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Recognition Program and Productivity of Brewery Firms in the South East, Nigeria

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Abstract

This study examined the relationship between Employee recognition and the productivity of beverage firms in the South East. In order to achieve the stated objectives, a descriptive research design was used. A sample size of 184 was drawn from a population of 228 using the Taro Yamane statistical formula. In analysing the data, the correlation was carried out via SPSS. The findings from the study revealed that employee of the month programmes have a positive and significant effect on employee commitment, monetary bonus schemes have a positive significant relationship with employee commitment that employer talent brand has a positive and significant effect on productivity, and public recognition ceremonies have a positive significant relationship with employee commitment. The study concluded that recognition programmes—Employee of the Month programmes, monetary bonus schemes, and public recognition ceremonies—are crucial for enhancing employee commitment in brewery firms in southeast Nigeria. The study recommended, among others, that brewery firms should continue implementing these recognition programmes, focusing on transparency, fairness, and regular feedback to maintain and enhance their effectiveness. Three objectives, research questions and hypotheses were stated.

Key words: Employee recognition, productivity, commitment level of employees, monetary bonus schemes, and public recognition.

Introduction

The contemporary business environment demands innovative strategies to enhance employee productivity, especially in highly competitive industries such as the brewing sector. Recognition programmes have emerged as a significant

motivational tool, promising to boost employee morale, engagement, and ultimately productivity (Zingheim & Schuster, 2017).

In a highly competitive market, employees are spending more hours in their offices than in their own homes. More and more, people are beginning to value their professional careers as much as their home life (Elton & Gostick, 2018). The top ten employee values are: approval, achievement, change and variety, belonging, creativity, dominance, independence, security, loyalty, and recognition (Employee Development Systems, Inc., 2016). All of these values can be found in the workplace; therefore, more time is spent at work trying to fulfil their core values. Basically, employees are looking for meaningful jobs and organisations that meet their needs (Braganza & Mohanan, 2020).

To develop any of the above values, there needs to be some form of employee recognition in the workplace. Workplace recognition is similar to performance in the theatre. The performer gets applause and encouragement from the audience and their coaches. However, the applause doesn't just happen at the end. That type of recognition happens throughout the show. The same type of thing happens with athletes. Teams and athletes do not just get recognised at the end of a game; they are recognised throughout; whenever a point is scored, a turnover occurs, a great defence happens, etc. Employees need the same type of ongoing recognition to keep them motivated (Elton & Gostick, 2018).

Employee recognition programmes are structured initiatives designed to acknowledge and reward employees for their contributions, achievements, and behaviours that align with organisational goals. These programmes can take various forms, including monetary rewards, promotions, public acknowledgment, certificates, and non-monetary perks such as extra vacation days. The underlying principle is to motivate employees by making them feel valued and appreciated, which can lead to increased job satisfaction and performance (Aguinis, Joo, & Gottfredson, 2019).

While the potential benefits of recognition programmes are significant, there are challenges to consider. Inconsistencies in the implementation of these programmes can lead to perceptions of favouritism or bias, undermining their effectiveness (Aguinis et al., 2019). Additionally, cultural diversity within the workforce requires that recognition programmes be tailored to accommodate different values and expectations. Financial constraints and economic fluctuations also pose a challenge, as they can impact the sustainability of such programmes (NBS, 2020).

Empirical studies have demonstrated a positive correlation between recognition programmes and employee productivity. For instance, a study by Gallup (2016) found that employees who receive regular recognition are more engaged and productive. Researchers have observed similar results in the context of brewery firms. Research conducted in South Africa's brewing industry revealed that well-implemented recognition programmes led to a 15% increase in overall productivity (Jones & George, 2018).

Statement of the Problem

The brewing industry in Nigeria plays a significant role in the country's economy, contributing to employment and GDP growth. Despite the industry's economic importance, brewery firms face numerous challenges, including intense competition, regulatory pressures, and fluctuating raw material costs (NBS, 2020). To navigate these challenges and sustain profitability, optimizing employee productivity is essential. However, traditional productivity enhancement methods often fall short in addressing the motivational needs of employees (Edewor, 2019). This necessitates the exploration of innovative strategies such as employee recognition programs, which have shown promise in various sectors but remain underexplored within Nigeria's brewing industry.

From an academic perspective, there is a notable gap in the literature concerning the effectiveness of recognition programs in non-Western contexts, particularly in African countries like Nigeria. While studies in developed economies have demonstrated positive correlations between recognition programs and employee productivity (Gallup, 2016; Aguinis, Joo, & Gottfredson, 2018), the applicability of these findings to the Nigerian brewing industry is not well-documented. Moreover, existing research often overlooks the unique socio-cultural factors that influence the success of recognition programs in Nigeria (Edewor, 2019). This gap highlights the need for empirical studies that examine how cultural dynamics and industry-specific challenges impact the effectiveness of recognition initiatives in enhancing productivity.

The paucity of research on this topic is concerning, given the potential benefits of effective recognition programs. Implementing best practices such as Employee of the Month programs, monetary bonus schemes, and public recognition ceremonies could significantly boost employee morale, job satisfaction, and performance. However, without a thorough understanding of their impact in the Nigerian context, brewery firms may be hesitant to adopt these strategies, potentially missing out on valuable productivity gains.

Therefore, this study aims to bridge the gap by critically examining the impact of recognition programs on the productivity of brewery firms in Nigeria. By focusing on specific recognition practices and their influence on key productivity indicators, this research seeks to provide actionable insights for industry stakeholders and contribute to the broader body of knowledge on employee motivation and performance in emerging economies.

Objective of the Study

The main objective of this study is to examine the relationship between recognition program and productivity of beverage firms in the South East. Specifically, the study aimed at:

a) examining the relationship between employee of the Month programs and commitment level of employees in Nigeria's brewery firms
b) assess the effectiveness of monetary bonus schemes and the commitment level of employees in Nigeria's brewery firms

c) evaluate the extent public recognition ceremonies relate with the commitment level among brewery firm employees in Nigeria.

Research Questions

The following questions guides the study

a. To what extent does Employee of the Month program relate to employee commitment of brewery firms in the South East of Nigeria?
b. What is the nexus between monetary bonus schemes and the commitment of employees in the South East Nigeria's brewery firms?
c. What is the extent of recognition ceremonies play in boosting commitment level among brewery firm employees in South East of Nigeria?

Statement of Hypotheses

$H0_1$: There is no significant positive relationship between the Employee of the Month program and the employee commitment of brewery firms in the South East Nigeria.

$H0_2$: There is no significant positive relationship between monetary bonus schemes and the commitment of employees in the South East Nigeria's brewery firms.

$H0_3$: Public recognition awareness have no significant positive relationship with employee level commitment in South East brewery firms of Nigeria.

Scope of the Study

The content scope for the study is delimited to recognition initiatives such as Employee of the Month program, monetary bonus schemes, and public recognition ceremonies and organisational productivity as measured by employee commitment. The geographical scope will be delimited to brewery firms operating in Imo State, Abia State, and Anambra State respectively. The unit scope will focus on all employees working at the selected firms.

Conceptual Review

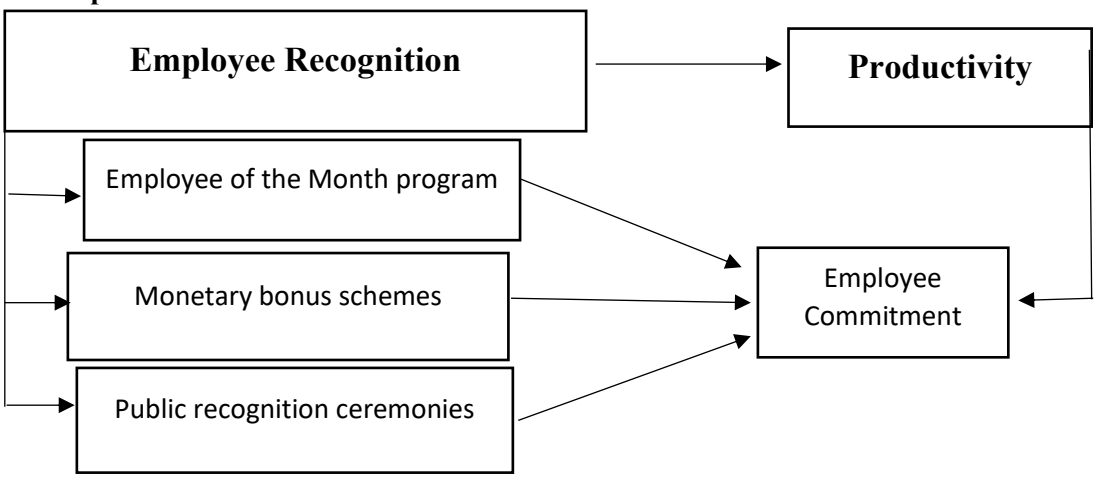


Fig. 1. Conceptual Framework for the Study

The concept of Employee Recognition Program

The ability of organisations to achieve their business strategy and have a sustainable competitive advantage depends to a large extent on the performance of employees. In their bid to motivate employees to achieve high performance, organisations often placed emphasis on financial rewards at the expense of non-financial rewards such as recognition. However, considerable basic research has shown that though financial rewards positively reinforce performance-enhancing behaviours and satisfy employees to some extent, but for committed employees, recognition must be given to keep them motivated, appreciated and committed (Luthans, 2000; Danish & Usman, 2010). Employee recognition has been identified to be a strong motivational tool that enriches employees' energies towards the accomplishment of organisational goals and objectives (Imran, Ahmad, Nisar & Ahmad, 2014) and also have significant positive relationship with employee performance (Rahim & Daud, 2013).

Recognition programs are structured initiatives designed to acknowledge and reward employees for their contributions, achievements, and behaviors that align with organizational goals. These programs can take various forms, including monetary rewards, promotions, public acknowledgment, certificates, and non-monetary perks such as extra vacation days. The purpose of recognition programs is to make employees feel valued and appreciated, thereby motivating them to maintain or improve their performance (Aguinis, Joo, & Gottfredson, 2013).

The following are the benefits of having an employee program

Benefits to Employees

Increased Motivation and Job Satisfaction: Recognition programs boost employees' intrinsic motivation by satisfying their psychological need for appreciation and accomplishment. This, in turn, enhances their job satisfaction and drives them to maintain high performance levels (Herzberg, 1966).

Enhanced Morale and Engagement: Regular recognition helps build a positive work environment where employees feel engaged and connected to their work and organization. Engaged employees are more likely to be productive, innovative, and committed to their employer (Gallup, 2016).

Professional Growth and Development: Recognition often comes with opportunities for professional growth, such as promotions, additional responsibilities, or skill development programs. This can help employees advance in their careers and achieve personal and professional goals.

Improved Well-Being: Feeling valued and recognized at work can significantly improve employees' mental and emotional well-being, reducing stress and burnout. A supportive and appreciative workplace can lead to higher levels of overall happiness and life satisfaction.

Increased Loyalty and Retention: Employees who feel recognized and appreciated are more likely to remain loyal to their employer. This reduces turnover rates and associated costs of hiring and training new employees (Aguinis et al., 2013).

Benefits to Employers

Higher Productivity: Recognition programs can lead to significant improvements in employee productivity. Recognized employees are more motivated to perform at their best, contributing to higher output and efficiency (Jones & George, 2018).

Enhanced Organizational Culture: A culture of recognition fosters a positive and collaborative work environment. It encourages employees to support each other and align their efforts with organizational goals, promoting a sense of unity and shared purpose.

Better Employee Retention: Effective recognition programs help retain top talent by making employees feel valued and appreciated. This reduces turnover rates and ensures that the organization retains experienced and skilled workers (Aguinis et al., 2013).

Improved Employee Relations: Recognition programs can improve relationships between employees and management. When employees feel acknowledged by their leaders, it builds trust and respect, leading to better communication and collaboration.

Attraction of Top Talent: Companies known for their strong recognition programs are more attractive to job seekers. A reputation for valuing and rewarding employees can help attract high-caliber candidates who are looking for a supportive and appreciative work environment.

Challenges in implementation of recognition programs

Consistency and Fairness: One of the major challenges in implementing recognition programs is ensuring consistency and fairness. Employees may perceive recognition as biased or favoritism if not administered uniformly, leading to dissatisfaction and decreased morale (Aguinis et al., 2013).

Cultural Differences: In diverse workplaces, cultural differences can impact how recognition is perceived and valued. A one-size-fits-all approach may not be effective, and programs must be tailored to accommodate different cultural expectations and preferences (Edewor, 2014).

Sustainability: Maintaining a recognition program requires continuous effort and resources. Financial constraints or economic fluctuations can impact the sustainability of these programs, making it challenging for organizations to consistently recognize and reward employees.

Measurability: Measuring the impact of recognition programs on productivity can be difficult. Organizations need to establish clear metrics and evaluation methods to assess the effectiveness of their programs and make necessary adjustments.

Employee Expectations: Over time, employees may develop high expectations for recognition, and failure to meet these expectations can lead to disappointment and demotivation. Organizations must manage these expectations carefully and ensure that recognition remains meaningful and impactful.

Recognition programs are powerful tools for enhancing employee motivation, job satisfaction, and productivity. They offer significant benefits to both employees and employers by fostering a positive organizational culture, improving employee relations, and retaining top talent. However, the successful implementation of these programs requires careful consideration of consistency, cultural differences, sustainability, measurability, and employee expectations. By

addressing these challenges, organizations can create effective recognition programs that drive long-term success and employee well-being.

Employee of the Month programs

Employee of the Month programs are widely recognized as a best practice in employee recognition. They provide public acknowledgment of an individual's efforts, fostering a competitive yet motivating environment. In the Nigerian brewery industry, Employee of the Month programs are designed to recognize and reward outstanding employees based on their performance, adherence to company values, and contributions to the firm's success. These programs aim to motivate employees by highlighting exemplary behaviour and achievements on a monthly basis.

Nigerian Breweries Plc, one of the largest breweries in Nigeria, could implement an Employee of the Month program where employees are selected based on performance metrics such as production efficiency, adherence to safety standards, and teamwork. The chosen employee might receive a certificate of recognition, a monetary reward, and a prominent place on a "Wall of Fame" within the company premises. Additionally, the employee might be featured in the company's internal newsletter and on social media platforms.

These programs enhance employee morale, drive performance, and encourage employees to align their efforts with organizational goals. They create a competitive environment that fosters excellence and dedication (Gallup, 2016). Ensuring fairness and transparency in the selection process is crucial to avoid perceptions of favoritism. Clear criteria and consistent evaluation are necessary to maintain the program's credibility (Aguinis, Joo, & Gottfredson, 2013).

Monetary bonus schemes

Monetary bonuses are a direct form of recognition and reward for employees' contributions. They are often tied to performance metrics, ensuring that employees see a tangible benefit from their hard work.

Monetary bonus schemes in the Nigerian brewery industry involve providing financial rewards to employees based on their performance, achievement of specific targets, or overall company profitability. These schemes are designed to incentivize high performance and align employee efforts with company goals (Gallup, 2016). For instance, International Breweries Plc might implement a performance-based bonus scheme where employees receive bonuses based on their individual or team performance metrics, such as production targets, quality control, or cost-saving initiatives. For example, employees who meet or exceed their monthly production goals might receive a percentage of their salary as a bonus. Employees who contribute to significant cost reductions or process improvements might receive additional financial rewards (Aguinis, Joo, & Gottfredson, 2013).

Monetary bonuses provide direct financial incentives for employees to perform well, enhance productivity, and align their goals with organizational objectives. They are effective in driving

short-term performance improvements (Aguinis et al., 2013). Setting realistic targets is essential to ensure that bonuses motivate rather than discourage employees. Additionally, over-reliance on financial rewards can sometimes overshadow intrinsic motivators, affecting long-term engagement (Herzberg, 1966).

Public recognition ceremonies

Public recognition ceremonies are formal events where employees are acknowledged for their achievements in front of their peers. This type of recognition can significantly boost morale, reinforce desirable behaviours, and build a positive organizational culture (Luthans, 2018). Public recognition ceremonies in the Nigerian brewery industry involve formally acknowledging employees' achievements in front of their peers, management, and sometimes external stakeholders. These ceremonies celebrate significant accomplishments and reinforce a culture of appreciation (Kwarteng, Frimpong, & Asare, 2024).

Nigerian Breweries Plc might hold an annual awards ceremony to recognize outstanding employees who have made significant contributions over the year. This event could include awards for "Best Production Team," "Outstanding Safety Contributor," and "Innovator of the Year." Awards could include plaques or trophies, a special mention in the company's annual report, and a celebratory event with a formal dinner and entertainment. Employees might also be featured in promotional materials and company newsletters (Mwangi, Boinett, Tumwet and Bowen Dave (2017). Public recognition ceremonies enhance morale, build a positive organizational culture, and promote a sense of community. They reinforce desirable behaviours and achievements, making employees feel valued and appreciated by their peers and leaders (Jones & George, 2018). Public recognition must be managed sensitively to avoid embarrassing employees or making them feel uncomfortable. Additionally, it is important to ensure that all deserving employees are fairly recognized to prevent feelings of neglect or resentment (Aguinis et al., 2013).

Employee recognition programs such as Employee of the Month, monetary bonus schemes, and public recognition ceremonies play a crucial role in motivating employees and enhancing productivity in the Nigerian brewery industry. By addressing the associated challenges and implementing these programs effectively, companies can foster a motivated, engaged, and high-performing workforce.

Theoretical Review

The following theories are used in explaining the concept of employee recognition program in an organisation.

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, posits that there are two distinct sets of factors influencing employee satisfaction and motivation: hygiene factors and motivators. Hygiene factors are related to the work environment and, when

insufficient, can lead to dissatisfaction. Motivators are related to the nature of the work itself and can lead to higher levels of satisfaction and motivation when present.

Hygiene Factors: These include salary, job security, and working conditions. While their presence does not necessarily motivate employees, their absence can lead to dissatisfaction.

Motivators: These include achievements, recognition, and personal growth. These factors are key to enhancing employee motivation and satisfaction (Herzberg, 1966).

Relevance to the Study: In the context of employee recognition programs in the Nigerian brewery industry, Herzberg's theory highlights the importance of recognition as a motivator. Effective recognition programs address employees' need for acknowledgment and achievement, which can lead to increased motivation and higher productivity. For instance, Employee of the Month programs and public recognition ceremonies directly impact motivators by acknowledging employee contributions and celebrating achievements (Herzberg, 1966).

Expectancy Theory

Expectancy Theory, developed by Victor Vroom, suggests that employee motivation is determined by the expected outcomes of their efforts. The theory is based on three key components:

Expectancy: The belief that effort will lead to performance. Employees must believe that their efforts will result in the desired level of performance.

Instrumentality: The belief that performance will lead to rewards. Employees must believe that their performance will be rewarded.

Valence: The value employees place on the rewards. The rewards must be valued by the employees to motivate them (Vroom, 1964).

Relevance to the Study: Expectancy Theory is highly relevant to employee recognition programs as it emphasizes the connection between performance, rewards, and motivation. In the Nigerian brewery industry, recognition programs like monetary bonuses and public ceremonies must align with employees' expectations and the value they place on rewards. For instance, if employees perceive that their performance will be recognized and rewarded (instrumentality), and if the recognition is valuable to them (valence), they are more likely to be motivated to perform well (Vroom, 1964).

Empirical Review

Different researchers have made study concerning the effect of employee recognition on organizational productivity and came up with some findings that helped to draw conclusion as elaborated here under;

Kwarteng, Frimpong, and Asare (2024) investigated the effect of employee recognition, employee engagement on their productivity: the role of transformational leadership style at Ghana Health Service. This study was based on cross-sectional data design using a structured questionnaire as instrument for the research. The population of the study consisted of 258

employees who have worked for Ghana Health Service in Kumasi for at least 5 years and had complete contact information were chosen using random sampling technique. Validity and reliability test were conducted before the actual presentation of analysis using Ordinary Least Square approach, run using SPSS (v.23). From the study, employee recognition program motivates and influence employees positively to improve their productivity. Moreover, the study depicts that employee engagement is a strong predictor of employee productivity in the health sector in Ghana. Lastly, transformational leaders' ability to instil a feeling of self-worth in their followers is the key motivator for them to commit to a certain performance goal. Transformational leaders boost their followers' motivation and self-efficacy which aims at increasing their productivity.

In a similar study, Brun and Dugas (2018) investigated the relationship between recognition programs and employee engagement in the hospitality industry. The descriptive correlational study was employed and the **Population targeting the** hospitality industry employees. A s**ample Size of** 200 employees were selected through convenience sampling. **The** Pearson correlation and multiple regression analysis were used for data analysis. **Finding revealed a** positive correlation between recognition programs and employee engagement, leading to improved organizational performance.

Luthans (2018) investigation was on the effect of non-monetary recognition on employee motivation and performance in public sector organizations. Using the mixed-method research, the study sampled 150 employees working in the public sector using purposive sampling method. From the thematic analysis and ANOVA, the findings revealed that non-monetary recognition has a significant positive impact on employee motivation and performance.

The study of Markova and Ford (2019) was on the impact of monetary bonus schemes on employee productivity in the financial sector. Using the Longitudinal study approach, the study sampled 400 employees through systematic sampling. The Panel data analysis was employed in analysing the data. Findings revealed that monetary bonus schemes significantly increase employee productivity over time.

Nelson (2018) examined the role of public recognition ceremonies in enhancing organizational commitment among employees in educational institutions. Using the qualitative case study approach, the study **the opinion of**50 employees selected through purposive sampling. The **Statistical Method was** content analysis. Findings revealed that public recognition ceremonies foster a sense of belonging and organizational commitment.

Braganza and Mohanan (2020) examined the effectiveness of peer recognition programs on teamwork and overall performance in IT companies. Using the cross-sectional survey design, the study targeted a sampled 300 IT employees using random sampling. From the structural equation modeling (SEM) approach for data analysis, **findings revealed that** peer recognition programs positively impact teamwork and overall organizational performance.

Zingheim and Schuster (2017), analyzed the influence of employee of the month programs on employee retention and performance in retail organizations. By employing the experimental design, the study sampled 250 employees working in the retail sector through cluster

sampling. The **statistical method employed was** T-tests and chi-square tests Findings revealed that employee of the month programs significantly improves employee retention and performance.

Awan and Tahir (2015) examined the impact of employee recognition on job satisfaction and organizational performance: Empirical evidence from the manufacturing sector. The design approach employed was quantitative survey research. The study sampled 350 employees selected using stratified random sampling. Regression analysis was employed for the purpose of data analysis. Findings revealed that employee recognition programs significantly enhance job satisfaction and organizational performance.

Omilani and Akintolu (2017) examined the effectiveness of motivational strategies on productivity, with reference to First Bank of Nigeria and Union Bank of Nigeria employees. The study adopted the descriptive survey research design. The findings revealed that there is positive relationship between motivational strategies and employees' productivity. The result demonstrated that the financial strategies available to employees are leave allowances, bonus and fringe benefits paid when due, availability and accessibility of medical insurance, pension fund scheme and the non-financial strategies are promotions as at when due, training and friendly work environment contribute immensely to high productivity of employees. The finding indicated that motivational strategies have significant influence on productivity of workers as it makes workers put in their best always, and manage to use it as a tool to motivate and increase productivity, and influences workers' attitude towards work doing impact on the morale of workers and helps workers put in their best.

Mwangi, Boinett, Tumwet and Bowen Dave (2017) conducted a study one effects of Work Life Balance on Employees' Performance in Institutions of Higher Learning, a case study of Kabarak University. The main objective of the study was to analyze the effects of work life balance on employee performance in Kabarak University. The specific objectives were to establish the effects of work-family priorities conflict on employees' performance, establish the effects of employee assistance programs affect employees' performance. The research used descriptive technique, specifically case study. Primary data was gathered through structured questionnaires. The target population of the study was 244 from which a sample size of 70 was determined. Data was analyzed using statistical package for social science(SPSS). The data was presented in table format where percentages were presented. To determine if the independent variables influence the dependent variable Chi-square tests was done. The study revealed that work family priorities conflict affected the performance of employees.

The study of Abah and Nwokwu (2016) examined the effect of workplace motivation on employee performance in the Nigerian public organizations with special attention on the South Eastern Federal Radio Corporation. To achieve the above objective, content analytical technique was adopted to carefully review works of renowned authors on the subject matter. The result of the study revealed that there exists a positive relationship between motivation and enhanced employee productivity.

Nwokwu (2015), conducted an empirical study on the Role of Motivation in Enhancing Productivity in Nigeria Civil Service with focus on Ebonyi State Civil Service System. Specifically, the study sought to measure the extent to which pay package, regular pay package and capacity building enhance productivity in the public sector. The research was based on Herzberg two-factor theory of motivation. The study covered 16 ministries and 20 extra ministry departments of the Ebonyi State Civil Service. A descriptive survey design was adopted with a sample of 365 drawn from the total population of the state civil service. The formulated hypotheses were analyzed using Pearson Product Moment Co-efficient. The findings of the study revealed that there is a positive correlation between promotion of civil servants and increased productivity in Ebonyi State civil service.

Research Design

The study employed the descriptive survey method. As stated by Neuman (2014), descriptive research helps researchers gain a comprehensive understanding of a particular phenomenon (employee recognition program) by systematically describing its characteristics, patterns, and variations.

Population of the Study

The research targeted a total population of 530 employees working across some selected brewery firms as presented in Table 2.1

Table 3.1: Distribution of the Target Population

Name	Location	Targeted Population
Nigeria Breweries	**Awo-omamma**	**200**
Guinness Nigeria Plc.	**Aba**	**150**
International Breweries	**Anambra**	**180**
Total		**530**

Source: Researcher's Computation, 2026.

Sample Size Determination

This study used Taro Yamane formula in determining the sample size. The formula is as follows:

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

Where:

n = sample size and is the number of the item in the population.

e= sample error or level of significance which is 5%

N= Population of the study

The sample size (n) will be determined using the formula below:

$$n = \frac{530}{1+ 530\ (0.05)^2} = \frac{530}{1+1.325} = \frac{530}{2.325}$$

n = 228

Using the Bowley population proportion as given below, the study

$$Cn = \frac{CN}{N} \times \frac{n}{1}$$

Where Cn = estimated participant unit allocation per company
CN = population per company
N= Total population of the study
n = Sample size of the study
The study size per state is presented below

Table 3.2. Proportional Sample Size

	Company	NN (Population)	SS (Sample Size
1	Nigeria Breweries, Owerri	200	86
2	Guinness Nigeria Plc. Aba	150	65
3	International Breweries	180	77
Total		530	228

Source: Researcher's Computation, 2024.

Sources of Data

The study used the primary source. The primary data was sourced via the distribution questionnaire. The primary data were collected from the selected brewery using a semi-structured questionnaire. The questionnaires were administered to the respondents face to face while adhering to the highest level of ethics and confidentiality during the data collection process.

Method of Data Analysis

The collected data were analyzed by using descriptive statistics to accomplish the research objective. Inferential and descriptive statistics was applied to analyze and process the obtained data. Descriptive statistics comprised of frequencies, means, standard deviations, and percentages. The influence of employee recognition programs on organisational productivity was determined using correlation analysis.

Decision Rule

For the sample mean of the questionnaire, the benchmark is 2.5 otherwise, reject any question (statement) with a mean less than (< 2.5) 2.5. Using 4 point Likert Scale of Strongly Agree

(SA :4), Agree (A): 3), Disagree (D : 2) and Strongly Disagree (SD : 1). The average is computed thus:

$$\frac{SA + A + D + SD}{N}$$

Where N = Total number or the 4-point scale figure i.e

$$\frac{4 + 3 + 2 + 1}{4}$$

$$= \quad 10/4 = 2.5$$

While for the hypotheses, accept H_0 and reject H_1 if P-value >0.05/0.01 or accept H_1 and reject H_0 if P-value <0.05/0.01. Table 3.3 gives the summary of the decision rule. (P-value is the significant level for 0.05 is for Regression while 0.01is the significant level for correlation at 2 tailed)

Presentation of Data

The study targeted a sample of 228 respondents in three brewery firms. One hundred and eighty-four (184) responses in all were gathered out of the one two-hundred and twenty-eight (228) questionnaires administered. This represented 84% response rate which is valid enough in generation.

The demographic section of the questionnaire further shows the information about the age, gender, educational background, and work experience of the respondents. In the current sample, the number of male respondents are more than female respondents, as there are N=106, (57.6%) males and (42.3%), N= 78 are females. The majority of the respondents are of age between 25-35 years (48.3%), N= 89, 36-46 years (32.6%), N = 60, and 46years and above (21.7%), N = 40. The demographics also showed that majority of the respondents in the sample have first degree certificate (58.6%), N = 108 while 76 representing 41% have post graduate experience. On work experience, findings revealed that 64 of the respondents representing 34.7% have worked for less than 10yrs, 81 representing 44% have worked between 11-20yrs, and 39 representing 21.1% have worked above 21yrs.

The demographic findings highlight the necessity of tailoring employee recognition programs to accommodate diverse needs and expectations based on gender, age, educational background, and work experience. In the Nigerian brewery sector, these programs should be inclusive and flexible enough to address the varying motivations and aspirations of a heterogeneous workforce. By understanding these demographic implications, organizations can better design and implement recognition programs that enhance employee commitment, productivity, and overall organizational performance.

Analysis of Data

The study analyzed questionnaire based on the research objectives and questions on employee recognition program and organization productivity. The study used frequency and mean

Statistical Package for the Social Science (SPSS). The results of the survey are shown in the paragraph that follows.

Employee of the Month Programs

The grand mean of 3.23 indicates that, on average, respondents have a positive perception of the Employee of the Month programs. This suggests that these programs are generally viewed as effective in motivating employees, enhancing job satisfaction, and fostering a positive work environment. A mean above 3 (on a scale of 1 to 4) suggests that the Employee of the Month programs are perceived to positively impact employee motivation and performance. Employees feel that these programs encourage them to improve their performance, which can lead to higher productivity levels in the organization.

Table 4.1: Descriptive Analysis on Employee of the Month Programs

Statement		**4**	**3**	**2**	**1**	**Total**	
	N	**SA**	**A**	**D**	**SD**		**Mean**
The Employee of the Month program motivates me to improve my performance	184	76	87	11	10	178	3.25
Recognition as Employee of the Month enhances my job satisfaction	184	74	91	8	11	178	3.24
The criteria for selecting the Employee of the Month are fair and transparent.	184	78	80	14	12	178	3.22
The Employee of the Month program fosters a competitive yet positive work environment	184	75	81	17	11	178	3.20
I feel valued when my efforts are recognized through the Employee of the Month program.	184	87	72	8	17	178	3.25

Source: Field Survey, 2026

The positive grand mean also reflects that recognition programs are seen to enhance job satisfaction among employees. When employees feel recognized and appreciated, their job satisfaction increases, which can reduce turnover rates and improve organizational commitment. The responses indicate a reasonable level of agreement that the criteria for selecting the Employee of the Month are fair and transparent. This perception is crucial for maintaining trust in the recognition process and ensuring that all employees feel they have an equal opportunity to be recognized.

For the Nigerian brewery sector, these findings imply that implementing and maintaining well-structured Employee of the Month programs can significantly benefit the organization. These programs can lead to higher employee motivation, satisfaction, and productivity, which are critical factors for organizational performance.

Monetary Bonus Schemes

A grand mean of 3.11 of the Table 4.2 indicates a generally positive perception of monetary bonus schemes among employees. This suggests that employees feel motivated and

appreciated by monetary bonuses. The relatively high mean values suggest that monetary bonuses are seen as a significant motivator for employees, which can enhance their performance and productivity. Employees view monetary bonuses as an effective way to recognize their contributions and make them feel valued, which can improve job satisfaction and reduce turnover rates.

Table 4.2: Descriptive Analysis on Monetary Bonus Schemes

Statement		4	3	2	1	Total	
	N	SA	A	D	SD		Mean
Receiving monetary bonuses motivates me to work harder	184	23	132	17	12	178	2.90
Monetary bonuses are an effective way to recognize my contributions to the company	184	121	38	11	14	178	3.45
The monetary bonus scheme in our company is well-structured and fair	184	48	97	20	19	178	2.95
I feel that monetary bonuses directly correlate with my performance	184	52	101	9	22	178	2.99
The monetary bonuses I receive make me feel appreciated.	184	78	86	8	12	178	3.25

Source: Field Survey, 2026

While the perception of fairness and structure of the bonus scheme is slightly lower, it is still positive, indicating that most employees believe the scheme is reasonably well-structured and fair. The mean values indicate that employees believe there is a direct correlation between their performance and the monetary bonuses they receive, which can drive higher performance levels. Finally, employees generally agree that there is a direct correlation between their performance and the bonuses they receive. This can reinforce the idea that hard work is rewarded, further motivating employees to perform better

Public Recognition Ceremonies

The grand mean of 3.18 indicates that, on average, respondents have a positive perception of public recognition ceremonies in their company. The relatively high mean values suggest that public recognition ceremonies are effective in making employees feel appreciated. This boosts morale and can lead to higher levels of job satisfaction and engagement.

Table 4.3: Descriptive Analysis on Public Recognition Ceremonies

Statement		4	3	2	1	Total	
	N	SA	A	D	SD		Mean
Public recognition ceremonies make me feel appreciated by the company.	184	33	132	7	12	178	3.01
I am motivated to perform well knowing that my achievements might be publicly recognized	184	123	40	9	12	178	3.49

Statement		4	3	2	1	Total	
	N	SA	A	D	SD		Mean
Public recognition ceremonies enhance my sense of belonging to the company	184	53	102	15	15	178	3.06
I believe that public recognition ceremonies are an important part of our company culture	184	59	101	9	15	178	3.11
Being recognized in front of peers boosts my morale.	184	78	86	8	12	178	3.25

Source: Field Survey, 2026

A high mean for the statement regarding motivation implies that knowing achievements might be publicly recognized motivates employees to perform well. This can enhance overall productivity and performance within the organization. Employees generally agree that public recognition ceremonies enhance their sense of belonging to the company. This can foster a more cohesive and loyal workforce, reducing turnover rates and improving organizational culture. The recognition of the importance of public recognition ceremonies as part of the company culture suggests that these events are integral to how the company operates and values its employees. This can strengthen organizational identity and values.

Employee Commitment

The grand mean of 3.18 indicates that, on average, respondents have a positive perception of the impact of recognition programs on their commitment to the company. The relatively high mean values suggest that recognition programs significantly enhance employee commitment. Employees feel more dedicated to their roles, which can lead to higher levels of productivity and reduced turnover rates.

Table 4.4: Descriptive Analysis on Employee Commitment

Statement		4	3	2	1	Total	
	N	SA	A	D	SD		Mean
I am committed to achieving high productivity in my work	184	40	125	7	12	178	3.05
Recognition programs in this company increase my commitment to my job	184	113	50	9	12	178	3.43
I feel a strong sense of loyalty to this company	184	53	106	11	15	178	3.08
Recognition programs contribute to my desire to remain with the company	184	56	105	12	11	178	3.12
My productivity has improved as a result of the company's recognition programs.	184	78	81	8	17	178	3.20

Source: Field Survey, 2026

The high mean values for statements related to motivation and loyalty indicate that recognition programs positively influence these aspects. This suggests that employees are more likely to stay with the company and put in their best efforts when they feel acknowledged and valued.

The positive perception of recognition programs contributing to job satisfaction and the desire to remain with the company indicates that such programs play a crucial role in retaining talent and maintaining a satisfied workforce. The mean value for the statement on improved productivity due to recognition programs highlights the direct impact of these programs on enhancing employee performance, which is essential for achieving organizational goals.

Test of Hypotheses

In testing the formulated hypotheses, the inferential statistic of Pearson Product-Moment Correlation Coefficient Analysis was carried via SPSS. The results are presented below:

Employee of the Month program and the employee commitment

$H0_1$: There is no significant positive relationship between the Employee of the Month program and the employee commitment of brewery firms in the South East Nigeria.

Table 4.5: Summary of Pearson Product-Moment Correlation Coefficient Analysis between Employee of the Month program and employee commitment

		Employee of the Month program	**Employee commitment**
Employee of the Month program	Pearson Correlation	1	**.873****
	Sig. (2-tailed)		**.000**
	N	150	**150**
Employee commitment	Pearson Correlation	.873**	**1**
	Sig. (2-tailed)	.000	
	N	184	**184**

***Correlation is significant at the 0.05 level (2 tailed)**

Source: Field Survey Result, 2026

The Pearson correlation coefficient (r) is .873, indicating a very strong positive relationship between the Employee of the Month program and employee commitment. This means that as the effectiveness or presence of the Employee of the Month program increases, employee commitment also tends to increase. The p-value (.000) is less than the significance level of 0.05, indicating that the correlation is statistically significant. Therefore, we reject the null hypothesis (H01).

Monetary bonus schemes and the commitment of employees

$H0_2$: There is no significant positive relationship between monetary bonus schemes and the commitment of employees in the South East Nigeria's brewery firms.

Table 4.6: Summary of Pearson Product-Moment Correlation Coefficient Analysis between monetary bonus schemes and employee commitment

		Monetary bonus schemes	**Employee commitment**
Monetary bonus schemes	Pearson Correlation	1	**.763****
	Sig. (2-tailed)		**.000**
	N	150	**150**
Employee commitment	Pearson Correlation	.763**	**1**
	Sig. (2-tailed)	.000	
	N	184	**184**

Correlation is significant at the 0.05 level (2 tailed)

Source: Field Survey Result, 2026

The Pearson correlation coefficient (r) is .763, indicating a strong positive relationship between monetary bonus schemes and employee commitment. This means that as the effectiveness or presence of monetary bonus schemes increases, employee commitment also tends to increase. The p-value (.000) is less than the significance level of 0.05, indicating that the correlation is statistically significant. Therefore, we reject the null hypothesis (H02).

Public recognition ceremonies and employee commitment

$H0_3$: There is no significant positive relationship between public recognition ceremonies and employee level commitment in South East brewery firms of Nigeria

Table 4.8: Summary of Pearson Product-Moment Correlation Coefficient Analysis between public recognition ceremonies and employee commitment

		Public recognition ceremonies	**Employee commitment**
Public recognition ceremonies	Pearson Correlation	1	**.854****
	Sig. (2-tailed)		**.000**
	N	184	**184**
Employee commitment	Pearson Correlation	.854**	**1**
	Sig. (2-tailed)	.000	
	N	184	**184**

***Correlation is significant at the 0.05 level (2 tailed)**

Source: Field Survey Result, 2026

The Pearson correlation coefficient (r) is .854, indicating a very strong positive relationship between public recognition ceremonies and employee commitment. This means that as the

effectiveness or presence of public recognition ceremonies increases, employee commitment also tends to increase. The p-value (.000) is less than the significance level of 0.05, indicating that the correlation is statistically significant. Therefore, we reject the null hypothesis (H03).

Discussion of Findings

The following findings were made:

Employee of the Month program and employee commitment

The analysis shows a strong and significant positive relationship between the Employee of the Month program and employee commitment. This finding implies that implementing an Employee of the Month program can significantly enhance the commitment of employees in brewery firms in South East Nigeria. The implication of the above is that brewery firms can strategically implement and maintain the Employee of the Month program to boost employee commitment, which can lead to improved overall performance and productivity.

The above supports the findings of Zingheim & Schuster (2017) that affirmed that employee of the month programs significantly improve employee retention and performance. It also supports that Awan & Tahir (2015) that found that employee recognition programs significantly enhance job satisfaction and organizational performance.

Monetary bonus schemes and employee commitment

The analysis shows a strong and significant positive relationship between monetary bonus schemes and employee commitment. This finding implies that implementing monetary bonus schemes can significantly enhance the commitment of employees in brewery firms in South East Nigeria. The findings implication is that Brewery firms can strategically implement and maintain monetary bonus schemes to boost employee commitment, which can lead to improved overall performance and productivity. Also, the findings implies that strong correlation between monetary bonuses and employee commitment suggests that such schemes can be effective tools for retaining employees by making them feel valued and motivated. The above supports the findings of Luthans (2018) who investigated the effect of non-monetary recognition on employee motivation and performance in public sector organizations and found that non-monetary recognition has a significant positive impact on employee motivation and performance.

Public recognition ceremonies and employee commitment

The analysis shows a very strong and significant positive relationship between public recognition ceremonies and employee commitment. This finding implies that implementing public recognition ceremonies can significantly enhance the commitment of employees in brewery firms in South East Nigeria. By implication, Brewery firms can strategically implement and maintain public recognition ceremonies to boost employee commitment, leading to improved overall performance and productivity. Also, a strong correlation between public recognition ceremonies and employee commitment suggests that such ceremonies can

be effective tools for retaining employees by making them feel valued and motivated. The findings as presented above supports that of Nelson (2018) who examined the role of public recognition ceremonies in enhancing organizational commitment among employees in educational institutions. Findings revealed that public recognition ceremonies foster a sense of belonging and organizational commitment.

Conclusion

The study investigated the relationship between three types of recognition programs—Employee of the Month programs, monetary bonus schemes, and public recognition ceremonies—and employee commitment in brewery firms in South East Nigeria. Both descriptive and inferential analyses were conducted to assess the impact of these recognition programs on employee commitment.

Based on the study's findings, it is concluded that the Employee of the Month program is a highly impactful recognition strategy that significantly boosts employee commitment. Brewery firms should continue to implement and possibly expand this program, ensuring transparency and fairness in the selection process to maximize its benefits.

It is equally concluded that monetary bonus schemes are a powerful tool for enhancing employee commitment. Brewery firms should structure these schemes to be fair and performance-based, regularly reviewing and updating them based on employee feedback to ensure their effectiveness.

Finally, it is concluded that public recognition ceremonies significantly enhance employee commitment by making employees feel appreciated and fostering a positive work environment. Brewery firms should integrate public recognition ceremonies into their organizational culture, ensuring they are inclusive and genuine.

Recommendations

Hence, the study made the following recommendations:

1. **Continued Implementation**: Brewery firms should continue implementing these recognition programs, focusing on transparency, fairness, and regular feedback to maintain and enhance their e ffectiveness.
2. **Balanced Approach**: A balanced approach incorporating various forms of recognition can create a holistic and supportive work environment, fostering long-term commitment and loyalty among employees.
3. **Employee Feedback**: Regularly soliciting feedback from employees about these programs can help in refining and improving them, ensuring they meet the intended goals and continue to be effective.

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