



**NIGERIAN JOURNAL OF PUBLIC SECTOR MANAGEMENT
(NJPSM)**



**Remuneration and Employees' Performance in Nigerian Brewery Plc,
Enugu Plant**

¹Ikwuagwu, Chukwuemeka I., ²Emerole, Okwudili B. & ³Eberechi. B. Ikwuagwu

^{1 & 2}Department of Industrial Relations and Personnel Management, Michael Okpara University of
Agriculture, Umudike Umuahia Abia State

³Department of Banking & Finance, Michael Okpara University of Agriculture, Umudike Umuahia Abia
State

Corresponding Author: *ciiplus@gmail.com*

Abstract

This study evaluated the effect of remuneration on employees' performance in Nigerian Brewery Plc., Enugu Plant. The study adopted a survey research design. Primary and secondary sources of data were used. The target population of the study comprised of all the employees of Nigerian Brewery Plc., Enugu Plant. Content validity and Cronbach Alpha reliability test were adopted. Multiple Regression Analysis was used to analyze the study objectives. Findings revealed that: At 1% level (Sig < .01) of significance, salary has significant and positive effects on employees' task performance, at 1% level (Sig < .01) of significance, fringe benefit has a significant and positive effect on employees' contextual performance in Nigerian Brewery Plc., Enugu Plant. The study concluded that remuneration significantly and positively affects employees' performance in the organisation. Therefore, the study recommended that: The management of Nigerian Brewery Plc., Enugu Plant needs to continuously improve their employees' salaries by ensuring that their basic pay and contingency pay are upwardly reviewed to accommodate the rate of inflation and the cost of living inherent in the Nigerian economy. Person-focused pay and performance pay should be incorporated into the salary scheme and policy, as it will encourage employees to acquire job-related knowledge, skills, and competencies to boost their performance in the organisation.

Keywords: *Remuneration, Employees' Performance, Nigerian Brewery Plc.*

Introduction

Remuneration and employee performance constitute the foundational elements of employment relations. Remuneration serves as the "adhesive" that cohesively binds workers and employers within an organisational context. It represents a contractual agreement that mutually obligates both the employee and the employer, delineating with precision the remuneration amount and the constituents of the remuneration package. The provision of financial rewards and incentives in return for work performance forms the essential basis and cornerstone of remuneration management. Remuneration management functions as a critical mechanism to align individual contributions with the strategic objectives of the organisation by motivating employees to execute tasks efficiently and effectively. Remuneration includes the methods of compensating employees for their efforts in achieving organisational goals. An effective remuneration system, accompanied by a broad and diverse array of employee

benefits, significantly influences employee performance and endows organisations with a competitive edge in the labour market.

Held (2016) concurs with the aforementioned assertion and posits that a compelling framework of employee benefits, coupled with an appropriate remuneration strategy, significantly influences employees' performance while enhancing the reputation and competitiveness of the organisation within the labour market. Balogun and Omotoye (2020) opined that a meticulously crafted remuneration policy not only affects employees' performance but also plays a pivotal role in an organisation's capacity to attract and retain high-caliber individuals who are essential to the organisation's competitive standing in the market.

Consequently, it is reasonable to assert that remuneration serves as a fundamental incentive for employees to execute their responsibilities with both efficiency and efficacy. Therefore, the magnitude and methodology of remuneration hold considerable significance for both management and employees, as they serve as indicators of employee and organisational performance (Fubara, 2019). The performance of employees constitutes a critical metric for assessing organizational performance. Organisations require high-performing individuals to accomplish their objectives, to provide the products and services in which they are specialized, and to secure a competitive advantage. When an employee fulfills the obligations delineated in their job description, they are considered to have performed successfully. The performance of individuals in their respective roles is of paramount importance for the sustainability and prosperity of organisations; however, the impact of remuneration on delineating the nature and extent of employee performance, and by extension organisational performance, is unequivocal (Sonnentag, Volmer & Spychala, 2010). Thus, the imperative to adopt and implement standardized compensation systems across various industries to influence employee performance cannot be articulated succinctly.

In the bid to improve and sustain employees' performance, Nigerian Brewery Plc. adopted juicy remuneration system that competes favourably with the industry standard. However, how these remuneration packages have influence employees' performance towards the achievement of organisational goals in Nigerian Brewery Plc., Enugu Plant calls for empirical examination. Drawing from the above, the study: Effect of remuneration on employees' performance in Nigerian Brewery Plc., Enugu Plant was initiated.

Statement of the Problem

Employee remuneration calls for a thorough understanding of employees' needs, which will enable the management to blend them with the corporate need, in order to have an

equitable mix that will enhance the realisation of both the overall objectives of the organisation and employees.

The relationship between organisational remuneration and employee performance is fundamentally significant, though there exist various external factors that may influence the degree of satisfaction derived from this interaction. The elevated inflation rate in Nigeria, which has resulted in increased living expenses, diminished income, and a reduction in purchasing power, can adversely impact employees' performance. In order to attain the requisite level of output, managers at Nigerian Brewery Plc. Encountered significant challenges in devising a remuneration system that could effectively motivate and elicit optimal performance from their employees, whose morale may have been adversely affected by the prevailing economic conditions in the country. The challenge perhaps, is how to maintain an equitable remuneration package that fulfill the aspiration of both the employees and employer in such a way that an equilibrium of social interaction will be maintained.

In pursuit of this objective, Nigerian Brewery Plc. has implemented a lucrative remuneration system that aligns favourably with industry benchmarks, which encompasses: salary, fringe benefits, and recognition. However, the extent to which these remuneration packages influence employees' task performance, contextual performance, and adaptive performance, in relation to the attainment of organizational objectives necessitates empirical investigation. Moreover, notwithstanding the attractiveness of Nigerian Brewery Plc.'s remuneration system, the imperative for a rigorous analysis of employees' perceptions regarding their remuneration framework is particularly salient in the current context of Nigeria's double-digit inflation. It is essential to ascertain that their remuneration system, although competitive within the industry, continues to exert a positive influence on employee performance, a task that must be undertaken with diligence.

Therefore, to solve these perceived problems, and ensure that the remuneration system in Nigerian Brewery Plc. does not inhibit employees' performance, the study: Effect of remuneration on employees' performance in Nigerian Brewery Enugu Plant Plc. was initiated.

Objectives of the Study

The broad objective of the study is to evaluate the effect of remuneration on employees' performance in Nigerian Brewery Plc., Enugu Plant. The specific objectives of the study are to:

- i. Ascertain the effects of salary on employees' task performance in Nigerian Brewery Plc., Enugu Plant.
- ii. Examine the effects of fringe benefits on employees' contextual performance in Nigerian Brewery Plc., Enugu Plant.

- iii. Ascertain the effects of recognition on employees' adaptive performance in Nigerian Brewery Plc., Enugu Plant.

Review of Related Literature

Remuneration

Sonnentag (2001) opined that the term remuneration had been derived from the word 'remuneratio'. Remuneration means compensation or pay, but it has a broader meaning than pay, because it can include not just salary or bonuses, but commissions and other payments of benefit paid under the terms of an employment contract as well. Calvin (2017), states that remuneration is traditionally seen as individual total income and consists of various separate payments determined according to different rules. The term "remuneration" means compensation or pay, but it has a broader meaning than just basic pay.

It can also include not just base salary or bonuses but commissions and other payments, as well as deferred compensation or benefits paid under the terms of an employment contract (Murray, 2019). Remuneration is about the satisfaction that workers get for the work done which includes all forms of payment or rewards and adding to the satisfaction; moreover, this supports the organisation to acquire, keep up and hold a beneficial workforce (Onyekwelu, Dike, & Muogbo, 2020).

Employees Performance

Mangkunegara (2017), defined performance as result of work qualitatively or quantitatively that is achieved by an employee in doing their task based on responsibility given to them. Armstrong and Baron (2013) defined employee performance as a strategic and integrated approach to increasing the effectiveness of organisations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. Performance is the overall value that the company expects from a different set of behaviours that individuals bring to the end of the standard period (Calvin, 2017). Employee performance is the behaviour or actions of employees related to the goals or objectives of the organisation concerned (Qatmeemalmarhoon, *et al.*, 2017). Employee performance refers to how workers behave in the workplace and how well they perform the job duties obligated to them (Donohoe, 2019).

Dimensions of Employee Performance

Performance constitutes a multifaceted construct, and at its most fundamental level, one can delineate the process-oriented facet of performance, which pertains to behavioral

engagements, as distinct from the anticipated outcomes (Borman & Motowidlo, cited in Rabindra & Lalatendu, 2017). Performance, in the context of task performance, encompasses job-specific behaviors that include essential job responsibilities delineated within the job description. Task performance necessitates a heightened level of cognitive capability, and is predominantly enabled through task knowledge (the requisite technical expertise or principles necessary for effective job execution and the capacity to manage multiple assignments), task skill (the application of technical expertise to complete tasks with minimal supervision), and task habits (an inherent propensity to respond to assigned tasks that may either enhance or obstruct performance) (Conway, cited in Rabindra & Lalatendu, 2017).

An individual's ability to acclimatise and provide necessary support to the job profile in a dynamic work situation is referred to as *adaptive performance* (Hesketh, & Neal, cited in Rabindra & Lalatendu, 2017). Earlier studies have found that once the employees derive a certain amount of perfection in their assigned tasks, they try to adapt their attitude and behaviour to the varied requirements of their job roles (Huang, Ryan, Zabel & Palmer, 2014; Pulakos *et al.*, cited in Rabindra & Lalatendu, 2017). An effective adaptive performance necessitates employees' ability to efficiently deal with volatile work circumstances (Baard, Rench, & Kozlowski, 2014), for example, technological transformations, changes in one's core job assignment, restructuring of organisation and so on. Evolutions of various new occupations as an offshoot of technological innovation needs of employees to engage in fresh learning, and get oneself adaptable with changes in an efficient manner (Griffin, Parker, & Mason, 2010).

Industrial psychologists have referred to non-job components as organisational citizenship behaviour (OCB) or contextual performance which refers to voluntary actions of employees (Bateman, & Organ, cited in Rabindra & Lalatendu, 2017), that benefit employers intangibly. *Contextual performance* is a kind of prosocial behaviour demonstrated by individuals in a work set-up. Such behaviours are expected of an employee, but they are not overtly mentioned in one's job description. These kind of unstated expectations are called prosocial behaviour or extra role behaviour. Brief, and Motowidlo cited in Rabindra and Lalatendu, (2017), defined it as a behaviour that is: (i) accomplished by a member of an organisation, (ii) which is directed towards an individual, group, or organisation with whom the member interacts while carrying out his or her organisational role, and (iii) finally such behaviour is performed with the intention of encouraging the betterment of individual, group, or organisation towards which it is directed (Van Dyne, & Lepine, cited in Rabindra & Lalatendu, 2017).

Components of Employees Remuneration

i. Salary/ Basic pay

Braton & Gold, (2003), opine that basic pay/salary is a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for productivity. Base or basic pay of workers is one of the main aspects of workers compensation due to its importance in sustaining workers in each setting. Workers normally engaged in any employment relationship with expectation of getting pay. Base/basic pay, also known as membership-based reward, could be defined as the pay rate which is offered to workers relative to the job grades or based on necessary skills required on the job (Armstrong, 2008). Further, Armstrong (2008), revealed that basic pay is usually expressed in the form of a normal rate and allowances. The normal rate could be hourly, weekly, monthly or annually while the allowances may be overtime, shift working or increased costs of living adjustment. DeNisi and Griffin (2008), referred to salary as an income paid to workers monthly based on performance or post held.

ii. Employees' Fringe Benefits

Employee fringe benefits have been classified widely according to different authors and the context of circumstance. Dessler (2008) for example classifies fringe benefits into four basic types, namely; Supplemental pay benefits, Insurance benefits, Retirement benefits and Personal Service and family-friendly benefits. Supplemental pay benefits provide for time not worked, they include unemployment insurance, vacation and holiday pay, severance pay and supplemental unemployment benefits. Insurance benefits includes, workers compensation, group hospitalisation, accident and disability insurance; and group life insurance. Retirement benefits include social security and pension plans. Personal service and family-friendly benefits include food services, recreational and child and child-care opportunities, legal advice, credit unions, educational subsidies and counseling. These may also be referred to as voluntary benefits. Decenzo *et al.* (2007), on the other hand classifies the fringe benefits into seven categories: Legally required benefits such as social security, Unemployment insurance, Voluntary benefits, Retirement benefits, Survivor benefits, Paid time offs, Insurance plans and Health insurance.

iii. Employees Recognition

Employees' recognition and performance are closely linked (Nelson & Spitzer, 2003), this is because recognition helps one motivate employees more and it helps in providing practical feedback. A genuine and effective recognition system exhibit the following characteristics of being based on contingency, being timely, frequency, informal and spontaneous, the right setting and context (personal touch), significance of provider and value to the recipient. Clegg

and Birch (2002), indicates that a simple recognition for success, whether it's a simple pat on the back or Nobel prize can be very useful. As a matter of facts, a simple comment can have totally disproportionate effect on motivation. It is hard to believe but extra cash in the pocket does not motivate as much as genuine recognition argues (Clegg & Birch, 2002).

Theoretical Review

The study was anchored in Equity Theory. Equity Theory postulated by John S. Adams in (1963), says that an employee who perceives inequity in his/her rewards seeks to restore equity. The theory states that people will be better motivated if they are treated equitably and will be demotivated if they are treated inequitably. Equity theory is concerned with people's perceptions of how they are being treated in relation to others. To be dealt with equitably is to be treated fairly in comparison with another group of people (a reference group) or a relevant other person. Equity involves feelings and perceptions, and it is always a comparative process. It is not synonymous with equality, which means treating everyone alike. That would be inequitable if they deserved to be treated differently. Equity theory is linked with the "felt-fair" principle as defined by Jaques (1961), which states in effect that pay systems will be fair if they are felt to be fair. The theory emphasizes equity in the pay structure of employees' remuneration and provides the view that the behaviour of employee is largely influenced by the extent to which the employee interprets fairness in compensation or rewards for his/her input. Employees' perceptions of how they are being treated by their organisations are of utmost importance to them. The dictum "a fair day work for a fair day pay" is a sense of equity felt by employees.

Operationalizing Equity Theory, the study argued that if Nigerian Brewery Enugu Plant draw a balance between employees' input in the organisation (their performance) and their output (their remuneration packages) and ensure that their remuneration packages are outstanding within the industry, their employees will be motivated to put in their best performance towards the achievement of organisational goals and objectives. The principal of this theory was adopted in interpreting the empirical result emanating from this study.

Empirical Review

Balogun and Omotoye (2020) research investigated the impact of remuneration and employee performance in Global Communication Limited, Lagos Nigeria. A total of 120 employees took part in the study, in which 69 (62.2%) were males while 51 (37.8%) were female. The descriptive research design was adopted. The questionnaire format was employed for data collection, which was made into several sections and 120 copies were distributed for data collection. Both the descriptive and inferential statistics were adopted for data analysis. Specifically, the Statistical Packages for Social Sciences (SPSS) version 20.0 was utilised for

data analysis. The result revealed that there is a significant relationship between remuneration scheme and employee performance in Global Communications Limited and there is a significant problem affecting the payment scheme and the performance of employees in Global Communications Limited. The study recommended that organisations like Global communication limited should use more work-related remunerations rewards design to motivate their employees.

Craig, Job-Olatunji, Dairo, Adedamola, Peters and Shorinmade (2020) study investigated employee remuneration and the performance of selected Nigeria manufacturing companies using five companies that had the highest asset base from the quoted manufacturing companies. A non-experimental research design was adopted using a dataset for the period 2009–2018 collated from the annual reports and financial statement of the selected manufacturing companies. Three hypotheses were proposed and tested using a multiple regression model. The findings revealed that there is a statistically significant relationship between staff salaries, post-employment benefits, and Profit after tax of selected Nigeria manufacturing companies with P-value of 0.0090 and 0.0006, respectively. The findings show that staff cost is not significantly related to profit with P-value of 0.8894. The study recommended that manufacturing companies should intensify training and retraining programmes for all staff, particularly the management staff, to improve management efficiency.

Balogun *et al.* (2020), investigates the impact of remuneration and employee performance in Global Communication Limited, Lagos, Nigeria. The descriptive research design was adopted. The questionnaire format was employed for data collection, which was made into several sections, and 120 copies were distributed for data collection. Both the descriptive and inferential statistics were adopted for data analysis. The result revealed that there is a significant relationship between remuneration scheme and employee performance in Global Communications Limited, and there is a significant problem affecting the payment scheme and the performance of employees in Global Communications Limited. The study recommended that organisations like Global communication limited should use more work-related remunerations rewards design to motivate their employees.

Ogunyemi, Adewole and Akinde (2019) assessed the effects employees' remunerations on productivity in Nigerian Breweries Plc. The study was guided by three research objectives namely, to identify and discuss various forms of remuneration package in use, to examine the effects of remuneration packages on employees' performance and to establish the relationship between improved remuneration and productivity in the Nigeria breweries. The study used descriptive research design. The population of the study consists of all staff working at the

Nigerian Breweries PLC Ibadan. Sample of 120 respondents were selected. A structured questionnaire was used to collect data from the respondents. The descriptive statistics employed include frequencies and percentage and the relationship between independent and dependent variables were established using Pearson Product Moment Correlation coefficient with the use of (SPSS). From the findings, there was a significant relationship between remuneration packages and employee performance. The findings also revealed that quick payment of remuneration has great influence on employees' productivity. The study concluded that remuneration package promotes morale and increase team cohesion. The study recommended that, organisation should continue providing security benefits to all employees, as it will positively influence employee productivity and raise overall performance in all sectors.

Methodology

Survey research design was used in conducting this research. All the employees of Nigerian Brewery Plc., Enugu Plant were the target population of this study. According to the survey undertaken by the researcher as of November 2024, Nigerian Brewery Plc., Enugu Plant has a total of 486 employees according to the Human Resource Department of the organization, which became the target population of this study. The researcher adopted both primary and secondary sources of data. Primary data was elicited with the help of well-structured questionnaire of closed ended type designed in five (5) point Likert scale form (Strongly Agreed = SA, Agreed = A, Disagreed = D, Strongly Disagreed = SD and Neutral = N). The close ended questionnaire has two to five options. The questionnaire was structured into 3 sections A, B and C which captured the research objectives.

The researcher adopted random sampling techniques. Random sampling techniques was employed in sampling the respondents in Nigerian Brewery Plc., Enugu Plant, because random sampling techniques offered all the employees in Nigerian Brewery Plc, Enugu Plant an equal opportunity of being selected to serve as the sample size of the study. Based on the population of 486 employees in Nigerian Brewery Plc., Enugu Plant, a normal confidence level of 95% and error tolerance of 5% were used to deduce the actual sample size for the study. The sample size was calculated using Taro Yamane's formula. The computed sample size for the study is 220, and these number of employees were sampled in the organisation.

To make sure that the research instruments that were applied in this research is valid, the researcher adopted content validity. To test for the reliability of the instrument, the researcher adopted Cronbach Alpha which measures the internal consistency of the test instrument. To test the reliability of the study instrument, the Cronbach Alpha was computed

using Statistical Packages for Social Sciences (SPSS) version 23. The decision rule was based on the coefficient of correlation that is up to 0.8 and above as specified in the table below.

Table 1: Coefficient of correlation of the reliability of the research instrument

No	Variables	N	Items	Alpha
1	Salary	30	04	0.927
2	Employees' task performance	30	05	0.934
3	Fringe benefits	30	04	0.914
4	Employees' contextual performance	30	06	0.917
5	Recognition	30	05	0.922
6	Employees' adaptive performance	30	05	0.911

Source: Field Survey 2024.

To analysed the study objectives, Multiple Regression analysis was adopted with the aid of Statistical Packages for Social Sciences (SPSS) version 23.

Data Presentation and Analysis

220 questionnaire were sampled in Nigerian Brewery Plc., Enugu Plant, while 207 questionnaire were returned, which represent 94.09% return rate. Out of the 207-questionnaire returned, 5 was not properly filled. Hence, 202 valid questionnaire returned were used for data analysis.

Table 2: Effects of Salary on Employees' Task Performance in Nigerian Brewery Plc. Enugu Plant.

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.799	0.062		61.677	0.000***
Basic pay	0.009	0.001	0.885	14.492	0.000***
Contingency Pay	0.007	0.003	0.147	2.223	0.027**
Person-Focused Pay	-0.001	0.003	-0.023	-.503	0.615
Performance Pay	0.000	0.008	0.001	.022	0.983
R ²		62.4%			
Adjusted R ²		61.6%			
F-Statistics		81.637			

Source: Field Survey 2024.

***Keys:** *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level.

The result in Table 2, revealed that: Basic pay with the regression coefficient of (0.009), contingency pay with the regression coefficient of (0.007), are the salary components of Nigerian Brewery Plc., Enugu Plant that are significant and positively affecting employees' task performance in the organisation at 1% and 5% level (Sig < .01, .05) of significance respectively. However, person-focused pay with the regression coefficient of (-0.001) and performance pay with the regression coefficient of (0.000) which are part of the salary

components in the organisation is not significantly affecting employees task performance in Nigerian Brewery Plc., Enugu Plant. Nevertheless, the result revealed that basic pay and contingency pay significantly and positively affects employees' task performance. Thus, at 1% level (Sig < .01) of significance, salary has a positive and significant effects on employees' task performance in Nigerian Brewery Plc., Enugu Plant.

The **R-square** which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 62.4% of the total variation in employees' task performance in Nigerian Brewery Plc., Enugu Plant was explained by the variation in basic pay and contingency pay. While the **Adjusted R** explains the effect of decrease in the degree of freedom arising from the various independent variables. The **F-statistics** (81.637) is significant at 1% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model were significant in explaining the change in the dependent variable.

Table 3: Effects of Fringe Benefits on Employees' Contextual Performance in Nigerian Brewery Plc., Enugu Plant

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.56 3	0.140		18.362	0.000***
Supplemental Pay Benefits	0.34 1	0.034	0.553	10.006	0.000***
Insurance Benefits	0.01 0	0.045	0.014	0.217	0.828
Retirement Benefits	0.07 5	0.045	0.081	1.663	0.098*
Personal Service/Family-Friendly Benefits	0.20 1	0.033	0.329	6.006	0.000***
R²		63.5%			
Adjusted R²		62.7%			
F-Statistics		85.620			

Source: Field Survey 2024.

***Keys:** *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level.

The result in Table 3, revealed that: Supplemental pay benefits with the regression coefficient of (0.341), personal service/family-friendly benefits with the regression coefficient of (0.201) and retirement benefits with the regression coefficient of (0.075) are the fringe benefits of Nigerian Brewery Plc., Enugu Plant that are significant and positively affecting employees' contextual performance in the organisation at 1% and 10% level (Sig < .01, .10) of significance respectively. However, insurance benefits with the regression coefficient of (0.010) which is part of the fringe benefits in the organisation is not significantly affecting employees' contextual performance in Nigerian Brewery Plc., Enugu Plant. Nevertheless, the result revealed that supplemental pay benefits, personal service/family-friendly benefits and

retirement benefits significantly and positively affects employees' contextual performance in the organisation. Therefore, at 1% level (Sig < .01) of significance, fringe benefit has a positive and significant effects on employees' contextual performance in Nigerian Brewery Plc., Enugu Plant.

The **R-square** which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 63.5% of the total variation in employees' contextual performance in Nigerian Brewery Plc., Enugu Plant was explained by the variation in supplemental pay benefits, personal service/family-friendly benefits and retirement benefits. While the **Adjusted R** explains the effect of decrease in the degree of freedom arising from the various independent variables. The **F-statistics** (85.620) is significant at 1% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model were significant in explaining the change in the dependent variable.

Table 4: Effects of Recognition on Employees' Adaptive Performance in Nigerian Brewery Plc. Enugu Plant.

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.746	0.116		23.667	0.000***
Growth Opportunities	0.190	0.065	.0255	2.913	0.004***
Leadership Opportunities	-0.089	0.057	-0.150	-1.573	0.117
Involvement in Decision Making	0.295	0.040	0.560	7.410	0.000***
Job Enrichment	0.118	0.054	0.186	2.190	0.030**
Job Security	0.072	0.030	0.138	2.388	0.018**
R²		72.6%			
Adjusted R²		71.9%			
F-Statistics		104.067			

Source: Field Survey 2024.

***Keys:** *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level.

The result in Table 4, revealed that: Growth opportunities with the regression coefficient of (0.190), involvement in decision making with the regression coefficient of (0.295), job enrichment with the regression coefficient of (0.118) and job security with the regression coefficient of (0.072) are the employees' recognition variables of Nigerian Brewery Plc., Enugu Plant that are significant and positively affecting employees' adaptive performance in the organisation at 1% and 5% level (Sig < .01 and .05) of significance respectively. The result further showed that leadership opportunities which is one of the components of employees' recognition in the organisation with the regression coefficient of (-0.089) is negative and does not have any significant effects on employees' adaptive performance in Nigerian Brewery Plc., Enugu Plant. The result signified that growth opportunities, involvement in decision making, job enrichment and job security significantly and positively affects employees' contextual

performance in the organisation. Thus, at 1% level ($\text{Sig} < .01$) of significance, recognition has a positive and significant effects on employees' adaptive performance in Nigerian Brewery Plc., Enugu Plant.

The **R-square** which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 72.6% of the total variation in employees' adaptive performance in Nigerian Brewery Plc., Enugu Plant was explained by the variation in growth opportunities, involvement in decision making, job enrichment and job security. While the **Adjusted R** explains the effect of decrease in the degree of freedom arising from the various independent variables. The **F-statistics** (104.067) is significant at 1% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model were significant in explaining the change in the dependent variable.

Discussion of Findings

The results in Table 2, revealed that: At 1% level ($\text{Sig} < .01$) of significance, salary have a positive and significant effects on employees' task performance in Nigerian Brewery Plc., Enugu Plant. The result agrees with the findings of Ojeleye (2017). Ojeleye (2017) explored the impact of remuneration on employees' performance of Abdul Gusau polytechnic and state college of education both in Zamfara State and revealed that there is a strong and positive relationship between remuneration and employees' performance and that salary/wage and bonus/incentives also serve as a form of motivation to the employees. Also in agreement with the findings, Craig, Job-Olatunji, Dairo, Adedamola, Peters and Shorinmade (2020), investigated employee remuneration and the performance of selected Nigeria manufacturing companies and revealed that there is a statistically significant relationship between staff salaries, post-employment benefits, and Profit after tax of selected Nigeria manufacturing companies.

The results in Table 3, revealed that: At 1% level ($\text{Sig} < .01$) of significance, fringe benefit have a positive and significant effects on employees' contextual performance in Nigerian Brewery Plc., Enugu Plant. The finding agrees with the findings Abdullahi and Babagana (2015). Abdullahi and Babagana (2015), focused on the effects of staff remuneration on the performance of Ramat Polytechnic Maiduguri students from 1995 to 2011 in Borno state and revealed that strong positive relationship between staff remuneration (fringe benefits and staff nature of working conditions) and performance of Ramat Polytechnic Maiduguri students. It also agrees with the findings of Ileka and Muogbo (2020). Ileka and Muogbo (2020) investigated wages and salary administration and employee performance in selected government ministries in Anambra State and revealed that fringe benefits have significant

positive effect on employee performance; and monetisation of fringe benefits has significant positive effect on employee performance in selected government ministries in Anambra state.

The results in Table 4, revealed that: At 1% level (Sig < .01) of significance, recognition has a positive and significant effects on employees' adaptive performance in Nigerian Brewery Plc., Enugu Plant. The finding is in consonance with the findings of Kayindu, Asimwe, Bisaso and Nakiyingi (2020). Kayindu, *et al.* (2020), focused on the association between remuneration and employee performance: The case of teachers in Private Secondary Schools in Buikwe District, Uganda and revealed that teachers' recognition and appreciation positively and significantly affects their performance. Also, Fubara (2019), researched on compensation and employee performance of bank in Port Harcourt, Nigeria and revealed that compensation relates positively and significantly with employee performance, as it has a significant impact on job satisfaction, employee productivity, and employee efficiency.

Summary, Conclusion and Recommendations

Summary of Findings

This study evaluated the effect of remuneration on employees' performance in Nigerian Brewery Plc., Enugu Plant. The following are the findings:

- i. At 1% level (Sig < .01) of significance, salary have a positive and significant effects on employees' task performance in Nigerian Brewery Plc., Enugu Plant.
- ii. At 1% level (Sig < .01) of significance, fringe benefit has a positive and significant effects on employees' contextual performance in Nigerian Brewery Plc., Enugu Plant.
- iii. At 1% level (Sig < .01) of significance, recognition has a positive and significant effects on employees' adaptive performance in Nigerian Brewery Plc., Enugu Plant.

Conclusion

Based on the study findings, the researcher concluded that remuneration significantly and positively affects employees' performance in Nigerian Brewery Plc., Enugu Plant. The conclusion drawn agrees with philosophy of Equity Theory. Equity Theory posited that employees who are remunerated equally compared to their input in the organisation will be motivated to maintain enhanced performance. Therefore, this study validated the tenets of Equity Theory.

Recommendations

Based on the study findings, the following recommendations were considered:

- i. The management of Nigerian Brewery Plc., Enugu Plant need to continuously improve on their employees' salaries by ensuring that their basic pay and contingency pay are

upwardly reviewed to accommodate the rate of inflation and the cost of living inherent in the Nigerian economy. Person-focused pay and performance pay which from the analysis result are not significant should be incorporated into organisation salary scheme and policy as it will encourage employees to acquire job-related knowledge, skills and competencies that will boost their task performance in the organisation.

- ii. The management of Nigerian Brewery Plc., Enugu Plant need to sustain and improve the quality of their fringe benefits especially supplemental pay benefits, personal service/family-friendly benefits and retirement benefits that are already positive and significantly affecting employees' contextual performance in the organisation. However, management should endeavour to incorporate insurance benefits like, life insurance, health benefits, and disability insurance in their fringe benefit packages as it will encourage employees' contextual performance and help to attract and retain competent workforce to the organisation which will encourage their organisation's outstanding performance.
- iii. The management of Nigerian Brewery Plc., Enugu Plant needs to continue to implement their employees' recognition packages especially; encouraging employees' career growth opportunities, job enrichment, employees' involvement in decision-making and job security, as these components of their employees' recognition packages are already positive and significantly affecting their employees' adaptive performance in the organisation. However, integrating employees who has exceptionally distinguished themselves both in competencies, character, performance and years of outstanding services into leadership position will encourage their adaptive performance and help to inspire others for outstanding performance in the organisation.

Contribution to Knowledge

The following are the contributions to knowledge by this study:

- i. The study through its findings and recommendation stated practical measure that will help the management of Nigerian Brewery Plc., and other organisations to strengthen their remuneration packages; salary, fringe benefits, reward, incentive and employee's recognition in other to inspire outstanding employees' performance which will translate into outstanding performance by the organisation.
- ii. The study validated the tenets of Equity Theory and reemphasised its doctrine; that employees who are remunerated equitably compared to their input in the organisation will be motivated to maintain enhanced performance. The study also postulated framework that will enable Nigerian Brewery Plc., and other organisations to adopt and implement equity theory in the administration of their remuneration for enhanced organisational performance.

REFERENCES

- Abdullahi, B. & Babagana, D. (2015). Staff Remuneration and the Performance of Ramat Polytechnic Maiduguri Students from 1995 TO 2011. *European Journal of Research and Reflection in Management Sciences*, 3(5), 31-44.
- Adams, J. S. (1963). Toward an Understanding of Inequality. *Journal of Abnormal and Social Psychology*, 67(6), 63-78.
- Armstrong, M. & Brown, D. (2013). *New Dimensions in Pay Management*. Chartered Institute of Personnel and Development Wright, Cropanzano & Meyer.
- Armstrong, M. (2008). *Strategic Human Resource Management: A Guide to Action, 4th Edition*. Philadelphia: Kogan Page.
- Baard, S. K., Rench, T. A. & Kozlowski, S. W. J. (2014). Performance Adaptation: A Theoretical Integration and Review. *Journal of Management*, 40(2), 48–99.
- Balogun, A. R. & Omotoye, O. O. (2020). Remuneration and Employee Performance in Global Communication Limited, Lagos Nigeria. *IOSR Journal of Business and Management (IOSR-JBM)*, 22(2), 15-21.
- Bratton, J. & Gold, J. (2003). *Human Resource Management: Theory and Practice, 6th Edition*. London: Palgrave Macmillan.
- Calvin, O. Y. (2017). The Impact of Remuneration on Employees Performance: A Study of Abdul Gusau Polytechnic Talata-Mafara and State College of Education Maru, Zamfara State. *Nigerian Chapter of Arabian Journal of Business and Management Review*, 4(2), 42-55.
- Clegg, B. & Birch, P. (2002). *Crash Course in Managing People*. Kogan Page, 120 Pentoville Road, London N19JN.
- Craig, A. O., Job-Olatunji, K., Dairo L. O., Adedamola, M. A., Peters, S. O. & Shorinmade, A. G. (2020). Employee Remuneration and the Financial Performance of Selected Manufacturing Companies in Nigeria. *International Accounting and Taxation Research Group, Faculty of Management Sciences, University of Benin, Benin City, Nigeria*, 1(1), 152-167.
- Decenzo, D. A. & Stephen, P. R. (2007). *Fundamentals of Human Resource Management*. John Wiley and Sons, Inc.
- DeNisi, A. S. & Griffins, R. W. (2008). *Human Resources Management*. New York: Houghton Miffling Company.
- Dessler, G. (2008). *Human Resource Management*. Upper Saddle River, NJ: Pearson/Prentice Hall.
- Donohoe, A. (2019). Employee Performance Definition. Retrieved on 21th November, 2020, from <https://bizfluent.com/facts-7218608-employee-performance-definition.html>.
- Fubara, I. F., (2019). Compensation and Employee Performance of Bank in Port Harcourt, Nigeria. *International Journal of Research and Innovation in Social Science*, 3(4), 311-325.
- Griffin, M., Parker, S., & Mason, C. (2010). Leader Vision and the Development of Adaptive and Proactive Performance: A Longitudinal Study. *Journal of Applied Psychology*, 95(3), 174–182.

- Held, J. (2016). Benefit Trends: Benefits a Big Part of Compensation. *Benefits Magazine*, 53(7), 8 – 10.
- Huang, J. L., Ryan, A. M., Zabel, K. L. & Palmer, A. (2014). Personality and Adaptive Performance at Work: A Meta-Analytic Investigation. *Journal of Applied Psychology*, 99(2), 162–179.
- Ileka, N. O. & Muogbo, U. (2020). Wages and Salary Administration and Employee Performance in Selected Government Ministries in Anambra State. *International Journal of Innovative Development and Policy Studies*, 8(1),70-80.
- Kayindu, V., Asimwe, S., Bisaso, R. & Nakiyingi, S. (2020). Association between Remuneration and Employee Performance: The Case of Teachers in Private Secondary Schools in Buikwe District, Uganda. *International Journal of Research and Innovation in Social Science (IJRISS)*, 4(3), 222-235.
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Persuahaan*. PT Remaja Rosdakarya. Bandung.
- Murray, J. (2019). What is Remuneration? Retrieved 21th November, 2020, from <https://www.thebalancesmb.com/what-are-remuneration-types-398436>.
- Ogunyemi, J. K., Adewole, J. A. & Akinde, J. A. (2019). Employees' Remuneration and Performance in Nigerian Breweries PLC. *International Journal of Business and Management Future*, 3(1), 2575-792.
- Ojeleye, Y. C. (2017). The Impact of Remuneration on Employees' Performance (A Study of Abdul Gusau Polytechnic, Talata-Mafara and State College Of Education Maru, Zamfara State). *Arabian Journal of Business and Management Review (Nigerian Chapter)*, 4(2), 134-147.
- Onyekwelu, R. U., Dike, E. E. & Muogbo, U. S. (2020). Remuneration as a Tool for Increasing Employee Performance in Nigerian. *The International Journal of Social Sciences and Humanities Invention*, 7(1), 5782-5789.
- Qatmeemalmarhoon, A. B. A. S., Mohdnoor, K. B., Marai, A. D. A. & Musbah, A, R. (2017). Effect of Motivation on Employees' Performance and Employees' Commitment. *International Journal of Management and Applied Science*, 3(9), 72-89.
- Rabindra, K. P. & Lalatendu, K. J. (2017). Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Journal of Business Perspectives and Research*, 5(1) 1–17.
- Sonnentag, S. (2001). *Expertise at Work: Experience and Excellent Performance*. In C. L. Cooper & I. T. Robertson (Eds.), *International Review of Industrial and Organisational Psychology* (pp. 223–264). Chichester: Wiley