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REWARDS MANAGEMENT AND ORGANIZATIONAL PERFORMANCE; A STUDY OF INTERNATIONAL BREWERIES PLC ONITSHA

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ABSTRACT:

This work examined the relationship between direct pay and the expansion of organization as proxies of rewards and organizational performance. Descriptive design was adopted in the execution of the study. All participants of the studied firm had a fair chance of being included with a quota sampling technique. The sample size was 196 out of a population of 384 staff of International Breweries PLC. Data was collected with structured 5 point Likert-Scaled instrument whose validity and reliability was confirmed based on a pilot test that yielded 0.84 from Crombach Alpha Correlation Coefficient. Descriptive statistics were employed to arrive at findings. The result the study showed that direct pay have positive relationship with business expansion. This Study therefore concludes that direct pay has positive and critical effect on business expansion of firms and recommends that firms should adopt reward and incentive systems that deliver direct pay to the employees to enhance performance and growth.

1. INTRODUCTION

Organizations are living socio-economic, socio-political and socio-cultural groups that are goal driven with a definite structure. This category of group has life, does grow, decline and can die. Organizations that are adequately nourished and provided with basic necessities can productively continue as going concern ad-infinitum growing and expanding. Organizations are goal directed entities that are deliberately structured. As goal directed social entities, growth will continue as long as the goals are being achieved. But as social entities whose aggregate corporate performance depend on the corporation, commitment and contributions of individual members of the organization, maintenance of the enthusiasm of the members is crucial. Among several elements of organization crucial for eliciting and sustaining the enthusiasm of the members of the organization is incentive.

Incentive is a key tool for stirring and maintenance of enthusiasm of employees for repeat performance. The father of classical Administrative school of thought advocate remuneration as one of the principles of managing the human factor in organization. Incentives are dispensed by organizations to uphold and sustain the morale and enthusiasm of their members towards their goals. Incentives may come in form of direct pay or indirect pay. It is generally established that incentives have positive relationship to performance, but it is very bothersome and annoying to note recurrent instances of persons whose work related incentives are above industry average, yet then appear nonchalant and unenthusiastic about working towards the goals of their outfit. A ready example is the Nigerian Senate whose remuneration and other benefits have no comparison among comparable economies globally. Yet these senators serve their narrow personal interests rather than that of the nation in keeping with their oath of office. Of all the variables of incentives and organizational performance, the relationship between direct pay and organizational expansion have attracted little or no attention. That direct pay have relationship with performance is not in question as employees do not work for the fun of work, neither do employers engage employees because they enjoy parting with very scarce resources. Armstrong (2012) states that employment relationship begins with the worker undertaking to provide skill and effort to the employer in return. For which the company provides the worker with Salary for their effort. Salary kick starts the drive for performance but alone does not sustain the momentum for greater performance. The question therefore, what is the relationship between direct pay and organizational expansion?

1.1 Objective of the Study

The study intends to ascertain the relationship between direct pay and organizational expansion. While the hypothesis is, there is no significant relationship between direct pay and organizational expansion.

1.2 Hypothesis

In order to achieve the above objective, the following hypothesis was formulated in null form:

1. H_o: There is no significant relationship between direct pay and the expansion of organizations in Nigeria

2. LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Reward Management

Reward management is an organized practice that involves balancing the work-employee relation by providing monetary and non-monetary benefits to employees (Naidu & Satyanarayana, 2018). In the words of Romer and Romer (2010), reward management is an aspect of human resource management which deals with the establishment, maintenance and development of a system that is aimed at rewarding the work done by employees within an organization. On a broader context, reward management concerns itself with formulating and implementing strategies and other policies that are geared towards rewarding employees of the organization. Rewarding is aimed at being fair, equitable and consistent on the account of the particular employee's value to the organization.

Reward management is about the design, implementation, maintenance, communication and evolution of reward policies which help organizations to improve performance and achieve their objectives (Ed Merritt, 2012). Management of rewards are based on reward philosophies and strategies and contain arrangements in the shape of policies and strategies, guiding principles, practices, structures and procedures which are devised and managed to provide and maintain appropriate types and levels of pay, benefits and other forms of rewards (Nwaozor & Thompson, 2019).

Reward management also constitutes measuring job values, designing and maintaining pay structures, paying for performance, competence, skills and providing employee benefits. However, reward management is not just about pay or monetary rewards. It is also concerned with those non- financial rewards which provide motivation (Ed Merritt, 2012). Nwaozor and Thompson (2019) further described reward management is that aspect of Human Resource Management (HRM) which deals with the strategic policies and processes required to ensure that the contributions of employees to the organization are recognized and rewarded both financially and by non-financial means. To this effect, reward management is aimed at developing and maintaining a high performance culture among employees within an organization. Also reward management can be seen as a segment of HRM which focuses on planning, organizing, directing, and coordinating the affairs of staff as it correlates to monetary and none monetary rewards as it affects their job performance in achieving organizational goals. This study focuses on three reward management strategies, direct pay, health insurance and promotion.

2.1.2 Direct Pay

Direct pay (also referred to as basic pay or salary) is the cash reward that an employer pays in return for the work performed by an employee (Franco-Santos & Gomez-Mejia, 2015). It reflects the value of the job or the person performing the job (his/her skills and knowledge). Its main purpose is to attract talented individuals, retain them and foster their long-term commitment to the organization. In some industries direct pay levels for non-executive jobs are established based on collective-bargaining agreements. This type of pay has a direct impact on the amounts received in other reward components, especially variable pay, as it is used as the basis for their calculation (for example, short-term incentives tend to be calculated as a percentage of base pay). It is important to highlight that in some parts of the world specific allowances, such as allowances for transportation or meals, are included in the calculation of direct pay, which may have implications for tax purposes. Annual adjustments to the direct pay can be made according to changes in the overall Cost of living or changes in the job market (ie, what other employers are paying for similar jobs) Adjustments can also be linked to individual performance, competencies or values (Franco-Santos & Gomez-Mejia, 2015).

2.1.3 Organizational Growth

Amoako (2016) mention's that though growth is now the single most important indicator of a successful business it is also "risky, challenging to pursue and hard to attain without losing balance". For this reason, most businesses are reluctant to pursue the opportunities available to them due to entrenched uncertainties that come with growth risks. However, growth has immense benefits as large businesses are likely to recover from negative shocks than small businesses in which case most of these small businesses never recover and die. Organizational growth refers to an improvement in organizational performance characterized by expansion in business, improved service delivery and increase in market share.

2.1.4 Expansion

According to Williams (2010) expansion can also be viewed as a business strategy in which growth is obtained by increasing the number of stores in which customers can buy a company's products and services. Unlike relocation, business expansion entails opening up new stores in different physical locations while still maintaining the current business locations. Common routes of small business expansion include:

- Growth through acquisition of another existing business (almost always smaller in size)
- Offering franchise ownership to other entrepreneurs
- Licensing of intellectual property to third parties

- Establishment of business agreements with distributorships and/or dealerships.
- Pursuing new marketing routes (such as catalogs).
- Joining industry cooperatives to achieve savings in certain common areas of operation,
- Including advertising and purchasing public stock offerings
- Employee stock ownership plans

According to Amoako (2016), growth of a business drives change in company's culture, people relationships and how business was conducted. He further states that, a growing small business faces the challenge of dealing with its human relations because it challenges the abilities, competencies and interpersonal skills of the workforce. This is so because due to the expansions and complexities of a growing business, management and entire workforce no longer have the ability to manage operations/processes and would therefore continuously require to recruit and integrate its human resources into the business hence can create issues of wavering sense of loyalty and emotional difficulties for the already existing workforce. Though some may not have any immediate plans for expansions, the lot of them have future expansions and growth plans. Though this may be possible for some of them it requires reasonable, effective and workable strategic plans with consideration to the operating environment which if not done right could lead to the collapse of businesses and could be deemed as mismanaged resources. Lastly results for the entrepreneurial sense of business culture was an indication

2.2 Theoretical Review

This research study reviewed two theories namely the Firm Lifecycle Theory (FLT) and the Expectancy theory. However, the study was anchored on the Firm Lifecycle Theory.

2.2.1 Firm Lifecycle Theory (FLT)

The Firm Lifecycle Theory (FLT) was propounded by Bennett and Levinthal in 2017. The theory links employee incentives to organizational growth dynamics. This theory drew inference from the previous work of Galanter and Palay in 1990 who posited that productivity-based pay were no longer efficient because they did not guarantee the growth of firms. Instead, the duo scholars advocated for payment based on a "promotion-to-partner" scheme which ties payment and reward to the values and growth of the firm.

Proponents of the FLT model stated that a firm's lifecycle fis rom (a) a small, rapidly growing enterprise to (b) a more established firm of substantial scale and moderate growth rate to (c) an older, large, but slow-growth organization. This growth lifecycle dynamic emerges endogenously from the links among the firm's optimal choice of incentive structure, the employees' response to these incentives, and product market dynamics. In parallel with this dynamic of firm growth, the proponents of this theory model the firm's optimal wage profile over time. By wage profile, we refer to the differential salary associated with promotion, which is a cost incurred to incentivize employees. They show that, early on, when the firm is growing fairly rapidly, only a modest increase in wages with promotion is necessary, given the relatively high likelihood of promotion. Later, as the firm achieves greater scale and its rate of growth slows, the likelihood of promotion declines. Therefore, in order to maintain the same incentive power, the firm must make each promotion more attractive, for example, by raising the wage premium for the higher position.

This theory asserts that in seeking to be promoted to more attractive positions, employees push to create such positions where they are in decreasing supply thereby consciously and unconsciously pushing for the expansion and growth of the firm. In other words, as employees are promoted and paid higher, room for further promotion decreases all things being equal. Employees therefore seek to create more room for promotion and this results in expanding organizational capacity, improved market penetration and share. By implication, Growth provides an incentive benefit as a function of the associated heightened promotion prospects.

2.2.2 Expectancy Theory

The Expectancy theory was propounded by Victor Vroom in 1964. This theory though focuses on the link between rewards and behaviour too emphasizes expected rewards rather than experienced rewards. In other words, it is mainly concerned with effects of incentives. It stresses that behaviours (job performance) can be described as a function of ability and motivation while motivation is a function of expectancy, instrumentality, and valence perceptions. According to Vroom (1964), the motivational force that drives behaviour is a product of these three variables. Each premise has an assigned value. Expectancy and instrumentality range from 0-1 while valence ranges from -1 to 1. Therefore, if any of the variables are equal to 0, motivation force will be absent. If valence is less than 0, the motivation force will be directed towards avoidance of the result.

Expectation is the workers' anticipation that a certain effort on their part will lead to a specific performance. It Is the degree to which an individual believes that their ability will lead them to goal achievement and it ranges from 0 (no expectation) to 1 (full expectation). Instrumentality is a perception that the given outcome on their part will lead them to receiving an anticipated reward It also ranges from 0 (no anticipated reward) to 1 (adequate anticipation of reward) (Lunenburg, 2011)

Valence is the degree to which an individual has a preference for a given outcome. Valence can be positive whereby an individual desires to attain a reward, or negative whereby an individual wishes to avoid the attainment of a reward (Lloyd & Mertens, 2018)

This theory shows how reward affects the performance of the employee thereby affecting organizational performance. Emilianova (2019) posits that the efficiency and effectiveness of the whole organization depends upon individual effectiveness and efficiency in achieving individual tasks and duties. Merging this position with the assumptions of the Expectancy theory, it can therefore be hypothesized that effectiveness of reward strategies would improve employees' effectiveness and efficiency and this would in turn lead to the growth of the organization.

3. MATERIAL AND METHOD

This study used a descriptive survey research design. Descriptive surveys design is a type of non-experimental research method, in which a Researcher studies two variables, understands and assess the statistical relationship between them with no influence from any extraneous variables. Study focus was on International Breweries Pie Onitsha. Accordingly, the International Breweries Plc is a brewing company based in Onitsha and incorporated in December 1971 by its founder and first Chairman, Dr. Lawrence Omole under the name International Breweries Limited The Company commenced production of its flagship product Trophy Lager in December 1978 with an installed capacity of 200,000 hectoliters per mum. Following the increasing demand for its products in December 1982 the Company embarked on an expansion programme to increase its capacity 500,000 hectoliters annually. The company was listed on the floor of the Nigerian Block Exchange in April 1905

In 2008 the Warsteiner Group sold its majority shareholding to the Castel Group and in January 2012 SABMiller Plc entered unto a strategic alliance with the Castel group. During this period. Significant investment was made which transformed the company and provided in with a solid foundation for growth and profitability. Starting with just two brands, Trophy Lager and Betamalt the Company has since 2010 introduced Grand Malt Grand Lager, Hero Lager, Castle Milk Stout. Castle Lite, Redds, Eagle lager, Eagle Stout and most recently the introduction of premium brands like Budweiser In 2017 the Company through a scheme of merger sanctioned by the Federal High Court, merged with Intafact Beverages Limited and Pabod Breweries Limited (companies with similar objects) in other to provide for the optimization of efficiency, leverage on economies of scale and ensure shareholder value creation amongst others. This has increased our production facilities apart from llesa, to Port Harcourt, Onitsha and Ogun State with corporate headquarters of the Company in Lagos. In addition, the

Company operates depots in Ibadan, Lagos, Port Harcourt, Abuja, Benin and Ilorin to facilitate the re-distribution of its products in the wider urban area

The actual population of this studywhich totals 384 staff of the selected company comprises the top level managers, middle level managers and all the staff of International Breweries Plc Onitsha. This is as given below follows:

Table 1: Population Size by Position

S/N	Position	Number of Employees
1	Top-Level managers	15
2	Middle-level managers	30
3	Frontline managers	36
4	Supervisors	15
5	Head units	15
6	Secretaries	16
7	Receptionists	10
8	Medical team	12
9	Research and Intel	12
10	Engineers	19
11	Marketing officers	21
12	Legal team	6
13	Accounts and Records	17
14	Cashiers	14
15	Inventory managers	24
16	Maintenance and repair crew	21
17	Cooks	17
18	Loaders	36
19	Sanitation	23
20	Security	16
21	Gate keepers	9
	Total	**384**

Source: International Breweries Plc Onitsha Staff database.

However, the sample size of 196 respondents was determined using the Taro Yamane's sample size determination formula. The formula is given as;

$$n = N\frac{N}{1 + N(e)^2}$$

Where,

n = sample size

N = population size

e = error of significance; 1 = constant

Since N = 384 and e = 0.05 (5%),

$$n = \frac{384}{1 + 384(0.05)^2}$$

n = 195.9 ≅ 196

The Researchers used a quota sampling technique to give every employee an equal chance of being represented. The chosen probability sampling technique was the quota sampling which involved distribution of the questionnaires based on quotas of each department. The quota for each department was computed by dividing the size of each department by the total population and then multiplying by the sample size. The distribution of the questionnaire is shown in table 2.

Table 2: Sampling Distribution

S/N	Position	No of Staff	Quota	Quota X Sample size
1	Top-Level managers	15	15/384 = 0.039	0.039 X 196 = 7.6 ≅ 8
2	Middle-level managers	30	30/384 = 0.078	0.078 X 196 = 15.3 ≅ 15
3	Frontline managers	36	36/384 = 0.094	0.094 X 196 = 18.4 ≅ 18
4	Supervisors	15	15/384 = 0.039	0.039 X 196 = 7.6 ≅ 8
5	Head units	15	15/384 = 0.039	0.039 X 196 = 7.6 ≅ 8
6	Secretaries	16	16/384 = 0.042	0.042 X 196 = 8.16 ≅ 8
7	Receptionists	10	10/384 = 0.026	0.026 X 196 = 5.1 ≅ 5
8	Medical team	12	12/384 = 0.031	0.031 X 196 = 6.17 ≅ 6
9	Research and Inten	12	12/384 = 0.031	0.031 X 196 = 6.17 ≅ 6
10	Engineers	19	19/348 = 0.049	0.049 X 196 = 9.7 ≅ 10
11	Marketing officers	21	21/384 = 0.055	0.055 X 196 = 10.7 ≅ 11

12	Legal team	6	6/384 = 0.016	0.016 X 196 = 3.13 ≅ 3
13	Accounts and Records	17	17/384 = 0.044	0.044 X 196 = 8.9 ≅ 9
14	Cashiers	14	14/384 = 0.036	0.036 X 196 = 7.29 ≅ 7
15	Inventory managers	24	24/384 = 0.062	0.062 X 196 = 12.4 ≅ 12
16	Maintenance and repair crew	21	21/384 = 0.055	0.055 X 196 = 10.7 ≅ 11
17	Cooks	17	17/384 = 0.044	0.044 X 196 = 8.9 ≅ 9
18	Loaders	36	36/384 = 0.093	0.093 X 196 = 18.4 ≅ 18
19	Sanitation	23	23/384 = 0.060	0.060 X 196 = 11.6 ≅ 12
20	Security	16	16/384 = 0.042	0.042 X 196 = 8.16 ≅ 8
21	Gate keepers	9	9/384 = 0.023	0.023 X 196 = 4.41 ≅ 4
	Total	**384**	**384/384 =1.000**	**1.0 X 196 = 196**

Source: Taro Yamane's cimoutation

Opinion/data of the sampled Respondents were collated with aid of a well structured research questionnaire developed by the Researchers. The questionnaire contains four sections, Section A-D Section A contains information on the demographic classification of the respondents. In line with the objectives of the study. Sections B, C and D contains questionnaire statements relating to direct pay and expansion; health benefits and service delivery, and promotion and market share respectively Based on the response pattern (strongly agree to strongly disagree), there are 5 responses with 4 intervals (1-2, 2-3, 3-4, 4-5) between them therefore a response range is computed as 4/5 which gives 0.8. Thus, the range for each response are as follows;

5.00 - 4.21 = Strongly Agree
4.20 – 3.41 = Agree
3.40 - 2.61 = Undecided
2.60 - 1.81 = Disagree
1.80 – 1.00 = Strongly Disagree

The data so collated in this study were analyzed using descriptive methods which include means, frequencies and percentages. Organizational growth was decomposed to expansion while reward management was further measured with direct pay.

3.1 Validity of the Instruments

The questionnaire was subjected to face and content validity. The questionnaire was developed to contain items related to the decomposed variables of the study in accordance with the research questions and objectives and submitted to the project supervisor and other experts at the department and after effecting series of corrections, the questionnaire was found to be a valid measure of reward management organizational growth.

3.2 Reliability of the Instruments

Reliability of an instrument reflects the ability of such instrument to offer consistent results over time. A pilot study was conducted on 25 non-teaching staff at Nnamdi Azikiwe University to ascertain the reliability of the instruments using the test retest method. The Test retest method involves testing the correlation between two questionnaire responses of the same sample at different times. The procedure involved distributing the questionnaire to the respondents and redistributing it to the same respondents after a week. The researcher then examined the correlation between the two responses. The correlation values of 0.76, 0.93 and 0.84 for sections B, C and D and an average correlation value of 0.84 showed that the research instrument is a reliable measure of reward management and organizational growth.

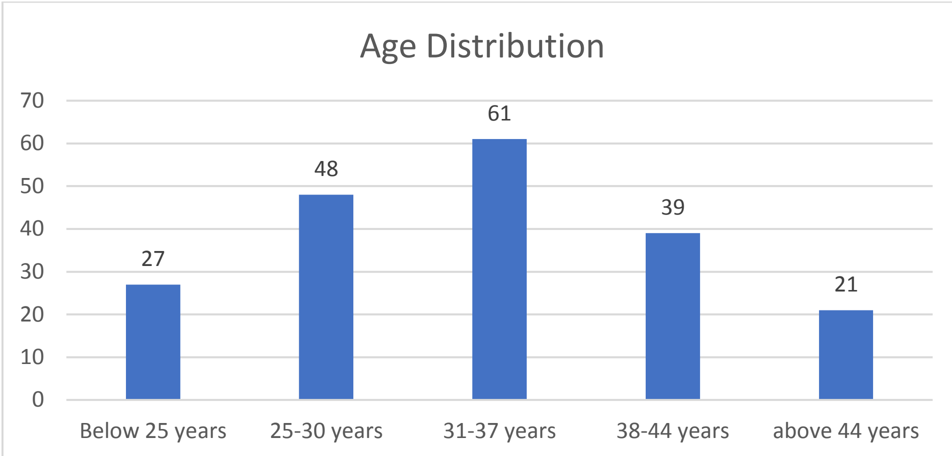
3.3 Decision Rule: The null hypothesis of no significant relationship is rejected if the grand mean falls within the range of agree and strongly agree (5.00 to 3.41) otherwise, the null hypothesis is accepted.

4. RESULT AND DISCUSSIONS

4.1 Data Presentation

The demographic data of the respondents which include age distribution, educational attainment, marital status, position, years of service and nature of employment, were all displayed in charts as Follows:

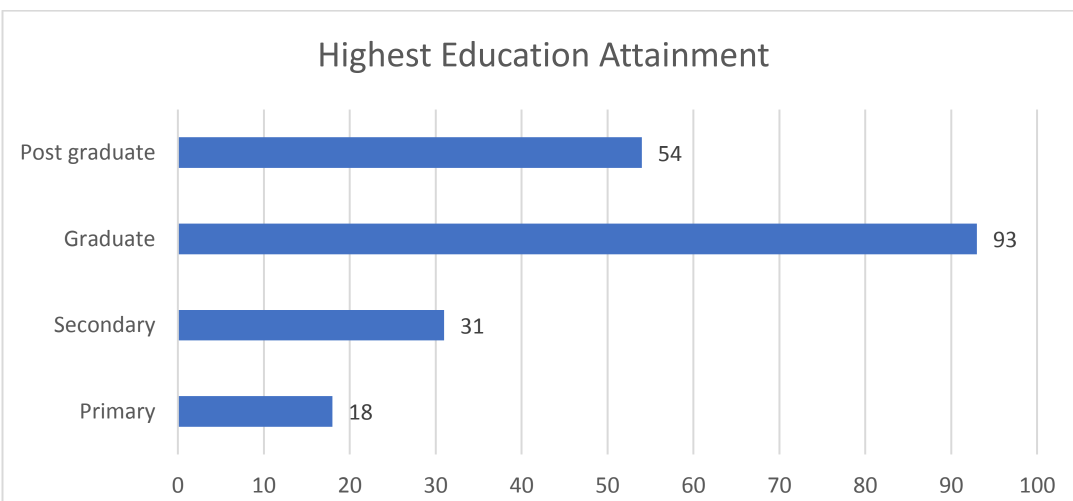
Figure 1: Age Distribution of the Respondents



Source: Excel Output; Survey Data, 2021

The data shown in Figure 1 reveals that 27 (13.8%) of the respondents are below 25 years while 48 (24.4%) of the respondents are within the ages of 25 to 30 years of age. Majority of the respondents (n=61, 31.1%) fall within the ages of 31 to 37 years of age. 39 respondents which make up 19.9% of the sample size are within the age bracket of 38 and 44 years. The lowest observation was recorded in the age bracket above 44 years.

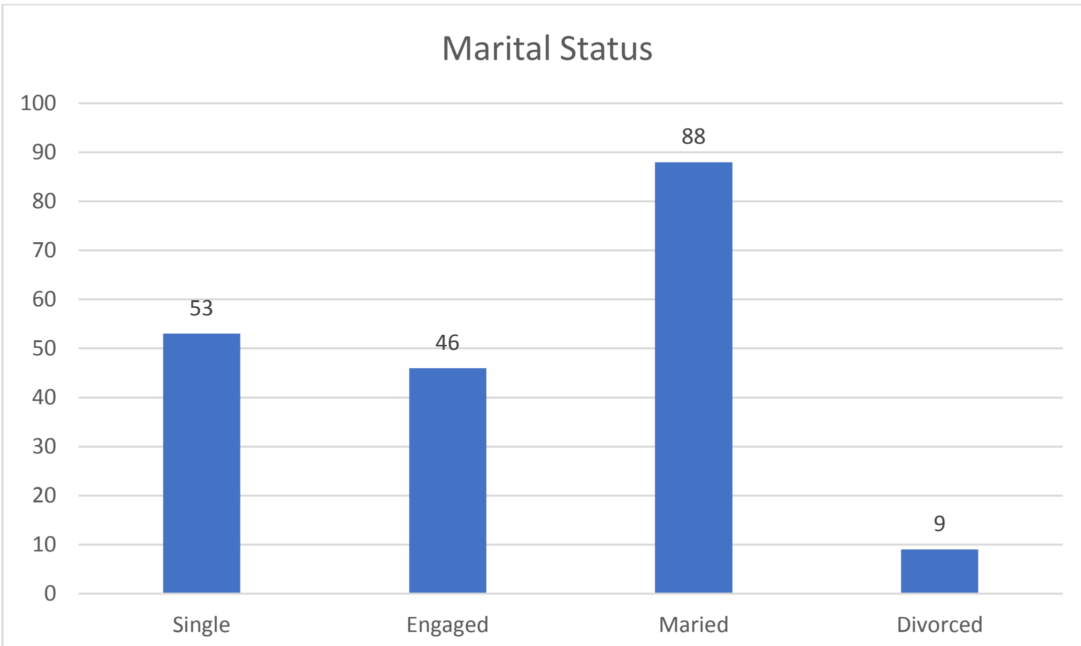
Figure 2: Highest Educational Attainment



Source: Excel Output; Survey Data 2021

As shown in Figure 2, 18 respondents (9.1%) have only attained primary school qualification, while 15% (n=31) of the respondent have attained only secondary school certification. The most observation of educational attainment among the respondents is that of the graduate certification (n=93; 47.49%) while 54 (27.6%) of the respondents have attained post graduate degrees.

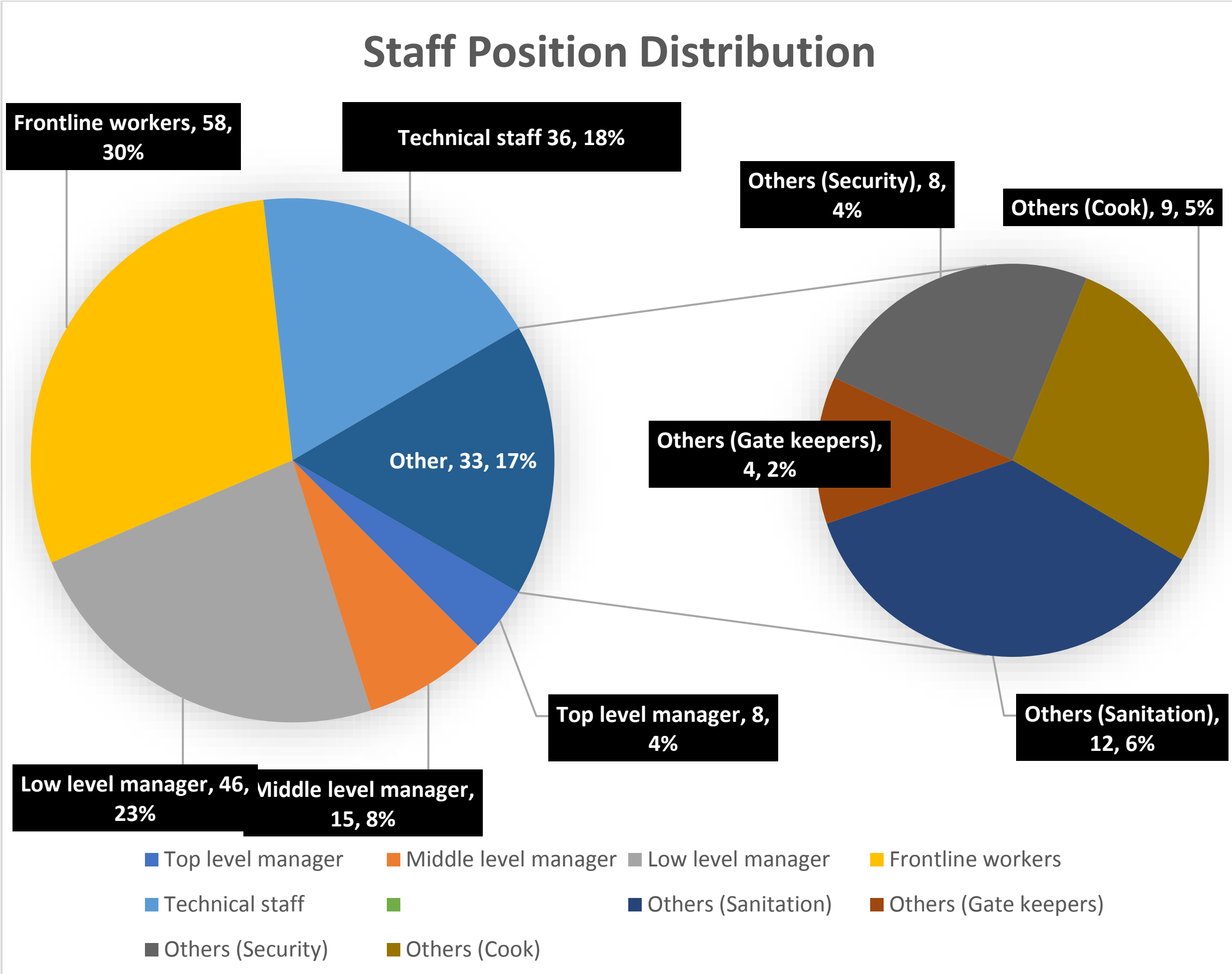
Figure 3: Marital Status Distribution



Source: Excel Output, Survey Data, 2021

The data in Figure 3 reveals that majority of the respondents (n=88) are married while the next largest observation, 53 respondents, are single. 46 respondents (23.5%) are engaged while just 4.6% of the respondents are divorced.

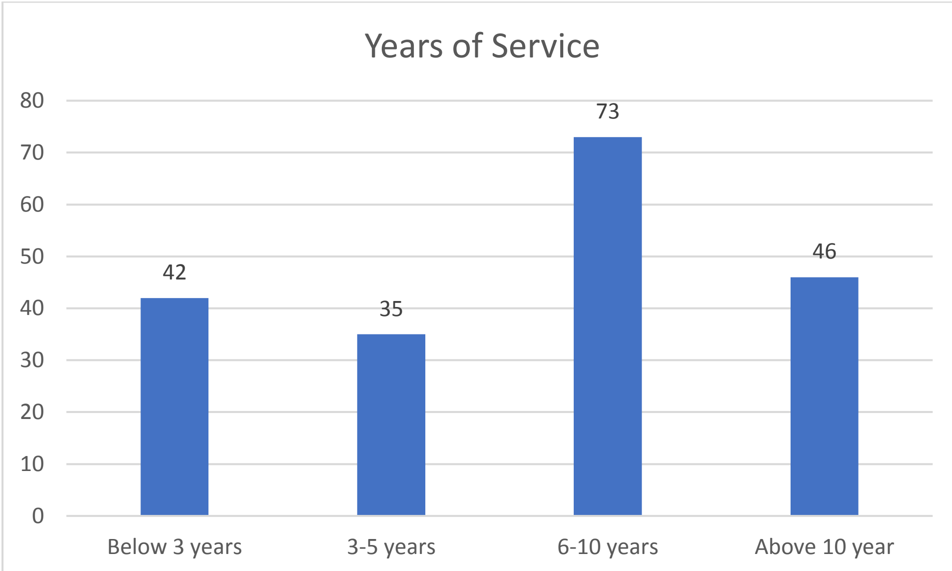
Figure 4: Staff Position



Source: Excel Output Survey Data, 2021

As shown in the pie chart above 4% of the respondents are top management, 8% are middle level managers 23% are frontline managers. The largest portion of the respondents are frontline workers (n-58; 30%). 18% of the respondents are technical staff which includes medical staff, engineers, maintenance and repairs, lawyers and research team. Other staff make up 17% of the respondents which were specified as cooks (5%), sanitation (6%), security (4%) and gate keepers (2%).

Figure 5: Distribution by Years of Service



Source: Excel Output; Survey Data, 2021

Closer look at Figure 5 revealed that 42 respondents served for no longer than 3 years. 35 of them have served up to and above 3 years but not up to 5 years. The majority of the respondents are between their 6th to 10th year working with the firm while 46 of the respondents have served for longer than 10 years.

Table 3: Distribution of Responses for Direct Payment and Expansion

S/N	Questionnaire Item	SA	A	U	D	SD	N
1	I work overtime and what I am paid make me work more	43	72	41	28	12	196
2	Extra money added to workers who work more makes me work more	51	73	30	37	5	196
3	I am well paid for the work I do, I do my best for the growth of the company	36	68	62	21	9	196
4	Free transportation I get make me speak good about my company to people	20	41	72	42	21	196
5	Pension paid by the company make me not want to leave	21	65	58	31	21	196

Source: Survey Data, 2021

Table 4: Analysis of Respondents for Direct Payment and Expansion

S/N	Questionnaire Item (Multiplier)	SA (5)	A (4)	U (3)	D (2)	SD (1)	Total	N	Mean	Remark
1	I work overtime and what I am paid make me work more	215	288	123	56	12	694	196	3.54	Agree
2	Extra money added to workers who work more makes me work more	255	292	90	74	5	716	196	3.65	Agree
3	I am well paid for the work I do, I do my best for the growth of the company	180	272	192	84	9	737	196	3.76	Agree
4	Free transportation I get make me speak good about my company to people	100	164	216	84	21	585	196	2.98	Undecided
5	Pension paid by the company make me not want to leave	105	260	174	62	21	622	196	3.17	Undecided
	Grand Mean						3354	980	3.42	Agree

Source: Researchers Computation

From the result shown in Table 4 above on the average the respondents agreed (4.20>x>3.41) that they work overtime and are paid to work more. The average respondent also agreed that extra money at work makes them work more and that they do their best for the company as they are paid well for the work they do. However, the respondents were undecided (3.40>x> 2.61) about the notion that free transportation makes them speak well of the company. The average respondent was also indecisive about the notion that pension paid by the company makes them want to stay at the company. Overall, the grand mean (mean of means) indicates that the average respondent agrees that direct pay has an impact on expansion.

4.2 Test of Hypothesis

The research hypothesis was tested using the grand means obtained from the questionnaire analysis.

H_o: There is no significant relationship between direct pay and the expansion of organizations in Nigeria

Descriptive methods were used to analyze data sourced from 196 respondents sampled from International breweries Plc, Onitsha. The finding of the study revealed that majority of the respondents (n=61; 31.1%) fall within the ages of 31 to 37 years of age and that the most observation of educational attainment among the respondents is that of the graduate certification (n=93, 47.4%). 30% of the respondents are frontline workers and a large number of them (n=73) have worked for the firm for up to 6 to 10 years.

Decision: The null hypothesis of no significant relationship is rejected if the grand mean falls within the range of agree and strongly agree (5.00 to 3.41) otherwise, the null hypothesis is accepted. Since the grand mean value for direct pay and expansion of organization is 3.42 which fall within the agreement region (3.41 -5.00). This indicates a rejection of the null hypothesis. Therefore, there is a significant relationship between direct pay and expansion of organizations in Nigeria.

Analysis of the responses shows that, in terms of direct pay and organizational expansion, working overtime for expansion has a connection with direct pay. The respondents also agree that extra financial benefits make them work more and that they give their best to the growth of the organization because they are well paid Onuorah, Okeke and Ibekwe (2019) also found that performance based compensation has a positive significant effect on employee performance However, it was not certain to the respondents whether free transportation made employees speak well of their organization, neither were the respondents definite about the relationship between pension and their commitment to the organization. According to the expectation theory, when valence (which is the expectation about a particular reward) is zero, there is no motivation (Lloyd & Mertens, 2018) Pension schemes in Nigeria has overtime been a huge disappointment with retirees struggling or unable to access their pensions after retirement: This factor alone could be responsible for the insignificance of the relationship between pension benefits and expansion Overall, it was found that there is a significant relationship between direct pay and organizational expansion. This finding supports the findings of Orajiaka (2021) who found variable payment and has a strong positive effect to organizational performance.

CONCLUSION AND RECOMMENDATIONS

Based on the findings of the study, the Researchers therefore comes to a conclusion that reward management plays a significant role in determining the growth of organizations. The implication of the findings is that organizations who pay their workers adquately would continue to outperform theu relatively-under-paying counterparts. Direct pay is therefore critical to the expansion of an organization. In view of this, the study recommends that Managers should adopt a reward system that delivers direct pay to the employee's contribution to organizational growth.

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