INTERNATIONAL JOURNAL OF BUSINESS AND MANAGEMENT RESEARCH
P-ISSN: 1118-4256, E-ISSN:3034-4327
Vol. 5| No.1 | June 2024
Page No.: 183-203

REWARD MANAGEMENT AND EMPLOYEE PERFORMANCE IN PHARMACEUTICAL FIRMS IN ANAMBRA STATE, NIGERIA.

Obiageli Maryrose Ejike1
Email: obyejike9@gmail.com

Obianuju Mary Chiekezie (PhD)[2]
Email: om.chiekezie@unizik.edu.ng

Titus Ifeanyi (PhD)[3]
Email: tt.ifeanyi@unizik.edu.ng

Department of Business Administration, Nnamdi Azikiwe University, Awka, Anambra State, Nigeria[1, 2, & 3]

Abstract

The study investigated the relationship that exists between reward management and employee performance in pharmaceutical firms of Anambra State, Nigeria. Specifically, it determined the relationship that exists between flexible work hours and job satisfaction in pharmaceutical firms as well as the relationship that exists between compensation system and quality service delivery in pharmaceutical firms of Anambra State. This study employed a descriptive survey research design and was anchored on Equity Theory by John Adams (1963). *The population of the study was 549 out of which 231 was the sample size derived using Taro Yamane Technique. Data were collected from respondents with the aid of a structured questionnaire. The collected Bio data were analysed using descriptive statistics of frequency tables, percentages and arithmetic mean while hypotheses were tested using Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Sciences (SPSS, version 27). Hypothesis one revealed that flexible work hours had a significant positive relationship with job satisfaction in the studied*

pharmaceutical firms with r = 0.874 n = 202 and p-value of 0.031 (p<0.05). Hypothesis two also indicated that there is a positive significant relationship between compensation system and quality service delivery in the pharmaceutical firms with r = 0.923, n = 202, and p-value of 0.026 (p<0.05). Hence, the study concluded that there is a positive relationship between reward management and employee performance in pharmaceutical firms in Anambra State, Nigeria. It was therefore recommended that pharmaceutical firms give employees flexible work hours as a reward to boost job satisfaction which will lead to client satisfaction. Again, pharmaceutical firms need to constantly adhere to a compensation system that can motivate employees to deliver effective and efficient services.

Keywords: Flexible Work Hours, Job Satisfaction, Compensation System, Quality Service Delivery

Introduction

In this contemporary world of economic progression, business has gone beyond domestic boundaries and employees are protected by international laws and engagement. Reward systems are fast becoming a competitive tool for many firms to boost employees' performance. Many companies assess their employees' performance on an annual or quarterly basis to define certain areas that need improvement and to encourage further success in areas that are meeting or exceeding expectations (Cheptoo, and Kilika, 2021). Quality performance is a critical factor in organisational success that helps to improve overall productivity, profitability, and employee morale (Priyatono, 2021). Thus, by assessing employee performance regularly, companies can identify areas that need improvement, provide support and training to employees, and ensure that everyone is working towards the same goals (Litmos, 2024). It is also important to note that the advent of globalisation has brought about a greater push on business management to be proactive, productive, and progressive to pull through the turbulent business environment that now transcends domestic boundaries (Abdulkhaliq, and Mohammadali, 2019).

Reward management has gone far from routine processes of increased work quantity (to benefit from economy of scale) to maximising the potential of employees in terms of

product quality through proper employee career development, to a better compensation system that recognises the inputs of employees for both their individual and organisational goal attainment (Kumari, Joshi, and Pandey, 2019). In a world of global competition, employers are looking for better ways of motivating employees to perform at optimum. One of such ways is using appropriate reward management. Reward management not only attracts and retains top-performing employees, but constantly motivates them toward achievement (Agrela, 2018). It is a comprehensive and intricate process that encompasses the strategic design, implementation, and maintenance of compensation and recognition systems (Zareen, Razztopaq, and Ramzan, 2020). By combining monetary rewards, non-monetary benefits, and recognition programs, organisations may attract, motivate, and retain talented employees who are essential for achieving sustainable growth, productivity, and success (Sakineh, Mehrdad, and Hasan, 2019) particularly in the pharmaceutical industry.

The pharmaceutical industry plays a vital role in providing indispensable healthcare products and services to the populace. In Nigeria, the pharmaceutical sector has experienced significant growth in recent years, with Anambra State emerging as a key hub for pharmaceutical manufacturing and distribution (Okonkwo & Obi, 2019). Nevertheless, the industry faces various challenges, including intense competition, stringent regulatory requirements, and the need to maintain a highly skilled and motivated workforce (Nwankwo & Abah, 2017) which could hamper employee performance. Perfomance refers to formal job duties assigned by organisational authorities and evaluated during performance appraisal (Puvitayaphan, 2018). Similarly, Aguinis (2017) opines that performance is about behaviour or what employees do and not about what employees produce or the outcomes of their work. The effectiveness and efficiency with which employees carry out these activities assigned to them are however dependent on so many factors one of which is the dynamic capabilities of the employees (Heinen, and O'Neill, 2022). Good performance results in effort, job satisfaction, and quality service delivery.

Regrettably, the reward management system of many pharmaceutical firms in Anambra State do not harmonise the interests of employees and employers. The performance of these firms is perceived to be diminishing which may be associated with a lack of proper career development plans for its employees, the level of service delivery is observed to progress at a slow pace which seems to be associated with inadequate compensation by the employers. Again, employees are seen not to be recognised for exceptional performance assumed to be the cause of their lackadaisical attitude to growing the firms (Hinelo, Podungge, and Ambo, 2023). There is a likelihood that many of these pharmaceutical firms will continue to experience low levels of employee performance, high production costs, and low profit margins. Again, there may be conflicting interests between employees and employers resulting in high labour turnover with its associated cost effect. It is on this premise that this study sought to investigate the relationship that exists between reward management and employee performance of pharmaceutical firms in Anambra State, Nigeria.

Objectives of the Study

The broad objective of this study is to ascertain the relationship that exists between reward management and employee performance of pharmaceutical firms in Anambra State, Nigeria. However, the specific objectives are:

1. To determine the relationship that exists between flexible work hours and job satisfaction in pharmaceutical firms in Anambra State.

2. To examine the relationship that exists between compensation system and quality service delivery in pharmaceutical firms in Anambra State.

Research Questions

The following questions guided the study.

1. What is the relationship that exists between flexible work hours and job satisfaction in pharmaceutical firms in Anambra State?

2. How does compensation system relate to quality service delivery in pharmaceutical firms in Anambra State?

Research Hypotheses

The following hypotheses were formulated:

Ho: There is no significant relationship between flexible work hours and job satisfaction in pharmaceutical firms of Anambra State.

Ho: There is no significant relationship between compensation system and quality service delivery in pharmaceutical firms of Anambra State.

Review of Related Literature

Reward Management

Reward management, also known as compensation management or total rewards management, refers to the systematic process of designing, implementing, and maintaining an organisation's reward systems to attract, motivate, and retain employees (Manzoor, Wei, and Asif, 2021). Reward management is the process of developing and implementing strategies, policies, and systems that help the organisation succeed in terms of its objectives by attracting and maintaining the people it needs and increasing motivation and commitment (Tanoamchard, 2018).

Flexible Work Hours

Flexible work hours, also known as flextime or flex-time, refer to a work arrangement that allows employees to choose their working hours, within certain parameters set by their employer. This approach to scheduling differs from the traditional 9-to-5 workday, providing employees with more control over when they work and the ability to better balance their professional and personal responsibilities (Manzoor, Wei, and Asif, 2021). Flexible work hours are often implemented as a means to improve employee job satisfaction, productivity, and work-life balance. By allowing workers to better manage their time and schedule, it can lead to reduced stress, increased motivation, and enhanced work-life integration. This can be particularly beneficial for employees with family commitments, long commutes, or other personal obligations that may conflict with traditional 9-to-5 schedules (Jumawan and Mora, 2018).

Compensation System

A compensation system is a comprehensive framework or structure established by an organisation to determine and administer the monetary and non-monetary rewards provided to employees for their work contributions and performances. It encompasses a wide range of elements, policies, and practices that are designed to attract, motivate, retain, and reward employees based on their skills, abilities, competencies, experience, and job responsibilities (Sen and Bhattacharya, 2019).

A compensation system aims to ensure fairness and equity in the distribution of rewards by aligning employee compensation with the value they bring to the organisation. It is typically guided by a compensation philosophy that outlines the organisation's strategic objectives, values, and principles regarding how employees should be compensated (Cheptoo, and Kilika, 2021).

Employee Performance

Employee performance can be seen as the measure of an individual's effectiveness and ability to achieve organisational goals and objectives within the context of their role and responsibilities. It encompasses various aspects such as the quality and quantity of work produced, meeting deadlines, exhibiting the desired level of competence, displaying a positive attitude and behaviour, and actively contributing towards team and organisational success (Okeke, and Onuorah, 2023). To evaluate employee performance accurately, it is important to establish clear performance expectations and objectives that are aligned with the organisation's overall strategy and mission. Performance expectations should be specific, measurable, achievable, relevant, and time-bound (SMART), providing a framework against which an employee's performance can be assessed (Omaliko, and Akwuobi, 2023).

Job Satisfaction

Job satisfaction is a multifaceted and complex concept that encompasses an individual's overall contentment, fulfillment, and positive emotional state derived from their work experiences and the various aspects of their job. It is a deeply personal and subjective phenomenon that can have far-reaching implications for both the employee and the organisation they work for (Ogbu, Ewelike, and Udeh, 2020).

Job satisfaction is a multifaceted and complex construct that reflects the dynamic interplay between an individual's personal needs, preferences, and experiences, and the various organisational and environmental factors that shape the work experience. As such, it remains a crucial area of focus for both employers and employees, as they strive to create and maintain a fulfilling and rewarding work experience that supports individual well-being and organisational success (Sumenda, Kaunang, and Kumayas, 2018).

Quality Service Delivery

Quality Service delivery is the process of providing and fulfilling services to customers or clients in a manner that meets or exceeds their expectations and requirements. It involves a wide range of activities, processes, and interactions aimed at delivering high-quality, reliable, and satisfactory services (Prange, and Pinho, 2017). Quality Service delivery entails the effective and efficient execution of all steps involved in delivering a service, from the initial contact or request to the final delivery and ongoing support. It encompasses the development, design, planning, coordination, execution, and evaluation of service-related activities to ensure that the desired outcomes are achieved (Schafer, and Keith, 2021).

Theoretical Framework

This study was anchored on the Equity Theory by John Adams (1963). The Equity Theory is relevant to this study because it provides insights into how employees perceive fairness in the distribution of rewards and how this perception can influence their motivation and performance. The Equity Theory sheds light on the importance of fairness and equity in reward management. It emphasises that employees' perceptions of fairness in the distribution of rewards significantly impact their motivation and subsequent performance. Therefore, understanding and implementing the principles of Equity Theory can enhance the effectiveness of reward management and improve employee performance.

Empirical Studies

Ejumudo and Adogbeji (2024) examined reward system and public health care employee performance in Nigeria: A study of the University of Port Harcourt Teaching Hospital, Rivers State, Nigeria. The particular goals were to assess the relationship between promotion and employee service quality in UPTH, the relationship between incentives and

employee commitment in UPTH, and the relationship between promotion and employee commitment in UPTH. Spearman's rank correlation coefficient was used to test the hypotheses while 92 sampled respondents completed a structured questionnaire that was used to collect data for the study. The results showed a strong correlation between the study's variables. The study's conclusion is thus based on the data: There is a significant relationship between employee performance and the reward system, which includes incentives and promotions. The compensation structure used by the healthcare providers determines how well employees perform, as measured by their dedication and quality of service. Based on the results of the study, the following suggestions are offered: Healthcare organisations should think about using reward systems as a tactic to boost worker performance. Promotion and incentives are crucial tactics that healthcare organisations should take into account to increase employee dedication and service quality.

Nugraha, Sarinah, Benjamin, and Saleh (2024) investigated the effect of work motivation and reward system on employee performance at Travel Agent: A study of Travelinn, Indonesia. The research method used is quantitative. This study uses primary data using a questionnaire which is then distributed to respondents, namely 10 employees who are at Travelinn. Data collection is also by direct observation. Descriptive statistics are used to provide an overview of data from work motivation variables, reward systems, and employee performance, as well as the distribution of items from each variable. The inferential analysis used in this study is multiple linear regression involving the t-test and F-test. The results showed that work motivation has a positive and significant effect on employee performance and the Reward system also has a positive and significant effect on employee performance. This research also confirms the importance of paying attention to motivational and reward factors in achieving organisational goals in the travel industry.

Luqman, Jabeen, and Qureshi (2024) examined the influence of reward system on the job performance of instructor's physical education in Pakistan. This study aimed to examine how an organisation's reward system affects worker performance. In this study, which used a quantitative methodology, 169 sets of questionnaires were given to the subjects who were chosen randomly. After that, the data were examined using SPSS software, and various analyses including correlation and regression analyses as well as the T-tests were performed. The findings demonstrate that every element significantly affects how well employees perform. This study will serve as a foundation for future investigations into the variables influencing teachers' effectiveness. The results provide important information in reaching the desired conclusion & making suitable decisions. The employers will benefit from this study by having a better method for rewarding the achievements that will improve the performances. The organisation can use the study's findings to enhance its rewards program and make sure it will help raise the employees' performance.

Bolatito, and Mohamoud (2024) ascertained reward management and employee performance: A review of job satisfaction in Somalia. The research methodology for this study adopted both qualitative and quantitative methods. The qualitative approach is a systematic literature review while the quantitative method is experimental research, which involves manipulating variables related to reward management and assessing their impact on employee performance. Findings show that reward management has a significant positive relationship with job satisfaction. The study results are a beneficial point of reference for firms operating in Somalia to create and execute efficient rewards management systems that can improve employee performance and job satisfaction. Moreover, it also enhances the current body of knowledge on incentive management in the specific context of developing nations, namely in vulnerable and conflict-ridden regions such as Somalia, and provides recommendations for the country's policy-makers.

Nnabuife, Chiekezie, and Elom (2017) conducted a study on Rewards and Employee Retention in Ebonyi State Public Corporation with a focus on Ebonyi State Broadcasting Corporation and Ebonyi State Water Corporation. The study investigated the relationship between rewards and employee retention in Ebonyi State public corporations. The study employed a correlational design and data generated from 132 employees of the organisations was analysed with the aid of the Statistical Package for Social Sciences (SPSS). The result showed that positive relationships exist between both monetary and non-monetary rewards and employee retention. The regression analysis showed that monetary rewards accounted for the most observed variance in employee retention explained by rewards. This suggests that the rate of retention will likely increase if the government increases the rewards of the employees, especially monetary rewards.

Despite the many works conducted on reward management, there is limited research on reward management and its effect on employee performance in the pharmaceutical sector in Anambra State, Nigeria. This study aims to address this gap by investigating the relationship between reward management and employee performance in pharmaceutical firms operating in Anambra State.

Methodology

This study used a survey research design. The sample size was determined through Taro Yamane's method. The instrument was validated through face and content validity. Cronbach's Alpha Coefficient was used to ascertain the reliability of the instrument. Data was collected and presented using a simple mathematical tabular presentation based on frequency percentage. Data was analysed using descriptive statistics and hypotheses were tested using the Pearson Product Moment Correlation Coefficient on Statistical Packages for Social Science (Version 27) at a 5% level of significance. The decision in the analysis section is determined by the average of the responses of respondents which are scaled as Strongly Agree (5 points), Agree (4 points), Disagree (3 points), Strongly Disagree (2 points), and Undecided (1 point). A mean score below 3.0 is considered rejected and a mean score of 3.0 and above is accepted.

Analysis of Data Related to the Research Questions

The analysis of the data related to the research questions revealed several key findings. For the first research question on the relationship between flexible work hours and job satisfaction, the majority of respondents supported the existence of this relationship. Respondents indicated that they received opportunities to work from home and participate in training to enhance their skills, which contributed to their job satisfaction. However, respondents were not happy with the lack of opportunities for international assignments or projects.

In the second research question on the relationship between the compensation system and quality service delivery, the results showed that respondents were generally satisfied with the compensation packages and opportunities for advancement, which they believed adequately reflected their contributions. Respondents also reported a high rate of timeliness and client-focused service delivery. However, they were dissatisfied with the transparency

of the company's compensation policies and the responsiveness of the customer service team.

Hypotheses Testing

Decision Rule: Accept the null hypothesis if the P-value < 0.5; if otherwise accept the alternate hypothesis.

Hypothesis One

Ho: There is no significant relationship between flexible work hours and job satisfaction in pharmaceutical firms in Anambra State.

Ha: There is a significant relationship between flexible work hours and job satisfaction in pharmaceutical firms in Anambra State.

Table 1: Correlation between flexible work hours and job satisfaction in pharmaceutical firms in Anambra State.

Correlations

		Flexible Work Hours	Job Satisfaction
Flexible Work Hours	Pearson correlation	1	874**
	Sig. (2-tailed)		.031
	N	202	202
Job Satisfaction	Pearson correlation	.874**	1
	Sig. (2-tailed)	.031	
	N	202	202

Source: SPSS version 27 Outputs.

Result Summary

Table 1 shows that there is a significant positive relationship between flexible work hours and job satisfaction in pharmaceutical firms in Anambra State, Nigeria with r = 0.874 n = 202 and p-value of 0.031 ($p<0.05$). Therefore, we accept the alternate hypothesis and conclude that there is a significant positive relationship between flexible work hours and job satisfaction in pharmaceutical firms in Anambra State, Nigeria. The implication is that employees who have flexible work hours tend to report higher levels of job satisfaction. This suggests that offering flexibility in work hours could be a valuable strategy for improving employee satisfaction and potentially productivity.

Hypothesis Two

Ho: There is no significant relationship between the compensation system and quality service delivery in pharmaceutical firms in Anambra State.

Ha: There is a significant relationship between the compensation system and quality service delivery in pharmaceutical firms in Anambra State.

Table 2: Correlation between compensation system and quality service delivery in pharmaceutical firms in Anambra State.

Correlations

		Compensation System	Quality Service Delivery
Compensation System	Pearson correlation	1	.923**
	Sig. (2-tailed)		.026
	N	202	202
Quality Service Delivery	Pearson correlation	.923**	1
	Sig. (2-tailed)	.026	
	N	202	202

Source: SPSS version 27 Outputs.

Result Summary

Table 2 shows that there is a positive significant correlation between the compensation system and quality service delivery in pharmaceutical firms in Anambra State with r =

0.923, n = 202, and a p-value of 0.026 ($p<0.05$). Therefore, we accept the alternate hypothesis and conclude that there is a positive significant correlation between the compensation system and quality service delivery in pharmaceutical firms in Anambra State, Nigeria. The implication here is that when a compensation system is structured in a certain way, it positively influences the quality-of-service delivery. This suggests that aligning compensation with performance and quality metrics can lead to better service outcomes, incentivising employees to deliver higher-quality service.

Discussion of Findings

Hypothesis one revealed that flexible work hours had a significant positive relationship with job satisfaction in pharmaceutical firms in Anambra State with r = 0.874 n = 202 and p-value of 0.031 ($p<0.05$). Therefore, we accepted the alternate hypothesis and concluded that there is a significant positive relationship between flexible work hours and job satisfaction in pharmaceutical firms in Anambra State, Nigeria. This finding agrees with Nosike, Ezeanokwasa, and Api (2023) finding that flexible work hours influence employee job satisfaction in their study on the relationship that exists between Talent Management and Employee Performance in Pharmaceutical Firms in Anambra State, Nigeria. Also, Odunukwe and Okeke (2023) found that employee flexible work hours have a strong positive significant relationship with their job satisfaction and the quality of the product they produce in their study on the Effect of talent management and organisational performance in pharmaceutical companies in the Niger Delta, Nigeria.

Hypothesis two indicated that there is a positive significant correlation between the compensation system and quality service delivery in pharmaceutical firms in Anambra State, Nigeria with r = 0.923, n = 202, and p-value of 0.026 ($p<0.05$). Therefore, we accepted the alternate hypothesis and concluded that there is a positive significant correlation between the compensation system and quality service delivery in pharmaceutical firms in Anambra State, Nigeria. This finding is incongruent with the result

of Magaji, Akpa, and Ogundiwin (2021) finding that compensation packages have a positive significant relationship with service delivery in their study on the effect of compensation packages and work-life balance on the employee retention of selected private universities in Ogun State, Nigeria. Also, Akhigbe and Kehinde (2018) discovered that the compensation reward system and delivery of service have a significant positive relationship in their study on Organisational Reward Systems and Employee Satisfaction in Insurance Firms in Nigeria.

The findings suggest that pharmaceutical firms in Anambra State, Nigeria, have implemented effective reward management practices, such as flexible work arrangements and competitive compensation, which have positively impacted employee performance and service quality. However, there is still room for improvement in areas like training opportunities, international assignments, and compensation policy transparency to further enhance employee engagement and organisational performance.

Conclusion

The study on Reward Management and Employee Performance in Pharmaceutical Firms in Anambra State, Nigeria, revealed a significant positive correlation between the variables. Reward management is increasingly crucial in the competitive medical environment, aiding firms in conveying their values and offerings effectively. Service delivery fosters relationships with clients, employees, and stakeholders, enhancing communication and efficiency. Flexible work hours improve overall effectiveness by updating employee skills and integrating new technologies, leading to increased client satisfaction and loyalty.

Recommendations

The study recommended that:

1. Pharmaceutical firms need to ensure providing flexible work hours to their employees that will enhance their job satisfaction and lead to client satisfaction.

2. Organisations need to constantly adhere to a compensation system that will motivate employees to deliver effective and efficient services.

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