



**MOTIVATIONAL INCENTIVES AS A STRATEGIC TOOL FOR EMPLOYEE
PRODUCTIVITY OF TEXTILES, WEARING APPARELS, CARPET,
LEATHER/LEATHER FOOTWEAR GROUP MANUFACTURING FIRMS IN
SOUTH EAST, NIGERIA**

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Abstract

The study was to evaluate the motivational incentives as a strategic tool for employee productivity of Textiles, wearing apparels, carpet, leather/leather footwear group manufacturing firms in South East, Nigeria. The specific objectives were to: examine the effect of bonuses on the employee output of manufacturing firms in South East, Nigeria; evaluate the extent to which prizes and awards influence the employee innovation of manufacturing firms in South East, Nigeria; and ascertain the effect of non-cash prizes on the quality of products of manufacturing firms in South East, Nigeria. The study used the survey approach. The primary sources were personal interview and the administration of questionnaire. The population of the study was one thousand, nine hundred and forty three (1943) staff. A stratified sampling method was adopted. The adequate sample size of 323 was determined using Freund and William's statistic formula. 313 staff returned the questionnaire and accurately filled. That gave 97 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.85 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z-test statistics tool. The findings indicated that bonuses had positive effect on the employee output of manufacturing firms in South East, Nigeria $Z(95, n = 313) = 5.583, p > 0.05$, Prizes and awards had positive influence on the employee innovation of manufacturing firms $Z(95, n = 313) = 5.252, p > 0.05$ and non-cash prizes had positive influence on the products of manufacturing firms in South East, Nigeria $Z(95, n = 313) = 5.281, p > 0.05$. The study concluded that the findings indicated that bonuses, prizes and awards, non-cash prizes, had influence on employee output, innovation and products of textiles, wearing apparels, carpet, leather/leather footwear manufacturing firms in South East, Nigeria. The study recommended that Management matters a great deal for organisational performance and staff motivation. Therefore, they should employ feedback mechanisms to inform them on the performance of the various rewards system in order to effectively adjust motivational factors not suited or desired by employees.

Keywords: motivational, incentives, employee, productivity.

1.1 Introduction

The fame of any organisation is built on the competence of the management and its workforce.

Motivating people to give their best has become more crucial than ever, because of fierce competition and economic unpredictability. The factor that can set apart an organisation in unstable environment both in public or private sectors is its human resources; therefore, establishing and maintaining a stable workforce is a major concern of human resource department (Aryeetey, 2011). Motivation is influenced by the satisfaction of needs that are either necessary for sustaining life or essential for wellbeing and growth. Motivation is derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of energizing people to actions that will accomplish goals. Motivation plays an essential role in any organisation since it helps to build up the productivity of employees and objectives accomplished in a proficient way.

One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. An incentive is a fortuitous motivator. Incentives aim to provide value for money and contribute to organisational success (Armstrong, 2015). The key thought behind any 'incentive' is that they are the devices used to create tasks that can be motivational. Kimiz (2013) opined that Incentives can be classified according to the ways in which they motivate employers and employees to take a particular course of action. The three types of incentives are remunerative incentives, moral incentives and coercive incentives. Strategy, refers to the actions designed to achieve a long-term or overall aim of an organisation, and ways to allocate resources necessary to achieve them. Strategic planning seems to analyze the current and expected future situation, decides the direction of the firm, and develops the means for achieving goals. Strategic management process involves analysis and planning. The first part of the strategic management process involves setting out high level vision and goals (Tom, 2019).

Workers motivation is essential in every organisation as there is a direct relationship between motivation and productivity. Employee's productivity, motivation quality and service in

managing people in every organisation are often captured in organisational mission statements and goals. Employees that are adequately and fairly compensated are motivated to increase productivity in the organisation both in organized private sector or public sector. Only through motivation, can managers “help employees generate the excellent performance that enables companies or organisations to boost profitability survive and even thrive during tough times (Aryeetey,2011). Besides monetary incentive, there are some other stimuli which can drive a person to be better. These include job satisfaction, job security, job promotion and pride for accomplishment. Falola, Ibidunni and Olokundun (2014) incisively opined that the success of any organisation is dependent on its ability to remunerate and reward workers. Motives are the “whys” of behaviour – the needs or wants that drive behaviour and explain what employees do. Motives are not observed rather, are inferring that one exists based on the behaviour we observe” (Nevid, 2013). Therefore, incentives really help to accomplish the goals of manufacturing firms.

1.2 Statement of the Problem

Effective employee motivation has long been one of management most difficult and important duties. Incentives have improved employees’ productivity in the organisation. Workers are motivated through bonuses, prizes, awards and non-cash incentives. Companies spend huge amounts of money on their rewards programmes which aim at motivating, retaining, committing and attracting new employees. The level of motivation has direct as well as positive relationship with the performance of employees along with the organisational commitments.

Workers feel so bad when they are not appropriately motivated. The negligence of adequate structure in pay incentive, fringe bonus and overtime benefits has caused a lot of inequitable justice on the administration of incentive scheme. The negative attributes can be seen as poor turn up of employee output, lack of employee innovation, poor product quality, job dissatisfaction, low morale and low commitment.

The resultant effect on employee productivity could be negative. The failure of top management to appreciate the human element as the most crucial factor and the determinant of attainment of goals and objectives has constituted serious eroding problem. Employees are

faced with unhealthy working environment and these have resulted in poor productivity and employee innovation, low product quality, crises, absenteeism and high turnover.

1.3 Objectives of the Study

The main objective of the study was to examine motivational incentives as a strategic tool for employee productivity of manufacturing firms in South East, Nigeria. The specific objectives were to:

- i. Examine the effect of bonuses on the employee output of manufacturing firms in South East, Nigeria.
- ii. Evaluate the extent prizes and awards influence the employee innovation of manufacturing firms in South East, Nigeria.
- iii. Ascertain the effect of non-cash prizes on the quality of products of manufacturing Firms in South East, Nigeria.

1.4 Research Questions

The following research questions guided the study:

- i. What is the effect of bonuses on the employee output of manufacturing firms in South East, Nigeria?
- ii. To what extent is the influence of prizes and awards on employee innovation of manufacturing firms in South East, Nigeria?
- iii. What is the effect of non-cash prizes on the quality of products of manufacturing firms in South East, Nigeria?

1.5 Statement of Hypotheses

The following hypotheses guided the study:

- i. Bonuses have no positive effect on the employee output of manufacturing firms in South East, Nigeria.
- ii. Prizes and awards have no positive influence on the employee innovation of manufacturing firms in South East, Nigeria.
- iii. Non-cash prizes have no positive influence on the products of manufacturing firms in South East, Nigeria.

2.0 Review of Related Literature

2.1 Conceptual Frame Work

2.1.1 Motivational Incentives

Incentives provide a spur or zeal in the employees for better performance. It is a natural thing that nobody acts without a purpose behind. Hence, a hope for a reward is a powerful incentive to motivate employees. Motivation is viewed as drivers for individual behaviours. Venkatesh defined Motivation as an important factor which encourages persons to give their best performance and help in reaching organisations goals. Motivation is usually employed to explain activities performed without an apparent extrinsic reward (Bruna, Marisa and Anna(2017). Motivation is important for every organisation because of the benefits it provides. The process of motivation consists three stages: a felt need or drive; a stimulus which needs to be aroused or satisfied; and the satisfaction or accomplishment of goals. Incentives help to increase productivity, enhance commitment in work performance and psychologically satisfy employees, which leads to job satisfaction. In every organisation, individuals have different aspirations and aims as no two individuals are the same; hence, employee motivation is a complex process as individuals are complex, diverse and often difficult to predict. The two categories of incentives to motivate employees are monetary incentives and non-monetary incentives. In other cases, they are offered for reaching less-tangible goals, like increasing sales figures by a specific percentage or remaining in good standing with industry regulators. A strong positive motivation will enable the increased output of employees but a negative motivation will reduce their performance. Providing the employees with the right blend of direction, guidance, techniques, assets and compensation based on the goal of motivating them and making them quick to work through the way the manager wants them to do is the major aim of the motivation.

2.1.2 Employee Productivity

Employee productivity is the value employees are producing on an individual level every hour they work. The more productive they are, the more value they produce for their employers. Employee productivity is an important consideration for businesses (Margaret R. n.d). Productivity is the measure that defines the growth in economy and one's living standard. The three main types of productivity obstacles are Environmental, Organisational

and Psychological obstacles. Employee productivity is of high relevance for organisations and individuals alike. Zahargier (2011) ascertained that with the increase in competition among companies, managers realize the importance of employees' performance at work so as to strive globally. This is because, the ultimate profitability of the organisation depends on the increase in performance of the employees. For a workforce to have productivity, there are simple factors that need to be followed. First, employees need to feel that they are not just workers in the organisation, but part and parcel of the company (Skare, Kostelic and Jozicic, 2013).

2.1.3 Bonuses

Organisations usually reward its workers to keep them happy and to increase their productivity. Bonus pay is additional compensation beyond the base salary or hourly wage. Rewards and bonuses are important strategies used by organisations management to acknowledge hard working employees. Andrew (2019) defined bonus as a financial compensation that is above and beyond the normal payment expectations of its recipient. Bonuses can be awarded to both entry-level employees and to senior level executives. Bonuses are awarded by a company as an incentive or to reward good performance. The purpose of profit sharing bonuses is to encourage employees to understand how their work affects the company's performance and to improve the company's profitability. Susan (2019) ascertained that bonuses are based on many different factors, but many companies base them on three things: Personal performance, Company goals and Pay grade. Types of bonus are Annual Bonus, Signing Bonus, Spot Bonus or Discretionary Bonus, Retention Bonus, Referral Bonus, Holiday Bonus, Profit-Sharing Bonus, and Commission Bonus. Bonuses are one of the ways employers reward their employees for a job well done. Offering regular, significant bonuses is a way of retaining best employees.

2.1.4 Prizes and Awards

Great achievements are accompanied by great results. Prizes are meant to highlight and celebrate individuals who have ascended to the top of their game (Lauren.d). Prizes are given to publicize noteworthy or exemplary behaviour, and to provide incentives for improved outcomes and competitive efforts. In general, prizes are regarded in a positive light, and their winners are admired. Surbhi (2015) opined that an award can be understood

as the prize or any other equivalent mark of recognition, endowed to honour an achievement. Reward alludes to something given in recognition to someone, for the efforts or service provided by them. An Award is conferred in front of the masses for excellence, but reward may or may not be given in public, it is a kind of compensation given to a person for their good work. Harish (2018) stated that award, reward and prize are interchangeable terms but actually their basic definitions are different. An award or a prize is generally provided for the personal achievements, whereas rewards focus on the factor of contribution made by the individual. A reward is usually in form of money. Awards are always associated with the positive things whereas a reward can also be used in reference to bad or evil things. Riaz (2015) noted that employee incentives and rewards can both be very effective motivators when used appropriately. Indeed, even though they are very separate components, effective staff incentives and rewards can help your business to maximize its performance and realize its full potential. Kelsey (2016) noted that Prize is something offered or striven for in competition or in contests of chance while award is given to someone for being excellent or for doing something that is admired.

2.1.5 Non-Cash Prizes

Non-Cash Prize means any prize that includes an element that is not payable in cash, which does not negatively impact the image or reputation of the organisation. Non-cash rewards can work as powerful motivators for sales organisations to drive employee engagement beyond the traditional sales compensation plan. Regardless of the reward, the goal is to make it enticing enough to motivate employee behaviour. Cash rewards are the incentives which involve given money direct to employees who are extremely performing or talented. while non-monetary rewards are the incentives given to employees which do not involve direct money to the employees and are given to all employees to offer them convenience and security. Brad (2018) noted that overall, employees just want to be valued for their work, time and effort. Therefore, employers who want to keep employees happy, need to develop non-monetary motivational policies that recognize employee efforts effectively. Non-monetary compensation is often a better way to attract employees and keep them satisfied in the long run.

2.1.6 Employee Output

There is nothing more important to an organisation than its employees. When employees are happy, their productivity will increase, and help to boost business. Making small changes to habits will drastically improve the levels of productivity and office efficiency in business. Employee productivity is the intensity of the effort that employees, collectively, are putting into a task. There is an optimal level of productivity for each task or project where productivity is the main driver of progress. Productivity is a performance measure, encompassing both efficiency and effectiveness. High performing, effective organisations have a culture that encourages employee involvement. Chukwuma and Obiefuna (2014) proved that for achieving prosperity, organisations design different strategies to compete with their competitors and for increasing the performance of the organisations.

2.1.7 Employee Innovation

The need to achieve better results that meet new requirements, or existing market needs, takes place through the provision of more-effective products, processes, services, technologies, or business models that are made available to markets, governments and society. Organisations, who want to create a basis for long-term success, are constantly evolving. An innovation is something original and more effective and, as a consequence, new, that "breaks into" the market or society. Benjamin and Volker (2013) defined innovation as a new, technically feasible product or process, that generates an economic value. To improve innovative ability in an organization, employees should be involved because employees have the ability to promote or hinder innovation in an organisation. "An innovative employee has extraordinary skills to provide or distribute his knowledge to others". An innovative employee is an employee who has inquisitive and intrinsic interest on positive changes; he recognizes potentials for improvement not only in his own field but uses the available resources to him in an optimal way, communicates openly over his ideas and manages to inspire colleagues and business partners.

2.1.7 Quality of Product

Product quality is very important for manufacturing firms. The totality of features and characteristics of product or service that bear on its ability to satisfy stated or implied needs revolving around customer". It may be concluded that quality is a key attribute that

consumers use to evaluate products or services. Quality is measured by the degree of conformance to predetermined specifications and standards, and deviations from these standards can lead to poor quality and low reliability. Efforts for quality improvement are aimed at eliminating defects. Product Quality affects customer satisfaction, and higher satisfaction leads to higher customer loyalty. The key determinant for a sustainable business is customer loyalty, as loyal customers not only increase the value of the business, but they also enable businesses to maintain costs lower than those associated with attracting new customers (Chen and Shaheen, 2018).

2.2 Theoretical Framework

Vroom's Expectancy Theory

Expectancy theory developed by Vroom (1964), is the mental process of an employee in interpretation and perception of organisational compensation leading to behaviours of commitment, motivation and effort increase. The study is anchored on Vroom's expectancy theory because it was based on the assumption that man is rational being and will try to maximize his pay off. This approach assumes that motivation to work is strongly determined by an individual perception that a certain type of behaviour will lead to a certain type of outcome. Expectancy theory proposes that work motivation is dependent upon the perceived association between performance and outcome, and individuals modify their behaviour based on their calculation of anticipated outcomes (Chen and Fang, 2008). In other words, it can help explain why a person performs at a particular level. This has a practical and positive potential of improving motivation because it can, and indeed, has helped leaders create motivational programmes in the workplace. This theory provides the idea that an individual's motivation comes from believing he will get what he desires in the form of a reward (Brian, 2016). It is therefore necessary to say that if an employee perceives that he will be adequately compensated such an employee will work harder to receive more compensation. This is to ascertain the fact that compensation package has positive correlation with employee's performance. This theory postulated three elements which are expectancy, instrumentality and valence. Expectancy views a person's perception of the likelihood that a particular outcome will result from a particular behaviour or action for example: if an employee works hard he will improve productivity, which may definitely lead to more compensation. However, unimproved productivity or performance may not expect an increase in

compensation. Instrumentality relates to a person's belief and expectation that his performance will lead to a particular desired reward. For example, an employee may work hard in order to increase his performance, which will definitely lead to a desired reward in form of increased compensation (Ibojo and Asabi, 2014).

2.3 Empirical Review

Ali, Abra and Haider (2012) examined the Impact of motivation, empowerment and skill-enhancing practices on aggregate voluntary turnover: The mediating effect of collective affective commitment: Motives are key to human behaviour. It plays an important role in performance and other activities; and managers should know what motivation is, and how subordinates are motivated towards performance. This study investigates the role of motivation on employees' performance as the history of explaining human or animal behaviour is not new. "why did one do what one did 'had been the subject of working even in the past, some human behaviour was explained as an outcome of demons impedance and this explanation was unscientific. Efforts were also made to determine principles which could explain human behaviour. Mc Dougall emphasized that man's social behaviour can be explained in terms of instincts which was later on criticized. Freud used unconscious mental process 'to explain behavior, especially, in case of perversion, hallucination, dreams, obsession and anxieties. Attempts have also been made to explain human behaviour in terms of rules following purposive model. Also end state explanation such as need reduction, tension reduction or homeostatic postulates is offered for behaviour. Motives like drives, needs, instincts are also used to explain human behaviour. Neither inspires of all this all-inclusive theory of explaining human behaviour is neither easy to present at this stage nor perhaps will it be in the future.

Edmun (2013) carried out a study on The Role of Financial Incentives on Employees' Motivation in Financial Institutions in Tanzania: A Case of Bank of Tanzania. The broad objective of the study is to assess the role of financial incentives in employees' motivation in financial institutions using the case of the Bank of Tanzania. Specifically, the study aimed at identifying the most important indicators of motivation, determining the most significant non-salary incentives in motivating employees and determining the most significant financial incentives on motivation. The study was descriptive in nature and it employed quantitative approach in the data analysis. The study had a sample of 100 respondents who were

purposely selected. The study through the first objective revealed salary, staff loan, car loan and house allowance as the top four most important indicators of motivation at the Bank of Tanzania. Through the second specific objective it was revealed that staff and car loans are the most significant non-salary incentives in motivating supporting, **professional and managerial** employees at the Bank of Tanzania. In determining the most significant financial incentives on motivation, medical insurance and salaries of employees were identified as the most significant financial incentives at the Bank of Tanzania. It was concluded that managers need to make sure their employees work in pleasant and desirable work environments. If people grow in an environment in which their needs are not met, they will be unlikely to function as healthy individuals or well-adjusted individuals. This study recommended the use of its results as starting point for managers and other interested parties to identify and understand factors motivating employees in their institutions to ensure an environment that encourages, promotes, and fosters such factors.

Thushel(2015) conducted a study on the Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England. The study tested the relationship between work environmental factors and job performance with work motivation and the extent to which this relationship is mediated by work motivation among a sample of hotel workers in England. In this cross-sectional study, a questionnaire survey was conducted among 254 hotel workers at twenty-five chain hotels in Bristol, England. The results suggest that there is a significant relationship between work environmental factors and job performance and that work motivation mediates the relationship between working conditions and job performance. The results also suggest that there is a significant relationship between work motivation and job performance of the hotel workers. The results point to the importance of working conditions and work motivation in explaining job performance of hotel workers in the framework of work environmental conditions and job performance. The limitations and implications and the study are also discussed.

Rashid, RosmaandYusoff (2019) investigated the Effect of Incentive System on Job Performance Motivation as Mediator for Public Sector Organization in UAE.The main purpose of the study is to investigate the effect of motivation and incentive system on job

performance of public sector employees in UAE. The details of the study will be provided in an attempt to validate whether incentives have a potential effect on motivating employee and enhance job performance in the public sector. The purpose of the study is to illustrate to what extent incentives are used in the UAE's public service sector. To fulfill the objective of the research as well as obtain real and reliable data, a research study will be conducted as was conducted at the Economic Development Department (EDD) in Al Sharjah. The study has adopted a quantitative approach to assess the effect of the incentive system in public sector in UAE on the job performance, and to identify the mediating effect of employees' motivation in two dimensions (intrinsic and extrinsic) on the relationship between the incentive systems (monetary and tangible and non-monetary and intangible), and employees' performance. The study method will quantitatively analyze the structured questioner's data using a statistical approach. On completion of the qualitative research, it is expected that the findings will concur with the consensus of the findings in the literature review. The data analysis will prove that there is a significant relationship between incentives in the form of rewards and recognition and better work performance. This study hopes to determine whether most of the public employees in the above-mentioned organisation are motivated by the financial and non-financial incentives, and are encouraged and motivated towards greater work performance.

3.0 Methodology

The study was based on the motivational incentives as a strategic tool for employee productivity of Textiles, Wearing Apparels, Carpet, Leather/Leather Footwear Group Of Manufacturing Firms in South East, Nigeria and members of Manufacturers Association of Nigeria (MAN). The firms were: Chi-du Ind.Co. Ltd.; Cle-Ike ventures; Gabee Industries Ltd.; Gen. Cotton Mill Ltd.; Global Fabrics Manufacturing Ltd.; Cohel Ltd.; Maglo International Tech. Co. Ltd.; and Nwigbo Associates. The study used the survey approach. The primary sources were personal interview and the administration of questionnaire. The population of the study was one thousand, nine hundred and forty three (1943) staff. A stratified sampling method was adopted. The adequate sample size of 323 was determined using Freund and William's statistic formula. 313 staff returned the questionnaire and accurately filled. That gave 97 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation

coefficient (r). It gave a reliability co-efficient of 0.85 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z-test statistics tool.

4.0 Data Presentation and Analyses

4.1 The effect of bonuses on the employee output of manufacturing firms in South East, Nigeria

Table 4.1.1: Responses on the effect of bonuses on the employee output of manufacturing firms in South East, Nigeria.

		5 SA	4 A	3 N	2 DA	1 SD	ΣFX	- X	SD	Decision
1	Bonus increases employee morale in the firm	610 122 39.0	404 101 32.3	72 24 7.7	32 16 5.1	50 50 16.0	1168 313 100%	3.73	1.429	Agree
2	Employee motivation is enhanced with the payment of bonus in the firm	585 117 37.4	392 98 31.3	78 26 8.3	44 22 7.0	50 50 16.0	1149 313 100%	3.67	1.440	Agree
3	Improved productivity is enticed by bonus payment	365 73 23.3	624 156 49.8	51 17 5.4	40 20 6.4	47 47 15.0	1127 313 100%	3.60	1.319	Agree
4	Employees are encouraged to reach it goals in the organisation through bonus.	870 174 55.6	160 40 12.8	81 27 8.6	52 26 8.3	46 46 14.7	1209 313 100%	3.86	1.512	Agree
5	Attaching bonuses to performance makes the employees to give out all they have for success.	560 112 35.8	580 145 46.3	45 15 4.8	30 15 4.8	26 26 8.3	1241 313 100%	3.96	1.161	Agree
Total grand mean and standard deviation								3.84	1.372	

Source: Field Survey, 2020

Table 4.1.1 shows that 223 respondents out of 313 representing 71.3 percent agreed that Bonus increases employee morale in the firm with mean score of 3.73 and standard deviation of 1.429. Employee motivation is enhanced with the payment of bonus in the firm with 215 respondents representing 68.7 percent agreed with mean score of 3.67 and standard deviation of 1.440. Improved productivity is enticed by bonus payment with 229 respondents representing 73.1 percent agreed with mean score of 3.60 and standard deviation of 1.319.

Employees are encouraged to reach to their goals(in the organisation through bonus with 214 respondents representing 68.4 percent agreed with mean score of 3.86 and standard deviation 1.512. Attaching bonuses to performance makes the employee to give out all they have for success with 257 respondents representing 82.1 percent agreed with a mean score of 3.96 and standard deviation of 1.161.

4.2 The influence of prizes and awards on employee innovation of manufacturing firms in South East,Nigeria

Table 4.2.1: Responses on the influence of prizes and rewards on employee innovation of manufacturing firms in South East,Nigeria.

		5	4	3	2	1	∑FX	-	SD	Decision
		SA	A	N	DA	SD		X		
1	Prizes and awards send to positive employees that their organisation is doing well	345 69 22.0	576 144 46.0	48 16 5.1	120 60 19.2	24 24 7.7	1113 313 100%	3.5 6	1.23 9	Agree
2	Awards help generate company pride and employee creativity.	410 82 26.2	504 126 40.3	36 12 3.8	138 69 22.0	24 24 7.7	1112 313 100%	3.5 5	1.29 5	Agree
3	Through awards employees are recognized for their contributions to organisation success.	425 85 27.2	408 102 32.6	78 26 8.3	142 71 22.7	29 29 9.3	1082 313 100%	3.4 6	1.34 4	Agree
4	Employee job satisfaction and retention are released through prizes.	280 56 17.9	600 150 47.9	15 5 1.6	138 69 22.0	33 33 10.5	1066 313 100%	3.4 1	1.29 5	Agree
5	Prizes and awards attract people to the organisation	350 70 22.4	432 108 34.5	27 9 2.9	138 69 22.0	57 57 18.2	1004 313 100%	3.2 1	1.46 7	Agree
Total grand mean and standard deviation								3.44	1.328	

Source: Field Survey, 2020

Table 4.2.1 shows that213 respondents out of 313 representing 68 percent agreed that Prizes and awards send to positive employees that their organisation is doing wellwith mean score of 3.56 and standard deviation of 1.239. Awards help generate company pride and employee creativity with 208 respondents representing 66.5 percent agreed with mean score of 3.55 and standard deviation of 1.295. Through awards employees are recognized for their contributions to organisation success with 187 respondents representing 59.8 percent agreed with mean score of 3.46 and standard deviation of 1.344. Employee job satisfaction and retention are released through prizes with 206 respondents representing 65.8 percent agreed

with mean score of 3.41 and standard deviation 1.295. Prizes and awards attract people to the organisation with 178 respondents representing 56.9 percent agreed with a mean score of 3.21 and standard deviation of 1.467.

4.3 The effect of non-cash prizes on the quality of products of manufacturing firms in South East, Nigeria.

Table 4.3.: Responses on effect of non-cash prizes on the quality of products of manufacturing firms in South East, Nigeria.

		5	4	3	2	1	\sum FX	-	SD	Decision
		SA	A	N	DA	SD		X		
1	Employees account non-cash prizes differently because it is new experience	700 140 44.7	240 60 19.2	33 11 3.5	138 69 22.0	33 33 10.5	1144 313 100%	3.65	1.4 84	Agree
2	Non-cash prizes motivate employees and make them emotionally okay to do better	385 77 24.6	492 123 39.3	33 11 3.5	138 69 22.0	33 33 10.5	1081 313 100%	3.45	1.3 49	Agree
3	Regular bills of increasing cash incentives now and the future will be reduced	305 61 19.5	604 151 48.2	33 11 3.5	138 69 22.0	21 21 6.7	1101 313 100%	3.52	1.2 20	Agree
4	The organisation uses non-cash rewards to save the firm from potentially unfavourable cycle.	810 162 51.8	248 62 19.8	42 14 4.5	122 61 19.5	14 14 4.5	1236 313 100%	3.95	1.3 22	Agree
5	Organisation creates a social business with non-cash reward that cannot be replicated in the same way with cash	820 164 52.4	332 83 26.5	39 13 4.2	78 39 12.5	14 14 4.5	1283 313 100%	4.10	1.2 09	Agree
Total grand mean and standard deviation								3.73	1.328	

Source: Field Survey, 2020

Table 4.3.1 indicates that 200 respondents out of 313 representing 63.9 percent agreed that Employees account non-cash prizes differently because it is new experience with mean score of 3.65 and standard deviation of 1.484. Non-cash prizes motivate employees and makes them emotionally okay to do better with 200 respondents representing 63.9 percent agreed with mean score of 3.45 and standard deviation of 1.349. Regular bills of increasing cash incentives now and the future will be reduced with 212 respondents representing 67.7 percent agreed with mean score of 3.52 and standard deviation of 1.220. The organisation uses non-cash rewards to save the firm from potentially unfavourable cycle with 224 respondents

representing 71.6 percent agreed with mean score of 3.95 and standard deviation 1.322. Organisation creates a social business with non-cash reward that cannot be replicated in the same way with cash with 247 respondents representing 78.9 percent agreed with a mean score of 4.10 and standard deviation of 1.209.

4.4 Test of Hypotheses

4.4.1 Hypothesis One: Bonuses have no positive effect on the employee output of manufacturing firms in South East, Nigeria.

Table 4.4.1: Z-test on Bonuses have no positive effect on the employee output of manufacturing firms in South East, Nigeria.

			Bonuses have no positive effect on the employee output of manufacturing firms in South East, Nigeria.
N			313
Normal Parameters	Mean		3.764
	Std. Deviation		1.372
Most Extreme	Absolute		.316
Most Extreme	Positive		.185
Differences	Negative		-.316
Kolmogorov-Smirnon Z			5.583
Asymp. Sig.(2-tailed)			.000
a. Test distribution is Normal			
b. Calculated from data			

Decision Rule

If the calculated Z-value is greater than the critical Z-value (that is, $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z-value of 5.583 and on Asymp. Significance of 0.000, the responses from the respondents as displayed in the table is normally distributed. This affirms the assertion of the most of the respondents that bonuses had positive effect on the employee output of manufacturing firms in South East, Nigeria.

Decision

Comparing the calculated Z-value of 5.583 against the critical Z-value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis was rejected. Thus the alternative hypothesis

was accepted which states that bonuses had positive effect on the employee output of manufacturing firms in South East, Nigeria.

4.4.2 Hypothesis Two: Prizes and awards have no positive influence on the employee innovation of manufacturing firms.

Table 4.4.2: Z – test on Prizes and awards have no positive influence on the employee innovation of manufacturing firms.

			Prizes and awards have no positive influence on the employee innovation of manufacturing firms.
N			313
Normal Parameters	Mean		3.438
	Std. Deviation		1.328
Most Extreme	Absolute		.297
Most Extreme	Positive		.182
Differences	Negative		-.297
Kolmogorov-Smirnon Z			5.252
Asymp. Sig.(2-tailed)			.000

- a. Test distribution is Normal
- b. Calculated from data

Decision Rule

If the calculated Z-value is greater than the critical Z-value (that is, $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z-value of 5.252 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that Prizes and awards had positive influence on the employee innovation of manufacturing firms.

Decision

Comparing the calculated Z-value of 5.252 against the critical Z-value of 2.18 (2-tailed test at 95 percent (%) level of confidence) the null hypothesis was rejected. Thus, the alternative hypothesis was accepted which states that Prizes and awards had positive influence on the employee innovation of manufacturing firms.

4.4.3 Hypothesis Three: Non–cash prizes have no positive influence on the products of manufacturing firms in South East,Nigeria.

Table 4.4.3: Z – test on Non–cash prizes have no positive influence on the products of manufacturing firms in South East,Nigeria.

		Non–cash prizes have no positive influence on the products of manufacturing firms in South East,Nigeria.
N		313
Normal Parameters	Mean	3.734
	Std. Deviation	1.317
Most Extreme	Absolute	.298
Most Extreme	Positive	.200
Differences	Negative	-.298
Kolmogorov-Smirnon Z		5.281
Asymp. Sig.(2-tailed)		.000
<ul style="list-style-type: none"> a. Test distribution is Normal b. Calculated from data 		

Decision Rule

If the calculated Z-value is greater than the critical Z-value (that is, $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z–value of 5.281 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that Non–cash prizes had positive influence on the products of manufacturing firms in South East,Nigeria.

Decision

Furthermore, comparing the calculated Z-value of 5.281 against the critical Z-value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis was rejected. Thus the alternative hypothesis was accepted which states that Non–cash prizes had positive influence on the products of manufacturing firms in South East,Nigeria.

4.5 Discussion of Findings

The result hypothesis one, comparing the calculated Z-value of 5.583 against the critical Z-value of 2.18 (2-tailed test at 97% level of confidence) the null hypothesis was rejected. Thus the alternative hypothesis was accepted which states that Bonuses had positive effect on the

employee output of manufacturing firms in South East,Nigeria. In support of the hypothesis Employees who have the ability to positively impact their earning potentials through incentive plans are more likely to be loyal to the company they represent. Businesses providing incentive plans have the advantage of seeing their bottom line rise in direct proportion to the sales their employees generate Lisa (2019). Mandy, Tami, Wolfgang and Maria (2019) noted that Bonus deferral is an important element of compensation schemes designed to mitigate managers' tendency to avoid long-term investments that can reduce their bonuses. Bonus deferral increases managers' willingness to make an investment that has detrimental effects on their current bonus but provides long-term benefits to the firm. Hypothesis two indicated that comparing the calculated Z-value of 5.249 against the critical Z-value of 2.18 (2-tailed test at 97% level of confidence) the null hypothesis was rejected. Thus the alternative hypothesis was accepted which states that prizes and awards have positive influence on the employee innovation of manufacturing firms.Reward is one of the most important elements in motivating employees for contributing their best efforts to generate innovation ideas that lead to better business functionality and further improvise company performance both financially and non-financially(Dewhurst et al., 2010). Non-financial incentives were rated as more powerful motivators than financial incentives. They inspire and engage employees in ways that money is incapable of doing. In line with the hypothesisThushel(2015) noted that there is a significant relationship between work environmental factors and job performance and that work motivation mediates the relationship between working conditions and job performance. Non-cash prizes had positive influence on the products of manufacturing firms in South East,Nigeria. From the result hypothesis three, comparing calculated Z-value of 5.2812 against the critical Z-value of 2.18 (2-tailed test at 97% level of confidence) the **null hypothesis was rejected**. Thus the alternative hypothesis was accepted which states that Non-cash prizes has positive influence on the products of manufacturing firms in South East,Nigeria.

5.0 Conclusion

The study concluded thatthe findings indicated that bonuses,prizes and awards,Non-cash prizes,had influence on employee output, innovation andproducts oftextiles, wearing apparels, carpet, leather/leather footwear group of manufacturing firms in South East,Nigeria. Employees constitute the most critical input in any organisation, and as such, their

satisfaction and motivation are at the forefront of managerial task. Extrinsic motivation given to workers in an organisation has an impact on the workers' performance. Recognizing employee performance through rewards, not only satisfies employees but increases their level of output and enhances the performance of the organisation. Incentives aim to provide value and contribute to organisational success. The success of most service organisations depends on the performance and output of the human elements of the system.

6.0 Recommendations

The study recommended that Management matters a great deal for organisational performance and staff motivation. Therefore, they should employ feedback mechanisms to inform them on the performance of the various rewards systems in order to effectively adjust motivational factors not suited or desired by employees.

Organisation's success relies on the quality of work employees produce. Organisations should inculcate trust and confidence in their employees as these help them feel a part of the team and encourage greater loyalty in the organisation.

There is need to maintain assurance by giving customers' what they ask for, by that way the sales volume of the firm will escalate. A balance sheet should be created by managers in adopting which motivational measures to use.

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