



THE EFFECT OF MONETARY REWARD AS MOTIVATOR ON EMPLOYEE PERFORMANCE IN GUINNESS NIGERIA PLC, BENIN- CITY, EDO STATE, NIGERIA

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Abstract: Motivation has for long been attracting the attention of researchers in many disciplines like psychology, management and other behavioral sciences. Consequently, notable experts have made an appreciable contributions in this area, such experts includes people like Abraham Maslow, Fredrick Herzberg, McGregor, Victor Vroom, McClelland etc. Every organization has some goals and objectives which it sets out to achieve and this is done through the efficient and effective management of material and human resources available to the organization. In this study, the focus is on the role of monetary reward as motivating factor for organizational performance in an organization. This article examines how monetary reward as well as job security impact employee performance at Guinness Nigeria Plc., Benin-City, Nigeria. Data were sampled randomly using convenience sampling method by administration of a well-structured questionnaires. The findings indicates that there is a significant relationship between the monetary reward and employee performance as well as between job security and employee performance at Guinness Nigeria Plc in Benin-City. It is then recommended that there is the need for management of Guinness Nigeria Plc to highly motivate their staff or workers by adequate monetary reward which includes appropriate remuneration based on work schedule, other incentives such as overtime payments, productivity bonus and other ancillary monetary rewards that will impact workers performance by these workers are likely to put in their best performance which will in turn impact positively on organizational performance.

Keywords: Motivation, monetary reward, job security, employee performance, organization performance

I. Introduction

Motivation has for long been attracting the attention of researchers in many disciplines like psychology, management and other behavioral sciences. Consequently, notable experts have made an appreciable contributions in this area, such experts includes people like Abraham Maslow, Fredrick Herzberg, McGregor, Victor Vroom,

McClelland etc. Every organization has some goals and objectives which it sets out to achieve and this is done through the efficient and effective management of material and human resources available to the organization. In this study, the focus is on the role of monetary reward as motivating factor for organizational performance in an organization. It is pertinent to state that motivation of

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workers has become a major driver to propel the engine of organizational performance and productivity as labour has become a well-known or the only factor of production that has control over the offer and withdrawal of its services in an organization. Employee's potentials can only be imagined since there is no evidence of the reach of its potential in an organization. A major possibility is an attempt to stimulate employees to put in its maximum potentials in order to motivate same to high performance for organizational productivity. The process of stimulating and inducing this inherent drive of individuals towards the achievement of organizational goals and objectives is known as motivation.

Similarly, motivation can be defined in a number of ways. Generally, it is defined as a driving force that initiates and directs behavior (Morsella, Bargh, & Gollwitzer, 2009). In other words, motivation is a kind of internal energy which drives a person to do something in order to achieve something. According to Herzberg's motivation-hygiene theory there are two different factors that describe what people want from their work, these being factors of motivation and factors of hygiene. The motivator factor leads to satisfaction when they are fulfilled, opposite to the hygiene factors that trigger dissatisfaction when they are unfulfilled (Kressler, 2004). Satisfaction (or "happiness") is also mentioned as utility and is a subjective concept. Utility rises when an individual increases his or her state of satisfaction and conversely, when someone considers himself in a worse state, his utility decreases (Polleit, 2011).

Therefore, because managing involves the creation and maintenance of an environment for the performance of individuals working together in groups towards the accomplishment of a common goal, it is obvious that a manager cannot do this job without knowing what motivate people. This brought to the fore, the various motivational techniques used by managers to induce and energize their employees to increase their work

performance in an organization. A good example of such motivational techniques are monetary reward and job security, good conditions of service, promotion, participation, job enrichment, job enlargement, positive reinforcement and a host of others. But, how to use the above motivational techniques depends on the situation and the operators (managers). And, one thing must be borne in mind by the users that people are different and they must be treated differently because they react differently to different motivators, monetary and job security are the main focus of this study.

To this end, the intensity with which people engage in most activities depend to a large extent on what they expect to lose or gain, from the activity. An organization has certain types of behavior that it wishes to elicit from the employees and the employees has certain wants, needs and desires that the organization is expected to satisfy in order words the organization expect a positive behavior which will impact positively in the organization while the employees expect an acceptable reward that could drive the individual to higher productive work. A major corollary of employee's motivation, using the expectancy model is that an employee will expend effort if a positive and valuable reward can be expected as an end result. But, little constructive effort will be expended for unattractive and irrelevant rewards. Therefore, to encourage an employee to increase work performance in an organization, he must be provided opportunities for personal need fulfilment. This leads to work satisfaction and increase in productivity. Motivation, therefore, is a general term applying to the entire class of drives, desires, needs, wishes and similar forces. It is also to say that when managers motivate their subordinates it means they do these things which they hope will satisfy these drives and desires and induce the subordinate to act in a desired manner.

This study, therefore, attempts to determine how monetary reward and job security motivates employees in brewery



industries to high performance and productivity in Guinness Nigeria Plc, Benin City.

Monetary reward is a money-based reward given when an employee meets or exceeds expectations. According to Banjoko (1996), it has become an incontestable fact that money has remained the most significant instrument for obtaining the most essential of life. Behind the urge to receive more educational qualifications and hence get a better job, and also behind the struggle to be in a top position lays the desire to find oneself in an economically well-off position where all the necessities of life can be met with all ease, have to do with money. In a purely economic sense, therefore, money appears to be the most motivational strategy available. The various researchers on motivation addresses the issue of money as a motivational tool in different ways (Banjoko 1996).

Muogbo (2013), affirmed that good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favorably with their competitors, the performance of their employees goes a long way in determining the success of the organization with a case in reference of Guinness Nigeria Plc..

II. Literature Review

2.1 Motivation has for long been attracting the attention of researchers in many disciplines like psychology, management and other behavioral sciences. Consequently, notable experts have made an appreciable contributions in this area, such experts includes people like Abraham Maslow, Fredrick Herzberg, McGregor, Victor Vroom, McClelland etc. Every organization has some goals and objectives which it sets out to achieve and this is done through the efficient and effective management of material and human resources available to the

organization. In this study, the focus is on the role of monetary reward as motivating factor for organizational performance in an organization. It is pertinent to state that motivation of workers has become a major driver to propel the engine of organizational performance and productivity as labour has become a well-known or the only factor of production that has control over the offer and withdrawal of its services in an organization. Employee's potentials can only be imagined since there is no evidence of the reach of its potential in an organization. A major possibility is an attempt to stimulate employees to put in its maximum potentials in order to motivate same to high performance for organizational productivity. The process of stimulating and inducing this inherent drive of individuals towards the achievement of organizational goals and objectives is known as motivation.

2.1.1 Monetary reward as motivator

The notion of performance related pay is so deeply and long ingrained in business practice that in years gone by, few questioned whether this premise was actually delivering improved motivation and performance outcomes. More recently, however, research from leading motivation experts such as Dan Pink have rightly cast doubt on the perceived link between pay and performance. Of course, from a workforce morale perspective, pay rises can be great, and they're certainly an important part of overall employee reward and recognition. The trouble is that their effect is often short lived and has no beneficial impact on self-motivation, particularly because no matter how much a worker earns based on his job assignment has always make an impact at the initial period often not too long a time before like Oliver Twist more is often demanded.

To achieve self-driving, intrinsic motivation, Pink outlines three essential components that need to be present: Autonomy – enabling employees to be in control of their own work by giving them the freedom to be creative. Mastery – instilling employees with a desire to improve by



ensuring their potential is limitless, and giving them the tools they need to hone their skills and continue learning. Purpose – emphasizing the importance of the employee's role, ensuring they understand how they are contributing to the end objective. This will promote engagement and motivation via a feeling of inclusivity.

According to Taylor (1911) and his scientific management associates conceived money as the most important factor capable of motivating the industrial worker to achieve greater productivity. The workers then were loafing on the job. Thus, Taylor advocated the establishment of the incentive wages systems as a means of stimulating workers to higher performance. This practice of incentive wage system has come to stay in our organizations.

Vroom (1964), also postulated that money requires valence as the most significant instrument which individual needs, and desires can be obtained or translated into reality. Gellerman (1963), money possess significant motivating power in as much as it symbolizes intangible goals like security, power, prestige and a feeling of accomplishment and success.

Katz and Kahn (1978), also demonstrated the power of money through the process of choice among industrial workers. Money has the power to attract, retain and motivate individuals towards higher performance. When a worker has another job offer with identical job characteristics and contents of his current job but with greater financial reward, the worker is more likely to be motivated to accept the new job offer (Banjoko, 1996).

Dunnette, et al. (1967), in their review of studies on the impact of money as a motivator in an industrial organisation articulated the view of other researchers who described money as: a conditional incentive (Galbraith and Cummings, 1967); a generalized conditioned reinforce (Skinner, 1953); an anxiety reducer (Luthans, 1977) and as instrument for obtaining desired outcomes (Vroom, 1964). Luthans' view of money as an Anxiety and other

psychological problems will varnish. As Hodgetts and Altman (1979), put it, many managers seem to be accustomed to using money to reward or punish workers. This is done through the process of rewarding employees for higher productivity or through the process of inspiring fear of loss of job due to poor performance. The desire to promote and hence earn enhanced pay may motivate employees toward greater performance.

Hertzberg, et al (1959), opined that, using rewards and punishment as a basis for motivation rest on the understanding of man in terms of his wants and avoidance needs. The worker is encouraged and rewarded for some positive behavior. He is punished and denied some rewards or promotion for having a negative behavior. To avoid punishment and loss of promotion or incremental benefits, the worker is restrained from engaging in some undesirable actions. Also this leading psychologist Fredrick Herzberg's 'Two-Factor Motivation Theory' is another long-standing model that makes a lot of sense and further disassociates money from intrinsic motivation. According to Herzberg, employee satisfaction can be categorized by 'hygiene' factors and 'motivation' factors, with hygiene factors being pay, working conditions, relationships with colleagues, and core motivational factors being level of responsibility, interest in work, and recognition.

2.1.2 Job security as motivator

Job security has a strong and significant and positive effect on job satisfaction and motivation. When assessing the desirability of labour market reforms towards flexible labour market policies, the issue of job insecurity and its effects on job satisfaction and motivation are important to policy makers as low satisfaction implies lower productivity (Aarosan and Sullivan, 1998). Thus, Brockner (1992) found that workers in firms who were being downsized through redundancy schemes suffered from decreased motivation, morale, confidence and increased stress, which were labeled as the "survivor



syndrome". Green, et al. (2000) showed that job insecurity is harmful for welfare, having repercussions on mental health of employees and their families. Similarly, Motivating factors can make a company successful -- or destroy it. According to a survey by Human Resource Services Inc., the top motivational factor for employees is job security. That also means the lack of job security is most likely to wreak havoc with a company's employee retention.

One way to use the job security motivator in a company's favor is to offer retention bonuses to valued employees as a thank you for services rendered. The bonuses will reassure employees that they are appreciated and have a future with the company. While the bonuses may cut into the budget a bit, the cost of rewarding employees is usually far less expensive than hiring new employees and training them, and employees who feel appreciated are far more likely to remain loyal to the company than new hires.

According to Kwasi and George (2011), the African worker is often portrayed as content with just having employment of any kind rather than facing the threat of hunger from unemployment. In as much as the African worker and for that matter the Ghanaian is much interested in getting employment for survival, it is important for managers in Ghanaian organizations' to note that employees can be well motivated to work without being perceived as driven purely by the financial benefits that are to be gained because of the work they do such include job security. However, this will require an understanding of needs and strategies that will unleash the total commitment of workers in pursuing organizational objectives.

Following the work of Locke (1969), Hamermesh (1977), Freeman (1978) and Borjas (1979), economists became increasingly interested in issues related to subjective evaluations of the utility derived from work since job satisfaction is related to gains in efficiency at an organizational and an individual level. Thus, Burchell, et

al. (1999) and Brockner, et al. (1988) found that job insecurity may lead to a worsening of the employer-employee relationship.

One of the most consistent findings in the job satisfaction literature is that the effect of job security on job satisfaction is large and significant. Job satisfaction arising from job security is a major factor affecting the quality of the employer-employee relationship. It was found that expectations of possible job loss have the largest negative effect on job satisfaction. Souza-Poza and Souza-Poza (2000) used the international social survey programme (ISSP) to study the determinants of job satisfaction and motivation and showed that job security significantly increases the individual's job satisfaction and it is ranked 7th in importance among all the determinants of job satisfaction. Furthermore, the authors found that some determinants of job satisfaction such as job security depends on country by country hence in Nigeria it thus carries an appreciable weight in propelling workers to put in its best for organizational performance in an organization.

2.2.1 Statement of the Research Problem

There have been various criticisms against the Nigerian worker's attitude to work. They are seen as being irresponsible, lazy and highly unproductive and always seeking monetary rewards. Fashina (1984), observed that despite the various demands of Nigerian workers for better conditions of service, the situation still remains the same that Nigerian workers are still performing very much below expectations. What is more, workers productivity remains below average, the morale is still low, and the efficiency virtually non-existence.

Monetary rewards are frequently suggested as a method for motivating and improving the performance of employees (Bonner & Sprinkle, 2002). Some empirical evidence indicates that monetary rewards have widely varying effects on effort and consequently often do not improve



performance (Bonner et. Al. 2000; Camerer & Hogarth, 1999). Other studies show mixed results in regards to how effective monetary rewards are on individual performance (e.g. Tuttle & Burton, 1999; Sprinkle, 2000). Many organizations have failed in designing an effective reward systems based on incentives and some researchers hold that incentives cannot work at all (i.e. Alfie Kohn in his research “Why incentive plans cannot work at all”). Despite all mixed results from performed studies, many companies continuous to apply monetary rewards in general and performance-based salary increase in particular for their low- and middle income employees (Samuelsson, 1999). However, there is a lack of research concerning the

Performance-based salary increase’s motivational effect on different income groups

These criticisms may have risen from the outdated belief of the public service that the Nigerian workers does not nurse any sense of commitment to his or her employer and that he or she must be paid at the end of the month no matter what he or she does or contributed. But one wonders if this belief in the public sector is also true or the same in the private sector. Against this background, this study interrogates the extent of motivation in Guinness Nigeria Plc, Benin Branch, and identified the factors which limits workers performance and reduction in productivity. So far, there is paucity of research exploring and charting the issues of motivation and workers performance in an organization. To set the context of the investigation, the following questions are posed and that is there significant relationship between monetary reward and worker’s performance in an organization? What is the correlation between job security and workers performance in an organization?.

2.2.1 Objectives of the Study

i. To determine the impact of monetary reward on workers performance in an organization (Guinness Nigeria Plc).

ii. To ascertain whether job security increases workers performance in an organization (Guinness Nigeria Plc).

2.2.2 Hypotheses Testing

- The study is premise on the following hypotheses

2.3 Hypothesis Development

- In examining how monetary reward and job security propel employee performance in an organization a case of Guinness Nigeria Plc, Benin-City, Nigeria, it is necessary to examined how monetary reward to an employee impact on its performance in an organization. Similarly it is also necessary to assess how job security will enhance the performance of an individual in an organization for organizational performance in Guinness Nigeria Plc, Benin-City Edo State, Nigeria.

H₀₁: There is no relationship between monetary reward and organizational performance in Guinness Nigeria Plc. Benin-City;

H₀₂: Job security in an organization does not relate to organizational performance in Guinness Nigeria Plc. Benin-City.

III Research Methodology

This research started with a general literature review with an aim to define the research objectives and questions. Cross sectional design method was adopted in order to elicit data from respondents through the administration of a well-structured questionnaire which tries to gather data that aided in analyzing them in relations to the identified variables. In parallel, a more focused literature review was carried out to develop a survey instrument. Afterwards, the survey validity was conducted while the instrument shows a positive reliability and validity. The questionnaire templates were randomly distributed among the staff of the selected organization (Guinness Nigeria Plc) using convenience sampling methods in Benin-City, Edo state, Nigeria. The questionnaire was divided into two sections of demographic characteristics and variables analyzed. Each variable elicited questions that are related to



capturing or measuring the said variable. The population of this study is staff of the organization in Benin-City, however sample size of 284 was obtained by convenience sampling methods. A minimum of Cronbach alpha value of 0.7 was obtained from the pilot study conducted showing the reliability of the instrument, while the instrument was subjected to content validity, which is an expert opinion validity as used in (Osuagwu, 2004). The analysis of the study was conducted using descriptive and inferential statistics done through correlation and regression analysis. Specifically; Pearson Product Moment Correlation was used to measure the relationship between the study variables.

IV Analysis, Results and Discussion of findings.

The table below represents the responses from the respondents.

Table 1. Respondents' responses to determine the effect of monetary reward to Organizational performance

The Application of Monetary Reward Increased Workers Performance in Guinness Nigeria Plc.

Responses	Frequency	percentage
Strongly agree	157	55.3
Agree	102	35.9
Uncertain	10	3.5
Disagree	15	5.3
Strongly disagree	0	0
Total	284	100.0%

Source: Field Survey, 2020

Responses to statement 1 in table 1: shows that 157 respondents representing 55.3% strongly agreed that the application of monetary reward increased workers performance in Guinness Nigeria Plc; 102 respondents, representing 35.9% agreed with the statement; 10 respondents, representing 3.5% were uncertain with the statement; 15 respondents, representing 5.3% disagreed

with the statement, while there was no responses for strongly disagree. Therefore, majority of the respondents, representing 91.2% agreed that the application of monetary reward increased workers performance in Guinness Nigeria Plc.

Table 2: There is application of yearly bonus in Guinness Nigeria Plc.

Responses	Frequency	percentage
Strongly agree	47	16.5
Agree	136	47.9
Uncertain	74	26.1
Disagree	21	7.4
Strongly disagree	6	2.1
Total	284	100.0%

Source: Field Survey, 2020

Responses to statement in table 2 shows that 47 respondents, representing 16.5% strongly agreed that there is application of yearly bonus in Guinness Nigeria Plc; 136 respondents, representing 47.9% agreed with the statement; 74 respondents, representing 26.1% were uncertain with the statement; 21 respondents, representing 7.4% disagreed with the statement, while the remaining 6 respondents, representing 2.1% strongly disagreed with the statement. Therefore, majority of the respondents, representing 64.4% agreed that there is application of yearly bonus in Guinness Nigeria Plc.

Table 3: Good pay is the most important motivating factor that enhances workers performance in Guinness Nigeria Plc.

Responses	Frequency	Percentage
Strongly agree	163	57.4
Agree	78	27.5
Uncertain	3	1.1
Disagree	21	7.4
Strongly disagree	15	5.3



Total	284	100.0%
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Source: Field Survey, 2020

Responses to statement in table 3 shows that 163 respondents, representing 57.3% strongly agreed that good pay is the most important motivating factor that enhances workers performance in Guinness Nigeria Plc; 78 respondents, representing 27.5% agreed with the statement; 3 respondents, representing 1.1% were uncertain with the statement; 21 respondents, representing 7.4% disagreed with the statement, while the remaining 15 respondents, representing 5.3% strongly disagreed with the statement. Therefore, majority of the respondents, representing 84.9% agreed that good pay is the most important motivating factor that enhances workers performance in Guinness Nigeria Plc.

Table 4: Travelling allowances energized workers to increase their productivity in Guinness Nigeria Plc.

Responses	Frequency	percentage
Strongly agree	90	31.7
Agree	126	44.4
Uncertain	34	11.9
Disagree	18	6.3
Strongly disagree	16	5.6
Total	284	100.0%

Source: Field Survey, 2019

Responses to statement in table 4 shows that 90 respondents, representing 31.7% strongly agreed that travelling allowances energized workers to increase their productivity in Guinness Nigeria Plc; 126 respondents, representing 44.4% agreed with the statement; 34 respondents, representing 11.9% were uncertain with the statement; 18 respondents, representing 6.3% disagreed with the statement, while the remaining 16 respondents,

representing 5.6% strongly disagreed with the statement. Therefore, majority of the respondents, representing 76.1% agreed that travelling allowances energized workers to increase their productivity in Guinness Nigeria Plc.

Job Security

Presentation and analysis of field data on job security and performance of workers in Guinness Nigeria Plc. This section presents and analyses respondents' view about the effect of job security and performance of workers in Guinness Nigeria Plc.

Table 5: Job security promotes workers performance in Guinness Nigeria Plc.

Responses	Frequency	percentage
Strongly agree	91	32.0
Agree	148	52.1
Uncertain	28	9.9
Disagree	10	3.5
Strongly disagree	7	2.5
Total	284	100.0%

Source: Field Survey, 2020

Responses to statement in Table 5 shows that 91 respondents, representing 32.0% strongly agreed that job security promotes workers performance in Guinness Nigeria Plc; 148 respondents, representing 52.1% agree with the statement; 28 respondents, representing 9.9% were uncertain with the statement; 10 respondents, representing 3.5% strongly disagreed with the statement. Therefore, majority of the respondents, representing 84.1% agreed that job security promotes workers performance in Guinness Nigeria Plc.



Table 6: Decline of job security affects workers performance in Guinness Nigeria Plc.

Responses	Frequency	percentage
Strongly agree	113	39.8
Agree	137	48.2
Uncertain	19	6.7
Disagree	9	3.2
Strongly disagree	6	2.1
Total	284	100.0%

Source: Field Survey, 2020

Responses to statement in Table 6 shows that 113 respondents, representing 39.8% strongly agreed that the decline of job security affects workers performance in Guinness Nigeria Plc; 137 respondents, representing 48.2% agreed with the statement; 19 respondents, representing 6.7% were uncertain with the statement in the table; 9 respondents, representing 3.2% disagreed with the statement, while the remaining 6 respondents, representing 2.1% strongly disagreed with the statement. Therefore, majority of the respondents, representing 88.0% agreed that the decline of job security affects workers performance in Guinness Nigeria Plc.

Table 7: Job security has a strong and significant possible effect on job performance in Guinness Nigeria Plc.

Responses	Frequency	percentage
Strongly agree	131	46.1
Agree	113	39.8
Uncertain	30	10.6
Disagree	7	2.5
Strongly disagree	3	1.1
Total	284	100.0%

Source: Field Survey, 2020

Responses to statement in Table 7 shows that 131 respondents, representing 46.1% strongly agreed that job

security has a strong and significant possible effect on job performance in Guinness Nigeria Plc; 113 respondents, representing 39.8% agreed with the statement; 30 respondents, representing 10.6% were uncertain with the statement; 7 respondents representing 2.5% disagreed with the statement, while the remaining 3 respondents representing 1.1% strongly disagreed with the statement. Therefore, majority of the respondents, representing 85.9% agreed that job security has a strong and significant possible effect on job performance in Guinness Nigeria Plc.

Table 8: Possible job loss has the largest negative effect on job satisfaction and performance in Guinness Nigeria Plc.

Responses	Frequency	percentage
Strongly agree	166	58.5
Agree	93	32.7
Uncertain	10	3.5
Disagree	10	3.5
Strongly disagree	5	1.8
Total	284	100.0%

Source: Field Survey, 2020

Responses to statement in Table 8 shows that 166 respondents, representing 58.5% strongly agreed that possible job loss has the largest negative effect on job satisfaction and performance in Guinness Nigeria Plc; 93 respondents, representing 32.7% agreed with the statement; 10 respondents, representing 3.5 were uncertain and disagreed with the statement respectively, while the remaining 5 respondents, representing 1.8% strongly disagreed with the statement. Therefore, majority of the respondents, representing 91.2% agreed that possible job loss has the largest negative effect on job satisfaction and performance in Guinness Nigeria Plc.



Table 9: Monetary reward and workers performance in Guinness Nigeria Plc.

Responses	Monetary Reward		Total
	Senior Staff	Junior Staff	
Agree	156	98	254
Uncertain	4	4	8
Disagree	18	4	22
Total	178	106	284

Sources: Field Survey, 2020

Degree of freedom (df)

$$df = (r - 1) (c - 1) = (3 - 1) (2 - 1) = 2 \times 1 = 2$$

Research Result:

$$\text{Calculated } x^2 = 4.22$$

$$\text{Critical } x^2 = 3.22$$

$$\alpha = .20$$

$$df = 2$$

Research Decision:

Calculated x^2 is greater than the critical x^2 . Therefore, data are statistically significant @ $\alpha = .20$ percent sampling error.

Interpretation

Since the data are statistically significant, such that the calculated Chi-square is greater than the critical value the null hypothesis is hereby rejected and hence accepting the alternate hypothesis. This means that there is a significant relationship between monetary reward and workers performance in Guinness Nigeria Plc.

Table 9: Job Security and Workers performance in Guinness Nigeria Plc.

Responses	Job Security		Total
	Senior Staff	Junior Staff	
Agree	147	92	239
Uncertain	12	8	20
Disagree	19	6	25
Total	178	106	284

Sources: Field Survey, 2020

Degree of freedom (df)

$$df = (r - 1) (c - 1) = (3 - 1) (2 - 1) = 2 \times 1 = 2$$

Research Result:

$$\text{Calculated } x^2 = 4.05$$

$$\text{Critical } x^2 = 3.22$$

$$\alpha = .20$$

$$df = 2$$

Research Decision:

The calculated x^2 is higher than the critical x^2 having obtained the calculated value of 4.05 as against the critical value of 3.22. Therefore, data are statistically significant @ $\alpha = .20$ percent sampling error.

Interpretation

Since the data are statistically significant with the value above, we hereby reject the null hypothesis (H_0) showing that there is indeed significant relationship between job security and workers performance in Guinness Nigeria Plc.

V. Conclusion and Recommendation

5.1 Conclusion

This study investigated the effect monetary reward as a motivator to employee performance in an organization a case of Guinness Nigeria Plc and also determine how job security impact on the performance of an employee in Guinness Nigeria Plc, Benin-City, Nigeria. Findings in this study shows that there is a significant and positive relationship between the identified variables which are the monetary reward to employee performance in Guinness Nigeria Plc as well as the impact of job security and employee performance in the study area. The study shows that monetary reward demonstrated a high motivational techniques. Hence it means that every workers of a particular organization, irrespective of the status (senior or junior), performed their duties to earn salary every month in order to satisfy their basic needs. The study then concluded that the variables identified i.e. independent



variables be strictly examined in order to ensure that monetary reward as well as job security are taken seriously and fully implemented by the organization so as to motivate workers to put in their best for effective and high performance in the organization.

5.2 Recommendations

Based on the findings of this study, the following recommendations are made to ensure that workers' performance will increase productivity in Guinness Nigeria Plc.

First, there is the need for management of Guinness Nigeria Plc to highly motivate their staff or workers by adequate monetary reward which includes appropriate remuneration based on work schedule, other incentives such as overtime payments, productivity bonus and other ancillary monetary rewards that will impact workers' performance by these workers are likely to put in their best performance which will in turn impact positively on organizational performance.

Secondly, that there is the need for management of Guinness Plc to guarantee workers of their job security by ensuring there is stability in the system by not laying off staff at will and that as long as the staff did not commit any fraudulent act the staff cannot be disengaged from the organization without due process and hence remain in the organization as long as he remains productive. Finally, the management of Guinness Nigeria Plc should see workers as tools and instruments of positive change in productivity and output.

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