and goals within the organization which make compensation system central in the affairs of emerging students, scholars and HRM practitioners in the world over. The emergence of human resource management posed great threat to the conventional personnel management and industrial relation because it evolved from the core approach or organization relationship. It is an asset that should be invested upon so as to provide long-term commitment and high performance in an organization. As organizations strive to achieve one or more objectives through exhaustive utilization of human capital, so also, the employees aim towards achieving individual purpose (objective) while working for the organization.

 Reward Management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization. Reward management also is the instrument used to increase employees' productivity. It seeks to attract and retain suitable employees, encourages good management - employee relationship and commitment and minimizes tension and conflict as it deals with all forms of final returns, tangible service and mechanism for good relationship (Murlis & Armstrong, 2009).

 Furthermore, the major case of industrial conflict is based on the fact that employees feel their benefit are denied or about to be denied thus the importance of compensation system is to provide a good platform for equity arid fairness. This provides a challenging environment and increase productivity of employees (Peters & Waterman, 2009). The compensation system ensures that both intrinsic and extrinsic needs of employee at all levels are adequately provided for compensation develops organizational integrity, policy, procedures and practices capable of improving organizational productivity. Reward is concerned with employees and organization performance development through which better result can be achieved by understanding and managing reward and compensation within an agreed framework, planned goals, standards and competency requirements.

 The success of the industry rests so much on its human resources capability, which is the most valuable asset of any organization. The challenging tasks of every manager at all level are how to build a befitting reward and compensation system to incorporate both organizational goals and individual needs, thus, have a motivated workforce and improve productivity (Ouchi, 2014).

 However, the study examines the influence of reward management on organizational performance, the basis of good reward and compensation structure, employees' expectation at different levels and how the compensation structure is based on performance of individuals or job requirement of employees. The researcher therefore tends to draw attention all employers to the need for effective and efficient reward management capable of improving employees' performance and enhance organizational productivity.

1.2 **Statement of the Problem**

 Some organizations over the years see employee as additional cost as well as liability to their operations. These organizations do not remunerate employees appropriately, and where it is more appropriate, the reward is not commensurate with the efforts and skills that worker put into the organization's activities. Instead of paying attention on how employees will be rewarded appropriately, some organizations concentrate more on other resource, such as materials, machines and money. The effort is more on how-to improve the production process with little or no consideration for human efforts.

 This had led to the inability of such organizations to attain their set objectives. Organization success relies heavy on how much attention pay to its employees' reward policies. It is in view of this that the study seeks to know the how the reward management in organization affect the performance of employees as well as that of the organization in general.

1.3 **Objectives of the Study**

The major objective of this study is to examine and assess the influence of reward management on organizational performance. The specific objectives include the following:

1. To examine the effect of reward management on the performance of an organization.

2. To Evaluate the available reward package and how it affect employees and organizational performance.

3. To Ascertain the need for management to create a conducive working environment by providing both physical and psychological incentives to make employees more committed to organizational goals

1.4 **Research Hypotheses**

**H0:** Reward management does not have any effect on the performance of an organization.

**Hi:** Reward management has significant effect on the performance of an organization.

**H0:** The reward package does not affect the performance of an employee in an organization.

**Hi:** The reward package affects the performance of an employee in an organization.

**H0:** Conducive working environment does not make an employee committed in attaining organizational goals.

**Hi:** Conducive working environment makes an employee committed in attaining organizational goals.

1.5 **Research Questions**

 For one to achieve a comprehensive research, there are certain questions that needed to be answered, therefore the research questions are:

1. What are the effects of reward management on the productivity of an organization?

2. To what extent does reward package affect the performance of an employee in an organization?

3. How does a conducive working environment make an employee committed in attaining organizational goals?

1.6 **Research Hypothesis**

**Hypothesis One:**

**Ho:** Reward management has no effects on the productivity of an organization.

**H1:** Reward management has effects on the productivity of an organization.

**Hypothesis Two:**

**Ho:** Reward package has no effect on the performance of an employee in an organization.

**H1:** Reward package has effect on the performance of an employee in an organization.

**Hypothesis Three:**

**Ho:** Conductive working environment does not make a employee committed in attaining organizational goals.

**H1:** Conductive working environment make an employee committed in attaining organizational goals.

1.7 **Significance of the Study**

 The importance of this study cannot be overemphasized due to the fact that, it holds a lot benefit to ensure continuous existence and survival of organizations. The study will be great benefit to manager or human resource department of organization regarding the identification of the influence of reward management on organizational performance, it's cost and benefit on organizational operations, harmonizing employees and organizational interest to avoid sub-optimality etc.

 In addition, the study clarifies the argument on whether effective reward management adds value to organizational activities, which will enable organizations take profitable side on whether to reward employees or not. This research due to adequate review of various up-to-date literature is a source of material to post and undergraduate student and as well as researchers who may intend to undergo a study on the subject matter in future.

 Knowledge they say, is power this research work exposed the researcher to many practical issues on human resource, reward management and the respective relationship that exist between effective reward management, productivity customer patronage as well as organizational performance. In addition, the study is an avenue for the researcher to study some materials text book, journals, annual reports etc which on ordinary activity would not have thought of.

1.8 **Scope of the Study**

 This research work focuses on the influence of reward management on organizational performance with specific reference to Nigerian breweries Plc. in Enugu state.

1**.**9 **Limitations of the Study**

 A research work of this nature is however unpleasant with numerous problem that limit the researcher's ability especially in Nigeria where many organizations do not disclose the true information about their organization to researchers.

 The researcher found it difficult to access meaningful data concerning the organization reward, policy but has to use the limited information available. Nevertheless, the research work was adequately covered based on the available information to the researcher though it's difficult to claim a total perfection therefore the topic is opened for further build up consideration and research.

 Also the researcher had no much time for the research do to some other school works like assignments and final exam preparation. Lack of funds for transportation going round the study area, so the researcher limited the work to some selected areas.

1.10 **Definition of Terms**

**Compensation:** Compensation of all form of financial return, tangible services and benefit an employee receives as part of an employment relationship.

**Industry:** This is the group of firm that engage in the production of similar product (i.e. goods/services)

**Productivity:** Productivity is the output unit/per labour input into the production process given the level of existing technology.

**Management:** This is the process of planning, organizing, staffing, leading, directing, coordinating and controlling available resources toward s achieving a target objective.

**Reward:** This is the core-faced of an employment relationship. Reward system consists of an organization's integrated policies process and practices for rewarding its employees in accordance with their contribution skills competence and their market worth.

**Remuneration:** This is the financial reward accruing to employee for his or her performance in the organization.

**Motivation:** It is the inner drives that arouse direct and maintain an individual behavior toward accomplishing organization goals.

**Research:** Is a way of arriving at a dependable solution to business and management problem through a systematic way of data collection, data analysis and data interpretation.

**Pay Structure:** Is a framework for managing base pay progression over time for employee benefit.

**Policy:** Is organizational guiding principles that regulate its operation and activities.

**Job Analysis:** It is the process of getting detailed information about jobs.

**Job Description:** Is the setting out of the purpose of job, where it is fit in the organization structure the content within which the job holder function and the principal accountability of job older. Main task the employee has to carry out.

**Job Enlargement:** Is the act of combining previously fragment task into one job to add greater autonomy and responsibility to a job and is based on the job characteristic approach and maximizing the interest and challenges of work.

**Job Evaluation:** Is a systematic process for establishing the relative work of job within an organization.

**Reward Strategy:** It is a definition of the intention of the organization on how its reward policies and process should be developed to meet business requirement.

**CHAPTER TWO**

**REVIEW OF RELATED LITERATURE**

 2.1  **Conceptual Review**

Reward management plays vital role in a business organization. Since, among four Ms, i.e. Men, Material, Machine and Money, Men has been most important factor, it is impossible to imagine a business process without Men, Land, Labor and Capital are four major factors of production. Every factor contributes to the process of production/business. It expects return from the business process such as Rent is the return expected by the Landlord. Similarly Capitalist expects Interest and Organizers i.e. Entrepreneur expects profits. The labour expects wages from the process.

 It is evident that other factors are in-human factors and as such labour plays vital role in bringing about the process of production/business in motion. The other factors being human, has expectations, emotions, ambitions and egos. Labour therefore expects to have fair share in the business /production process.

 According to Murlis & Armstrong (2009) reward management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization. Reward management consists of analyzing and controlling employee remuneration, compensation and all of the other benefits for the employees. Reward management aims to create and efficiently operate a reward structure for an organization. Reward structure usually consists of pay policy and practices, salary and payroll administration, total reward, minimum wage, executive pay and team reward (Murlis & Armstrong, 2009).

 Lathan (2011) argues that reward management was developed on the basis of psychologists' behavioral research. Psychologists started studying behavior in the early 1900s; one of the first psychologists to study behavior was Sigmund Freud and his work was called the Psychoanalytic Theory. Many other behavioral psychologists improved and added onto his work. With the improvements in the behavioral research and theories, psychologists started looking at how people reacted to rewards and what motivated them to do what they were doing, and as a result of this, psychologists started creating motivational theories, which is very closely affiliated with reward management.

 Mitchell (2010) agrees, defining motivation as "the degree to which an individual wants and choose to engage in certain specific behaviours", to which Vroom (quoted in Mitchell, 2010) adds that performance = ability x motivation. To have a efficient Reward System then, is mandatory that employees know exactly what their task is, have the skills to do it, have the necessary motivation and work in an environment allowing the transformation of intended actions into an actual behaviour. From the company point of view instead, an effective performance appraisal has to be present, in order to let motivation be a major contributor to the rewarded performance.

 Objective of reward management is to reward employees fairly, equitably and consistently in correlation to the value of these individuals to the organization. Reward system exists in order to motivate employees to work towards achieving strategic goals which are set by entities. Reward management is not only concerned with pay and employee benefits. It is equally concerned with non-financial rewards such as recognition, training, development and increased job responsibility (Armstrong, 2007)

 Kerr (2013) brings to attention how Reward Management is an easily understandable concept in theory, but how its practical application results often difficult. The author, in fact, points up how frequently the company creates a Reward System hoping to reward a specific behavior, but ending up rewarding another one. The example made is the one of a company giving an annual merit increase to all its employees, differentiating just between an "outstanding" (+5%), "above average" (+4%) and "negligent" (+3%) workers. Because the difference between the percentage increasing was so slight, what the company obtained from the employees was indifference to the extra percentage point for a superlative job or the loss of one point for an irresponsible behavior. In the following table other common management errors are summarized.

 However, rewards serve many purposes in organizations. They serve to build a better employment deal, hold on to good employees and to reduce turnover (Watson, 2013). The principal goal is to increase people's willingness to work in one's company, to enhance their productivity (Gkorezis & Panagiotis, 2008).

Most people assimilate "rewards", with salary raise or bonuses, but this is only one kind of reward, extrinsic reward. Chonko (2007) opine that salespeople prefer pay raises because they feel frustrated by their inability to obtain other rewards, but this behavior can be modified by applying a complete reward strategy.

2.1.2 **The Concept of Reward Management**

 Reward management is about the design, implementation, maintenance, communication and evolution of reward processes which help organizations to improve performance and achieve their objectives. Reward processes are based on reward philosophies and strategies and contain arrangements in the shape of policies and strategies and contain arrangements in the shape of policies, guiding principles, practices, structures and procedures which are devised and managed to provide and maintain appropriate types and levels of pay, benefits and other forms of reward. This constitutes the financial reward aspect of the process which incorporates processes and procedures for tracking market rates, measuring job values, designing and maintaining pay structures, paying for performance, competence and skill, and providing employee benefits (O’Reilly 2009).

 However, reward management is not just about money. It is also concerned with those non-financial rewards which provide intrinsic or extrinsic motivation.

2.1.3 **Issues in Reward Management**

The key issues facing reward management are:

• How to ensure that reward management strategies support the achievement of the organization's business strategies and satisfy the needs and aspirations of employees for security, stability and career development?

• How to achieve internal equity and external competitiveness?

• How to respond to a fragmenting pay market and maintain a reasonably coherent pay structure?

• How to concentrate on rewarding for output and maintain, indeed enhance quality standards?

• How can we reward individual performance and contribution and promote teamwork?

• How to introduce sophisticated performance management process and ensure that managers are committed and have the skills required to get the best out of them?

• How can we give high rewards to high achievers and motivate the core of the employees upon whom we ultimately have to rely?

• How to achieve consistency in managing reward processes and provide for the flexibility needed in ever-changing circumstances?

• How can we devolve power to the line managers to manage their own reward processes and retain sufficient control to ensure that corporate policies are implemented?

• How to continue to provide motivation for those who have reached the top of their pay range and maintain the integrity of the grading system and contain costs?

• How to introduce more powerful pay-for-performance schemes and ensure to get value of money from them?

• How to deliver the message that improved performance brings increased reward and cap bonus earnings to cater for windfall situations or a particularly loose incentive scheme?

* How to operate enterprise-wide bonus scheme and ensure that they increase motivation and commitment?
* How to reward people for their outputs and their inputs?
* How to operate job evaluation schemes as a means of allocating and

 controlling grading in a formal hierarchy and cater for the role

 flexibility which is increasingly required in the organization?

2.1.4 **Trends in Reward Management**

The following are the key reward management trend in today's scenario.

• Greater sensitivity to sector and functional market practice to enable more effective market positioning to help with attracting and retaining high calibre employees.

• The implementation of increasingly focused performance awards starting at the top and working down through organizations as performance orientation increases.

• Pay increases linked to market worth and individual or team performance-not service and/or cost of living.

• More attention given to achievement or success-oriented individual bonuses rather than payment increases in base pay.

• A move towards team pay as the importance of teamwork increases.

• More flexible pay structures based on job families and using broader pay bands or pay curves.

• More integrated pay structures covering all categories of employees.

• A growing linkage between pay practice and training and development initiatives through the design and implementation of skills and competency based pay processes which reward the acquisition and use of new skills and behaviors.

• The development of integrated performance management systems with the emphasis on coaching development, motivation and recognition through the identification of opportunities to succeed.

• A search for simpler and more flexible approaches to job evaluation which enable a move away from the control of uniformity to the management of diversity. This will make use of techniques such as job family modelling and computer assisted job evaluation.

• Increased awareness of the need to treat job measurement as a process for managing relativities which, as necessary, has to adapt to new organizational environments and much greater role flexibility and can no longer be applied rigidly as a system for preserving existing hierarchies.

**.** more emphasis on the choice of benefits and 'clean cash' rather than a audtiplicity of perquisites.

• Greater creativity and sensitivity in benefit practice.

**Empirical Application of Reward Management and Organizational Performance**

1. **Effect of Reward Management on Organizational Productivity**

 Rewards can be used to improve performance by setting targets in relation to the work given e.g. surpassing some sales targets. When the employee surpasses their target, he or she can be given an additional amount to their salary; this will make them strive to achieve more (Newman 2015).

 Research has proven that when human being are appreciated and praised they tend to improve their performance. This is another way an organization can apply as a reward so as to improve performance. Praise could be shown in the organization newsletter or in meetings. When managers take time to meet and recognize employees who have performed well, it plays a big role in enhancing employees' performance (Tushman, 2012).

 Organizations should reward employees more often. This greatly improves performance compared to having the rewards maybe only once a year. This is because frequent rewards are easily linked to the performance (Hofstede, 2010).

Another way through which organizations can use reward systems to increase output is by personalizing the reward. When rewards tend to be so general, employees do not value them. Organizations can use rewards to improve employee performance by incorporating appraisal or promotion for employees who have a good record of performance. Managers should be on the look out for employees who perform well.

2. **Reward Packages**

**Cash Bonus**

Cash bonus is another form of reward that organizations use to reward employees for exemplary performance that is if they have performed higher or exceed their set targets, this hence makes them eligible (Reaves, 2011). The amount of cash is determined by how high the employee has over exceeded the set targets or they can also be based on ranks or job groups. Nowadays, companies are rewarding performance bonuses to junior employees to increase output, unlike the past where they used to be a privilege of top executives. Performance bonuses are now on the rise in many organizations because managers want to link performance to reward. {Smircich, 2013).

Companies use cash bonuses to reward their employees' performance during the year under appraisal. But there is also the unspoken expectation that these bonuses will be a factor in motivating employees' performance next year as well. Employees who receive a large bonus will likely want to get it next year too. On the other hand, employees who receive a miserly bonus and it reflects how the company assessed their performance, might consider improving next year (Finkle, 2011).

3. **Compensation**

Compensation is the total amount of the monetary and non-monetary pay provided to an employee by an employer in return for work performed as required.

Compensation is based on:

• Market research about the worth of similar jobs in the marketplace,

• Employee contributions and accomplishments,

• The availability of employees with like skills in the marketplace,

• The desire of the employer to attract and retain a particular employee for the value they are perceived to add to the employment relationship, and

• The profitability of the company or the funds available in a non-profit or public sector setting, and thus, the ability of an employer to pay market-rate compensation.

4. **Effect of Working Environment on Organizational Goal**

In today's competitive business environment, organizations can no longer afford to waste the potential of their workforce. There are key factors in the employee's workplace environment that impact greatly on their level of motivation and performance. The workplace environment that is set in place impacts employee morale, productivity and engagement - both positively and negatively. It is not just coincidence that new programs addressing lifestyle changes, work/life balance, health and fitness - previously not considered key benefits - are now primary considerations of potential employees, and common practices among the most admired companies.

 In an effort to motivate workers, firms have implemented a number of practices such as performance based pay, employment security agreements, practices to help balance work and family, as well as various forms of information sharing. In addition to motivation, workers need the skills and ability to do their job effectively. And for many firms, training the worker has become a necessary input into the production process.

 The management must take an active role in not only defining the physical environment of the workplace and making it conducive for workers but also alter the management style to suit the employees. This refers to changing aspects like ethics, behaviour, commitment, professionalism, drive and interpersonal relations in employees for the better.

 Manager has to change his style of functioning in order to bring about effective changes in these aspects. He has to spend more time on controlling these factors of the work environment rather than micromanage. For this, he has to:

• Give adequate authority to employees

• Delegate responsibilities

• Increase their accountability

• Encourage teamwork

The manager must curb the tendency to micromanage and instead display that he has confidence in the ability of his team members and trusts them to do their work efficiently. If he treats his subordinates as professionals then there is no reason that they should not behave in that way. Such an attitude promotes trust and loyalty among the employees and encourages better teamwork among them. Besides, they develop a sense of ownership towards the company.

Creating a work environment in which employees are productive is essential to increased profits for your organization, corporation or small business. Principals of management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment.

5. **Rewarding Systems in Organizations**

Incentives and Rewards are a crucial piece in the engagement puzzle. With proper and thoughtful design, incentive and reward programs can be very effective in providing optimal motivations for driving engagement. That is, with the right selection and mix of rewards, and an effective system for delivering these rewards, participants not only become engaged, but are also retained and become valuable evangelists for the company.

**Two Parts of Rewards Planning**

There are two elements of a reward that need careful planning: WHEN a reward is given out, and WHAT the reward is. So, just as the timing of the reward is important, the nature of the reward is important. Ultimately, the goal of the reward is to maximize motivation prior to receiving the reward, as well as happiness after receiving the reward.

But in terms of the structure of the reward, we can look at six types of rewards that can be implemented into a design as well as their key features.

1. **Fixed Action Rewards (Earned Lunch)**

In Fixed Action Rewards, users complete a certain task, and get the exact reward that they want or expect when they complete it. Similar to fixed ratio schedules, these programs reward the user after they successfully perform an action a fixed number of times. This is appealing because users know exactly what they are getting and will work towards that goal.

One common example of these programs are sandwich store punch cards, where you buy ten sandwiches and get the next one free. This encourages the customer to eat at the sandwich shop more often.

Another example is the frequent-flyer programs offered by several airlines, where customers who are enrolled in the program can earn "frequent-flyer miles" which are accumulated by distanced flown on that airline (or their partner services). These "miles" can then be redeemed for free flights, class upgrades, or other goods and services. Oftentimes the miles can be transferred to other participants in exchange or as gifts.

2. **Sudden Rewards (Easter Egg)**

Sudden Rewards are surprises that are unexpectedly given out. This is appealing because users were not expecting anything and suddenly get rewarded. The surprise element would give them an extra shot of happiness, making them think about whether they would obtain another Easter Egg in the future.

A good example of a sudden reward system is the "Chase Picks up the Tab" program. Once enrolled in the program, Chase cardholders have a very small chance of getting a text that tells them that Chase picked up the tab, and will credit the $5 purchase back into the accounts. Though the reward dollar amount is not great, it compels consumers to regularly swipe with their Chase cards instead of other cards because they want to see if they "won" again this time. Oftentimes, users will tell their friends about their winnings too, attracting other consumers to sign-up to this "game." This is a great example of utilizing Unpredictability & Curiosity from the 8 Core Drives of Octalysis.

3. **Random Rewards (Drops)**

This type of reward may be anything and it will only be revealed once the required action is completed. This is appealing because the user continues to anticipate and guess what the reward might be, creating a feeling of suspense that engages them.

One example of random rewards are those associated with the White Elephant Gift Exchange game that often occurs at holiday parties around Christmas time. Also known as the "Gift Swap", among other names, this "game" provides a mechanism for distributing inexpensive or undesired gifts (often from previous holiday seasons) among the participants.

4. **Rolling Rewards (Lottery)**

Rolling rewards go from one person to another - someone has to win. Typically this form of reward determines a winner solely on chance, while creating growing levels of anticipation. This is appealing because everyone has a good (though small) chance, but people believe they will win with enough persistence.

Examples of rolling rewards include lotteries and sweepstakes. Traditional lotteries have large numbers of participants who make modest commitments in order to have a chance of winning substantial, often huge rewards. Any individual can improve their chances by purchasing additional tickets, though this strategy increases the mathematical odds only modestly. Lotteries often create heightened levels of excitement, and can become somewhat addictive; a situation that sometimes cause criticism for the organizers.

Lottery and sweepstakes winners are often promoted and featured in the media, providing further incentive for current and future players. This encourages all participants to stay involved. In the case of the Speed Camera Lottery, the community also benefits from the safer driving habits that the system helps to establish and reinforce.

5. **Social Treasure (Gifting]**

Social Treasures are rewards that can only be earned when "given" by another user. This is powerful because the user must get others to participate, increasing the vitality (growth) of the service. In a sense it helps to promote involvement from others, and further encourages them to stay engaged.

Referral fees are one example of this type of reward. A restaurant, club, or other organization might provide special incentives - "Your friends come in at 20%!" "Bring a fourth and get an entree for free.

6. **Reward Pacing (Collection Set)**

These are rewards that are given out a piece at a time instead of altogether. This is effective because once a user has a few pieces, s/he will work hard to complete the collection. It is also more cost effective because the company does not need to give out tangible rewards to everyone.

2.2 **Theoretical Review**

 Motivational theories used in this research work are split into two groups as process and content theories. Content theories endeavor to name and analyze the factors which motivate people to perform better and more efficiently while process theories concentrate on how different types of personal traits interfere and impact the human behavior (Brooks, 2009).

2.2.1 **Content Theory**

 Content theories are highly related with extrinsic rewards, things that are concrete like bonuses and will help improve employees' physiological circumstances whereas process theories are concerned with intrinsic rewards, such as recognition and respect, which will help boost employees confidence in the work place and improve job satisfaction (Schein, 2014).

 Theories of motivation provide a theoretical basis for reward management though some of the best known ones have emerged from the psychology discipline.

 Frederick Herzberg's motivator-hygiene theory, first published in 2000, argues that an employee's job satisfaction or dissatisfaction is influenced by two distinct sets of factors and also that satisfaction and dissatisfaction were not at opposite ends of the same continuum but instead needed to be measured separately. The two sets of factors are motivator factors and hygiene factors. According to Herzberg, real motivation comes from the work itself, from completing tasks, while the role of reward is to prevent dissatisfaction arising (Hatch 2011).

2.2.2 **Expectancy Theory**

 Expectancy Theory is the theory which posits that we select our behaviour based on the desirability of expected outcomes of the action. It was most prominently used in a work context by Victor Vroom who sought to establish the relationship between performance, motivation and ability and expressed it as a multiplicative one - where performance equals motivation x ability. There are a lot of attractions for this kind of approach, particularly for employers who can target their motivation effort and anticipate a definable mathematical return for them. As this is a cognitive process theory it relies on the way employees perceive rewards These three theories plus variants of them have been used in countless research studies and continue to inform the practice of reward management up to the present day.

 According to Brooks (2009) job evaluation is closely related to reward management. It is important to understand and identify a job's order of importance. Job evaluation is the process which job's are systematically assessed to one another within an organization in order to define the worth and value of the job, to ensure the principle of equal pay for equal work. In the United Kingdom, it is now illegal to discriminate worker's pay levels and benefits, employment terms and conditions and promotion opportunities. Job Evaluation is one method that can be adopted by companies in order to make sure that discrimination is eliminated and that the work performed is rewarded with fair pay scales. This system carries crucial importance for managers to decide which rewards should be handed out by what amount and to whom.

 Job evaluation provides the basis for grading, pay structure, grading jobs in the structure and managing job and pay relativities (Murlis & Armstrong, 2007).

 There also many different methods of job evaluation which can be used, but the three simplest methods are ranking, classification and factor comparison. However, there are more complex variations of methods such as the point method which uses scales to measure job factors. This method does not rank employees against one another but looks at the job as a whole. A disadvantage of these methods of job evaluation are that they are very static and it would be very difficult to perform a job evaluation quickly if it was needed.

 An advisory company named Advisory, conciliation and arbitration service (ACAS ) stated that there were five main reasons why employers look at performing a job evaluation. These include: When deciding on a pay scale: Making sure that the current system is fair and equal for employees, Deciding on benefits such as bonuses, Comparing pay against other companies and reviewing all jobs after a major company pay change. Employees need to feel that they are being paid a fair wage compared to the same job with the competition. If this is true it may help reduce staff turnover which is very beneficial for employers as it reduces the cost of hiring new staff.

2.3 **Empirical Review**

Ndede (2014) conducted a research on the effect of reward management on employee performance in the hotel industry in Kenya. Therefore, the study used a descriptive cross sectional survey design which would give the quantitative relationship between the reward management practices employed and employee performance at a particular point in time to be used for generalization to other times. The study targeted the beach Hotels in North coast Kenya given that the industry is saturated in the area. Given that the study was a survey, there was no need of sampling and the study thus used all the 27 beach resorts in North Coast, Kenya. The study used primary data which was collected using structured questionnaires administered using the drop and pick method. The collected data was then sorted for validity and reliability and coded then quantitatively analyzed using mean and standard deviation. This was done independently for each of the variables. This was followed by a correlation analysis. The study found high correlation between reward management and employee performance. The study however found that as much as there was a reward policy in place, it was fairly weak as the reward strategies that have very high correlation with employee performance such as grade structure, performance appraisal and strategic reward were weakly implemented but concentration was on contingent pay and equal pay which have a relatively weaker correlation with performance. A recommendation was thus made for the hotels to change their reward policies in order to align the reward management practices based on their respective correlation to employee performance. The researcher also recommended for a study to establish the combination of various strategies that would optimize employee performance with emphasis of the proportion to which each strategy is to be used as well as a study to explore the modalities of applying job/grade structure in the hotel industry.

Yasmeen, et al (2014) conducted a research with the objectives of find out the impact of Rewards on Organizational Performance This study begins with a comprehensive review of the literature on impact of rewards on organization performance. Data was collected from 80 employees working in headquarter of PTCL mainly from middle management in Islamabad. Cronbach’s analyses were carried out to check the validity and reliability of scales; correlation analyses and regression analyses were also conducted to test the hypotheses. Empirical evidence proved that there exists insignificant and weak relationship between salary, bonus and organization performance. However there exists moderate to strong relationship between promotion and organization performance. Results also show highly significant and strong relationship between recognition and organization performance. The strongest and highly significant relationship exists between appreciation and organization performance. All the independent variable i.e. salary, bonus, promotion, recognition and appreciation are positively related with dependent variable i.e. organization performance. The findings are limited to some extent by the Sample size was also a limitation because of the shortage of time and the resources constraints. More organizations under Telecom Sector may be included under study to generalize the study. Furthermore variables might be included to signify this model. The study show that organization need to made a focused on their rewards polices try to increase the satisfaction of employee of organization that helps to increase the performance of organization.

Quresh, et al (2010) in their Pakistan in cement industry found that there is a direct relationship between extrinsic rewards, intrinsic rewards and the employees’ performance. The study also found that recognition techniques (approaches) used in cement factories are good for the maximum performance of employee’s. This study is relevant but different from the current study as the later is dealing with target population of white collar jobs, while the former examined factory workers. Furthermore, this research examined the relationship between extrinsic rewards, intrinsic rewards, financial rewards and social recognition rewards and organisation performance, while the new study specifically examines the effect of intrinsic rewards (social recognition and appreciation) and extrinsic rewards (salary, bonus and performance promotion) on job and organisation performance.

Aktar, et al (2012) examined the impact of intrinsic rewards (recognition. Learning opportunities, challenging work and career advancement, and extrinsic rewards (basic salary and performance bonus) on employee performance in twelve commercial banks of Bangladesh as is in this study. The study found that each factor within both extrinsic and intrinsic reward was a highly significant factor which affects employees’ performance.

Yasmeen, et al (2013) on the impact of rewards on organizational performance in Pakistan revealed that there exists insignificant and weak relationship between salary, bonus and organization performance. However it found that there exists moderate to strong relationship between promotion and organization performance. Although these two studies are similar to the current study, they were conducted outside Tanzania and because of cultural difference and other idiosyncrasies, the impact of rewards on organisation performance could yield different outcomes in Tanzania.

Ong et al (2012) on reward system and performance within Malaysian commercial banks found that most of the commercial banks provide both monetary and non-monetary rewards; adoption of reward system is not influenced by age and size of the organization. The study however, found a negative relationship to exist between extrinsic rewards and financial performance of organizations and intrinsic rewards are positively related to financial performance of organizations. The proposed study however, includes financial and non-financial indicators as the dependent variables.

**CHAPTER THREE**

**RESEARCH METHODOLOGY**

**Introduction**

 The research methods used for this study was discussed under the following subheadings: Research design, Area of the study, Population of the study, Sampling size and sampling technique, Instrument for data collection, Methods of data collection, Validation and reliability of the instrument, Method of data analysis.

3.1 **Research Design**

 The research design adopted for this study was a survey design. According to Iketaku (2011) is one in which a group of people or items are studied by collecting and analyzing data from only a few or items considered to be representative of the entire group. This design is used to elicit different opinions of people on an issue of wide concern. This is the overall plan scheme or programme of the research. It is a design that enables us to describe a number of decisions which need to be taken regarding the collection of data before ever the data are collected.

3.2 **Area of the Study**

The research was carried out in Nigeria Breweries Plc Enugu, in Udi Local Government Area of Enugu State.

3.3 **Population of the Study**

The population of the study comprises the member of staff of the Account department, Administrative department, Production department and labourers of the Nigeria Breweries Plc Enugu, with a total number of two hundred and sixty (260) was used by the researcher for the population of this study.

|  |  |
| --- | --- |
| **Categories of workers**  | **No distributed**  |
| Account dept | 25 |
| Administrative dept | 31  |
| Production dept | 72 |
| Labourers | 132 |
| Total  | 260 |

3.4 **Sampling size and Sampling technique**

 This involves the taking of certain percentage of the population for one’s study. The sample size was determined with a certain percentage at Nigeria Breweries Plc Enugu. The Eight-five workers were group at into three departments. Account department, personnel department and production departments.

The researchers adopted the stratified sampling technique. The Taro Yamani sampling technique was adopted in determining and investigating the sampling size of this study. The Taro Yamani formula is as quoted by Nwabueze, (1986) was applied and its stated as follows:

n = N

 1 + N (e)2

Where,

n = sample size

N = population

e = estimated error

I = constant

Assuming, 5% level of significance

When, N = 260

 e = 5%

 n = 260 ‘

 1 +260 x (0.0025)

 = 260 ‘

 1+0.65

 = 260

 1.65

Total number of the sample size = 158

3.5 **Method of Data Collection**

The questionnaire was administered face to face through personal contact to all the respondents. Some of the questionnaire were filled immediately by the respondents and returned while others were collected later. A total of one hundred and fifty eight (158) copies of the questionnaire were given out while one hundred and fifty eight (158) were collected.

3.6 **Validation of the Instrument**

The instrument was validated by the researcher supervisor and one other research expert in the institution following their correction and suggestions. Their opinions formed the basis for determining the ability of instruments measuring what is was meant to measure.

3.7 **Reliability of the Instrument:**

 Reliability of the instrument refers to the process whereby a researcher instrument adopted by researchers’ measures exactly what it intends to measure–in this study the researchers adopted the test-retest method to establish the reliability of the instrument. Therefore the questionnaire items ensured consistency on what it sets out to measure.

3.8 **Method of Analysis and Hypothesis Testing**

Data collected will be placed in appropriate categories. Response to the key questions will be tabulated and simple percentage used to analyses them. The Hypothesis will be tested using chi-square, that is, the (x)2 statistical technique. To execute the test, the first thing to do is to determine the Theoretical or Expected frequencies with the formula for the chi-square (x)2 is

(x)2 = (o-e)2

e

Where (x)2= chi-square

O = Observed frequency

 E = Expected frequency

The levels of significance (x) are given in the chi-square table. The researcher will utilize 5% (0.05) level of significance and 95% (0.95) level of confidence in testing the hypothesis.

1. Accept null hypothesis (Ho): (x)2 calculated is lower than the table or critical value.

2. Reject the null hypothesis (Ho): if (x)2 calculated is higher than the table or critical value.

3. Equally reject (Hi) if (x)2 calculated is lower than the (x)2 table or critical value.

4. Accept (Hi) if (x)2 calculated is higher than the (x)2 table or critical value at its degree of freedom and level of significance.

**CHAPTER FOUR**

**DATA PRESENTATION AND ANALYSIS**

 **Introduction**

4.1 **Data Presentation**

This chapter is primarily aimed at presenting, analyzing and interpreting the result of the questionnaires and interviews collected in the course of the research study. It will likely produce some findings. This will provide data for research hypothesis testing.

**Distribution of Respondents By Sex**

|  |  |  |
| --- | --- | --- |
| **GENDER** | **RESPONSE** | **PERCENTAGE** |
| **Male** | 109 | 69% |
| **Female** | 49 | 31% |
| **TOTAL** | **158** | **100%** |

***Source:*** *Field Survey (2018)*

 From the table there are 109 male respondents representing 69% of the total respondent, 49% are female this figure represents 311% of the sample population.

**Age Distribution of Respondents**

|  |  |  |
| --- | --- | --- |
| **AGE** | **RESPONSE** | **PERCENTAGE** |
| 18-35 | 23 | **14.6%** |
| 36-53 | 105 | **66.5%** |
| 54-71 | 30 | **189%** |
| **TOTAL** | **158** | **100%** |

***Source:*** *Field Survey (2018)*

The above figures represent the age distribution of the respondents 23 of them fall within the age bracket 18-35. This represents14.6% of the sample population. 105 of the respondents fall within the age bracket of 36-53. This represents 66.5% of the sample population. However, 30 of the respondents face within the age bracket of 54-71. This represents 18.9% of the sample population.

4.2 **Analysis of Data**

**Research Question one**

What are the effects of reward management on the productivity of an organization?

4.3 **Testing of Hypothesis**

**Hypothesis One: Ho**

Reward management does not have any effect on the performance of an organization.

**Table 1:** Respondents responses on the effects of reward management on the productivity of an organization.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **ITEM** | **SA** | **A** | **D** | **SD** | **TOTAL** |
| 1 | Organization productivity are easily attained when employed are committed | 25 (26.1) | 15 (13.6) | 10 (9.4) | 5 (5.9) | 55 |
| 2 | Organizational productivity determines customers satisfaction | 20 (16.6) | 10 (8.6) | 2 (5.9) | 3 (3.8) | 35 |
| 3 | Attainment of organization productivity can influence organization decision making | 11 (9.5) | 6 (4.9) | 1 (3.4) | 2 (2.2) | 20 |
| 4 | Attainment of organizational productivity can influence market share. | 14 (11.9) | 5 (6.2) | 2 (4.3) | 4 (2.7) | 25 |
| 5 | Organizational productivity will influence organizational growth | 5 (10.9) | 3 (5.7) | 12 (3.9) | 3 (2.5) | 23 |
|  | Total | 75 | 39 | 27 | 17 | 158 |
|  | **Percentage response** | 47.5% | 24.7% | 17% | 10.8% | 100% |

The table above indicates that 47.5% strongly agree, the respondents answered in the affirmative, 24.7% of the respondents agree, 17% of the respondents disagree and 10.8% strongly disagree.

Degree of Freedom

df = (r-1) x (c-1)

Where R=5, c=4

df = (5-1) (4-1)

 = 4 x 3 = 12

df = 12

If 0.05 level of significance at 12 degree of freedom, the critical value X2 otherwise called chi-square.

**Calculated Chi-Square Table**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Cell location** | **Fo** | **Fe** | **fo-fe** | **∑(fo-fe)2** | **∑(fo-fe)2****Fe** |
| R1C1 | 25 | 26.1 | -1.1 | 1.21 | 0.5 |
| R1C2 | 15 | 13.6 | 1.4 | 1.96 | 0.1 |
| R1C3 | 10 | 9.4 | 0.6 | 0.36 | 0.4 |
| R1C4 | 5 | 5.9 | -0.9 | 0.81 | 0.1 |
| R2C1 | 20 | 16.6 | 3.4 | 11.56 | 0.7 |
| R2C2 | 10 | 8.6 | 1.4 | 1.96 | 1.4 |
| R2C3 | 2 | 5.9 | -3.9 | 15.21 | 0.2 |
| R2C4 | 3 | 3.8 | -0.8 | 0.64 | 2.4 |
| R3C1 | 11 | 9.5 | 1.5 | 2.25 | 0.2 |
| R3C2 | 6 | 4.9 | 11 | 1.2 | 0.2 |
| R3C3 | 1 | 3.4 | -2.4 | 5.76 | 1.7 |
| R3C4 | 2 | 2.2 | -0.2 | 0.04 | 0.2 |
| R4C1 | 14 | 11.9 | 2.1 | 4.41 | 0.4 |
| R4C2 | 5 | 6.2 | -1.2 | 1.44 | 0.2 |
| R4C3 | 2 | 4.3 | -2.3 | 5.29 | 1.2 |
| R4C4 | 4 | 2.7 | 1.3 | 1.69 | 0.6 |
| R5C1 | 5 | 10.9 | -5.9 | 34.81 | 3.2 |
| R5C2 | 3 | 5.7 | -2.7 | 7.29 | 1.3 |
| R5C3 | 12 | 3.9 | 8.1 | 65.6 | 16.8 |
| R5C4 | 3 | 2.5 | 0.5 | 0.23 | 0.1 |
| TOTAL | 158 |  |  |  | 31.9 |

Calculated Value = 31.9

Critical value = 21.026

**Decision**

This is more than critical value therefore the null hypothesis is rejected and the alternative hypothesis which state that reward management has affects on the productivity of an organization is accepted.

**Research Question Two**

To what extent does reward package effect the performance of an employee in an organization?

**Hypothesis Two: Ho**

The reward package does not affect the performance of an employee in an organization.

**Table 2:** Respondents responses on to what extent does reward package effect the performance of an employee in an organization?

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **ITEM** | **SA** | **A** | **D** | **SD** | **TOTAL** |
| 6 | I feel commitment and dedicate when doing my work | 30 (26.6) | 20 (16.3) | 3 (10.6) | 7 (6.5) | 60 |
| 7 | I get highly motivated to increase in productivity | 15 (11.1) | 5 (6.8) | 3 (4.4) | 2 (2.7) | 25 |
| 8 | Am always punctual to work and other assignments | 20 (22.2) | 15 (13.6) | 10 (8.9) | 5 (5.4) | 50 |
| 9 | Am comfortable with my benefits and welfare packages | 5 (10.2) | 3 (6.3) | 12 (4.1) | 39 (2.5) | 23 |
| Total |  | 70 | 43 | 28 | 17 | 158 |
|  | **Percentage response** | 44.3% | 27.2% | 17.7% | 10.8% | 100% |

 The table above indicates that 44.3% of the respondents strongly agree, 27.2% of the respondents agree, 17.7% of the respondents disagree and 10.8% strongly disagree.

Degree of Freedom

df = (R-1) x (c-1)

Where R=4, c=4

df = (4-1) (4-1)

df 3x 3 = 9

If 0.05 level of significance at 9 degree of freedom, the critical value X2 otherwise called chi-square.

**Calculated Chi-Square Table**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Cell location** | **fo** | **fe** | **fo-fe** | **∑(fo-fe)2** | **∑(fo-fe)2****fe** |
| R1C1 | 30 | 26.6 | 3.4 | 11.6 | 0.4 |
| R1C2 | 20 | 16.3 | 3.7 | 13.7 | 0.8 |
| R1C3 | 3 | 10.6 | -7.6 | 57.8 | 5.5 |
| R1C4 | 7 | 6.5 | 0.5 | 0.25 | 0.3 |
| R2C1 | 15 | 11.1 | 3.9 | 15.2 | 1.4 |
| R2C2 | 5 | 6.8 | -1.8 | 3.24 | 0.5 |
| R2C3 | 3 | 4.4 | -1.4 | 1.96 | 0.4 |
| R2C4 | 2 | 2.7 | -0.7 | 0.49 | 0.2 |
| R3C1 | 20 | 22.2 | -2.2 | 4.84 | 0.2 |
| R3C2 | 15 | 13.6 | 1.4 | 1.96 | 0.1 |
| R3C3 | 10 | 8.9 | 1.1 | 1.21 | 0.1 |
| R3C4 | 5 | 5.4 | -0.4 | 0.16 | 0.2 |
| R4C1 | 5 | 10.2 | -5.2 | 27.0 | 2.6 |
| R4C2 | 3 | 6.3 | -3.3 | 0.9 | 1.7 |
| R4C3 | 12 | 4.1 | 7.9 | 62.4 | 15.2 |
| R4C4 | 3 | 2.5 | 0.5 | 0.25 | 0.1 |
| **TOTAL** | **158** |  |  |  | **29.7** |

Calculated Value = 29.7

Critical value = 16.919

**Decision**

This is more than critical value therefore the null hypothesis is rejected and the alternative hypothesis which state that reward package has effect on the performance of an employee in an organization is accepted.

**Research Question Three**

How does a conducive working environment make an employee committed in attaining organization goals?

**Hypothesis Three: Ho**

Conducive working environment does not make an employee committed in attaining organizational goals.

**Table 3:** Respondents responses on how does a conducive working environment make an employee committed in attaining organization goals.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **ITEM** | **SA** | **A** | **D** | **SD** | **TOTAL** |
| 10 | Conductive environment motivate staffs to work hard | 20 (19.9) | 15 (10.8) | 6 (9.7) | 4 (4.6) | 45 |
| 11 | Good working environment encourage teamwork and productivity | 7 (13.3) | 3 (7.2) | 13 (6.5) | 7 (3.0) | 30 |
| 12 | It encourage skills and ability to do job effectively | 25 (24.4) | 15 (13.2) | 13 (11.8) | 2 (5.6) | 55 |
| 13 | Management style helps employee to perform better | 18 (12.4) | 5 (6.7) | 2 (6.0) | 3 (2.8) | 28 |
|  | Total | 70 | 38 | 34 | 16 | 158 |
|  | **Percentages response** | 44.3% | 24.1% | 21.5% | 10.1% | 100% |

 The table above reveals that 44.3 of the respondents strongly agree, 24.1% of the respondents agree, 21.5% of the respondents disagree and 10.1% strongly disagree.

Degree of Freedom

df = (R-1) x (c-1)

Where R=4, c=4

df = (4-1) (4-1)

= 3 x 3 = 9

df = 9

If 0.05 level of significance at 9 degree of freedom, the critical value X2 otherwise called chi-square.

**Calculated Chi-Square Table**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Cell location** | **fo** | **Fe** | **fo-fe** | **∑(fo-fe)2** | **∑(fo-fe)2****fe** |
| R1C1 | 20 | 19.9 | 0.1 | 10.1 | 0.5 |
| R1C2 | 15 | 10.8 | 4.2 | 17.6 | 1.6 |
| R1C3 | 6 | 9.7 | -3.7 | 13.7 | 1.4 |
| R1C4 | 4 | 4.6 | -0.6 | 0.4 | 0.8 |
| R2C1 | 7 | 13.3 | -6.3 | 39.7 | 2.3 |
| R2C2 | 3 | 7.2 | -4.2 | 17.6 | 2.4 |
| R2C3 | 13 | 11.3 | 11.7 | 2.9 | 0.3 |
| R2C4 | 2 | 5.6 | -3.6 | 13 | 2.3 |
| R3C1 | 25 | 24.4 | 0.6 | 0.4 | 0.1 |
| R3C2 | 15 | 13.2 | 1.8 | 3.24 | 0.2 |
| R3C3 | 13 | 11.8 | 12 | 1.44 | 0.1 |
| R3C4 | 2 | 5.6 | -3.6 | 13 | 2.3 |
| R4C1 | 18 | 12.4 | 5.6 | 31.4 | 2.5 |
| R4C2 | 5 | 6.7 | -1.7 | 2.9 | 0.4 |
| R4C3 | 2 | 6.0 | -4 | 16 | 2.7 |
| R4C4 | 3 | 2.8 | 0.2 | 0.4 | 0.1 |
| **TOTAL** | **158** |  |  |  | **20.7** |

Calculated Value = 20.7

Critical value = 16.919

**Decision**

This is more than the critical value therefore the null hypothesis is rejected and the alternative hypothesis which state that conducive working environment make an employee committed in attaining organization goals is accepted.

**CHAPTER FIVE**

**SUMMARY OF FINDINGS, CONCLUSION**

**AND RECOMMENDATONS**

5.1 **Summary of Findings**

The research conducted that the organizations strongly agreed that prompt reward to employees benefit their organization to a large extent by agreeing strongly that organization benefits in many ways for rewarding employees, prompt reward of workers brings about efficiency in your organization, productivity is increased by prompt reward of workers, the growth of the organization is increased by prompt reward of workers.

That reward package effect the performance of an employee in an organization to a great extent by strongly agreeing that prompt reward of workers effects their performance, prompt reward affects the performance of workers positively, workers are more dedicated when they receive their salaries promptly, Accountability of workers is assured once they are promptly rewarded and workers are more punctual when promptly paid.

The organizations agreed that conducive working environment make an employee committed in attaining organizational goals.

The ways employers can encourage employees could be through employees’ salaries are promptly paid in this organization, employees are paid bonuses, employees enjoy frequent salary increment, the employees of this organization are promoted frequently salary increment, the employees of this organization are promoted frequently, employers give out gifts and incentives to their employees.

5.2 **Conclusion**

Effective reward system help an organization to be more competitive, retain key employees, and reduce turnover. Reward systems also can enhance employee motivation and reinforce the image of an organization among key stakeholders or future employees. People are the most important resource for organizational competiveness, and keeping them on the job is a key task for any manager. Competition to attract and keep the best employees is intense. For people looking for a career opportunity, that’s great news, but as a manager of an organization needing to keep the best and brightest, it is a challenge.

Understanding who, what and when to reward can improve employees performance. However, the improper use of rewards can have a debilitating effect on employee performance. Managers need to understand their employees’ perception of the importance and fairness of the reward and then clearly communicate what needs to be done to receive the reward.

Effective use of rewards can encourage employees to gain the skills that are necessary to help them and the organization grow. This can also increase their desire to continue being part of the organization. An organization wants employees who do not show up to work but are excited about being there as well. This passion for work has been referred to as effective commitment. Just as happy customers may be the best advertisement for a particular product, happy employees are often a great tool for recruiting new employees and making the organization a workplace of choice.

5.3 **Recommendations**

Reward management is being recommended to every organizations both private and government to enable them enhance their productivity, if every organization will embrace the role of management system both the employee and the employee will all benefit.

 Therefore a fair reward management is a must for every business organization. The fair reward management will help in the following:

* If an ideal reward management is designed, it will have positive impact on the efficiency and results produced by workmen.
* It will encourage the normal worker to perform better and achieve the standard fixed.
* This will encourage the process of job evaluation. It will also help in setting up an ideal job evaluation, which will have transparency, and the standards fixing would be more realistic and achievable.
* It would be well defined and uniform. It will be apply to all the levels of the organization as a general system.
* It would be simple and flexible so that every worker/recipient would be able to compute his own compensation receivable.
* It would be easy to implement, so that it would not penalize the workers for the reasons beyond their control and would not result in exploitation of workers.
* It will raise the morale, efficiency and cooperation among the workers. It, being just and fair would provide satisfaction to the workers.
* It would help management in complying with the various labor acts.
* It would also bring about amicable settlement of disputes between the workmen union and management.
* The system would embody itself the principle of equal work wages.
* Encouragement for those who perform better and opportunities for those who perform better and opportunities for those who wish to excel.

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**APPENDIX A**

**RESEARCH SURVEY QUESTIONNAIRE**

Department of Business Management

Faculty of Mgt. and Social Sciences

Godfrey Okoye University, Enugu

Thinkers Corner, Enugu

Enugu state

19th March, 2018.

Dear Sir/Madam

I am a student of Godfrey Okoye University, Department of Business Management, carrying out a research project on “**The Influence of Reward Management on Organizational Performance (A Case Study of Nigeria Breweries Plc Enugu).** Please Sir/Madam the purpose of this letter is to ask for your assistance in validation of the instrument to help me carryout my project effectively.

Be rest assured that every information you give will be solely for academic purpose.

Thanks for your anticipated co-operation.

Yours faithfully,

Researcher

**Okeke Calister Chidimma**

U14/mss/man/035

**SECTION A**

**Instruction**: Please tick or fill in where necessary.

1. Sex: Male Female
2. Age: 18-35 36-53 54-71 71 and above
3. Educational qualification: WAEC OND ` HND BS.c M.Sc Others

**Questionnaire**

Instruction: Please tick in the space provided in accordance to the order of agreement or disagreement.

Strongly Agree (SA), Agree (A), Strongly Disagree (SD) and

Disagree (D)

Tick ( ) where applicable to indicate your opinion.

**Research Question One**

What are the effects of reward management on the productivity of an organization.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **S/NO** | **Questionnaire**  | **SA** | **A** | **D** | **SD** |
| 1 | Organizational productivity are easily attained when employees are committed.  |  |  |  |  |
| 2 | Organizational productivity determines customers’ satisfaction. |  |  |  |  |
| 3 | Attainment of organizational productivity  |  |  |  |  |
| 4 | Attainment of organizational productivity can influence market share.  |  |  |  |  |
| 5 | Organizational productivity will influence organizational growth. |  |  |  |  |

**Research Question Two**

To what extent does reward package affect the performance of an employee in an organization?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **S/No** | **Questionnaire**  | **SA** | **A** | **D** | **SD** |
| 6 | I feel committed and dedicated when doing my work |  |  |  |  |
| 7 | I get highly motivated to increase in productivity  |  |  |  |  |
| 8 | I am always punctual to work and other assignments. |  |  |  |  |
| 9 | I am comfortable with my benefits and welfare packages |  |  |  |  |

**Research Question three**

How does a conducive working environment make an employee committed in attaining organizational goals?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **S/NO** | **Questionnaire**  | **SA** | **A** | **D** | **SD** |
| 10 | Conducive environment motivate staffs to work hard. |  |  |  |  |
| 11 | Good working environment encourage teamwork  |  |  |  |  |
| 12 | It encourages skills and ability to do job effectively |  |  |  |  |
| 13 | Management style helps employees to perform better.  |  |  |  |  |