

The Effect of Motivation Factors on the Job Performance: A Case Study of Dangote Cement and Lafarge Cement Companies in Nigeria

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Abstract-Human resources that are the backbone of catering for staff in an organization are needed by motivating the organization to prepare for a sustainable competitive advantage. Due to the highly dynamic and competitive business climate in which organizations, they need to establish strategies for recruiting and retaining the required staff, thereby motivating their employee. The development of strategies then makes the motivation to be the critical factor that is needed to create an enabling environment that aids optimal job performance of an employee in an organization. A productive workforce is the cornerstone of any organization, facilitating in a competitive environment the achievement of regulatory targets. Such methods or motivating factors are used by managers to increase employee productivity. Therefore, this research seeks to compare some of these motivation factors which include compensation, incentive, benefits, and reward on job performance in some organizations in Nigeria which are Lafarge and Dangote cement which are the most popular cement companies in Nigeria. This study tries to determine the difference in the effect of factors (benefit, incentive, reward, compensation) on the job performance at Dangote cement and Lafarge cement. In this study, the analysis of the collected data is carried out using the Social Sciences Statistics System (SPSS). As descriptive statistics, simple statistical measures like the mean, standard deviation and average are used. The findings follow an inductive approach based on sample data. The study result shows the positive relationship between factors (benefit, incentive, reward, compensation) and job performance. The study concluded that Management should motivate consistent behaviour that adheres to motivation factors, to keep the employees working for the organization. for that purpose, motivation factors can be used to mediate the conversation among management and employees regarding the importance of the organizational problems. The study also recommended the organization should be responsible to keep pace whether their employees are performing organizational and societal duties effectively or not. it provides a way to monitor the ethical practices of employees, both within and outside the organization. further, the implementation of ethical practices should be motivated by leaders to improve employee performance.

Keywords: Job Performance, Benefit, Incentive, Reward, Compensation

I. INTRODUCTION

Human resources that are the backbone of catering for staff in an organization are needed by motivating the organization to prepare for a sustainable competitive

advantage (Judy, 2017). Due to the highly dynamic and competitive business climate in which organisations, they need to establish strategies for recruiting and retaining the required staff, thereby motivating their employee. The development of strategies then makes the motivation to be the critical factor which is needed to create an enabling environment that aids optimal job performance of an employee in an organization.

It was posited by Ifrah and Fridah (2017) that the job performance of an employee is dependent on several factors such as appraising the performance of the employee, satisfaction of the employee, incentives, assurance of job security, compensation, rewards, training, job benefits among other factors. These factors serve as a means of motivating the employee to perform better in their job.

A productive workforce is the cornerstone of any organization, facilitating in a competitive environment the achievement of regulatory targets. Such methods or motivating factors are used by managers to increase employee productivity. Therefore, this research seeks to compare some of this motivation factors which include compensation, incentive, benefits and reward on job performance in some organizations in Nigeria which are Lafarge and Dangote cement which are the most popular cement companies in Nigeria. The study examined the following research questions:

1. What is the difference in the effect of benefits system on job performance at Dangote cement and Lafarge cement?
2. What is the difference in the effect of incentive system on job performance at Dangote cement and Lafarge cement?
3. What is the difference in the effect of reward system on job performance at Dangote cement and Lafarge cement?
4. What is the difference in the effect of compensation system on job performance at Dangote cement and Lafarge cement?
5. Is there a difference in the overall job performance at Dangote cement and Lafarge cement?

The study also developed the following null hypothesis:

1. To determine the difference in the effect of benefits system on job performance at Dangote cement and Lafarge cement.
2. To determine the difference in the effect of incentive system on job performance at Dangote cement and Lafarge cement.
3. To determine the difference in the effect on job performance of a reward system at Dangote cement and Lafarge cement.
4. To determine the difference in compensation system impact on job performance at Dangote cement and Lafarge cement.
5. Compare the overall job performance at Dangote cement and Lafarge cement.

II. LITERATURE REVIEW

2.1 Importance of Motivation Factors

Gallagher and Einhorn (1976), it was argued that the continuous efforts to draw the invested capital from the manager either by reducing policy to counter the decrease in demand or by supervising the expansion of the company's enlargement activities. The manager focuses on the recurring problem in the morale of the workers, if the plan applies to the company's human capital.

Motivation is one of the critical, if not the main, factors affecting employees and the business as a whole's productivity and overall performance. In cases where people have specific job goals, skills that are important and have an atmosphere that is work-friendly and helpful, they are still unable to do their work in a productive manner without adequate incentive to achieve the defined job goals (Walters, Bamidele, Emmanuel, Nwanneka & Benedict, 2019).

The purpose of the reward management within the company is to encourage the workers to deal with the required procedures, policies and strategies to ensure that people contribute financially as well as non-financially to the organization. Both managers and workers have their personal motivations and opportunities to work very hard or to be nonchalant. Many tend to be motivated by appreciation, others by cash incentives, and the rest just want to get a form of benefit for the effort they put in their work. According to Aga, Mbah, Paulinus and Okafor (2018), it was also stated that motivation is very relevant for any organization even as it increases the job performance of an employee. This is because of some of the benefits it provides which include, leading employee to the achievement of the goal of an organizational, enhance the efficiency level of employee, increase the workforce stability and enhance the friendly relationship among employee in an organization.

By knowing what encourages its employees, the company will be able to implement different policies to increase its performance. To understand an employee's motivation, the organization must realize that different things motivate

different employees. These can be Achievement, Advancement, pressure, Fear, etc. The company should also understand that people have different preferences, so their motivational requirements might be different. Since it is totally impossible to meet the needs that will motivate every employee, the company must develop a technique that incorporates all of the elements of employee motivation.

This study considered some motivational factors which include reward, incentives, compensation and benefits. The study has therefore analyzed how each of these variables affects an employee's performance in an organization.

2.1.1 Reward and Job Performance

Jessica (2014) claims that employee compensation is related to the organization's incentive for improving performance. Nonetheless, businesses are constrained by the type and variety of incentive resources they have. Several studies have shown that benefits have a positive effect on the health of staff and safety at job. A critical HR management strategy to attract and retain high-quality workers to improve performance was developed by Ibrar and Khan (2015). The reward system and management. The rationale to use incentives for the employee is that the employee is able to satisfy his financial and non-financial needs when he is enthusiastic. Unless this is done, the workers will be forced to leave. Sajuyigbe, Bosede and Adeyemi (2013), on the one hand, stressed the fact the wages and incentives of workers are highly compensated for endorsing and recognizing other work performance.

Akhtar, Sachu & Ali (2012) stressed that management must assess the encouragement of workers to increase compensation and improve productivity in a specific task closely related to a company's performance. The incentives also affected both the productivity of the employees and the company. For example, compensation impacts on an organization's workers in the development stage and in the self-actualization process, if possible. The award is the motivation and enhancement of both employees to challenge and to achieve new tasks and to collaborate with others in a harmonious atmosphere, according to Ong and Teh (2012). In addition to this, bonuses enable workers to become more disciplined, be actively involved and self-administered (Yasmeen, Farooq & Asghar, 2013).

The size of the reward has a significant influence on job performance, Sajuyigbe, Bosede and Adeyemi (2013) found. Particularly, Researchers found that performance bonuses, wages, appreciation and acknowledgement are tools for employee motivation which management uses to make them perform effectively and efficiently. So, the reward package of workers is relevant and should be the concern of employees and employers. Anku-Tsede and Kutin (2013) posited that the means of renewing and engaging the sense of mission and community of employees in an organization is reward system. They also made it known that when reward system is administered effectively, there can be provision of incentive

for quality performance and work. Also, when rewards system is administered poorly, it will lead to performance that is not productive, low morale in extreme cases.

2.1.2 Incentives and Job Performance

Milton (2013) defines incentives as variable rewards granted according to variations in the achievement of specific results. It is also called a stimulus to more significant action. They may be used to incite action or more considerable effort. An incentive is anything which can be given in addition to wages. Incentives are therefore motivations for work. They could be financial or non-financial rewards. Incentives provide a zeal in the employees for better performance.

Levitats and Vigoda-Gadot (2019) proposed to focus specifically on monetary incentives, in which the balance achieved through institutional growth was improved over time by all of the conceptual capital management tools (HRM). How services are identified and calculated is heavily dependent on how the reward scheme is to be structured to assess its consequences.

The employees are guided by financial or non-financial benefits according to Larkin, Pierce and Gino (2012). A good attitude contributes, because of job satisfaction, to greater organizational engagement. Judy (2017) Assumed that consumers are pleased because happier staff pay more attention to customer requirements. Incentives can have unintentional and important consequences for workers' goals and objectives. For example, the exposure of DeVoe, Pfeffer and Lee (2013) and Hur and Nordgren (2016) to incentive based on performance can bring about an increment in the value that is placed on money and influence decision-making financially. In an experiment, the employee that gets incentive develop a factional attention on monetary rewards and show desire that is strong for money compared to employee that collect a salary that is fixed.

Re-engineering motivation and employee success publications were not presented with any analytical data or proof. The hypothesis that 50-70 percent of reengineering attempts had failed was widespread and baseless. The thesis aimed to assess the cause and effects of reengineering, rather than discussing the divergent principles of success and failure explicitly. Significant factors and results were also reviewed in this validation.

2.1.3 Compensation and Job Performance

Adeniyi et al (2013) argues that pay administration is the primary function of managing human resources. The task occurs daily, must not be delayed and time-consuming and enables compensation management to match its employees' practices and expertise with business processes and strategies to achieve optimal business objectives and targets. The belief that performance management is a vital tool for balancing employee behaviors with strategic organizational goals by encouraging workers to do the right thing more efficiently may be associated with this. In other words, the

Compensation Department is an effective way to reflect on the company, give clear messages to all employees and inform them about the attitudes and behaviors.

The compensation of employees is linked to the incentive for the company to perform better. Nonetheless, for businesses the type and method of compensation is an issue. Several studies have shown that compensation has a positive effect on the health and safety of staff. This is one of the factors seeking to increase the engagement of workers in the workforce and is important for employee performance (Furtado et al. 2015; Lawler and Worley, 2016; Ong and Teh, 2012). It is reasonable that the satisfied workers have been pleased with their financial and non-financial needs, indicating improved performance, to apply various compensation factors to employees. This failure would cause the organization's workers to leave (Azasu, 2017).

The compensation structure can always impact employee productivity levels or the workplace culture, according to Ajayi (2016). In order to identify and reward success, a compensation structure of a performance management model has been structured strongly so that poor performance will lead to an institutional culture which encourages employees to do best when they see a clear connection between performance and reward. It must be noted that every form of compensation the company decides to use has consequences for its costs. Adequate consideration and monitoring of the effect on business development and profitability of compensation policies are important.

However, Yamoah (2013) hypothesized that to avoid controversy and misperception by employees, the compensation model for employees must measure jobs which will result in the performance required by the employees. Lai H.H (2011) said that compensation is an important tool in human resources. An effective compensation system design significantly influences organizational development by revealing external competitiveness, internal equity and individual equity. External competitiveness attracts talent, and internal equity helps companies to retain talent by ensuring that employees and colleagues making the same contributions obtain the same compensation. Individual equity allows employees to feel that their potential is fully rewarded; thus, they are encouraged.

2.1.4 Benefit and Job Performance

Amah (2010) notes that both employer and employee benefits are very important and form an essential component of the compensation package. In selecting the job and deciding to stay at work of a workplace, employee benefits play a significant role. Job satisfaction is a product of employment benefits, perceived opportunities, and motivation for employees. Kang, Yu, and Lee (2016) believed the impact of the incentives on employee performance had opposing motives. From an economic perspective, the benefits effect workers and companies negatively. Incentives accrue ethical risk and free problems among employees, thus increasing

costs for corporate benefit, according to the agency's theory and the theory of transaction costs. Some scholars, on the other hand, claim that the benefits improve employee morale so that increased incentive has a positive impact on individuals and firms' performance.

The effect of compensation on employee performance depends on the company's performance and salary plan. Workers respond in a positive way to higher wages and benefits. Several studies have shown that employee benefits lead to company productivity. The findings of Soon Yew et al. (2008) showed that compulsory and discretionary incentives were strongly related to employee engagement and organizational performance. Some benefits are greater than mandatory advantages. This finding suggests that their loyalty to the company appears to be higher when employees receive more benefits.

Mathis and Jackson (2004) have stated that the benefits of employment, including health, leave and pensions are rather broad indirect financial rewards. The employer's benefits are not only aimed at improving employee performance but also at attracting applicants in the recruitment process. In his interest study, Amah et al., (2013) listed that piece rates, fees, Employers may have significant impacts on employee performance and participation in their decision, benefit or stock decisions, such as wellness, safety, dental insurance, pension plans, maternity leave or childcare. In reality, employers' jobs can be improved to provide marginal benefits.

2.2 Case Study's Profile

This study is aimed at having a comparative analysis of how reward, incentive, compensation and benefits affect the job performance of the two major cement producing companies in Nigeria, which are Lafarge and Dangote cement.

2.2.1 Dangote Cement Company

Dangote Cement is a subsidiary of Dangote Industries, founded in 1981 as an enterprise under the leadership of Aliko Dangote., rice, sugar, flour, salt and fish. The group began, over time, to import bulk concrete to stations in Appalaand and Port Harcourt and are then embedded for delivery. In the 1990s, the Group decided to move from a small company to an integrated production process. This is the start of our ambitious plan to become the largest cement manufacturer in Africa.

Dangote Cement Plc is engaged in preparing, developing, managing, researching and commercializing cement and related products. Nigeria, Western and Central Africa, South and East Africa work in three sectors. It was formed on 4 November 1992 in Lagos, Nigeria. Over 90 per cent of the income of Aliko Dangote (Forbes, 2014), is compensated for by Dangote cement the biggest stock exchange company of the Nigerian stock market. In the 2010 scheme of merger between Dangote Cement and Benue Cement Company, Dangote Cement Plc was formed as a part of Ekwueme (2016)

claiming. All integrated cement plants in Nigeria are bagged cement and clinker plants for sale to other plants in non-vast limestone deposits in countries. The three Dangote Cement plants in Nigeria, Gboko and Ibese with a total capacity of 29.3 million tons per year, are Obajana (the plant in which the analysis was carried out), The biggest cement firm in Nigeria is producing Dangote Cement., there are possible plants also.

Obajana purchased the cement plant from Nigeria's Kogi State Government in 2002 by Dangote Industries Ltd. and construction began in 2004. Two production lines and 5 MTPA capacity were commissioned in 2007 at the site. In 2012, 5MTPA was added and the Obajana third production line, making Obajana one of Africa's biggest cement plants, also for 5MTPA, was commissioned.

Located in Benue, Nigeria, Gboko's Cement plant Gboko has 4MTPA capacity. The plant is working in the form of LPFO (furnaces), diesel (electricity generation) and facilities for construction of a gas pipeline.

The Gboko facility was first set up by the Nigerian government as a Benue cement company in 1975 and, during the privatization process, Dangote purchased 35 per cent of the stake in 2000. The plant was at the time capable of 0,9 million tons annually but Dangote was later upgraded to a record 4.0 million tons annually.

In December 2011, A plant in Ibese in Ogun state near Lagos was opened by Dangote Cement. The plant is currently operating 12MTPA. Itori Dangote Cement has commenced plans to build two new lines at a facility in Itori, Ogun State; each line will have a capacity of 3MTPA.

Dangote Cement is presently operating in 6 African countries apart from Nigeria, and these include – Senegal, Cameroon, Ghana, South Africa, Zambia and Ethiopia with a total capacity outside Nigeria of 11.3MTPA. Deal signed with Sinoma in August 2015 was to expand to 13 new countries. Senior roles at Dangote Cement are divided according to a region with a Group CEO and regional CEOs for Nigeria, West & Central Africa and South & East Africa (see Exhibit 7 for Pan-African Operations Operating Structure). Dangote Cement has different strategies for their West & Central Africa operations (see Exhibit 8 for West & Central Africa – Export to import strategy) and for their South & East Africa operations (see Exhibit 9 for South & East Africa – Integrated facilities inland strategy).

2.2.2 Lafarge Africa Cement Company

Lafarge Africa Plc. is a leading building materials company, specializing in the provision of diversified building material solutions in Africa. The Company is a member of the Lafarge Holcim Group, a world leader in the manufacture of cement, aggregates and concretes. Lafarge Africa Plc. (formerly Lafarge Cement Wapco Nigeria Plc.) was incorporated in Nigeria on 24 February 1959 and commenced operations on 10 January 1961 with its plant in Ewekoro, Ogun State. The second factory was established in Sagamu, also in Ogun State

in 1978. In 1979, the Company was listed on the Nigerian Stock Exchange and was the second-largest cement manufacturing company in Nigeria by cement production.

LAP commenced production, with an initial installed capacity of 200,000 tons per annum (TPA), which has grown over the past decades to 14.1 million TPA, through organic and inorganic growth. Lafarge S.A. France became the majority shareholder of WAPCO, following the take-over of Blue Circle Industries Plc. in 2001, The Company's name was changed to Lafarge Cement WAPCO Nigeria Plc. in 2008 and 2011 Lafarge Readymix Nigeria Limited (Readymix) commenced operations as a wholly-owned subsidiary of the Company. In September 2014, Lafarge Cement Wapco Nigeria Plc. was renamed Lafarge Africa Plc., as a vehicle for the acquisition of Lafarge Group's equity holding in AshakaCem, Lafarge South Africa Holdings (Pty) Limited (LSAH), Atlas Cement Company Nigeria Limited and its indirect holding in United Cement Company of Nigeria Limited (Unicem).

It is a publicly quoted company on the Nigerian Stock Exchange (NSE) and serves Nigeria and South Africa with a wide range of building and construction solutions designed to meet housing and construction needs from small projects like individual home buildings to major construction and infrastructure projects. With plants in Ewekoro and Sagamu in the South West, Mfamosing in the South-South and Ashaka in the North East of Nigeria, Lafarge Africa Plc currently has an installed cement production capacity of 10.5MTPA and has plans to grow in the near term.

In the south-west region, the company has three factories, one in Sagamo and two in Iwikoro, all of which have an existing production capacity of 4.5 million tones, are located in Ogun State. The product range includes five brands, Elephant Beton, General Cement, a multi-function product for most applications; fast and solid cement specifically designed for the requirements of building blocks; Powermax, high strength cement for the dynamic contractors' industry.

The company is based in Mfamosing, State of the Cross River, and in Port Harcourt, State of the Rivers, a chemical distribution center. Mfamosing is a cutting-edge cement manufacturing plant with a annual production capacity of 5MT. Created as the United Cement Nigeria (UNICEM) Ltd in 2002, by the acquirer of Calabar cement asset (CalCemCo).

In 2012, the company expanded its portfolio to offer two cement products to its customers for general and limited use. In 2016, an extra 2.5 million tons per year resulted in up to 5 million tons of overall plant production capacity each year, which now represents Lafarge Africa's largest cement factory.

In 2001, Atlas Cement Company Limited was the distribution center in Port Harcourt and worked in its Federal Ocean Terminal (Onne) as a bulk importation and packaging facility. The plant is operated on a floating ship with 500,000 metric tons of cement per annum nominal capacity.

The Ashaka Cement plant in the North East offers innovative quality products that meet small and large firms' needs. The Ashaka concrete facility has played an important role in North-East Nigeria's economic growth and development in the last thirty years, and is in a good position to further impact the region's climate.

In August 1974, AshakaCem Plc was founded and started production in 1979 under the name Ashaka Cement Company Limited as a cement fabricating and marketing company. This company was founded by the National Industrial Development Bank (NIDB) and then the North East State Government (now Adamawa, Pucci, Borno, Gombe, Taraba, and the states of Yubo), the Nigerian Bank of Trade and Industry (NBCI). The plant's total yearly cement production is 1MMT with expansion plans.

Lafarge has a capacity of 8MTPA in all its factories in Nigeria. Plans are underway to increase the production capacity of the company's UNICHEM plant by building a new 2.5MTPA line and the main contractor for the project is Sinoma Of China.

2.2 Theoretical Framework

Decades ago, a number of theories concerning the theory of motivation, including material and process theories, were conceptualized. Material and role theories concentrate on employee needs, while process theories focus more on employee attitudes (Ajalie, 2017). The content theories tend to recognize the requirements, rewards, and task or the job as important elements to contribute to work satisfaction while looking at internal factors which influence the behavior of members of the workforce, according to Abbot and Doucouliagos (2003). The two-factor theory of Herzberg, Maslow's need theory, the ERG theory of Alderfer, and McClelland's theory, for example. For starters. Burns (2015) suggested that process theories try to describe the pattern, activation, termination, and continuity of behavior. The method theory consists of quatre sources of equity, developing, setting goals, and anticipation. Nevertheless, only the equity theory and Vroom expectation theory are examined under process theory for this analysis, while the needs theory of Maslow and Herzberg's two-factor theory under content theories are reviewed.

III. METHODOLOGY

3.1 Research Design and Method

Campbell as cited by Tejumaye (2003) Posit that the creation of analysis is a process job or scheme for a study to collect and analyze data. Therefore, the analysis will use both quantitative and qualitative approaches, also known as a mixed method. The use of both a quantitative and qualitative approach aims at reducing the study's weakness and increasing the quality of the study (Malhotra, 2007). The result of the research was achieved by triangulating the qualitative data.

The quantitative research method will be achieved with descriptive research design. The quantitative approach to research involves the collection of quantitative data that can be rigorously and rigorously analyzed. Kothary et al (2004). Descriptive research according to Asemah, Gujbawu, Ekharefo, and Okpanachi (2013) is the type of research that is aimed at getting information and data about present situation. It is aimed at finding out as much details as possible about a particular problem. The descriptive research method will be therefore being achieved making use of both primary and secondary data. A well-structured questionnaire will be used by respondents as the primary data, while secondary data will come from journals, papers, related past research, new documents, among other sources.

Since the nature of qualitative research method is explanatory, as a result of small samples. The qualitative research method will be made use of through the conduct of one on one interview with respondents and affirming the result from the quantitative research method through other past related literature.

3.2 Population

Target population is been defined by Orodho et. al (2013), as the group of people that the aim of a research is on and the set of people that the result from the tested sample can be generalized on. However, the population of these research work comprises of all the employees at Lafarge and Dangote cement company in Nigeria. Therefore, the selection of 438 employees from Dangote and Lafarge cement was carried out simply by random sampling. Employee from different department were selected at random since the purpose of this study is on employee job performance. Also, the employee selected were from the cement factory and their corporate head office which will help to cover all the form of departments in Dangote and Lafarge cement. From the human resources department of this organizations, it was realized that there is a variation of the total number of staffs especially at the factory but based on the workload at the factory and headquarters office there are about one thousand five hundred staffs at Lafarge cement and about 2000.

3.3 Sampling Frame

Hairet al (2014) states that a sampling frame is a set of elements that actually draw the sample and are closely related to the population. The sample frame for this study include the employee of Dangote and Lafarge cement in Nigeria. This sample is drawn from all level of employee in different department and section of the organization making a total of 438. They were considered because they are more affected by been motivated and they also have good research knowledge and the information they need on the reward, incentive, benefits and compensation.

| Respondent | Population | Sampling size |
|----------------|--------------|---------------|
| Lafarge Cement | 1,975 | 227 |
| Dangote Cement | 2,102 | 211 |
| Total | 4,077 | 438 |

IV. RESULTS AND DISCUSSION

4.1 Data Preparation and Examination

Before starting data analysis, it is important to take information by checking data and checking for errors (Teo, Sai, and Yang, 2013). The reason for sorting and sorting data was to ensure that the data used effectively entered to ensure accurate results. Dealing with lost data issues, anomalies and distortions are essential for professionals to ensure that their potential problems are erased at the beginning of data analysis (Schumacker & Lomax, 2004).

Before continuing to analyze the data, and confirm the results, discuss the processing of the lost data. Initially, the total number of respondents to the investigation was 438, and the analysis of the information was carried out on clean data sets.

4.2 The Respondent Profile

The first part of the instrument gathered information concerning the respondents ' background profile, which included gender, age, level of education, monthly net income, work class and experience level. Below Table 2 are listed the characteristics of each demographic profile.

| | | # | % |
|----------------|-------------------------------|-----|-------|
| Age | 22 and below | 32 | 7.3 |
| | 23 – 30 | 134 | 30.6 |
| | 31 – 40 | 132 | 30.1 |
| | 41 – 50 | 86 | 19.6 |
| | 51 and above | 54 | 12.3 |
| | Total | 438 | 100.0 |
| Gender | Male | 277 | 63.2 |
| | Female | 161 | 36.8 |
| | Total | 438 | 100.0 |
| Marital status | Single | 134 | 30.6 |
| | Married | 238 | 54.3 |
| | Divorced or Widow | 66 | 15.1 |
| | Total | 438 | 100.0 |
| Qualification | High school | 225 | 51.4 |
| | Degree | 168 | 38.4 |
| | Post graduate (Master or PhD) | 45 | 10.3 |
| | Total | 438 | 100.0 |
| Position | Assistant | 194 | 44.3 |
| | Head of unit | 132 | 30.1 |

| | | | |
|------------|-------------------------------|-----|-------|
| | Head of Department | 38 | 8.7 |
| | Head of Division | 44 | 10.0 |
| | Senior manager | 30 | 6.8 |
| | Total | 438 | 100.0 |
| Department | Lafarge Cement (Factory) | 154 | 35.2 |
| | Lafarge Cement (Headquarters) | 73 | 16.7 |
| | Dangote Cement (Factory) | 79 | 18.0 |
| | Dangote Cement (Headquarters) | 132 | 30.1 |
| | Total | 438 | 100.0 |

The primary data for this research was collected and analyzed using a tool in the survey type 438 surveys as shown in Table 2 above. The results show that only 63.2% of the respondents are male, while. As shown in the above table, 54.3% of the respondents are single. Based on the age about 30.6% of respondents are between 23 and 30 years old. Moving to the level of education among respondents, this result show that 51.4% of the respondents hold high school. Looking at the Position, the result shows that 44.3% of respondents have Assistant position.

4.2 The Normality Test

Information distribution normality work was conducted in order to investigate information distribution skewedness and kurtosis. Skewness is symmetrically determined, or more specifically, lack of symmetry, and if it appears similar on the left or right center of the point, the distribution, or data set is symmetrical (Hair et al., 2014).

The Kurtosis metric, on the other hand, is whether the data are maximum or flat compared to the normal distribution. High kurtosis data tend to have a distinct peak in the vicinity of the average and decrease very rapidly. Low kurtosis data sets tend to have flat surfaces near the source, not a high peak (Hair et al., 2014).

As shown by analyzes, there are values between -2.58 and + 2.58 at mean level 0.01 or between -1.96 and + 1.96, at means level of 0.05, which are not above the appropriate skewness rating suggested by Hair et al. The normal range is -3to+ 3 for kurtosis. Based on the results of kurtosis and skewedness, the normal distribution of the data to be used for further analysis was not seriously concerned. As shown in Table above, the normal distribution Standard deviations were all skewness of the variables and Kurtosis statistics (Hair et al. 2014). The normality check was therefore carried out and the data collected for the regression analysis was correct.

4.3 Reliability

All four aspects are illustrated by the findings of the element analysis referred to above. The section below. The reliability test measures and checks each reliability scale score for the

study. Therefore, the next move is to verify each factor's internal coherence by using the Cronbach alpha.

Instead, deletions that lead to minimized increase, as suggested by the Nunnally & Bernstein, 1994, have not been carried out, if elimination of any items improved the reliability of the scale. The reliability of the scales is calculated by an iterative process. According to (Hair et al., 2014), in what equation is expected to be consistent with a variable or group of variables. Increasing factor is excluded from this analysis because the alpha values for all variables in Table 3 are higher than 0.7.

| No | Factors | No. of Questions | Reliability | Result |
|----|-----------------------|------------------|-------------|----------|
| 1 | Benefit (BEN) | 8 | .878 | Reliable |
| 2 | Incentive (INC) | 8 | .817 | Reliable |
| 3 | Reward (REW) | 7 | .827 | Reliable |
| 4 | Compensation (COM) | 9 | .804 | Reliable |
| 5 | Job performance (JPR) | 8 | .703 | Reliable |

The reliability test for all measurements was found to be tasteful, as most analysts have agreed that, in order for any instrument to be robust, it must meet the basic purpose of .70 or more (Hair et al., 1998; Pallant, 2010).

V. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Discussions of Findings

This section addresses the results of the study on the basis of the research problems.

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 1.267 | .158 | | 8.006 | .000 |
| INC | .395 | .039 | .479 | 10.262 | .000 |
| BEN | .023 | .038 | .029 | .605 | .146 |
| REW | .266 | .040 | .309 | 6.616 | .000 |
| COM | .013 | .039 | .015 | .326 | .245 |
| Dependent Variable: JPR | | | | | |

The first hypothesis addresses the impact of the relation between Incentive (INC) and Job Performance (JPR). The beta factor of .479 indicates that Incentive (INC) has 47.9% positive impact on Job Performance (JPR) associated with a significant level below .05. Therefore Incentive (INC) is concluded to be significant for Job Performance (JPR). Results mentioned by Omollo & Oloko (2015). indicated that This study sought to assess the effect that motivation had on the job of workers of the Kenya Commercial Bank in Migori County. The study also focused on the demotivating factors like delay of promotion, no clear career progression, unreasonable load, long working hours and lack of

appreciation from the managers. This study adopted a descriptive design because it involved interviewing or administering questionnaire to a sample of individuals (Wiltshire, Bourdage, & Lee, 2014).

The second hypothesis addresses the impact of the relation between Benefits (BEN) and Job Performance (JPR). The beta factor of .029 indicates that Benefits (BEN) has only 2.9% positive impact on Job Performance (JPR) associated with a significant level notably above .05. Therefore Benefits (BEN) is concluded to be statistically insignificant for Job Performance (JPR). According to the study conducted by Lambert, S. J. (2018). have observed that, Countering arguments that employee benefits are unrelated to both worker performance and perceived organizational support, I developed and estimated a model that links work-life benefits to organizational citizenship behavior directly, through obligations incurred as a result of social exchange, and indirectly, through enhanced perceptions of organizational support. Significant, positive relationships were found between workers' assessments of the usefulness of work-life benefits and three measures of organizational citizenship. Although perceived benefit usefulness contributed to perceived organizational support, perceived organizational support did not in turn foster organizational citizenship as measured in this study (Sarangi & Nayak, 2016).

The third hypothesis addresses the impact of the relation between Reward (REW) and Job Performance (JPR). The beta factor of .309 indicates that Reward (REW) has 30.9% positive impact on Job Performance (JPR) associated with a significant level below .05. Therefore Reward (REW) is concluded to be significant for Job Performance (JPR). Thematic analysis of managers' reflective accounts, conducted by Zia ur et al (2017). This study explores the relationship between work rewards and job satisfaction with moderating effect of age differences. It is an empirical study and a sample of 84 full time employees of FESCO (Faisalabad Electric Supply Company, Pakistan) was taken. The results of this study reveal that Job rewards are proved to be strong determinant of job satisfaction. Job satisfaction is more related to extrinsic rewards for employees than intrinsic rewards. The Age differences have moderating effect on job satisfaction as it increases with rise in age (Janet, Hazel, Barbara, Marie, & Gill, 2014).

The fourth hypothesis addresses the impact of the relation between compensation (COM) and Job performance (JPR). The beta factor of .015 indicates that Compensation (COM) has only 1.5% positive impact on Job Performance (JPR) associated with a significant level notably above .05. Therefore Compensation (COM) is concluded to be statistically insignificant for Job Performance (JPR). According to the study conducted by Arnolds & Boshoff (2018). The empirical results show that esteem as a personality variable exerts a significant influence on the job performance of both top managers and frontline employees. These and other findings provide important guidelines for

managers on how to address the motivational needs of top managers and frontline employees in order to improve their job performance (Jawad & Faiza, 2013).

5.2 Limitations of The Study

For this research study there are certain methodological limitations such as data collection methods, sample selection, sample etc., which can limit the generalization of research findings in numerous sections. However, these limitations can be addressed through future research studies on similar subject matter. However, the analysis contains some significant limits:

1. Only four major reward, benefit, incentive, compensation, are highlighted in this research study to predict the job performance, whereas some other motivation factors can also be selected in case of future study.
2. A research study on a similar topic can also be conducted using different moderator and mediator, in order to attain more efficient results.
3. As the research sample was only selected from Nigeria, so this research study cannot be generalized universally. Therefore, it is recommended that to cover the more geographical area while selecting the research population in order to generalize the findings in a future research study.
4. Due to the limited time available for data collection, a small research sample was selected in this study however, in future research, the sample size can be increased to further authenticate the findings of research.

5.3 Recommendation, And Suggested Future Research

1. Organization should be responsible to keep pace whether their employees are performing organizational and societal duties effectively or not. it provides a way to monitor the ethical practices of employees, both within and outside the organization. further, implementation of ethical practices should be motivated by leaders to improve employee performance.
2. Award and job opportunity play an important part in the well-being of workers and society, as with the cooperation employees can attain any goal successfully within time. further, motivation factors teach the employees to respects their co-workers both physically and mentally, which further leads towards eradication of harassment issues at the work place. therefore, organization should enforce the motivation factors at all levels of management.
3. Organization should foster a motivation factors in order to encourage the human relationship among employees and stakeholders, which can raise the level of collaboration within the organization. further, it will allow the manual resolution of

organizational problem and lower the chances of personal conflict.

5.4 Conclusion

Management should motivate consistent behavior that adheres to motivation factors, to keep the employees working for the organization. For that purpose, motivation factors can be used to mediate the conversation among management and employees regarding importance of organizational problem. Management should implement the motivation factors at each to boost job efficiency in the Nigerian corporate sector. It indicates the implementation of motivation factors is important to increase organizational performance overall. Further, organization should take a survey to analyze the employee's involvement with motivation factors, and based on the results organization can categorize who is most ethical employee. Rewards should be given to encourage the employment of motivation factors in routine environment to motivate other employees to improve their work behavior. Further, organization should arrange annual or bi-annual trainings to demonstrate the importance and benefits of motivation factors.

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