



EMPLOYMENT STANDARD AND EMPLOYEES' PERFORMANCE IN SEVEN-UP BOTTLING COMPANY NIGERIA PLC, ABIA STATE

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Abstract: Today's workplace includes variety of workers in contingent work arrangements, orchestrated by evolving managerial ideologies on cost containment, which has led to the proliferations of unscrupulous employment practices. This study sought to: ascertain the effect of working conditions on employees' task performance and evaluate the effect of remuneration on employees' adaptive performance in Seven-Up Bottling Company Nigeria Plc. The study adopted survey research design. The target population of the study consists of both core staff, casuals and contract staff of the organisation. Multiple Regression analysis were used to analyse the data. Major findings revealed that: At 1% level of significance, working condition has a significant and positive effect on employees' task performance. Remuneration does not have any significant and positive effect on employees' adaptive performance. The study concluded that, to an extent employment standard has a significant and positive effect on employees' performance in Seven-Up Bottling Company Nigeria Plc. Aba Plant. However, the study recommended that: The Management of Seven-Up Bottling Company Nigeria Plc. need help employees to avoid multitasking, lines of communications need be kept open and good remuneration need to be encouraged.

Keywords: *Employment standard, employees' performance, Seven-up Bottling Company Nigeria Plc.*

1.1 INTRODUCTION

Implementing conventional employment standard and harnessing employees' performance is at the heart of effective human resource management devoid of precarious working condition. At the beginning of any established business contract is the employment relations which connects the employees and employers to sell labour, where both party have standard interest they pursue. The employer and the employee exchange their worth to produce an after value for the benefit of the organisation and the customers (Gaile & Sumilo, 2016). The employer presets the organisation of work for defined goals to secure the sustainability of the organisation, while the employees provide the competence required to execute given tasks (Gaile & Sumilo, 2016). Under this employment relation, work was done full-time, continuing indefinitely, until retirement, or until either party gave

notice of termination. A worker were usually assured of pension benefits at the time of retirement. This was the standard form of employment that predominated the world until the twentieth century (Kalleberg, 2000). Presently employment standard has taken a new dimension with the adoption of flexible work arrangements by many organisations in Nigeria.

The new employment standard (for example, casual, contract, temporary, part-time employments) has created concerns for workers in Nigeria. Job security, social security, terminal benefits, minimum working conditions and employees' performance are some of the issues of concern. With dismay Adewunmi and Adenugba (2010), posited that employers in Nigeria are taking advantage of the weak institutional and regulatory framework to the detriment of their employees. This new standard of employment in Nigerian organisations of which Seven-Up Bottling Company Nigeria Plc. is not exempted is to cut

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the number of permanent employees and replace them with casuals and contract staff, even though they possess the same skills, work the same hours and perform the same tasks with permanent employees, they are paid less than their permanent counterparts in terms of remuneration. They are barred from joining union, denied other benefits in the cloak of casual or contract staff. Casual or contract work which is supposed to be a form of temporary employment has acquired the status of permanent employment in Seven-Up Bottling Company Nigeria Plc, without the statutory benefits associated with permanent employment status. As long as these situations persist, workers' right to essential welfare packages would continue to be abridged and its effects on employees performance may not be in question.

It is universally inviolable that employees' performance is a parameter for organisational performance. Organisations need highly performing individuals in order to meet their goals, to deliver the products and services they specialised in, and to achieve competitive advantage. Individual job performance is of high relevance for the existence and wellbeing of organisations. Armstrong (2010), argued that one of the most important responsibilities undertaken by managers is to ensure that members of their organisation achieve high levels of performance and accomplishing this task hovers on the employment standard which defines the employment relations that employees enjoy. However, the employment standard operative in Seven-Up Bottling Company Nigeria Plc left much to be desired than appreciated. Contract or casual job has limited commitment which create a situation of uncertainty in employees' mind, employees feel insecure, insignificant and this may impinge on their task, adaptive and contextual performance, and undermine the overall performance of the organisation in the long run. Drawing from the above, this study evaluate the effect that employment standard of Seven-Up Bottling Company Nigeria Plc. is having on their employees' performance. Specifically, the study sought to:

- i. ascertain the effect of working conditions on employees' task performance in Seven-Up Bottling Company Nigeria Plc.
- ii. evaluate the effect of remuneration on employees' adaptive performance in Seven-Up Bottling Company Nigeria Plc.
- iii. examine the effect of job security on employees' contextual performance in Seven-Up Bottling Company Nigeria Plc.

REVIEW OF RELATED LITERATURE

2.0 CONCEPTUAL REVIEW

2.0.1 Employment Standard

Employment is a legal concept that is crucial for determining the legal protection, social recognition, and economic security associated with different forms of work. As a legal category employment is highly selective; unless paid work fits into the narrow aperture of employment it is virtually unregulated (Obi, 2008). Labour standards are the rules that govern how people are treated in a working environment. Compliance with those standards does not require application of complex legal formulae to every situation. It is sufficiently complied with by ensuring that basic rules of good sense and good governance apply in the working environment (Obi, 2008). Labour standards cover a very wide variety of subjects, mainly basic human rights at work, respect for safety and health and ensuring that people are paid for their labour (Animashaun, 2008). International Labour Organisation standards are therefore those rules set out by International Labour Organisation. At present, ILO labour standards embrace numerous aspects of labour markets, ranging from minimum wages and equal pay to health and safety regulations. These standards can be classified into six main categories (ILO, 2013).

i) Respect for fundamental human rights

Convention 87 of 1948 recognises the rights of workers and employers to create and join trade unions or other types of representative organisations. According to other conventions, these rights should apply to public civil



servants and private sector workers alike. Conventions 29 of 1930 and 105 of 1957 call for the abolition of any form of forced or compulsory labour. However, they specify the conditions under which some forms of compulsory labour “in the public interest” can be maintained. Finally, various other conventions affirm the principles of equal pay and working conditions. In particular, these stipulate that race and sex should not motivate inequality with regard to pay, occupation or career prospects (ILO, 2013).

ii) Protection of wages

A number of regulations establish the principle of minimum wages and conditions that protect wages. Convention 26 of 1928 specifies one important condition under which workers should be guaranteed a minimum wage, namely in cases where wages are exceptionally low and collective agreements do not provide for wage floors. In 1970, the convention on minimum wages in developing countries was modified. According to this convention, countries have the obligation to establish a legislated minimum wage and to create a system of inspection and sanctions in case of non-application. Convention 95 of 1949 provides specific guarantees to protect wages. In particular, it prohibits the payment of wages in kind (except in special circumstances) (ILO, 2013).

iii) Employment security

Convention 158 of 1982 sets out conditions under which employment contracts can be terminated, with the aim of providing workers with a minimum level of employment security. The rules cover all workers except those under fixed-term contracts, casual workers and those undergoing probation. However, the convention calls for the imposition of adequate safeguards against the use of fixed-term contracts as a way of obviating employment protection rules. According to the convention, employers should give a valid reason for the termination of contracts, and affected workers should be permitted to defend themselves and appeal against the decision. Moreover, workers should be given either a “reasonable” period of notice, or else financial compensation in lieu of notice,

except in cases of serious misconduct. In case of termination of contracts for economic or technological reasons, employers should notify the competent authorities and consult with representatives of the workers concerned. Finally, the convention asserts that redundant workers should be entitled to some form of separation benefit, in the form of severance pay, unemployment benefits or other social security allowances (ILO, 2013).

iv) Working conditions

Several conventions aim to eliminate child employment. As a general rule, the minimum age for admission to employment should not be less than 15 years, and in case of heavy or dangerous work, 18 years (Convention 138 of 1978). These conventions do permit younger people (aged 13 years and over), to carry out light work, provided it is not harmful to their health and does not prejudice their attendance at school. The very first ILO Convention (adopted at the 1919 Conference), established the principle of a maximum 48-hour work week in industry. Moreover, according to the convention, working time may not exceed 8 hours a day. Some exceptions are permitted, provided that total working week does not exceed 48 hours. Convention 47 of 1935 establishes the principle of a 40-hour work week, “in such a manner that the standard of living of workers is not reduced in consequence. Conventions 14 and 106 (of 1921 and 1957, respectively), ask employers to grant a period of rest every week of no less than 24 hours. Convention 132 (adopted in 1970), stipulates that workers should be entitled to a minimum of three weeks’ paid holiday for one year of service (ILO, 2013). Convention 155 (1981), provides a detailed list of areas where appropriate measures should be taken. It calls on enterprises to provide workers with adequate information on the risks of their work and, if necessary, training. Laws, regulations or collective agreements should establish appropriate occupational health services (Convention 16 I of 1985). Convention 148 calls for measures to protect workers from occupational hazards in the working environment due to air pollution, noise or



vibration. Finally, Convention 167 focuses on health and safety regulations in the construction sector (ILO, 2013).

2.0.2 Employee Performance

Wibowo (2012), stated that performance comes from the word performance which means work results or work performance. But it should also be understood that performance is not just the result of work or work performance, but also includes how the work process takes place. Job performance can be viewed as an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilisation of the available resources (Dar, Akmal, Akram & Khan, 2011). 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. Bishop (2010), posited that employee performance involves enabling people to perform their work to the best of their ability and meeting and perhaps exceeding targets and standards. 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. It is the development of individuals with competence and commitment working towards the achievement of shared meaningful objectives within an organisation that supports and encourages their achievements (Armstrong & Baron, 2013).

2.0.3 Dimensions of Employee Performance

Performance is a multicomponent concept and on the fundamental level one can distinguish the process aspect of performance, that is, behavioural engagements from an expected outcome (Borman & Motowidlo, cited in Rabindra & Lalatendu, 2017). The behaviour over here denotes the action people exhibit to accomplish a work, whereas the outcome aspect states about the consequence of individual's job behaviour (Campbell, cited in Rabindra & Lalatendu, 2017). Apparently, in a workplace, the

behavioural engagement and expected outcome are related to each other (Borman & Motowidlo, cited in Rabindra & Lalatendu, 2017), but the comprehensive overlap between both the constructs are not evident yet, as the expected outcome is influenced by factors such as motivation and cognitive abilities than the behavioural aspect. Performance in the form of *task performance* comprises of job explicit behaviours which includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the 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 need employees to engage in fresh learning and get oneself adaptable with changes in an efficient manner (Hollenbeck, LePine, & Ilgen, cited in Rabindra & Lalatendu, 2017).



Along with the task and adaptability, efforts have been carried out toward ascertaining the significance of non-job components of performance to create a better workplace (Austin, & Villanova, cited in Rabindra & Lalatendu, 2017). Industrial psychologists have referred such non-job components as organisational citizenship behaviour (OCB) or contextual performance that 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.

2.0.4 Remuneration and Employees' Performance

Sonnentag and Frese (2001), opined that the term remuneration has been derived from the word 'remuneratio'. 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 (Maxwell, 2010). One of the objectives of providing remuneration is basically to provide motivation and value for justice for every employee to compete in a healthy manner to provide optimal performance to better achieve and bring a good image of the organisation in the eyes of society. Mangkunegara (2017), stated that organisation plays a role in developing a good salary system and balance in order to

improve employee's performance. This can be manifested through internal sector changing or rearrangement on remuneration. A good salary structure will have trigger an optimal performance from each employee. This remuneration aims to give motivation and justice value to each employee so they able to compete in healthy environment which will trigger each employee to work optimally. Thus, remuneration holds a significant role in achieving target and goal set by an organisation. As the research conducts by Juairiah (2016), revealed that remuneration has significant impact toward performance meaning that the more remuneration given, the higher employee's performance achievement. Remuneration allotment is one of the factors that motivates and gives justice to each employee to compete in order to achieve maximum result. This is relevant to the results of Calvin (2017), research, which states that remuneration has a positive and significant effect on employee performance.

2.0.5 Employment/Job Security

Secure employment is usually understood by the absence of fear of employment loss - that is, not having the threat of loss of employment. In the literature, employment security generally refers to protection against unfair or unjustified dismissals. According to the most commonly used definition, "employment security means that workers have protection against arbitrary and shortnotice dismissal from employment, as well as having long-term contracts of employment and having employment relations that avoid casualisation" (ILO cited in Hillary, 2011). Clearly this definition covers only one category of the labour market - wage and salary workers. Employment security, like other aspects of socio-economic security, has both subjective and objective elements. Thus an objective indicator of employment security is the proportion of the employed with stable or regular contracts of employment; a subjective indicator is the reported expression of belief that employment continuity is assured (Standing, cited in Hillary, 2011). Objective indicators of employment security generally relate to labour market characteristics



and the legal and institutional environment ensuring continuing employment. These would depend on behavioural factors, contractual factors and governance factors which influence inflows and outflows from employment to unemployment, and the rate of turnover of new employment (Standing, cited in Hillary, 2011).

2.1 EMPIRICAL REVIEW

Ali, Abdiaziz and Abdiqani (2013), focused on working condition and employee productivity in manufacturing companies with the objective of investigating the effects of working condition especially working hours and workload on employee's productivity and whether there is a relationship between working condition and employee's productivity in Mogadishu manufacturing industry. Using purposive sampling, the research team selected 150 respondents who are the workers of the selected manufacturing companies in Mogadishu- Somalia. Data was analyzed using SPSS. Analysis found that there is a positive relationship between working condition and Employees productivity r -value=0.276 at 0.10. Thus, working hours, and workload leads to high level of Employees productivity in other words, working hours has positive relationship on Employees productivity r =0.69 at 0.10. Moreover, the outcome from the findings of the study and linear regression model revealed that 50 percent of the variability of employees' productivity is accounted for by the variables in this model.

Craig, Job-Olatunji, Dairo, Adedamola, Peters and Shorinmade (2020), 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.

Peter and David (2017), focused on the impact of job security on organisational performance and to find out the moderating effect of organisational commitment on the relationship between job security and organisational performance. This study was carried out in three companies namely Kenya Power, KenGen and Mumias Sugar Company. Descriptive survey design was adopted in the study. The study population was 5866 employees in the three companies. The findings of the study were that job security had a significant effect on organisational performance. The study further showed that affective commitment, continuance commitment and normative commitment moderated the relationship between job security and organisational performance.

2.2 THEORETICAL REVIEW

The following theories underpinning employment standards and employees performance were reviewed: Theory of Work Adjustment (TWA) and Social Exchange Theory.

2.2.1 Theory of Work Adjustment (TWA)

The relationship between the employee and the organisation is also reviewed by the Theory of Work Adjustment (TWA) (Dawis, 2004), which places emphasis on the interaction and how the workers change to fit into the workplace. This theory highlights the congruence between the requirements of the organisation and the requirements of the employee. First, it is important to consider the employee's needs and expectations, which are supposed to be fulfilled through the organisation (Dawis, 2004). Second, the employee has skills that are useful to succeed in this fulfillment. Third, most interactions between the employee and the organisation are oriented



towards these requirements. When there is a certain level of discrepancy between the needs of the employee and the reinforcement given by the organisation, there will be a change in the employee's behaviour in order to reduce the dissonance. Just as it is highlighted by Thorsteinson (2003), the level of dissonance leads to employee dissatisfaction. Regarding this, there are two ways to reduce the conflict: altering the employee's needs or the organisation's environment. When the strategies are unsuccessful, the employee eventually quits (Dawis, 2004).

2.2.2 Social Exchange Theory

Social Exchange Theory existed from the early writings of Homans (1961), Blau (1964) and Emerson (1962, 1972a), based on philosophical and psychological orientations deriving from utilitarianism on the one hand and behaviourism on the other. Homans (1961), characterised social exchange as the exchange of action, unmistakable or immaterial, fulfilling or expensive, between no less than two people. Homans clarified social conduct and the types of social association delivered by social communication in demonstrating how A's conduct fortified B's conduct and how B's conduct strengthened A's conduct consequently which was the unequivocal reason for proceeding with social cooperation clarified at the sub-institutional level. Homans summarized the exchange system into three (3) propositions: success, stimulus and deprivation-satiation proposition. Success proposition: when an employee discovers he receives reward for his action, he tends to rehash such activity. Stimulus proposition: the more often a particular behaviour has brought about a reward in the past, the more probable it is that a person will react to it. Deprivation-satiation proposition: how often in the past a person has received a specific reward, the less significant any further unit of that reward gets to be.

Based on these basic tenets, the study argue that if Seven-Up Bottling Company Nigeria Plc, fortifies the conduct of their employees by adopting and upholding standard form of employment with full payments of deserved employees'

entitlements, employees will be motivated, which will boost their performance and they will be committed to the actualisation of organisation's predesigned goals which will strengthened organisation's performance and accomplishments. At this point, the social cooperation which is the objective of employment relations will be objectified. Aligning with deprivation-satiation proposition of Social Exchange Theory, the study also argue that when workers in permanent employment are being re-employed as casual or contract workers, the remuneration and other benefits accruing to the employees in the new employment status will be less significant to the employees which invariably will psychologically impinge on their job satisfaction and job performance. Thus, based on the above premises, the study contend that employment standards will have a strong positive or negative effect on employees' performance. Therefore, if Seven-Up Bottling Company Nigeria Plc, embrace the underling tenets of Social Exchange Theory in designing and operationalising their employment standard policies and practices, they will maintain outstanding employees' performance which is *sine qua non* to organisational profitability.

3.1 METHODOLOGY

The study adopted survey research design. The population of the study consisted of all the employees (both the permanent, casual, and contract staff) of Seven-up Bottling Company Nigeria Plc., Aba Plant. According to the information gathered by the researcher as at February 2021, Seven-up Bottling Company Nigeria Plc. Aba Plant has a total of four hundred and thirty eight (438) employees consisting of both permanent, casual and contract staff according to the Personnel Department of the organisation. Using Taro Yamane's formula, the sample size were deduced to be two hundred and ten (210) employees. The study adopted both primary and secondary sources of data. Primary data were elicited through well-structured questionnaires of closed ended type designed in five points Likert Scale (Strongly Agree = SA, Agreed = A, Disagreed = D, Strongly Disagreed = SD, and Neutral = N). The close ended



questionnaire has two to five options. The questionnaire were structured into three sections A, B and C, which captured all the study objectives. Secondary data were sourced from; textbooks, journals, organisation magazines, brochures and other relevant internet materials. The study adopted random sampling techniques because random sampling techniques offers all the employees in Seven-up Bottling Company Nigeria Plc. Aba Plant an equal opportunity to be selected as the sample size of the study. Content validity were adopted to validate the research instrument, while Cronbach Alpha reliability technique

were used to test the reliability of the research instrument. The coefficient of correlation obtained from the Cronbach Alpha reliability tests were above 0.8, revealing that the research instrument is reliable. The questionnaire was personally administered by the researcher in the organisation. One hundred and seventy five (175) valid questionnaire returned formed the basis for the data analysis. The three objectives were analyze using Multiple Regression analysis with the aid of Statistical Packages for Social Sciences (SPSS) version 23.

4.0 RESULTS, FINDINGS, CONCLUSION AND RECOMMENDATIONS

4.1 RESULTS

Table 4.1.1 Showing Multiple Regression Analysis Result on the Effect of Working Conditions on Employees’ Task Performance in Seven-Up Bottling Company Nigeria Plc.

Table with 5 columns: Variables, Unstandardised Coefficients (B, Std. Error), Standardised Coefficients (Beta), t, and Sig. Rows include (Constant), Physical and psychological work conditions, Work schedule, Work load, Occupational stress, Job security, Work life balance, R^2, R, and F.

Source: Field Survey 2021.

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

The result in Table 4.1.1, showed the effect of working conditions on employees’ task performance in Seven-Up Bottling Company Nigeria Plc. The result revealed that: Physical and psychological work conditions with the coefficient regression of (0.709), work schedule with the coefficient regression of (0.151), occupational stress with the coefficient regression of (0.159) and work life balance

with the coefficient regression of (0.485) are the components of working conditions that are significant and positively affects employees’ task performance in Seven-Up Bottling Company Nigeria Plc at 1% and 5% level of significance respectively. The result portrays that at 1% and 5% level of significance respectively, physical and psychological work conditions, work schedule,



occupational stress and work life balance are the working condition variables that predicts employees’ task performance (achieving job responsibilities, applying technical knowledge where necessary, handling multiple assignments, accomplish task successfully without much supervision responding to assigned jobs that either facilitate or impede performance) of both core staff, casual employees and contract staff in Seven-Up Bottling Company Nigeria Plc. While work load and job security is significant at 1% level of significance but has negative effect on employees’ task performance in Seven-Up Bottling Company Nigeria Plc. Revealing that because of the employment standard in Seven-Up Bottling Company Nigeria Plc. (core staff, casualisation and contract staff) employees’ has enormous workload that negatively affect their task performance. Employment standard in the organisation create a situation of uncertainty in employees’ mind, employees feel insecure with the threat of job lose and it negatively affect their task performance in the organisation. However, since the variables of working

condition that are significant and positive are greater than the ones that are negative, it is concluded that working condition has a significant and positive effect on employees’ task performance in Seven-Up Bottling Company Nigeria Plc. The **R-square** which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 89.2% of the total variation in employees’ task performance was explained by the variation in physical and psychological work conditions, work schedule, occupational stress and work life balance. The **Adjusted R** shows the effect of the reduction in the degree of freedom arising from the many independent variables. The **F-ratio** (232.112) 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 4.1.2 Showing Multiple Regression Analysis Result on the Effect of Remuneration on Employees’ Adaptive Performance in Seven-Up Bottling Company Nigeria Plc.

Variables	Unstandardised Coefficients		Standardised Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	3.219	0.295		10.926	0.000***
Wages/Salary	6.955E-006	0.000	0.118	0.620	0.536
Incentive	5.314E-005	0.000	0.152	0.541	0.589
Fringe Benefits	-0.001	0.000	-0.718	-2.403	0.017**
Bonuses	0.001	0.000	0.619	3.111	0.002***
R²		76.0%			
\bar{R}		56.0%			
F		3.592			

Source: Field Survey 2021.

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

The result in Table 4.1.2, showed the effect of remuneration on employees’ adaptive performance in Seven-Up Bottling Company Nigeria Plc. The result

revealed that: Bonuses with the coefficient regression of (0.001) are the only components of remuneration that are significant and has positive effect on employees’ adaptive



performance in Seven-Up Bottling Company Nigeria Plc. The result signifies that only bonuses at 1% level of significance predict employees’ adaptive performance in the organisation. While wages/salary and incentive are not significant nor positive. Fringe benefit with the coefficient regression of (-0.001) is significant but negative. This implies that because of the employment standard in Seven-Up Bottling Company Nigeria Plc the remuneration received by employees are very poor and as such are not able to positively influence their adaptive performance (adapting attitude and behaviour to varied requirements of job roles, efficiently dealing with volatile work circumstances and changes in one’s core job assignment, adjusting interpersonal behaviour in changed circumstances to work successfully with a wide range of peers and subordinates). Thus, based on this result, it is concluded that remuneration does not have any positive

and significant effect on employees’ adaptive performance in Seven-Up Bottling Company Nigeria Plc.

The **R- square** which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 76.0% of the total variation in employees’ adaptive performance was explained by the variation in wages/salary, incentive, fringe benefit and bonuses in Seven-Up Bottling Company Nigeria Plc. The **Adjusted R** shows the effect of the reduction in the degree of freedom arising from the many independent variables. The **F-ratio** (3.592) 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 4.1.3 Showing Ordinary Least Square Regression Analysis Result on the Effect of Job Security on Employees’ Contextual Performance in Seven-Up Bottling Company Nigeria Plc.

Variables	Unstandardised Coefficients		Standardised Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	1.026	0.163		6.281	0.000***
Fear of employment loss	0.502	0.070	0.449	7.205	0.000***
Stable contracts of employment	0.078	0.021	0.163	3.705	0.000***
Rate of employees’ turnover	0.383	0.058	0.404	6.567	0.000***
R	68.0%				
R	67.5%				
F	121.395				

Source: Field Survey 2021.

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

The result in Table 4.1.3, reveal the effect of job security on employees’ contextual performance in Seven-Up Bottling Company Nigeria Plc. The result revealed that: Fear of employment loss with the coefficient regression of (0.502), stable contracts of employment with the coefficient regression of (0.078) and rate of employees’

turnover with the coefficient regression of (0.383) are the components of job security that has significant and positive effects on employees’ contextual performance in Seven-Up Bottling Company Nigeria Plc. The result revealed that at 1% level of significance, fear of employment loss, stable contracts of employment and rate of employees’ turnover



predicts employees contextual performance (taking up unassigned task to encourage the betterment of individual, group and the organisation, helping others to adapt with varied job roles in the organisation, working with a sense of passion for the organisation, upholding enthusiasm at work, cooperating with others at the time of need, sharing critical resources and information with colleagues, abiding by the organisation's prescribed rules and regulations and supporting organisational decisions) in the organisation. Thus, job security has a significant and positive effect on employees' contextual performance in Seven-Up Bottling Company Nigeria Plc.

The **R-square** which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 68.0% of the total variation in employees' contextual performance was explained by the variation from fear of employment loss, stable contracts of employment and rate of employees' turnover in Seven-Up Bottling Company Nigeria Plc. The **Adjusted R** shows the effect of the reduction in the degree of freedom arising from the many independent variables. The **F-ratio** (121.395) 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.

4.2 DISCUSSION OF FINDINGS

The result in Table 4.1.1, revealed that: At 1% and 5% level of significance respectively, physical and psychological work conditions, work schedule, occupational stress and work life balance are the working condition variables that predicts employees' task performance of both core staff, casual employees and contract staff in the organisation. Thus, working condition has a significant and positive effect on employees' task performance in Seven-Up Bottling Company Nigeria Plc. The result agrees with the findings of Samuel, *et al.*, (2015). Samuel, *et al.*, (2015), explored the effects of working conditions on performance of employees of

Kenya Commercial Bank, and revealed that working condition have a positive effect on performance of employees. The findings also agreed with the findings of Ali, *et al.*, (2013). Ali, *et al.*, (2013), focused on working condition and employee productivity in manufacturing companies and revealed a positive relationship between working condition and employees' productivity.

The result in Table 4.1.2, revealed that: Remuneration does not have any significant and positive effect on employees' adaptive performance in Seven-Up Bottling Company Nigeria Plc.

The result is contrary with the findings of Balogun and Omotoye (2020). They investigated the impact of remuneration and employee performance in Global Communication Limited, Lagos Nigeria, and revealed that there is a significant relationship between remuneration scheme and employee performance. Also, it does not agreed with the findings of Juairiah (2016). Juairiah revealed that remuneration has significant impact toward performance meaning that the more remuneration given, the higher employee's performance achievement.

The result in Table 4.1.3, revealed that: At 1% level of significance, fear of employment loss, stable contracts of employment and rate of employees' turnover predicts employees contextual performance in the organisation. Thus, job security has a significant and positive effect on employees' contextual performance in Seven-Up Bottling Company Nigeria Plc.

The result is in agreement with the findings of Peter and David (2017). They focused on the impact of job security on organisational performance and revealed a relationship between job security and organisational performance. The findings are also in tandem with the findings of Raymond (2017). Raymond focused on establishing the relationship between job security, employee motivation and performance in organisations and revealed that there is a positive relationship between Job security and performance of employees.

4.3 MAJOR FINDINGS



- i. At 1% level of significance, working condition has a significant and positive effect on employees' task performance in Seven-Up Bottling Company Nigeria Plc.
- ii. Remuneration does not have any significant and positive effect on employees' adaptive performance in Seven-Up Bottling Company Nigeria Plc.
- iii. At 1% level of significance, job security has a significant and positive effect on employees' contextual performance in Seven-Up Bottling Company Nigeria Plc.

4.4 CONCLUSION

Based on the major findings, the study concluded that to an extent employment standard has a significant and positive effect on employees' performance in Seven-Up Bottling Company Nigeria Plc Aba Plant, Abia State, because all the components of employment standard does not has a significant and positive effect on employees' performance in the organisation. The conclusion drawn agreed with the basic tenets of Social Exchange Theory upon which the study is anchored.

4.5 RECOMMENDATIONS

Based on the major findings, the following recommendations were made:

- i. The management of Seven-Up Bottling Company Nigeria Plc. need to improve on their working condition especially for casuals and contract staff. Management need to ensure that task are allocated fairly and evenly, they need to help employees to avoid multitasking and long hours of work should be discourage. Furthermore, management need to establish transparent workflows and approval processes, task should be assigned according to employees' strengths, related works need to be clustered, employees need to be helped to manage their stress and lines of communications need be kept open.

- ii. Management need to sustain the bonuses they use in the organisation. However, from the empirical result, wages/salary and incentive are not significant nor positive, while fringe benefit is significant but negative. Thus, remuneration of both the core staff, casuals and contract staff need to be upwardly reviewed to accommodate the national minimum wage and the double digit inflation in the country, in order to motivate employees and harness their adaptive performance. Wellness and work life balance need to be prioritize.
- iii. Management need to sustain the job security measures in the organisation as it positively affects employees' contextual performance. However, to further improve job security, in addition to providing employees with good remuneration, management need to create a happy workplace by celebrating with employees during their anniversaries, encourage potluck celebrations to boost and maintain employees' performance in the organisation.

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