

## **EMPLOYEES' BENEFITS AND ORGANISATIONAL PERFORMANCE IN JULIUS BERGER NIGERIAN PLC**

**Nnenna Nancy Chukwuma**

National Open University of Nigeria, Abuja, Nigeria.

nnchukwuma@noun.edu.ng

**ABSTRACT:** This study examines the relationship between employee benefits and organizational performance in construction companies, with a particular focus on Julius Berger Nigeria Plc, one of the leading construction firms in Nigeria. This study adopted descriptive survey design, which is concerned with determining the frequency with which something occurs or the relationships between variables. The total population is 324 permanent staff members at the head office and site supervisors. The researcher targeted 40% of the entire population, which included 130 employees. A purposive sampling of the targeted population was employed. The study used questionnaires to collect the data and consulted secondary sources and literature for comparison. This study adopted the multiple regression analysis technique to analyse the data. The results of the study revealed that training and development, as well as health and safety benefits, have positive and significant effects on organizational productivity, whereas retirement-related benefits have an insignificant negative effect on organizational productivity. Based on these findings, the study concluded that employee benefits are an important strategy for motivating staff to improve performance. The study suggests that organizations should continue providing health and security benefits to all employees, as these benefits positively influence employee performance and increase overall productivity in the company.

**Keywords:** Employee Benefits, Organizational Performance and Construction Firms

### **INTRODUCTION**

A comprehensive understanding of employees' satisfaction in the workplace is essential for a good organizational life. In this sense, given the growing competition in global markets and pressure from the international economic environment, effective human resource management has undoubtedly become an even more important corporate objective. The practices of human resource management are vital elements in the achievement of organisational goals, as they contribute to the achievement of high organizational productivity. Jung and Yoon (2015) add that to achieve this organizational productivity, organisations operating in the construction and services industry have increased their focus on employee satisfaction. Lee (2016) also agreed that by viewing employees as the organization's most important assets and treating them as internal customers, organizations hope to achieve their objectives and gain a competitive advantage in the current unexpected business environment. Productivity is the relationship between outputs and inputs. It increases when an increase in output occurs with a less than proportionate increase in inputs or when the same output is produced with fewer inputs (Arraya & Pellissier 2013). Productivity can also be considered in monetary terms. If the price received for an output rises with no increase in the cost of inputs, this is also seen as an increase in productivity.

Furthermore, benefits are forms of indirect compensation given to an employee or group of employees as a part of organizational membership. Bratton and Gold (2009) see them as part of the total reward package provided to employees in addition to base or performance pay. The benefits focus on maintaining (or improving) the quality of life of employees and providing a level of protection and financial security for workers and their family members. Like base pay plans, the major objective of most organizational compensation programs is to attract, retain and motivate qualified, competent employees (Bernardin, 2007). Mathis and Jackson (2003) continue to state that an employer that provides a more attractive benefits package often enjoys an advantage over other employers in hiring and retaining qualified employees when competing with firms that offer similar base pay. In fact, such benefits may create “golden handcuffs,” making employees more reticent in moving to other employers. Some common examples include retirement or pension plans, medical and dental insurance, education reimbursement, time off, paid vacation and the use of company cars. For this study, training and development, health and safety, and retirement-related benefits are considered. In the context of training and development, the knowledge and skills of employees in organizations have increasingly become essential to their performance, global competitiveness, and continuous development (Elnaga & Imran, 2013). One way to develop and improve the quality of employees is to provide them with beneficial training and development programs.

In a review of the literature, theoretical and empirical studies such as Omokorede (2017), Ali et al. (2019), and Nebeker (2019) have focused especially on how employee benefits are related to and affect organizational productivity, as is the case in various areas worldwide. It is against this backdrop that the study seeks to ascertain the empirical relationship between employees’ benefits and the organizational performance of construction companies: a focus on Julius Berger Nigerian Plc.

### **Statement of the Problem**

At present, the low performance, lack of devotion and dedication of employees have been a subject of concern and dispute among government officials, private organizations, and the public. Designing and putting into practice an efficient benefit system has become an enormous problem for most organizations in Nigeria. An investigation carried out by Cascio (2006) in several West African nations, including Nigeria, revealed that most enterprises in developing countries do not structure and put into practice their benefit packages in a suitable way; hence, workers find it hard to believe that they are benefiting from their place of work. Additionally, the current economic situation has negatively affected many businesses in Nigeria. Several businesses were forced to reduce workers’ benefits to alleviate the financial difficulty caused by economic recessions, as was observed in many states. This has led to a chaotic management labour crisis, leading to incessant campaigns for improved conditions of service and increases in the minimum wage. There had been a campaign for enhancing the minimum wage by the Nigeria Labour Congress and protest within the country surrounding the discharge of the agreement entered with the unions.

### **Aim and Objectives of the Study**

The aim of this study is to ascertain the relationship between employees’ benefits and the organizational performance of construction companies, with a focus on Julius Berger Nigerian Plc. However, the specific objectives include the following:

- i. Ascertain the effect of training and development benefits on organizational productivity in Julius Berger Nig. Plc.
- ii. Assess the effects of health and safety benefits on organizational productivity in Julius Berger Nig. Plc.

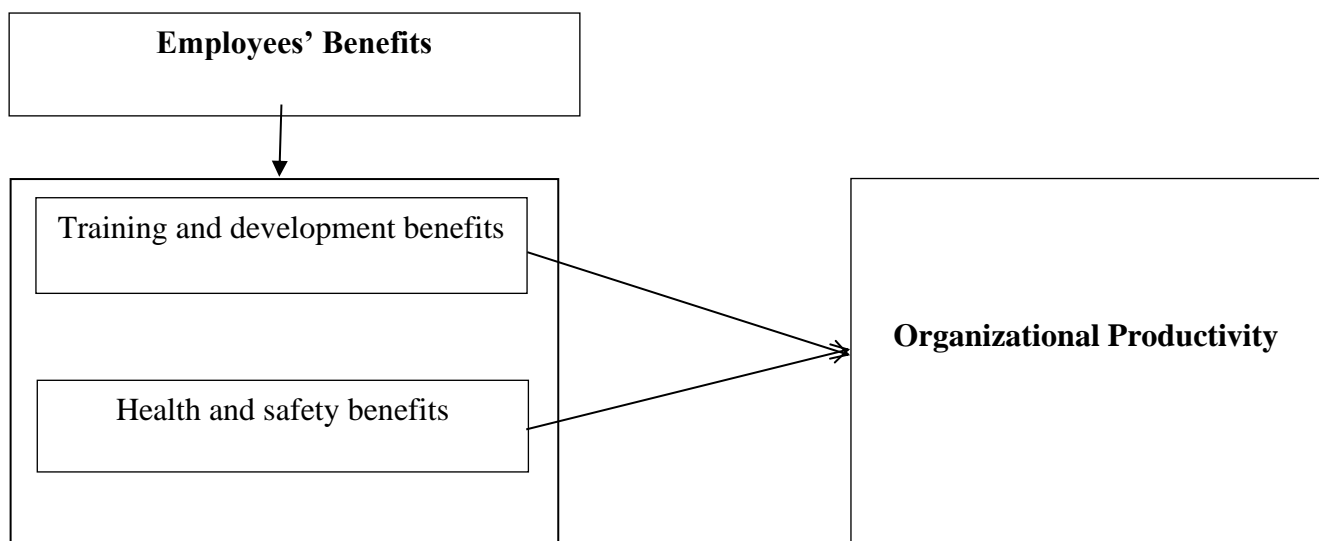
### **Research Hypotheses**

The following hypotheses will guide the study:

**HO<sub>1</sub>:** Training and development benefits have no significant effect on organizational productivity in Julius Berger Nig. Plc.

**HO<sub>2</sub>:** Health and safety benefits have no significant effect on organizational productivity in Julius Berger Nig. Plc.

### **Conceptual Framework**



**Fig. 1.1** Conceptual Framework of Employees' Benefits and Organizational Productivity of Julius Berger Nig. Plc

Source: Research Desk, 2024

## **REVIEW OF RELATED LITERATURE**

### **Theoretical Foundation**

This study aligns with total reward theory, as it provides a more suitable theoretical explanation for the relationships among the variables of interest. The Total reward describes a reward strategy that brings components such as learning and development together with aspects of the work environment into the benefits package. In the total reward system, both tangible and intangible rewards are considered valuable. Tangible rewards arise from transactions between the employer and employee and include rewards such as pay, personal bonuses and other benefits. Intangible rewards involve learning, development, and work experience. Examples of these types of rewards are opportunities to develop, recognition from employers and

colleagues, personal achievement, and social life. The aim of total reward is to maximize the positive impact that a wide range of rewards can have on motivation, job engagement and organisational commitments. The purpose of total reward is to create a cluster where all the different reward processes are connected, complementary and mutually reinforcing. To achieve internal consistency, the total reward strategies are horizontally integrated with human resource activities and vertically integrated with business strategies (Armstrong, 2006).

### **Concept Employee Benefits**

Employee benefits are elements of remuneration given in addition to various forms of cash pay. They also include items that are not strictly remunerated, such as annual holidays (Armstrong, 2006). Employee benefits are virtually any form of compensation other than direct wages paid to employees (Rosenbloom, 2001) and constitute a major part of almost any individual's financial and economic security. Such benefits have gone from being considered fringe to the point where they may constitute approximately 40 percent of an employee's compensation, and the plans under which they are provided are a major concern of employers (Price, 2007). Benefits are usually provided as a package of items, such as pensions, subsidised meals, discounts on company products, etc., and such benefits vary in importance to individuals. An older employee will value a pension scheme much higher than a young employee; subsidised meals appeal more to some employees than others who prefer luncheon vouchers. All employees would welcome the opportunity to have a company car (Cole, 2002).

Employee benefits are group membership rewards that provide security for employees and their family members. They are sometimes referred to as indirect compensation because compensation is given to employees in the form of a plan (such as health insurance, organisation shares and retirement benefits) rather than cash. A benefits package complements the base compensation and pay incentives components of total compensation (Gomez-Mejia, 1992). Although traditional benefits such as vacation and health are still important, today's workers are also looking for more non-traditional benefits. Benefits such as flexible work hours, the availability of childcare, tuition assistance programs and discounts on services now top the list of desired benefits (Denton, 1992). Shawn & Buckley (2008) indicated that benefits were important in terms of attracting staff to their current job, but they were not important at retaining them. Employees' awareness of the benefits plays an especially important role in human resource management. For these benefits to have a major impact, their determination should be well thought out, and information about them should be, as clearly stated as possible to all employees, communicated to all employees regarding intended changes and truthful. Most benefits are taxable as benefits in kind, with notable exceptions being approved pension schemes, meals where these are available to employees (Armstrong, 2006).

**Training and development:** The current business scenario is characterized by high competitiveness among organizations, market globalization and technological advancement. To survive in such challenging situations, organizations must look for possible ways to create sustainable competitive advantages. In this context, the knowledge and skills of employees in organizations have increasingly become essential to their performance, global competitiveness, and continuous development (Elnaga & Imran, 2013). One way to develop and improve the quality of employees is to provide them with beneficial training and development programs. This is because the capabilities, knowledge, and skills of talented employees have been proven to be the key determinants of competitive advantage in global marketplaces (Becker, Bose & Freeman, 2006). To effectively develop the knowledge, skills, and capabilities of employees to perform well on the job, training programs are very important for supporting all

organizational members (Meyer & Allen, 1997). Hafeez and Akbar (2015) reported that the more employees receive training, the more efficient their level of performance is.

Without training, employees cannot develop new skills and information to accomplish their tasks (Elnaga & Imran, 2013). Training is essential for increasing employee productivity and providing them with the latest information and skills (Afshan, 2012). Training is an important way to enhance employee attitudes, skills, and abilities (Farooq & Khan, 2000). Training plays a significant role in firms seeking to obtain a competitive advantage to secure profit (Brum, 2007).

**Health and Safety Benefits:** Workers' health and safety compensation is a form of insurance that provides wage replacement and medical benefits to employees injured in the course of employment in exchange for mandatory relinquishment of the employee's right to sue his or her employer for the tort of negligence (Neil, 2000). Baase (2009) states that evidence clearly shows that the health of the workforce is inextricably linked to the productivity of the workforce and the health of the nation's economy. Moreover, employers increasingly recognise this link and are interested in improving worker health by expanding workforce health protection and health promotion benefit programs. Additionally, many employers allow employees to miss a limited number of days because of illness without losing pay. Some employers allow employees to accumulate unused sick leave, which may be used in the case of catastrophic illnesses. Others pay employees for unused sick leave. Some organisations have shifted their emphasis to rewarding people who do not use sick leave by allowing them to pay well – extra pay for not taking sick leave (Mathis, and John, 2003).

### **Concept of Organizational Productivity**

An organisation is a social unit of people who is structured and managed to meet a need or pursue collective goals, or an organisation is a systematic arrangement of people to accomplish the same specific purpose. Every organisation is composed of three elements, i.e., people, goals, and systems. The purpose is expressed as goals. Each organisation has a systematic structure that defines its members; some members are managers, and some are operatives. According to Caroline (2008), an organization is a social entity whose goal is directed, deliberately structured activity systems with a preamble boundary. Alan (2008) claimed that productivity is the rate at which an employer, company or country produces goods and the amount produced compared with how much time, work and money are needed to produce them. Productivity is about how well people combine resources such as raw materials, labour, skills, capital, equipment, land, intellectual property, managerial capability, and financial capital to produce goods and services.

Productivity is usually defined as the ratio of inputs to outputs. It measures how efficiently production inputs such as labour and capital are used to produce a given level of output (Krugman, 1994). Okoye and Ezejiofor (2013) opined that organizational productivity is the measure of how well an organization function and an indication of efficiency and competition. Additionally, it is a measure of how well resources are brought together and utilized for accomplishing set objectives (Okoye & Ezejiofor, 2013). Productivity is a global concern that is closely related to the longevity of an organization. It is the key for survival in the cut-throat world of business and gives the organization a key competitive advantage over its peers when it can do more with less (Arraya, 2013).



### **Empirical Review**

Ndungu (2020) determined the effects of reward and recognition on employees' job performance at Kenyatta University. Moreover, the relationships between other factors affecting performance (work environment and leadership styles) and performance were explored with the help of responses collected from employees working at Kenyatta University's main campus, Nairobi. A descriptive research design was used to investigate the effects of rewards and recognition on Kenyatta University staff performance. Stratified random sampling and purposive random sampling were used in the sampling design. A questionnaire was used as the research instrument and was distributed to 360 employees at Kenyatta University. In total, 332 usable responses were received, which were analysed via SPSS 20.0. Standard procedures were used to process and represent the findings. Inferential statistics (person correlation analysis) and multiple regressions were then applied. The results revealed a significantly positive relationship between reward and recognition and between reward and employee performance. In addition, an incredibly positive and significant relationship was also observed between job performance and the independent variables (extrinsic rewards, intrinsic rewards and financial rewards, recognition rewards, the working environment and leadership styles). The results also revealed that salaries and fringe benefits, as well as job security, are weak at Kenyatta University, causing dissatisfaction and affecting employee performance. Furthermore, there are low levels of teamwork, communication, and participation. Kenyatta University employees have extremely low satisfaction with the responsibilities assumed and the promotional opportunities available.

Jalal (2020) examined the effects of three factors, namely, employee empowerment, teamwork, and employee training, on organizational commitment in the context of Malaysian higher education. To fulfil the stated objective, the data were collected via an online survey of 242 employees at public universities in northern Malaysia. The collected data were analysed via SPSS and structural equation modelling (SEM). The findings indicate that employee empowerment has a significant positive effect on organizational commitment. The effect of teamwork on organizational commitment was also found to be positive and statistically significant. Finally, the findings confirmed that employee training has a significant positive effect on organizational commitment.

Fubara (2019) examined the relationship between the benefits and employee performance of banks operating at Port Harcourt. Among the solutions to this problem is the need to explore how banks can leverage benefits as a strategy to remain competitive in business by retaining high-performing staff. On the basis of this background, reinforcement and expectation theory was adopted as the theoretical foundation for this study. The study utilized a cross-sectional survey design as the research methodology, as a structured questionnaire was distributed to one hundred forty-nine staff members of five selected banks, and one hundred and twenty were retrieved from the field. With the aid of the mean, the standard deviation and Pearson product correlation coefficient were utilized as the analysis technique, aided by a statistical package for the social sciences. Findings from the research revealed that employee benefit policies are positively and significantly related to employee performance, as they have a significant effect on job satisfaction, employee productivity and employee efficiency.

Nwamou (2019) examines the effect of rewards on the organizational performance of Nigeria breweries companies Southeast China. This study aims to investigate the effects of salary increases, cash bonuses and promotions on organizational performance. The relevant literature was reviewed. This study is anchored on equity theory. The study adopted a survey research

design. The population of the study was 1752, and Borg and Gall (1973) were used to determine a sample size of 337. The instruments used for the study were structured questionnaires. Facial content validity was used to validate the instruments. Assess-retest reliability and Cronbach's alpha were used to compute the reliability of the instrument. Data for the study were presented as simple percentages and descriptive statistics. The study also employed multiple regression analysis (MRA) at the 0.05 level of significance in testing the hypotheses. The findings revealed that a salary increase has a significant positive effect on organizational performance. Cash bonuses have a significant positive effect on organizational performance. Promotion has a significant positive effect on organizational performance. The study concludes that reward has a significant positive effect on organizational performance in the sampled Nigerian breweries in Southeast China.

Ogunyemi, Adewale and Akinde (2019) aimed to assess the effects of employee remuneration on productivity in the Nigerian Breweries Plc. This study was guided by three research objectives, namely, to identify and discuss various forms of remuneration packages in use, to examine the effects of remuneration packages on employee performance and to establish the relationship between improved remuneration and productivity in Nigerian breweries. The study used a descriptive research design. The population of this study consists of all staff working at the Nigerian Breweries PLC Ibadan. A sample of one hundred and twenty respondents was selected. A structured questionnaire was used to collect data from the respondents. The descriptive statistics employed included frequencies and percentages, and the relationships between independent and dependent variables were established via the Pearson product moment correlation coefficient (SPSS). The findings are presented in tables and figures. From the findings of the hypothesis,  $r= 0.509$  was obtained. This finding is significant, as the  $p$  value is greater than 0.05. This shows that there was a significant relationship between remuneration packages and employee performance.

Oaya, Mambula and Anyatonwu (2019) examined the impact of fringe benefits on employee performance using the Nasco Group in Jos as a study. The study adopted a descriptive survey research design, while the regression method of analysis was used to carry out the empirical analysis. The findings of this study revealed that health protection benefits have a positive and significant effect on employee performance in the Nasco group. These findings indicate that the more health protection benefits are provided for employees in the Nasco group, the more they work hard at their jobs and their productivity increases. In addition, retirement benefits have a positive and significant influence on employee performance in the Nasco group. Finally, findings from the study revealed that recognition has a significant effect on employee performance in the Nasco group.

## **METHODOLOGY**

The study adopted a descriptive survey design. A descriptive study is concerned with determining the frequency with which something occurs or the relationships among variables (Bryman & Bell, 2003). The population of the study included 324 staff members of Julius Beger Nigeria Plc., who are administrative staff and heads of various site units. This number was obtained from the Julius Berger office, Eastern Bye-Pass, Port-Harcourt, Rivers State. The population was restricted to administrative staff and field heads based on the nature of the information to be elicited. From the above target population of 324, a sample size of 40% was taken from the population resulting from a sample size of 130 personnel. The study used purposive sampling because the researcher has a particular purpose in choosing the respondents with specific characteristics who will participate in the study. Some of the characteristics

considered within this sample were whether the appointment was permanent, the level of education, which must be above school certification, and the number of years of experience with the company, which must be more than five.

This study collected data from primary and secondary sources. Primary data were collected through questionnaires. Each item in the questionnaire was developed to address a specific objective, research question or hypothesis of the study. The secondary sources of data were published articles from management and social science journals, theses and related studies on the topic. A self-administered questionnaire was used to gather the data. A four-point Likert scale of agree to disagree (that is, agree, disagree, strongly agree and strongly disagree) was used to measure the extent to which the various respondents agreed or disagreed with the issues raised and further guessed the opinions of employees working in this organization.

The most common reliability coefficient is Cronbach's alpha, which assesses internal consistency by determining how all items on a test relate to all other items and to further test the internal coherence of the data. Reliability is expressed as a coefficient between 0 and 1.00. The higher the coefficient is, the more dependable the test is.

**Table 3.1: Alpha test**

Variable	$\alpha$ =Alpha	Comment
Organizational Performance	0.8746	Reliable
Training and Development benefits	0.9214	Reliable
Health and Safety Benefits	0.8756	Reliable

Source: Stata Output, 2024.

## DATA ANALYSIS AND RESULTS

In this section of the study, the data collected were subjected to statistical analysis via multiple regression. Additionally, the hypotheses formulated were assessed in an effort to ascertain the causality between the individual explanatory variables and the dependent variable. Below is the table showing the statistical output generated from STATA version 13.

**Table 4.5 Regression Results**

Variables	Statistics	p values	
R Square	0.9269		
Adj. R square	0.9258		
F. statistics	890.22	0.000	
Variables	Coefficient	P Value	
Training and Development Benefits	0.1335198	0.039	
Health and Safety Benefits	0.6297243	0.000	

Source: Stata Output, 2024

Table 4.5 also shows that the model is fitted, as indicated by the F statistic of 890.22, which is significant at the 1% level (as evidenced by the p-value of 0.0000).



### Test of Hypotheses

#### **H0<sub>1</sub> Training and development benefits have no significant effect on organizational performance Julius Berger Nig. Plc.**

The results from Table 4.5 show that training and development benefits have a coefficient of 0.1335198 and a p value of 0.0039. On the basis of the p value, which is less than the t statistic of 0.05, the null hypothesis that training and development benefits have no significant effect on organizational performance is rejected. This implies that the training and development of employees exert considerable influence on organizational productivity, as seen in the case of Julius Berger Nig. Plc.

#### **H0<sub>2</sub> Health and safety benefits have no significant effect on the organizational performance of Julius Berger Nig. Plc.**

Table 4.5 shows that health and safety benefits have a coefficient of 0.6297243 and a p value of 0.0000. Based on this finding, which is evidenced by a p value of 0.0000, we reject the null hypothesis, which states that health and safety benefits have no significant effect on organizational productivity. This means that health and safety benefits can be used as a strategy for improving organizational productivity in Nigeria, as evidenced by Julius Berger Nigeria Plc.

## **DISCUSSION OF FINDINGS**

### **Training and Development and Organizational Productivity**

The first objective of the study is to ascertain the effect of training and development benefits on organizational productivity. The hypothesis states that training and development benefits have no significant effect on organizational productivity. The results of the regression show that training and development significantly influence organizational productivity in Julius Berger Nig. Plc. The import of this result is that a percentage increase in training and development among staff will result in an increase in productivity in an organization. The results also underscore the relevance of training

Development in an organization, such as training and development, equips staff with the skill and ability to carry tasks effectively and efficiently as well as minimize waste. This outcome supports total reward theory, which is one of the core theories underpinning this work and is consistent with the findings of Oaya, Mambula and Anyatonwu (2019), Jalal (2016) and Awan and Tahir (2015).

### **Health, Safety and Organizational Productivity**

The study also assesses the effects of health and safety benefits on organizational productivity in Nigeria. The hypothesis stated that health and safety benefits have no significant effect on organizational productivity in Nigeria. The results of the study using multiple regression analysis indicated that training and development as motivators have a significant effect on organizational productivity in the area covered by the study. Most of the staff (respondents) agreed with the assertion that the introduction of health and safety has increased their confidence in the organization and served as motivation for them to put in their best. This

outcome also supports equity theory, which is one of the main theories discussed in this work and is in line with the findings of Kang, Yu and Lee (2016) and Abdul et al. (2014).

### **Conclusion and recommendations**

The study examines the effect of employee benefits on organizational performance in Julius Berger Nig. Plc. Based on the findings of this study, there is statistical evidence to conclude that training and development as well as health and safety benefits have a significant influence on organizational productivity, whereas on the other hand, there is no statistical evidence to conclude that retirement-related benefits exert any significant effect on organizational productivity in the area covered by the study. On the basis of the findings and conclusions of this study, the following recommendations are made:

- i. It is crucial for employers to prioritize the training and development of their human resources since it equips employees with the necessary skills and expertise to discharge their duties effectively and efficiently, which are indices of high productivity.
- ii. It is also recommended that health insurance benefit schemes be put in place for employees who may be injured or become sick on the job. Additionally, security and safety measures should be put in place to secure and protect employees at work.

### **REFERENCES**

- Afshan, S. (2012). Impact of training on employee performance: A study of telecommunication sector in Pakistan. *Journal of Archives*, 249(6), 646-655.
- Armstrong, M. (2006). Performance management: Key strategies and practical guidelines
- Arraya, M., & Pellissier R., (2013) Productivity Measurement in a Sports Organization *Southern African Business Review* 17 (1) 98-127
- Baase, C. M. D., (2009). Testimony before the Senate Committee on Health, Education, Labor and Pensions 23.
- Becker, W., Bose, A., & Freeman, V., (2006). An executive take on the top business trends: A *McKinsey Global Survey*.
- Bernardin, H. J., (2007). *Human Resource Management. An Experiential Approach*. Tata
- Bratton, J., & Gold, J., (2009). Human Resource Management Theory and Practice (4<sup>th</sup> ed). Palgrave Macmillan. New York.
- Brum, S., (2007). What impact does training have on employee commitment and employee turnover. In Schmidt Labour Research Centre Seminar Research Series (1-13).
- Bryman, A., & Bell, E. (2003). Business research methods. Oxford, UK: Oxford University Press.
- Caroline, F., (2008). Explaining Mispricing of Initial Public Offerings. *Applied Financial Economics*, 16(18) 1339 – 1353.

- Cole, G. A (2002). *Personnel & Human Resource Management* (5th edn). Letts Educational: London.
- Denton, D.Keith (1992). *Recruitment, retention and employee relations*. West Westport, CT: Quorum.
- Elnaga, A., & Imran, A., (2013). The Effect of Training on Employee Performance. *European Journal of Business and Management*, 5 (4),137-147.
- Farooq, M., & Khan, M. A., (2000). Impact of training and feedback on employee performance. *Far East Journal of Psychology and Business*, 5(2), 23-33.
- Fubara, A. B., (2019), *Business Management: Principles and Strategies*. Ibadan: University Press
- Gomez-Mejia, L.R.,&Balkin, D.B (1992).*Compensation, organizational strategy and firm performance*: Cincinnati,OH: Southwestern .
- Hafeez, U., & Akbar, W. (2015). “Impact of training on employees performance” (Evidence from pharmaceutical companies in Karachi, Pakistan). *Business Management and Strategy*, 6(1), 49-64.
- Jung, H. S., & Yoon, H. H., (2015). The impact of employees’ positive psychological capital on job satisfaction and organizational citizenship behaviors in the hotel. *International Journal of Contemporary Hospitality Management*, 27(6), 1135- 1156
- Krugman, P. (1994). Defining and Measuring Productivity.
- Lee, K. J., (2016). Sense of calling and career satisfaction of hotel frontline employees: mediation through knowledge sharing with organizational members. *International Journal of Contemporary Hospitality Management*, 28(2), 346-365.
- Mathis, R. L., & John H. J., (2003). *Human Resource Management*. (11th ed). Mason, OH: Thomson/South-Western.
- Meyer, J. P., & Allen, N. J., (1997). *Commitment in the workplace: Theory, research, and application*. Thousand Oaks, CA: Sage.
- Ndungu, D. N., (2017). The Effects of Rewards and Recognition on Employee Performance in Public Educational Institutions: A Case of Kenyatta University, Kenya. *Global Journal of Management and Business Research: Administration and Management*, 17(1).
- Neil, C., (2000). “Can Acquired Knowledge Compensate for Age-Related Declines in Cognitive Efficiency?” *Psychology and the Aging Revolution: How We Adapt to Longer Life*. Washington, D.C.
- Okoye, P. &Ezejiofor, R. (2013). Effect of Human Resource Development on Organizational Productivity. *International Journal of Academic Research in Business and Social Sciences* 3(10) 250–268.

- Omokorede, A. O. (2017). Reward system and employee performance of selected manufacturing companies in Lagos State, Nigeria. A *Dissertation* in the Department of Business Administration and Marketing School of Management Sciences for the award of the degree of Master of Business Administration, Babcock.
- Price Allan (2007), *Human Resource Management in a business context*, 3rd Edition.
- Rosenbloom, J.S (2001), *The handbook of Employee benefits*,5th Edition McGraw-Hill.
- Shawn, A., & Buckley, M. R., (2008) Human Resource Issues in global Entrepreneurial high technology firms: *do they differ?* *Journal of Applied Management & Entrepreneurship*,13(1),4-14
- Tirimisiyu, S. A., Mohammed, Y. D., & Shittu, A. A. (2022). Assessment of Workers' Attitude toward Safety and Health Measures on Building Construction Sites in Abuja.
- Zirra, C. T. O., Mambula, C. J. I., & Anyatonwu, P. (2019). Impact of fringe benefits on employee performance: A study of Nasco Group, Jos Plateau State. *International Journal of Education and Social Science*, 6(1), 25-33.