

REWARD MANAGEMENT PRACTICES AND EMPLOYEES' PERFORMANCE IN DANGOTE CEMENT PLC, GBOKO, BENUE STATE

Audu Samson

Department of Business Administration and Management,

Federal Polytechnic Idah, Kogi State.

Email: Joelsamsonaudu@gmail.com

Phone: +2348054836107

Abstract

This study titled Reward management practices and employees performance is carried out to investigate how reward management practices enhances the performance of employees in Dangote Cement PLC Gboko, Benue state. Specifically, the study decomposed the independent variable of reward management practices as salaries, employees' recognition and fringe benefits while the dependent variable of employees' performance is distilled with quality of work, timeliness and cooperativeness respectively. The methodology adopted is the research survey design, the total population is 825 but sample size of 261 was determined using the Godden' sample size formula. More so, respondents were reached using a structured questionnaire. However out of the total respondents of 261 reached only 204 returned their questionnaire while usable questionnaire were 198 giving a response rate of 76%. In addition, the data collected using a 5 points Likert scale and analyzed using mean and standard deviation. However, the hypotheses were tested using linear regression. Findings revealed that there is a significant positive relationship between the proxies of reward management practices and employees performance respectively($r = .836$, $r = .862$, $r = .889$, $p\text{-value} < 0.05$). This implies that reward management practices enhance employees' performance in Dangote cement plc Gboko, Benue state. Thus, the research recommends that employees' reward management practices should be improved and periodic review be carried out in order to motivate employees towards higher performance.

Introduction

The perceived relationship between reward management practices and employees' performance has been a very significant research area in academics across the globe for a considerable length of time. For instance, between year 2012 and 2017 several researches conducted such Apeyusi (2012), Abdul et al (2015) and Saranya (2017) and Okeke et al (2020) among others border on the relationship between reward management practices and employees' performance. This intense curiosity in the area of human resource management is propelled by several factors such as the need to induce employees' to enthusiastically put in their best in terms of performance as well as for the organization to strive favorably in the global market. In developing countries like Nigeria, employers are perpetually concerned with the need to increase performance through a motivated workforce. However, little or no attention has been given to their reward management practices. Motivation through adequate reward management practices is critical to getting employees improved their performances which is the cardinal focus of firms. Though, the type of combinations of reward required to ignite the interest of employees is mostly uncertain, as this varies with the peculiar needs of employees as well as environmental climate.

Considering the present competitive entrepreneurial environment, the concern of most organizations is on how to improve employees' performance to meet both immediate and strategic needs of the firms. Though, most developed countries such as the, the United Kingdom, Japan and Germany valued employees as the key assets endowed with intellectual capital who are highly innovative towards meeting the needs of their organizations but, empirical evidence had shown

that employees have not been given the needed reward in developing nations such as Nigeria and other African countries because reward related issues has been one of the critical areas of industrial dispute in both public and private sectors in recent time.

The ideology behind the application of improved reward to employees through reward management practices is that a well-motivated employee will be satisfied and feel fulfilled as the reward management practices such as salaries, recognition, promotion and fringe benefits, praises will meet their economic and social needs. Employees' reward includes all forms of monetary and non-monetary compensation such as salaries, recognition, promotion, fringe benefits etc do not only differ from one organization to the other but also changes from time to time making it one of the most unpredictable management tools of motivating employees.

Therefore, while reward management practices encompasses all the motivational variables such as salaries, employees' recognition, promotion and fringe benefits which induces employees to be enthusiastic in performing their duties, employees' performance on the other hand include the output which the employees display in the work environment which include the quality of work in terms of accuracy, timeliness in the completion of assigned tasks, high level of cooperativeness being displayed by the employees within the organization as well as the degree of independence being exhibited by individual employees in displaying tact, drive and skills thereby resulting to less supervision.

Specifically, Eke (2009), Kunle (2015), Ideh and Ekwoba (2020) argued that the manufacturing sub – sector has played imperative role to Nigerian economy giving Gross Domestic Product (GDP) growth of 7.1% as at 2015. This according to Kunle (2015) led to economic progression and local material utilization. Nigerian manufacturing sub – sector is driven by private firms and widely characterized with several agitations relating to one form of reward or the other. This is evidenced in Dangote Cement plc Gboko, Benue State. In addition, the agitations are widely due to economic reality and needfulness to reward employees following global best practices. There is no doubt that Dangote Cement plc Benue State plays a strategic role in improving Nigerian economy and specifically Benue State, smooth operations of cement companies largely depends on how well employees' performance is improved through reward management practices.

However, most manufacturing firms in Benue State particularly Dangote cement plc Gboko Benue State has experienced reward related crisis leading to breakdown of their operations. Additionally, the significant role of manufacturing sub – sector particularly cement companies in improving Nigerian economic and social fortunes through exploration of local raw materials, increased employment opportunities as well as broadened entrepreneurial opportunities has fall short of these strategic responsibilities.

It is against this backdrop that this research is conducted to examine reward management practices and employees' performance in manufacturing sector in Benue state and specifically focusing on Dangote cement plc, Gboko, Benue State North – Central Nigeria.

Statement of the Problem

Manufacturing sector play a significant role to the Nigerian economy considering its economic value chain. However, for these firms in the manufacturing sector to be able to achieve their immediate and strategic objectives they require motivated workforce through the instrumentality of reward management practices.

However, it has been observed that employees' of manufacturing firms in Benue state particularly Dangote cement plc Gboko, Benue State seems to be experiencing poor reward management practices such as delayed and inadequate salaries, weak employees' recognition and inadequate

fringe benefits. In other word, most employees in manufacturing companies especially Dangote cement plc Gboko, Benue State are seems not to be satisfied with the reward management practices being offered to them.

Similarly, extant literature corroborated the above. For example, Okonkwo (2014) and Kunle (2015), Mulievi and Egessa (2021) noted that employees of manufacturing companies in Nigeria specifically Cement companies have experienced reward related challenges ranging from inadequate salaries, weak recognition and absence of fringe benefits. Consequently, employees of Dangote cement plc, Benue State seems to have had fair share of these complaints.

In spite of efforts by management of the company in addressing these challenges employees complaint still persist. Hence, the need to examine reward management practices and its relationship with employees' performance in Dangote cement plc Gboko, Benue State.

Statement of Hypotheses

Consequent upon the research objectives and research questions the study formulates the following research hypotheses in their null form to guide the research:

H₁: There is no significant relationship salaries and quality of work.

H₂: There is no significant relationship between employees recognition and timeliness.

H₃: There is no significant relationship between Fringe benefits and cooperativeness.

Literature Review

Conceptual Framework

Reward management practices like most other concepts in the field of management and human resources have been characterized with various perspectives. Gungul and Audu (2014), Lotta (2012) and Nguyen et al (2021) defined reward management practices as all forms of motivational techniques adopted by employers or its agent that influence employees' performance by integrating the individual interest with that of the group as well as the organization in order to improve performance. Reward management practices is also seen as the commutative investment which an organization makes on its workforce in order to strengthen employees' relationship, improve industrial harmony and improved performance (Kelly, 2014, Baba & Audu, 2021). Similarly, Armstrong (2012) and Apriyanti et al (2021) defined reward management as a deliberate initiative that employer or its agents initiate, formulate strategies and policies in an organization with the aim of fairly rewarding employees, equitably and consistently in order to spur them to perform better.

Dimensions of Intrinsic and Extrinsic Rewards

Though, application one particular kind of reward may not be out of place Kanfer et al (2012), Hans and Argyro (2021) noted that the alternative typology for reward management which is the adoption of both the intrinsic and extrinsic rewards are applicable to most organizations. Though, organizations adopt both in most cases but the system through which both are prioritized and institutionalized to strengthened employees performance is most fundamental.

Specifically, reward management practices include employees' Salaries, employees' recognition, promotion and fringe benefits.

Salary: Salary refers to the kind of payment made to the employee by the employer and such payment is specified in the employment contractual agreement. Muhammed (2010) and Apriyanti et al (2021) see salary as a stipulated stable payment made to employees on monthly basis. Wage on the other hand is seen as the kind of payment made to employees on short term basis. Wage

could also mean monetary hourly, daily or weekly compensation paid to employees according to the services being rendered. However, employees Salaries would only be meaningful if it is prompt and consistent.

Employee Recognition: This is the form of reward given to an employee as a follow – up to a special accomplishment. Recognition according to Forson (2012) and Argyro (2021) involves the systematic blueprint designed by the employer or its agent in order to induce the employee to perform better. Therefore, employees’ recognition include praise for outstanding quality of work by employees, recommendation for timely completion of tasks, effective delegation of employees and involving employees in vital decisions that concerns them. For recognition to be effective, timely and accurate communication as well as a reliable performance appraisal technique must be strengthened.

Fringe Benefit: Fringe benefit is the kinds of incentives given to employees apart from their basic salaries, wages or other income. The employees’ fringe benefit also serves as strong instrument of reward which improves their performances. In the submission of Agba (2017) and Okeke et al (2020) employees’ fringe benefits encompasses all kinds of benefits that range from pre-employment period through the retirement stage. The technique of employees’ fringe benefit is designed not only to improve performance but to also attract and induce potential applicants to the organization. Fringe benefits among others include housing allowance, medical services, transport allowance, and insurance benefits.

Overview of Employees’ Performance

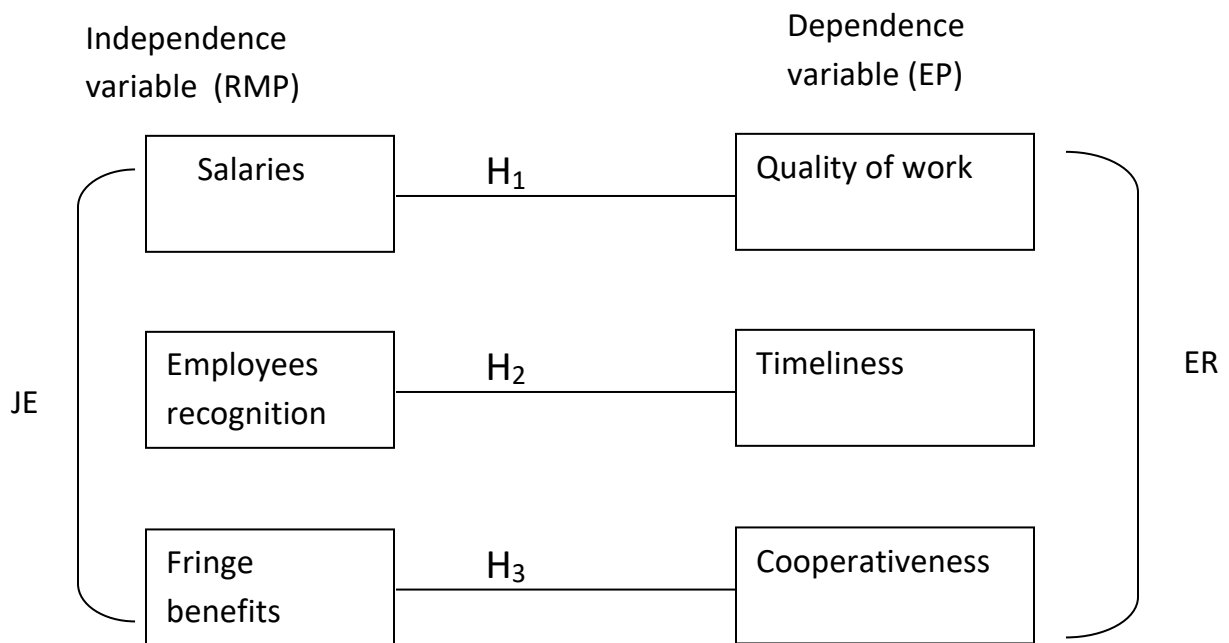
Performance is seen as the cumulative ratio of output accomplished over a comprehensive input in an organization. In addition, Nagaraju et al (2017) noted that employees’ performance refers to the extent to which employee complete assigned tasks based of the quality of work, timeliness in completion as well as level of cooperation being exhibited in performing such a task.

Specifically, quality of work which according to Alabi (2012) referred to the willingly enforced input applied by employees with the view to achieving organizational immediate and strategic objectives. This effort connotes the real output that the employee would accomplish. Whereas, timeliness as noted by Andrew (2014) referred to the promptness of time in which an employee completes a scheduled task. In addition, Alabi (2012) revealed that cooperativeness could be the capacity which employee possesses maximum skills, knowledge and ability posed to influence, supervise others as well as manage other employees effectively. More so, the ability of an employee to perform task effectively with little or no supervision according to Ogwu (2013) is the display of employees’ commitment through the motivational inner force that induces employee to work enthusiastically in organization. Therefore, Alabi (2012) and Ogwu (2013) noted that employees’ performance could include any or some of the following such as timeliness, interpersonal skill, the degree of independence thereby reducing the need for supervision, tactfulness, maturity, ability of the organization to compete favorably with competitors, result of achievement, high level of motivation, enthusiasm, aggressiveness, co-operation, adaptability, creativity, leadership ability and imaginative ability.

Conceptual Model

The study developed this research model and its research exploration relied on this model. Fig. 1.

Fig 1 Conceptual Model



Source: Designed by the Researcher (2022)

Fig.1 Conceptual model on reward management practices (RMP) and employees' performance. From the conceptual model in fig. 1 reward management practices represent the independent variable and the decomposed variables include salaries, recognition, promotion and fringe benefits. The dependent variable is employees' performance and decomposed with quality of work, timeliness and cooperativeness. More so, it is the outcome of reward management practices that translates into employees' performance.

Theoretical Framework

Adams Equity Theory of Motivation

The Adams (1964) equity theory of motivation cited by Ogwu (2013) and Kelly (2014) posited that employees expect perceived fairness when they are rewarded for their tasks and becomes dissatisfied with their job when their input is not being fairly compensated. This theory therefore posited that employees tend to evaluate and compare their input to the organization with what they received as reward. This according to Ogwu (2013) is the premise to which employees could be enthusiastic about their responsibility which leads to improved performance. The input of employees in relation to their rewards are based on efforts, Skills, time, education, experience and

other social capital which according to them should be quantified in terms of monetary and non-monetary values and be rewarded adequately. This theory according to Kelly (2014) is predicated on the principles that positively seek to improve employee's performance in line with their rewards. Therefore, employee evaluates their efforts and considers whether the organization has fairly reward them. The theory is based on the following assumptions.

- i. Employees develop the notion on what they feel is adequate and fair to reward their effort.
- ii. There are processes of exchange with employer's rewards and employees effort which could be transforming into either monetary or non-monetary value.
- iii. If the employees perceived imbalance treatment in terms of their reward compared to their input to the organization and what other employees within or outside the organizations are given they would be motivated to seek redress and if the in balance is not addressed the employees would be demoralized.

Equity theory relied on the prediction that most employees compare their effort and rewards with those in similar circumstances. This study is anchored on the Adams Equity theory of motivation resulting of its practical application on impact of reward management practices on employees' performance. Thus, from empirical investigation the research showed that employees only seek a just, fair and adequate reward that would satisfy their effort on one hand and the organization immediate and strategic objectives on the other hand. This theory is also fundamental to the study because of its pursuance of equitable, fair and adequate reward by employers through the intrinsic and extrinsic rewards.

Research Methodology

The research adopted a descriptive research design. This method, according to Adefila (2014) is a research survey design that involves surveying the respondents with the view to collecting their responses for the purpose of analysis. More so, this study which examines reward management practices and employees' performance involved collecting data through primary sources. The primary data obtained was through a structured questionnaire. Finally, the data were subjected to descriptive and inferential statistical analysis.

The population of this study comprised the entire Senior, middle and Junior staff of Dangote cement plc, Gboko Benue State. The total population of the entire employees of the company is eight hundred and fifty (850) which include one hundred and twenty four (124) senior staff, one hundred and ninety seven middle staff and five hundred and twenty nine (529) junior staff respectively.

Considering the fact that the population of this study is large, it becomes impossible to study the entire population. Hence, obtaining sample from the entire population becomes necessary. This research adopts Godden' (2004) sample size statistical formula which is in line with Adefila (2014) who noted that such statistical technique which is in line with Adefila (2014) who noted that such statistical technique is appropriate for determination of sample size with a finite population less than 50,000. However, out of the total questionnaire distributed only 234 were duly completed and returned giving a retrieval rate of 90%.

The researcher collected data using the primary sources. The questionnaire was the major source of primary data therefore; the study designed a structured questionnaire numbering nineteen (19) items. The research instrument contained seven (7) questions bordering on demographic information of respondents while twelve (12) questions bordered on research questions. The

questionnaire was close ended questionnaire while a five- point Likert-scale responses of strongly agree, Agree, Undecided, Disagree and strongly disagree was used.

Test of Hypotheses

Hypothesis 1

H₁: There is no significant relationship salaries and quality of work.

Table 8 **Model Summary**

<i>Model Summary^b</i>					
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	<i>Durbin-Watson</i>
<i>1</i>	.836 ^a	.699	.698	.21122	.221

➤ *Predictors: (Constant), salaries*

b. Dependent Variable: quality of work

Table 1 shows that there is a significant positive relationship between the dependent variable (quality of work) and independent variable (salaries) as indicated by a strong R of 0.699. The coefficient of determination R² (R square) which measures the percentage of the total change in dependent variable that can be explained by independent variable indicating that salaries increase 0.698 which means that economic salary increase about 70% of quality of work.

This also implies that a 1% increase in salaries will lead to 70% quality of work. However, this could be overstated so the adjusted estimate for the whole result was explored and it also gives 0.699 and the standard error of the estimate is considered low at 0.21122. Finally, the model shows that there is no auto regression in the variables as it shows the Durbin Watson of 0.221.

Table 2. **ANOVA**

<i>ANOVA^b</i>					
<i>Model</i>	<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>1 Regression</i>	222.352	1	218.263	2152.021	.000 ^a
<i>Residual</i>	21.762	197	.027		
<i>Total</i>	244.114	198			

a. Predictors: (Constant), salaries

• *Dependent Variable: quality of work*

The ANOVA table for regression line shows that the P-value is 0.000 which is lower than 0.05 alpha values. The table shows the f statistics is 2152.021. Therefore, it shows that significant positive relationship exist between salaries and quality of work which implies that the null hypothesis is rejected.

Table 3

		Coefficients			
		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	
<i>Model</i>		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>T</i> <i>Sig.</i>
1	(Constant)	.141	.024		2.425 .000
	salaries	.523	.015	.872	34.51 .000

a. Dependent Variable: salaries

To test the significance of the regression for the two variables salaries (independent variable) and quality of work (Dependent variable) the P-value was considered. The result shows that the average quality of work is 0.141 when quality of work is zero.

The t-test value is 2.425 and its sig-value is 0.000 which is less than alpha value of 0.05 hence, it means that it is statistically significant. This implies that without the influence of salaries the average quality of work is 0.141. The average rate of change in quality of work due to single change in salaries is 0.523. The t-test value of 34.51 and its sig-value is 0.000 which is less than alpha value of 0.05. It means that it is statistically significant. Hence, the null hypothesis that there is no statistical significant relationship between salaries and quality of work is rejected.

Hypothesis 2

H₂: There is no significant relationship between employee recognition and timeliness.

Table 4.**Model Summary**

<i>Model Summary^b</i>					
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	<i>Durbin-Watson</i>
1	.862 ^a	.743	.742	.273333	.134

1. *Predictors: (Constant), employee recognition*

b. Dependent Variable: timeliness

Table 4 shows that there is a significant positive relationship between the dependent variable (timeliness) and independent variable (employees recognition) as indicated by a strong R of 0.862. The coefficient of determination R² (R square) which measures the percentage of the total change in dependent variable that can be explained by independent variable indicating that employees recognition increase 0.743 which means that employees recognition increase the 74% of timeliness.

This also implies that a 1% increase in employees recognition will lead to 86% timeliness. However, this could be overstated so the adjusted estimate for the whole result was explored and it also gives 0.742 and the standard error of the estimate is considered low at 0.273333. Finally, the model shows that there is no auto regression in the variables as it shows the Durbin Watson of 0.134.

Table 5. ANOVA

<i>Model</i>	<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>Regression</i>	<i>241.212</i>	<i>1</i>	<i>272.417</i>	<i>23962.018</i>	<i>.000^a</i>
<i>Residual</i>	<i>14.226</i>	<i>196</i>	<i>.022</i>		
<i>Total</i>	<i>255.438</i>	<i>197</i>			

a. Predictors: (Constant), employee recognition

1. Dependent Variable: timeliness

The ANOVA table for regression line shows that the P-value is 0.000 which is lower than 0.05 alpha values. The table shows the f statistics is 23962.018. Therefore, it shows that significant positive relationship exist between employee recognition and timeliness which implies that the null hypothesis is rejected.

Table 6. Coefficients

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
<i>1</i>	<i>(Constant)</i>	<i>.112</i>	<i>.023</i>		<i>2.324</i>	<i>.000</i>
	<i>Employee recognition</i>	<i>.421</i>	<i>.012</i>	<i>.732</i>	<i>32.42</i>	<i>.000</i>

a. Dependent Variable: employee recognition

To test the significance of the regression for the two variables employee recognition (independent variable) and timeliness (Dependent variable) the P-value was considered. The result shows that the average timeliness is 0.112 when employee recognition is zero.

The t-test value is 2.324 and its sig-value is 0.000 which is less than alpha value of 0.05 hence, it means that it is statistically significant. This implies that without the influence of employee recognition the average timeliness is 0.112. The average rate of change in timeliness due to single change in employee recognition is 0.732. The t-test value of 32.42 and its sig-value is 0.000 which is less than alpha value of 0.05. It means that it is statistically significant. Hence, single unit change in employee recognition impact in the shape of increase in timeliness which means that the null hypothesis that there is no significant relationship between employee recognition and timeliness is rejected.

Hypothesis 3

H₂: There is no significant relationship between fringe benefits and cooperativeness.

Table 7.

Model Summary^b

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	<i>Durbin-Watson</i>
<i>1</i>	.899 ^a	.808	.806	.238362	.121

2. Predictors: (Constant), fringe benefits

b. Dependent Variable: cooperativeness

Table 7 shows that there is a significant positive relationship between the dependent variable (cooperativeness) and independent variable (fringe benefits) as indicated by a strong R of 0.899. The coefficient of determination R² (R square) which measures the percentage of the total change in dependent variable that can be explained by independent variable indicating that fringe benefit increase 0.808 which means that fringe benefits increase the 81% of cooperativeness. This also implies that a 1% increase in will lead to 81% cooperativeness. However, this could be overstated so the adjusted estimate for the whole result was explored and it also gives 0.806 and the standard error of the estimate is considered low at 0.238362. Finally, the model shows that there is no auto regression in the variables as it shows the Durbin Watson of 0.121.

Table 8.

ANOVA^b

<i>Model</i>	<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>Regression</i>	<i>225.212</i>	<i>1</i>	<i>225.321</i>	<i>2376.022</i>	<i>.000^a</i>
<i>Residual</i>	<i>13.282</i>	<i>196</i>	<i>.036</i>		
<i>Total</i>	<i>269.546</i>	<i>197</i>			

a. Predictors: (Constant), fringe benefits

2. Dependent Variable: cooperativeness

The ANOVA table for regression line shows that the P-value is 0.000 which is lower than 0.05 alpha values. The table shows the f statistics is 2376.022. Therefore, it shows that significant positive relationship exist between fringe benefits and quality cooperativeness which implies that the null hypothesis is rejected.

Table 9.

Coefficients

Coefficients^a

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
<i>1</i>	<i>(Constant)</i>	.132	.023		2.345	.000
	<i>Fringe benefits</i>	.325	.012	.547	41.54	.000

a. Dependent Variable: fringe benefits

To test the significance of the regression for the two variables fringe benefits (independent variable) and cooperativeness (Dependent variable) the P-value was considered. The result shows that the average cooperativeness is 0.132 when fringe benefit is zero.

The t-test value is 2.345 and its sig-value is 0.000 which is less than alpha value of 0.05 hence, it means that it is statistically significant. This implies that without the influence of fringe benefit the average cooperativeness is 0.132. The average rate of change in cooperativeness due to single change in fringe benefit is 0.547. The t-test value of 41.54 and its sig-value is 0.000 which is less than alpha value of 0.05. It means that it is statistically significant. Hence, single unit change in fringe benefit impact in the shape of increase in cooperativeness which means that the null hypothesis that there is no significant relationship between fringe benefits and cooperativeness is rejected.

Conclusion

Based on the findings of this study the research concludes that there is a significant positive relationship between reward management practices and employees performance. More so, that significant positive relationship exists between salaries and quality of work in the company. This implies that employees can be motivated through adequate, consistent and improved salaries.

Again, employees' recognition through praise, recommendation, delegation and allowing employees to be part of decision making in the company have a significant positive relationship on timeliness in the company.

Employees promotion has a significant positive relationship on cooperativeness, this promotion would however be relevant and impactful if it is prompt, based on merit, commensurate reward is accorded and goes with additional responsibilities.

Finally, provision of fringe benefits to employees such as housing allowance, free medical services, free or affordable transport services and insurance packages has a significant positive relationship on employees' efficiency.

Recommendations

The study recommends that employees reward management practices should be improved and periodic review be carried out in order to motivate employees towards higher performance.

More so, based on the empirical evidence and findings of this study, the research makes the following specific recommendations:

- That employees' salaries should be timely, consistently and upward review be carried out periodically through collective bargaining. This will help to boost employees' morale thereby creating avenue for improved quality of work.

- Employees' recognition in the company should be given adequate priority through praise for excellent services, recommendations, delegated authority while the employees should be involved in making critical decisions that affects them.
- Employees' fringe benefits such as housing allowance, free medical services, transport services and insurance packages be improved and sustained as this measure would boost employees job security, consolidate employees/employers working relationship as well as improving employees' efficiency.

References

- Abdul, G.A; Abdul, H.T. (2015). Impact of cash Reward on Workers Efficiency: A Case Study of Selected SMEs in District Sahiwal – Pakistan. *Science International Journal* Vol.27 (6).
- Adefila, J.J. (2014). *Statistical Techniques for data Analysis Demystify Presentation*. Ibadan: Buright Integrated Publishers Ltd.
- Adegbe, F.F; Adeniji, N.A. (2017). *The Challenges and Prospects of Manufacturing Sector of Nigerian Economy* (Unpublished).
- Agba, M.S. (2017). Impact of Monetization of Fringe Benefits on the Productivity of Nigerian Workers. The Case Study of Federal Polytechnic, Idah, Kogi State.
- Alabi, J.O. (2012). *Human Resource Management*. Department of Management Science, Kogi State University, Anyigba.(Unpublished).
- Andrew, M. (2010). *Human Resource Management*. unpublished.
- Apeyusi, P. (2012). *The Impact of Reward Systems on Corporate Performance* (Unpublished).
- Apriyanti, T.L.H; Sudiarditha, I.K.R; Ari, S. (2021). Effect of Reward and Work environment on employees Performance through work satisfaction as a mediation. *Dinasti International Journal of Economics, Finance and Accounting*, 1 (6).
- Armstrong, M. (2012). *A Handbook on Personnel Management*. London: Kogan Publishers.
- Baba, E.I., Audu, S.J. (2021). Organizational Culture and Performance of Deposit money banks in Kogi State. *Journal of Good Governance and Sustainable Development in Africa*, 6 (2), 17-26.
- Bello, O.W; Adebajo, A.A. (2014). Reward Management Practices and Employee's Performance in Lagos State. *Kuwait Chapter of Arabian Journal of Management and Business Studies Review*, 3 (8).
- Bradler, C; Robert, D; Susanne, N; Arjan, N. (2012). *Employee Recognition and Performance. A Field Experiment*. Zew Centre for European Economics Research Mannheim, Erasmus University, Rotterdam.
- Card, D; Mas, A; Moretti, E; Saez, E. (2012). Inequality at Work Place: Effect of Peer Salaries on Job Satisfaction. *The American Economic Review*, 102 (6).
- Cascio, K.B. (2012). *Employees Reward Policies and Strategies*. McGraw-Hill Publishers.
- Eke, H.O. (2009).). *Introduction to Ceramic Technology*. Aku Graphic Press, Chobba, Unipor, Nigeria.
- Ezemma,N. (2009). *Organisation Behaviour and Management Theory*. Nimo Charles and Patrick Limited.
- Forson, J.E. (2012). *Impact of Motivation on the Productivity of Employees at GT Bank Ghana* (Unpublished).
- Godden, B. (2004). *Sample Size Formulas* : [http:// williamgodden, com/sample size formula pdf](http://williamgodden.com/sample%20size%20formula.pdf).
- Gungul.T.T., Audu J.S. (2014). Effect of Human Resource Training and Development on Productivity of Nigerian Hospitality Industry. *International Journal of Public Administration and Management Research*, 2 (2), 80-87.

- Hans, T.W; Argyro, A. (Beyond Reward Expectancy: How do Periodic Incentive payments influence the temporal dynamics of Performance? *Journal of Management* , 01492063211016032.
- Ideh, D.I; Ekwoba, J.O. (2020). Reward Management and Employees performance in fast food companies in Lagos state, Nigeria. *Ilorin Journal of Human Resource Management*, 4 (2).
- Idris, Z; Xia, X; Khuram, Liu,H; Amna, N. (2015). Effect of Salary, Training and Motivation on Job Performance of Employees. *Journal of Business , Economics and Management*. 3(2).
- Irshadi, A. (2016). The Impact of Extrinsic Rewards on Employee's Performance. *Journal of Global Economics*, 4 (3).
- Kanfar, R; Chen, G; Pritchard, R. (2012). *Employee Work Motivation: Past, Present and Future*. Rutledge.
- Kelly, B.O.E. (2014). Pay Reward System Management and Staff Performance in Nigeria. A Case of the delta State Civil Service. *Public Policy and Administration Research*, Vol.4 (9).
- Kunle, T.M. (2015). Promoting Partnership Among Private Ceramic Firms/ Practioners and Tertiary Institutions in Nigeria for Improved Ceramic Productivity. *Journal of Ceramics*.vol. 12.
- Lisa, C. (2013). The Relationship Between Reward Management and Recognition in the Workplace. (unpublished).
- Lotta, L. (2012). Impact of Financial and Non-financial Rewards on Employee Performance and Motivation. The University of Applied Science.
- Muhammed, A. (2010). The Rising Prices of Commodities from the Nigerian Voice. <http://a/africa.com>.
- Mulievi, R.N; Egessa, R. (2021). Relationship between Reward Reward Management Practices and Employees Job Satisfaction in Vihiga Country Government, Kenya. *International Journal of Multidisciplinary and current Research*, 9.
- Nagaraju, B; Pooja, J. (2017). Implact of Salary on Employee Performance : Empirical Evidence from Public and Private Sector Banks of Karnataka. *International Journal of Marketing and Human Resources Management*. Vol. 8 (4).
- Nguyen, T.L.H; Nhan, D.K; Nguyen, D.T.A. (2021). *International Journal of Information, Business and Management*. 13 (1).
- Odoh, F.A. (2011). The Effects of Wage Incentives and Fringe Benefits on the Productivity of Nigeria Workers.(Unpublished).
- Ogwu, M.O. (2013). Impact of Fair Reward System on Employee's Job Performance in Nigerian Agip Oil Company Limited, Port-Harcourt. *British Journal of Education, Society and Behavioural Science*, 3 (1).
- Okeke, F.E., Ugwu, J.I., Cigbo, D.O.N. (2020). Reward Management and Employees Performance in selected manufacturing Firms in Enugu State. *International Journal of Management and Entrepreneurship*, 2 (1).
- Okonkwo, I.E. (2014). Students Perception of Ceramics Education in Nigerian Tertiary Institutions. *African Research Review: An International Multidisciplinary Journal*, Ethiopia, vol. 8 (2).
- Richard, G. (2016). Effects of Reward on Productivity in Local Government System in Benue State. *International Journal of Economics and Sustainable Development*, Vol.7 No.22.
- Saranya, R. (2017). Impact Assessment of Fringe Benefits in Job Satisfaction and Employees Attitude. *International Journal of Management , IT and Engineering*. Vol. 7(6).