

## **EFFECTS OF FRINGE BENEFITS ON EMPLOYEES PRODUCTIVITY IN SELECTED FOOD AND BEVERAGES PRODUCTION COMPANIES IN OGUN STATE, NIGERIA**

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### **Abstract**

*The study revealed that the provision of fringe benefits by the management of an organisation has positive roles to play in motivation of employees to higher productivity. It also defined the degree to which an employee identifies with the organization and wants to continue participating actively in it. Questionnaire was the major instrument adopted for this study, a total of 210 respondents were sampled from three food and beverages production organisations. Data generated through the questionnaires for the study were analysed making use of Statistical Package for Social Sciences (SPSS). The results showed that highly competitive fringe benefits have impetus for ensuring drastic reduction in labour*



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*turnover. Strong fringe benefits were therefore established to be correlated with employees' motivation on the job, job satisfaction; job performance, employee retention and that proper workplace environment helps in reducing the rate of absentees. The study therefore submitted that application of fringe benefits facilitates effective productivity, while it was also discovered that employees' involvement in organization activities contribute to organizational stability. The two hypotheses tested thus showed a significant relationship between employees' involvement in policy formulation and implementation on individual productivity as well as organizational performance (F Statistic (17.65)  $P < 0.05$  and sig.  $P < 0.05$ ) and that a significant relationship exists between application of fringe benefits and individual productivity, as well as organizational performance (F Statistic (8.982) and sig.  $P < 0.05$ ).*

**Keywords:** *fringe benefit; industry; productivity; organizational performance.*

**JEL Classification:** J24

### ***Introduction***

In the current competitive business environment, the organizations are facing a lot of challenges and among these issues are getting right employees, retaining them, ensuring their commitment, and productivity [Akpan, 2020; Ekwochi *et al.*, 2018; Oguejiofor, & Umeano, 2018]. The success and the survival of any organization are therefore determined by the way the workers are remunerated and rewarded [Lawler, 2003]. This is because people work to satisfy some needs, which differ depending on individuals. The reward system and motivating incentives will determine the level of employees' commitment and their attitude towards work [Nisar, & Siddiqui, 2019; Sharma, & Jaiswal, 2018; Sierpińska, & Kulisa, 2018]. For many years, men were known to have certain needs at any given time; some of these needs are biogenic while others are psychogenic. The biogenic or innate needs arise from psychological state of tension such as higher level needs in Abraham Maslow's hierarchy of needs. These needs must be satisfied or else people might react in various ways depending on their perception of the situation. Therefore, the organizational goal could only be achieved when the motive of the individual workers making up such an organization is understood and appropriate motivation techniques are adopted towards achieving this. It is in this regards that the idea of



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rewarding the deserved behaviour and performance becomes a recurring issue within organizational studies [Ileka, & Muogbo, 2020].

The systems of reward for employee have grown so complex over the years that it is impossible to provide simple breakdown of procedure. Similarly, the methods by which firms reward their employees have grown more and more complex over the last decade or so mainly as a result of successive government policies. Therefore, there has been a rapid growth in discourse of fringe benefits as firms have sought other ways by which to increase the value to employees of the total compensation. Dixit and Bhati (2012) noted that poor incentives packages have been a major factor affecting employees' commitment and productivity. A thorough understanding of what drives the employees to perform efficiently and how to reward them accordingly become necessary for employers in every organization before they can achieve the objective for their existence in any competitive society [Mueller, 2011; Neumark, & Wascher, 2007]. Besides, employees must be motivated through adequate incentives plans and reward systems and this will invariably encourage them to be proactive and have right attitude to work, thereby promote organizational productivity [Falola *et al.*, 2014; Armstrong, 2007]. It thus became obvious that productivity can only be enhanced if the employees are well motivated through adequate incentive packages that are proportional to their performance [Mark, 2011; Michele, & Rob, 2008; Stolovich *et al.*, 2004; Simon, & Kaestner, 2004; Diener, & Biswas, 2002]. Meanwhile, the employers in a highly dynamic organization are appreciating this through deployment of incentives strategies in order to ensure that the best brains are retained in the best interest of the organization [Nelson, 2003].

Within and amongst all countries over the world, concerns were on the type of incentive that should be adopted in order to motivate people to work harder and produce more goals. He identified two basic schools of thought, one led by advanced and affluent societies which stress materials incentives such as high images, bonuses, fringe benefits and other rewards. The second schools of thought led by the poor or less affluent societies such as China, Cuba among others that call for moral incentive such as rewarding certificate to best workers. In conventional terms, the reward may take the form of personal praise, public recognition, commendation, promotion and others such as improvement in status or pay rise. In formal organizations, compensation can take three dimensions, such as – pay, incentives, and fringe benefits [Akpan, 2020; James, 2020; Ekwochi *et al.*, 2018; Kuranchie-Mensah, & Amponsah-Tawiah, 2016]. It is therefore worthy of note to understand what fringe benefits entail.



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In the words of Ali *et al.* (2018), Chukwudumebi and Kifordu (2018), Al Mamun and Hasan (2017) and Cole (1987), fringe benefits are the packages adopted by the organization as supplements to worker's original wages, which in the short and long run are of value to them and their families. Whether it is called a fringe benefit, perquisite, or perk, any property or service (or cash under certain circumstances) that an employee receives from an employer in lieu of or in addition to regular taxable wages is a fringe benefit that may be subject to taxation [Vogireddy, 2020; Argente, & García, 2015; Dyson, & Lloyd, 2013; Oyer, 2008]. Appleby (1969) equally identified two types of fringe benefits namely *direct* and *indirect* benefits. *Direct benefits* comprise profit sharing, co-partnership, sick pay and pension scheme. Payments are generally made in cash. *Indirect benefits* are aimed at improving moral and increasing the stability of employment. Examples are free-luncheon vouchers, sport or welfare facilities, provision of car or a mile-age allowance, telephone purchases at discount, education for children, canteen, social facilities, training and development. According to Craig *et al.* (2020), Khudhair *et al.* (2020) and Fashoyin (1979), benefits include the following (a) *Pension Scheme*, that is contributory or non-contributory, apart from this, there is insurance scheme, which covers injury, accidents, etc., (b) *Entitlements*, which include pay for holidays, domestic needs, staff club, canteen services, etc., (c) *Financial Assistance*, such as housing loan, relocation, discount on company product, house ownership loan, credit cards, car loan, scholarship, bursary for staff children, (d) *Allowance* that include transport allowance, subsidized meal, medical allowances, emergency/causal leave with pay, etc.

Bottomley (1983) identified six types of fringe benefits, which include (a) *Staff Benefits* such as cars for those who genuinely need cars for the performance of their job duties, for instance, a car will be very suitable in motivating salesman towards high performance, (b) *Pension Scheme*: These are designed to provide employees with security by currently building up rights which give a guaranteed income to the employee or his dependents on retirements or death. This can be contributory, that is, requiring contribution from both the employer and the employee or non-contributory, which requires only the employer to contribute, (c) *Payment for Time Not Worked*: These include sick-leave, maternity leave, public and annual holidays, study leave, etc., (d) *Health care and insurance Scheme*: Such as free medical facilities or reduced-life insurance, (e) *Loans, Discount and Bonuses*: These include loans in severe financial difficulties or guarantor to employee who wish to obtain bank loans



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such as mortgage loans, discount on foods, company products, bonuses derived through productivity or profit sharing, Christmas or holiday gifts, long service awards, etc., (f) *Welfare*: These include canteen, sports and social facilities, houses and so on. Other types of fringe benefits as revealed by the specialised literature include redundancy pay, unemployment benefits, retirement benefits, company provident funds, legal required benefits, counselling services, recreation service facilities. Fringe benefits are therefore different from ordinary wages that are paid regularly, usually at weekly, fortnightly or monthly intervals.

Albert (1962) opined that fringe benefits are important part of the total compensation of wages earners. They are the payments or benefits enjoyed by the workers, which are additions to the labour costs of employers. They are cost borne by the employers but for which no specific work is done [Ahn, *et al.* 2011; Grossberg, & Sicilian, 2004]. According to Bottomley (1983), benefits are indirect rewards available to employees or group of employees as a part of organizational membership. Fringe benefits are important part of the total compensation of wage earners, which include (i) those provided by law, (ii) those unilaterally introduced by employers, and (iii) those obtained by the union through collective bargaining.

Scheme (1969) stressed the importance of money in motivating people to work. He is of the views that people are mainly interested in economic gains. Atiomo (1987) and Gilchrist (1971) agree that the money are clearly a major inducement, but because of the complexities of motivation process, involving many different needs and goal, it is unsafe to adopt this age long theory of the economic man which states that money is the only motivator. This view was also supported by Mohr (1986), and Aluko (1998) who stressed that most Nigerian workers are extrinsically oriented and can therefore be motivated largely by extrinsic motivators such as pay, job securities, co-workers pressure to perform, etc. Simon (1958) refers to 'inducement' payment made by organization to its participants in return for contribution as the most effective instrument of motivation adopted by organization goals and objectives. Consequently, fringe benefits have become common supplements to wages, but may not have the incentive value of wages [Alam *et al.*, 2020; Siwale *et al.*, 2020].

### ***The Problem, Objectives and Significance of the Study***

It is observed that inadequate, poor and in some cases, lack of fringe benefits is the sources of low morale and low productivity of workers in most organizations.



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This had led to the expression of frustration and job dissatisfaction among workers in the work place, which has given rise to various forms of industrial conflicts such as increase in lateness, redundancy, high rate of absenteeism, labour turn-over and increase in number of workers engaging in moon-light activities. How best to use fringe benefits to address these organization problems is the main concern of this study. The objectives of the study are to (a) find out the various forms of fringe benefits that exist in the study organization; (b) determine the level of productivity of workers in the organization; (c) investigate the extent the introduction of fringe benefits programmes has contributed to workers' productivity; (d) find out the effect of fringe benefits on other variables such as absenteeism, reduction of labour turn-over and cooperation among workers.

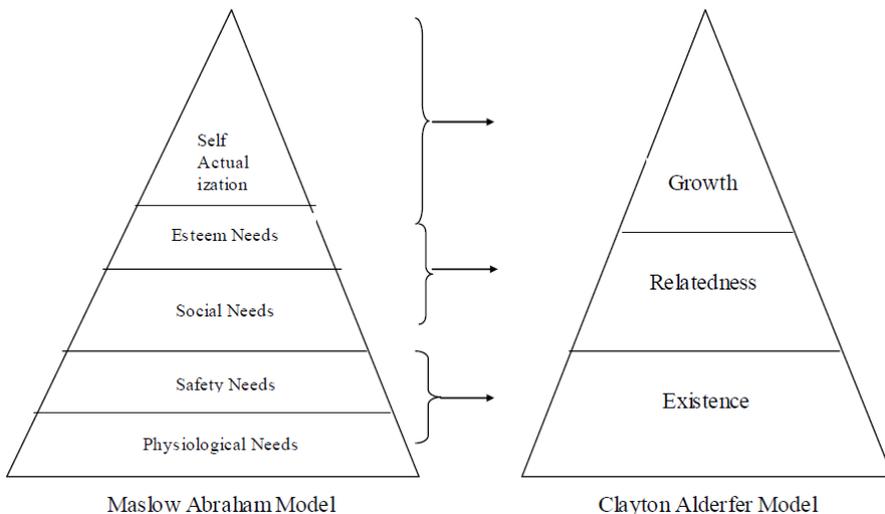
This study is significant because of its potentials as a complement to the previous studies on this subject matter. It critically and objectively examined the organizations welfare schemes to determine its adequacy and effectiveness as compared to what obtains in similar organization. It also helps in establishing the basic motivational rate of fringe benefits in employee's job performance and serve in establishing links between fringe benefits in organization with regards to employee's productivity. It also helps the organization(s) to know which elements of the compensation packages should be given greater attention in ensuring employee's motivation, optimizing efficiency and quality production. The findings will be of immense benefits for the organization(s) in the redesigning of jobs to ensure effective utilization of human resources and in controlling labour turnover rate. It will also be of use in employee retirement selection and promotion.

### *Theoretical Framework*

**Maslow's Hierarchy of Needs:** Abraham Maslow's was a psychologist who developed a theory of human motivation and classified human needs into five categories in a hierarchical manner that is movement from one need to another after a need has been satisfied. His five categories of needs are (i) Physiological needs, (ii) Safety and security needs, (iii) Love needs, (iv) Esteem needs and (v) Self-actualization needs. Maslow's critics have, however, maintained that his model is rigid, and therefore amenable to scientific explanation and that his avowed hierarchy of needs may not be found to exist in a given place of work, and that people tend to satisfy their needs in a relative systematic way from the bottom to the top [Kenrick *et al.*, 2010].

**Douglas McGregor’s Theory ‘X’ and ‘Y’:** Douglas McGregor based his analysis on the assertion that management has created a work-world that had in it an implicit theory about the nature of man. This has been referred to as the ‘carrot and stick’ approach that uses rewards and penalties in order to induce desired behaviour. Such reward as wage, incentives, reprimand, dismissals, promotion, etc are used to attain company goal. Theory ‘X’ places exclusive reliance upon external control of human behaviour; theory ‘Y’ on the other hand, relies heavily on self-control, direction and implementation thought ‘job content’ factor similar to Herzberg’s satisfier’s theory. Theories X and Y summarize the human relationships and posit these as determinants of human behaviour [Carson, 2018].

**Existence, Relatedness and Growth (ERG):** Clayton Alderfer proposed his so-called theory of motivation. In his suggestion, he sees people’s needs arranged along a continuum rather than in any hierarchical order and that there are three needs, that’s her called *existence, relatedness and growth*. His existence needs correspond to Maslow’s lower needs while relatedness needs correspond to Maslow’s social needs, and growths correspond to Maslow’s higher needs [Alderfer, 1969].



The model of Alderfer is seen to be more dynamic than Maslow’s because of its allowance to deal with two sets of needs at once and also distinguish between long-lasting needs and occasional needs.



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### *Methodology*

This study was limited and conducted among workers of three purposively selected Food and Beverages Production Companies at Idi-Iroko, Ota in Ogun State. The choice of the companies was due to the present progress in Food and Beverages Industry, which has invariably been springing up in Nigeria. The limitation to three out of these companies was based on accessibility provided by the management of the Companies while decision not to disclose the names of the companies was anchored on agreement for ethical respect. The study was designed primarily to investigate the effect/impact of fringe benefits on employee's productivity and the extent to which fringe benefits programme has contributed to workers' productivity, reduction of absenteeism, reduction of labour turnover, and increase cooperation among workers. The respondents composed of 210 members of staff drawn from various sections of the company. The major instrument used in collecting data was questionnaire drawn by the researchers. A copy of questionnaire was given to each of the responding workers sampled for the study making a total of 210 copies of questionnaire. At the end of data collection exercise, the copies of questionnaire collected were screened and only 190 copies were certified fit for analysis. Objectives and hypotheses were raised to guide this study. The data collected from the workers of the company were subjected to statistical analysis using Chi-square and 5-point likert scales. Likert Scale was used to analyse attitudinal variables. Here, the mean of total scores awarded to each attitudinal statement (variable) was obtained. The 'mean' so derived through this process was weighed against the real 'mean' for position to be taking on whether the attitudinal statement is valid or not.

### *Results*

The respondents consisted of 71 females with the average age of 30 years and 119 males with the average age of 40 years. Academic qualifications of the respondents according to the data from this study include secondary school education (52%), Nigeria Certificate of Education/National Diploma holders (21%), Higher National Diploma/Bachelor (17%), Masters' degree (10%). A total of 19% of the respondents have less than 3 years of working experience in the study settings. The remaining respondents have between 3 and 5 years (27%) and above 5 years (53%).

**Table 1. Attitudinal Statements on Fringe Benefits and Productivity**

| <b>Attitudinal Statements</b>  | <b>Mean</b> |
|--|-------------|
| Employee performance and productivity are tied to fringe benefits that accompany the official responsibilities   | 3.23        |
| A proper workplace environment with reasonable competitive fringe benefits helps in reducing the number of absenteeism and productivity  | 4.12        |
| Overtime payment and leave bonus are available as fringe benefits that usually motivate workers for better productivity  | 3.88        |
| Medical service as well as periodic review of salary and other remuneration  | 3.62        |
| Labour turnover is very low in this organisation because of highly competitive fringe benefits to workers  | 3.22        |
| The considerable recognition given to workers in the formulation and implementation of policies in this company is enhancing cooperation within the workforce and management       | 3.77        |
| The fringe benefits in the companies is not limited to monetary values   | 3.90        |
| The available fringe benefits in this company greatly serve as multiplier effects on our physiological needs, safety and security needs, self-esteem as well as self-actualization | 4.08        |
| Employee development by the organization is not included in the fringe benefit packages  | 2.16        |

**Source:** Authors' Computation, 2021

The respondents stated that employee performance and productivity are tied to fringe benefits that accompany the official responsibilities. They were equally of the position that (a) a proper workplace environment with reasonable competitive fringe benefits helps in reducing the number of absenteeism and productivity; (b) overtime payment and leave bonus are available as fringe benefits that usually motivate workers for better productivity; (c) medical service as well as periodic review of salary and other remuneration; (d) labour turnover is very low in this organisation because of highly competitive fringe benefits to workers; (e) considerable recognition given to workers in the formulation and implementation of policies in this company is enhancing cooperation within the workforce and management, (f) fringe benefits in the companies is not limited to monetary values, (g) available fringe benefits in this company greatly serve as multiplier effects on

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our physiological needs, safety and security needs, self-esteem as well as self-actualization, but disagreed with the position that (h) employee development by the organization is not included in the fringe benefit packages.

***Test of Hypotheses***

**Hypothesis I**

**Ho:** Employees involvement in policy formulation and implementation has no relationship with individuals’ productivity and organization performance.

**Table 2. Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .470 <sup>a</sup> | .221     | .208              | .812                       |

a. Predictors: (Constant), EMPLOYEE INVOLVEMENT

**Source:** Authors’ Computation 2021 using SPSS 16.0

The above table shows that the coefficient of determination is 0.221. It shows that 22.1% of the variation or change in employee productivity and effective organisation performance is caused by variation in employee involvement in policy formulation and implementation within the organisation. When the remaining 77.9% unexplained variation is due to other variables outside the regression model.

**Table 3. ANOVA<sup>a</sup>**

| Model      | Sum of Squares | Df  | Mean Square | F      | Sig.              |
|------------|----------------|-----|-------------|--------|-------------------|
| Regression | 34.904         | 3   | 11.635      | 17.653 | .000 <sup>b</sup> |
| Residual   | 123.243        | 187 | .659        |        |                   |
| Total      | 158.147        | 190 |             |        |                   |

a. Dependent Variable: Productivity and Organisation Performance

b. Predictors: (Constant), Employee Involvement

**Source:** Authors’ Computation 2021 using SPSS 16.0

Table 3 F Statistics (17.653) and sig.  $p < .05$  show that there is significant relationship between employee involvement in policy formulation and implementation and productivity and organisational performance.

**Table 4: Coefficients<sup>a</sup>**

| Model                           | Unstandardized Coefficient |           | Standardized Coefficient | T      | Sig. |
|---------------------------------|----------------------------|-----------|--------------------------|--------|------|
|                                 | B                          | Std Error | Beta                     |        |      |
| (Constant)                      |                            |           |                          |        |      |
| a) Involvement and Productivity | 2.066                      | .189      | -.067<br>-.107           | 10.931 | .000 |
| b) Employee Involvement         | -.091                      | .104      | .507                     | -.876  | .382 |
| c) Workplace Environment        | -.108                      | .079      |                          | -1.366 | .174 |
| d) Absenteeism and commitment   | .548                       | .076      |                          | 7.249  | .000 |

a. Dependent Variable: Record of Achievement

Source: Authors' Computation 2021 using SPSS 16.0

Table 4 shows the contribution of the predictors in the model.

### Hypothesis 2

**Ho:** Application of Fringe benefits has no relationship with employee productivity and Organisation performance

**Table 5. Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std Error of the Estimate |
|-------|-------------------|----------|-------------------|---------------------------|
| 1     | .517 <sup>a</sup> | .268     | .238              | .800                      |

a. Predictors: (Constant), Fringe Benefits

Source: Author computation 2021 using SPSS 16.0

Table 5 depicts that the coefficient of determination ( $R^2$ ) is 0.268. It shows that 26.8% of the variation or change in employee productivity and effective organisation performance is caused by existence of competitive fringe benefits. When the remaining 73.2% unexplained variation is due to other variables outside the regression model.

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**Table 6. ANOVA<sup>a</sup>**

| Model      | Sum of Squares | Df  | Mean Square | F     | Sig.              |
|------------|----------------|-----|-------------|-------|-------------------|
| Regression | 40.237         | 7   | 5.7485      | 8.982 | .000 <sup>b</sup> |
| Residual   | 110.074        | 172 | .640        |       |                   |
| Total      | 150.311        | 179 |             |       |                   |

a. Dependent Variable: Employee Productivity and Organisation Performance

b. Predictors: (Constant), Existence of competitive Fringe benefits.

**Source:** Authors' Computation 2021 using SPSS 16.0

In Table 6 Statistics (8.982) and sig.  $p < .05$  shows that there is significant relationship between employee commitment and organisational performance.

**Table 7: Coefficients<sup>a</sup>**

| Model                                   | Unstandardized Coefficient |           | Standardized Coefficient | T      | Sig. |
|---|----------------------------|-----------|--------------------------|--------|------|
|   | B                          | Std Error | Beta                     |        |      |
| (constant)                              | 1.829                      | .218      |                          | 8.394  | .000 |
| a) Employees Commitment                 | .018                       | .080      | .019                     | .230   | .819 |
| b) Employees commitment and compromise  | .184                       | .084      | .194                     | 2.204  | .029 |
| c) Employees commitment and performance | .032                       | .126      | .022                     | .257   | .798 |
| d) Commitment and performance           | .177                       | .165      | .099                     | 1.072  | .285 |
| e) Environment and absenteeism          | .446                       | .089      | .415                     | 5.003  | .000 |
| f) Work commitment and performance      | -.382                      | .114      | -.286                    | -3.345 | .001 |
| g) Commitment and productivity          | -.008                      | .113      | -.006                    | -.068  | .946 |

a. Dependent Variable: RECORD OF ACHIEVEMENT

**Source:** Authors' Computation 2021 using SPSS 16.0



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### *Discussion of Findings*

The respondents reported that the rate of employees' commitment to their duties is central in the productivities on the job and overall performance of organization where they are working. Existing practice of employees' involvement in policy formulation and implementation equally encourages employees' commitment on the job and eventual productivity as well as organizational stability. It was further established that employees are committed to their work without compromise in whatever form with appropriate fringe benefits as motivators. It is also obvious that proper workplace environment helps in reducing the rate of absentees, while appropriate fringe benefits lead to job commitment and eventual facilitation of productivity. The study also tested for two hypotheses, and the results included the (a) establishment of significant relationship between employees' involvement policy making and implication and employees' productivity and organization performance [F Statistics (17.65)  $p < 0.05$  and significance  $p < 0.05$ ], and (b) significant relationship between application of fringe benefits and employee productivity, as well as Organisation performance [F Statistic (8.982) and significance  $p < 0.05$ ]. The outcome of the study further corroborated the position of Maslow's Hierarchy of Needs, Douglas McGregor's Theory 'X' and 'Y', as well as Existence, Relatedness and Growth (ERG) theory propounded by Clayton Alderfer on employees' motivations for better productivity and organizational performance.

### *Conclusion*

The results revealed that there is a positive relationship between employee welfare programmes and labour productivity. These no doubt have far reaching implications for employers of labour and management in various organizations. It was affirmed that provision of fringe benefits on one part encourage employees to be more committed to the achievement of organizational objectives, while on the other part help to motivate employees to higher performance. Fringe benefits therefore make up a significant portion of compensation packages paid to employees. This is pointing at the importance in the improvement of salaries, welfare packages as well as fringe benefits for the employees in order to give them the incentives and to motivate them to improve productivity in order to bring about societal economic recovery and growth. Incentives that may come in the form of fringe benefits therefore remain a very sensitive issue, not only to employers, but also to the employees. The implication of this is that ability of the organization to attract



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and retain employees depends on how much monetary and non-monetary they give. Thus the poor wages and salaries as well poor working conditions will remain the constant source of frustration to employee and subsequently bring about constant strife with the management and eventual decrease in productivity. In contrast to this, *promotion, better pay, fringes benefits and other social incentives* remain the great motivators of employee for increase productivity and sustainable development. In this process, a person's incomes will continue to determine his purchasing power and by extension his status decider. Within this context, employees will continue to be sensitive about how much they are paid in comparison to their counterparts in the industry. Identification of prevalence of inequity by the employees will engender dissatisfaction and eventual reduction in productivity or workers' turnover. In spite of the attractiveness of incentives as motivator for organisational growth, the desired results of such package can only be symbiotic where both the employees and the employers will benefit when its introduction and implementation is purposeful. This will enhance avoidance wrong perception and controversy by the employees through clear communication of reward system to employees with job measurement which according to Hartman (2011) will stimulate the much needed motivational drive in the employees. With this done, such incentives will propel and influence employees' attitudes in work place and as well stimulate understanding between the employer and the employee and consequently cumulating into unprecedented performance for both the employees and the organization [Barbara *et al.*, 2003; Heneman, 1992].

### ***Recommendations***

A number of recommendations emerged from the research study, the outcomes of the study informs the exposition that there are ways in which workers job performance can be enhanced.

1. The management must understand the fact that people are different and different people behave differently in diverse situation at different times. The manager need to know what the employee's goal and aspirations are and appreciate the direction their ability and interest can lead to since motivation involves how desired productive behaviour can be energized, then directed and maintained.

2. The management should bear in mind the status of individual employees when providing fringe benefits; for instance, fringe benefits like study leave with pay may not necessarily be of significance to a cleaner, whereas to an account clerk it is a great opportunity.



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3. It is recommended that promotion should cut across the board in order to motive all categories of employees since workers set it as symbol apart from increasing their income.

4. Training and Development are highly germane for better productivity. Training is a systematic process of altering the behaviour, knowledge, motivations of employees in a direction to increase the trainee's effectiveness and organizational goal achievement. Both reactions pro-action training approaches are recommended to the management of the organisation(s) because they are the methods for imparting narrow and specific job related knowledge to operative employees.

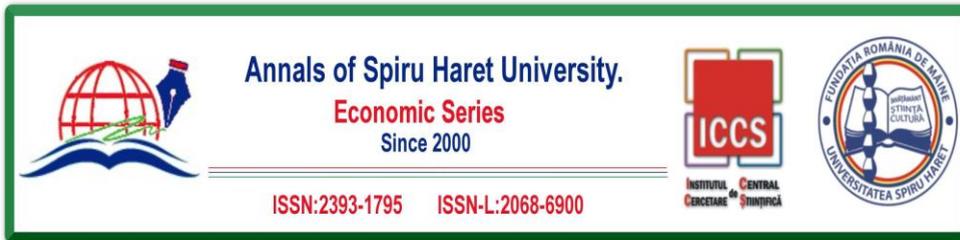
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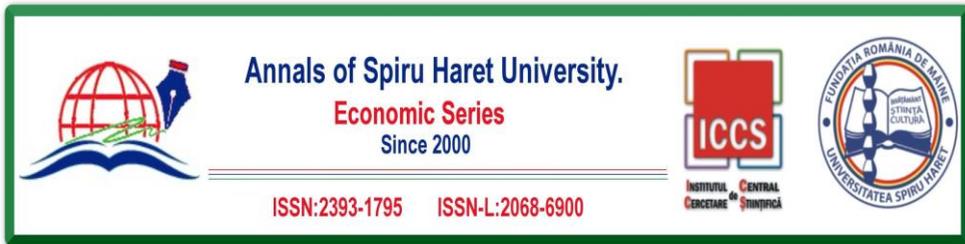
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