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Compensation Plan and Customer Patronage of Noodle Firms in Anambra State, Nigeria

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Abstract
This research has examined compensation plan and customer patronage of noodle firms in Anambra state, Nigeria**.** The study was carried out based on the need for employee motivation through compensation. The study employed survey research design and questionnaire was used to collect data. The data collected were presented in tables and analysed using Mean Statistics and Pearson Product Moment Correlation Coefficient (at 0.05% level of significance) through SPSS version 21.0. It was discovered that there is no significant relationship between basic salary and customer patronage and also there is no significant association between bonus and customer patronage. The researcher concluded that the achievement of improve patronage depends on the effectiveness of compensation system. It was recommended that salary increase is inevitable if employees must perform their sales functions effectively to achieve sales increase and organisational growth. Also employee compensation plans should be done through bonuses to enhance sales performance and firm growth.

Keywords: Compensation plan, Customer patronage, Basic Salary, Bonus.

Introduction
Sales staff contributes significantly to the performance of an organisation. This is based on their roles in making produced products get to the consumers, as production is not complete until the goods get to the consumers (Ikwuagwu,

2023; Okeke, 2020; Yapa, 2023). It is that sales employees work to achieve improved sales for the organisational products. For that, there is need to effectively motivate the sales staff through improved compensation system in the organisation. Gunu (2017) states that to attract good and committed sales employees, company must have an appealing compensation plan. Ideally company representatives (e.g. sales persons) should be paid in such a way that what they want to do for personal interest and gain is in the company's interest too. It's good for manufacturing companies (like Noodles firms) to have attractive compensation plan so as to have effective and committed workforce which will make the organisation achieve its goals.

Manufacturing companies may not therefore achieve high patronage, customer referral and increase customer base if its sales staff are not effective. In this direction, compensation of sales staff should therefore be a great concern for any business. Compensation plan typically rely heavily on incentives in the form of commission bonus, salaries, and fringe benefits. To him, some employees get straight salaries and others receive a combination of salary and commissions (Joseph, 2019). More so, some firms pay commission to employee on the level of sales or percentage of sales performance as agreed.

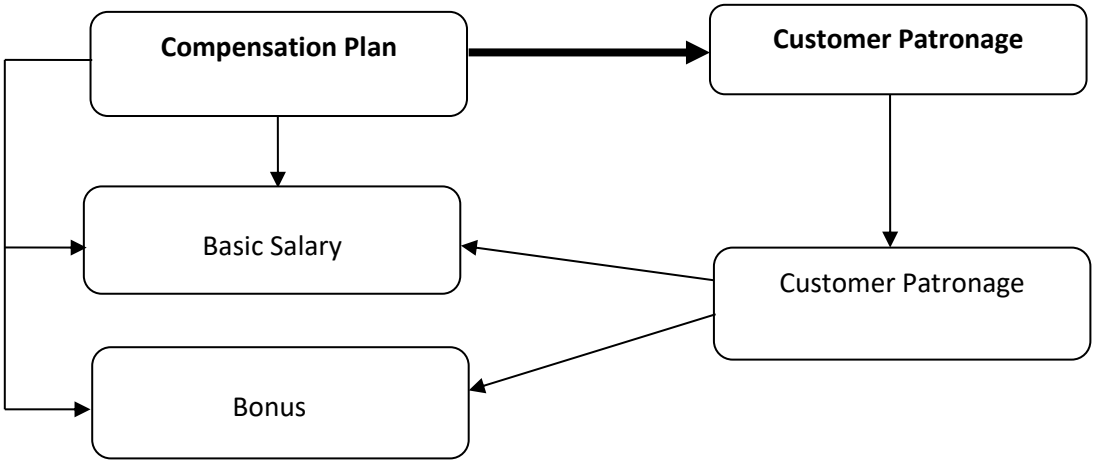
Basically, some companies pay employees a combination of salary and commission. Furthermore, Okoro (2018) recognised that many organisations also compensate their employees through bonuses. Mainly, bonuses are only paid to hard working employees i.e. employees who have performed excellently within a particular time. The goal of compensation is to achieve patronage. Customer patronage will increase as a result of quality product and effective services which are positive based on improved compensation. This work focused on compensation plan and customer patronage of noodle firms in Anambra state, Nigeria**.**

Statement of the Problem

Some organisations in Nigeria do not pay workers salaries as at when due and this serve as a disincentive to employees. Most organisations have always neglected bonuses, commission and fringe benefits as staff compensation plan. A situation where employees who are supposed to play active roles for the improved patronage of the organisation are not well compensated, calls for concern.

More so, previous studies relating to compensation plan were not exactly focused on compensation plan and patronage of Noodle manufacturing companies in Anambra State.

For example, Enyioko and Ikoro (2018) examined the effect of compensation plan on employee performance in telecommunication industry in Nigeria with a case study of MTN Nigeria, Abia State. This study focused on telecom firms, and did not cover Noodle manufacturing companies. Oladejo and Yinus (2023) focused on impact of compensation plan on productivity of selected quoted food and beverages manufacturing companies in Nigeria. The issue here is the neglect of patronage which is the dependent variable of this work. Based on the above, this study focused on compensation plan and customer patronage of noodle firms in Anambra state.



Objectives of the Study

The main objective of the study is to examine compensation plan and customer patronage of noodle firms in Anambra state, Nigeria. The specific objectives were to:

1. examine the relationship between basic salary and customer patronage;
2. investigate the association between bonus and customer patronage;

Research Questions

Based on our objectives, the following research questions were formulated and used.

1. What is the relationship between basic salary and customer patronage?
2. What is the association between bonus and customer patronage?

Research Hypotheses

In line with the research objectives and questions, the following null hypotheses were tested:

H_{O1}: There is no significant relationship between basic salary and customer patronage.

H_{O3}: There is no significant association between bonus and customer patronage.

Scope of the Study

Content scope: The content scope of this study focused on compensation plan and customer patronage of noodle firms in Anambra state, Nigeria**.**

Geographical scope: This study is delimited to Anambra State. The noodle companies that were used are Tummy-Tummy Foods Industrial Plc, Nnewi Anambra State; Jolly Jolly Noodles, Oraifitte Anambra State; and Zubix Noodles, Ogidi Anambra State.

Unit scope: The unit scope covered the sales staff in sales/marketing departments of the organisations under study.

Conceptual Review

Compensation Plan

Armstrong (2015) stated that compensation plan is an integral part of human resources management approach to productivity improvement in the organisation. It deals with the design, implementation and maintenance of compensation system that are geared to the improvement of organisational, team and individual performance.

Compensation plan implies having a compensation structure in which the employees who perform better are paid more than the average performing employees (Pearce, 2010). Armstrong (2015) further buttressed that compensation plan is concerned with the formulation and implementation of strategies and Policies that aim to compensate people fairly, equitably and consistently in accordance with their value to the organisation. Ike (2023) described that the task in compensation administration is to develop policies and the terms of attracting, satisfying, retaining and perhaps motivating employees. On the other hand, Enyioko and Ikoro (2018) asserted that compensation could be said to be wages paid directly for time worked, as well as more indirect benefits that employees receives as part of their employment contract with and organisation. Salary connotes a regular paid compensation of a fixed amount to workers for services provided. For Oburu and Atambo (2023), a compensation system is a sum total of elements at an employee's disposal that may be used to attract, motivate and retain employees. It is therefore all that the employee perceives to be of value out of his or her employment relationship as established in the organisation.

According to Stahl (2015) cited in Fubara (2019), compensation is the monetary payment (wages, salaries, emoluments, bonuses-current and deferred) used to reward employees. Here, compensation can best be described as all rewards – direct financial payments plus indirect payments (benefits) plus incentives individual receive in an organisation, plus non-compensation that serve to enhance their sense of self-respect and esteem by others. Compensation is all forms of financial returns and tangible services or benefits employees receive as part of an employment relationship (Akter

& Moazzam, 2016). To them, it includes employee wages and salaries, incentive-payments, bonuses, and commissions. In this case, employee compensation contains all forms of pay and rewards received by employees for the performance of their jobs. Enyioko and Ikoro (2018) asserted that compensation could be monetary or non-monetary. It is monetary when employees are compensated financially based on salary, allowances and other monetary benefits. It is non-monetary when the employees are compensated with promotion, job security, training/ development, medical benefits and other non-financial incentives. Therefore, seeing that compensation result into motivation, it is expected that the employees' performance be enhanced through compensation. When this is done, it will have positive relations with the marketing performance of the organisation.

Aspects of Compensation Plan

There are many aspects of compensation in an organisation. This study focused on salaries as compensation, and bonus as compensation,

Basic salaries

Salary is commonly paid in fixed intervals, for example, monthly payments of one-twelfth of the annual salary (Fubara, 2019). Salary is typically determined by comparing market pay rates for people performing similar work in similar industries in the same region. Salary is also determined by leveling the pay rates and salary ranges established by an individual employer. Salary is also affected by the number of people available to perform the specific job in the employer's employment locale. In the view of Onuorah, Okeke and Ibekwe (2019), a fixed regular payment, typically paid on a monthly basis but often expressed as an annual sum, made by an employer to an employee, especially a professional or white-collar worker.

Bonus

Yapa (2023) define bonus as an extra amount of money added to an employee's salary/wage as a reward for the employee's ability to reach a stipulated target. It enables employees to put in all endeavours in order to achieve more than just a satisfactory performance. Many organisations administer their bonus annually. The modality for bonus varies from organisations to organisations. The issue of given bonus to performing employees depends on the organisation. This means that some organisations do not have bonus as one of the basic compensation plan (Bob, 2011). For Dessler (2021), while salary is compulsory and its paid to every employee at the end of the month as the major compensation, bonuses are only paid to hard working employees i.e. employees who have performed excellently within a particular time.

Bonuses are not necessarily paid at the end of every month, but depend on a particular organisational package for compensation, and improved firm performance. Also, the exact amount to be paid may not be certain, as it many depends on some factors within the organisation (Gunu, 2017).

Customer patronage

Patronage occur when people, organisations and even government show high interest in a particular (or some) business, product of a firm, service of a firm, etc. According to Workalemahu (2018) the word patronage mean a person or thing that buys, eats or uses something or a person who buys goods and services for personal consumption or use. People patronise organisations products/services at one time or the other. Patronage is the support, encouragement, privilege, or aid that an organisation or individual bestows to another (Zaman, 2018). Patronage is borne out of a desire to be committed to an organisation either based on its service quality or perceived service qualities. Hence, the extent to which a customer will patronise the services of a bank depends on how the customer perceives the banks services (Scanzoni, 2019). According to Degenova (2019) patronage is the impulse desire and consideration with the consumer or customer which induce the purchase of goods or services from certain organisation. According to Onu (2010), patronage can be said to mean the material help and encouragement given by a patron (in this instance the patron in seen to be a customer) in an exchange transaction.

Theoretical Framework

Strategic Compensation Model

The strategic compensation model was developed by Baker, Jensen & Murphy in 1988. The models state that there are three strategies to which compensation is based. The strategies include performance-based compensation, competency-based-compensation and equity based-compensation.

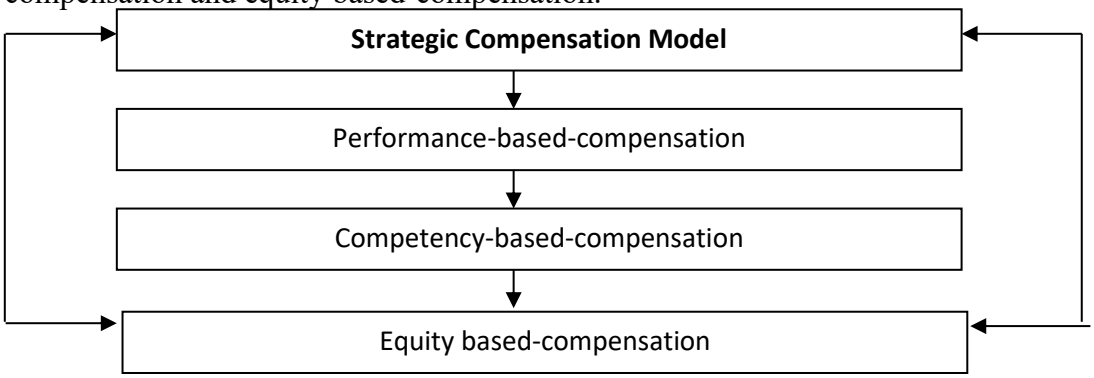


Fig. 2.4: Strategic compensation model.

Source: Baker, Jensen & Murphy, 1988 cited in Scanzoni, 2019

a. **Performance-based-compensation:** In 1988, Baker, Jensen, & Murphy provided an explanation on performance-based compensation plan, indicates that explicit financial rewards are an important part of a worker's compensation. They demonstrated performance-based compensation as the single strongest predictor for job performance. Performance- based compensation which increases an organisation's overall productivity by attracting and retaining more productive employees. In contrast, individual performance evaluation may involve discretion and subjectivity, as well as nonfinancial and financial performance criteria which also concerns with the compensation policy and strategy.
b. **Competency-based-compensation:** Competency is an underlying characteristic of an individual which is causally-related to effective or superior performance. Competency-based compensation policy is a pay structure that rewards employees based on how well they perform in the workplace, rather than the hierarchy of their position or years of experience. With a competency-based compensation policy, the only thing standing between the employees and a greater wage is how much they contribute and how well they perform. With this method, employees often more likely to take a greater initiative and contribute competitive advantage for the organisation. For creating a culture of self-improvement and wide productivity is through a competency-based compensation policy or structure. This compensation structure offers a tangible reward for the employees who are dedicated to growing their skills and improving themselves. When the employees dedicate their time- even outside of the 40-hours per week to growing
c. **Equity based-compensation:** The general idea of equity based compensation is to offer employees a share of the company's future profits in exchange for lower (or sometimes zero) salaries up front. For maintaining equity – based compensation policy a consulting lawyer is needed before making any formal offers. Equity based compensation not only lessens the up-front financial burden of paying out sky-high salaries, but it also attracts employees who are committed to working harder in order to ensure their financial wellbeing and the success of the company. Equity compensation, no matter the form, is typically subject to restrictions. Most importantly, equity compensation is usually subject to vesting, which means that an employee must hit certain performance or time-based (more common) milestones in order for all of the stock. How much of one's compensation is in salary and how much is in equity

depends less on the role (business development, engineer) and more on company maturity.

This model was used because it discussed the basic strategic model for organisational employees. This means that organisations like noodle companies can compensate their employees depending on many factors. Such factors include the level of performance of the worker in their day-to-day activities, the competency of the worker in performing their daily functions and equity consideration (making the worker to have shares and other benefits in the organisation). In Nigeria today, some employers of labour compensate their employees on the basis of employee performance in the work they do, employee commitment and employee productivity. In this case, some workers may get promotion which will have positive impact on their salary because of their level of performance in the organisation.

More so, some workers may get appropriate bonus in line with their commitment level (performance based compensation). On the competence based compensation, some workers are employed in the organisation on the basis of their skills, professionalism and qualification to deliver specific functions for the organisation. Competence based compensation enable workers to have fringe benefits (like housing, official car, free medical services and insurance scheme) as the case may be. Some employers of labour emphasized equity based compensation for employees, especially those who have stayed long in the organisation. This compensation is done to motivate and encourage employees to take the organisation as theirs and therefore contribute for the overall organisational stability and growth.

Empirical Review

The researcher summarized 33 previous researches.

Ike (2023) focused on effectiveness of sales on organisational performance using coca cola and 7up Bottling Companies Lagos State as the focal point. Survey research design was adopted and questionnaire served as the instrument of data collection. The population of this is 178 which is made up of the entire management staff of both companies and their distributors. Out of 178 copies of the questionnaire distributed, only 168 were returned and used. The data collected were presented in tables and analysed by mean frequency. The study discovered that sales of product quality, good price, and promotional strategies are the most effective sales approach. Based on the above findings, it is recommended that firms pay great attention on sales effectiveness variables.

Ikwuagwu (2023) examined the impact of non-monetary compensation on employee performance, using the Nigeria Bottling Company Awo-Mmama Owerri, Imo State as the focal point. The objective is to determine how training and promotion leads to productivity. The researcher used survey research design and questionnaire was used as the major instrument of data collection. The 123 staff of Nigeria Bottling Company Awo-Mmama Owerri, Imo State was used as the study population/sample. The data collected were analysed using Pearson correlation coefficient – the computer based analysis. The findings revealed that there is significant impact of non-monetary compensation on employee productivity, employee training and promotion leads to productivity.

Ndu, Uche and Ibeh (2023) examine compensation of sales personnel and employee performance in Nigeria organisation. The study adopts descriptive survey research design. The study was carried out in Anambra State. The population of the study comprises 567 staff of manufacturing firms. The sample size for the study consists of 257employees drawn from the population of the study. The sample consists of entire population. The instrument for data collection is a structured questionnaire. The face content validity of the instrument was employee. The instrument was trial-tested on a representative sample of 20 employee randomly selected of Anambra State. In analysing the data for the null hypotheses, Z-test was be used to test the hypotheses at 0.05 level of significance. Equity based compensation has no positive significance effect on sales employee in Nigeria organisation. Competency based compensation has no negative significance effect on sales employee performance.

Shrewdmann (2023) conducted a study to determine the effects of rewards on marketing performance at various levels in the organisation in India. The work was survey method through interview system. Forty-two products and services organisations were selected for the study by convenience sampling techniques. 1650 sampled were drawn from the 42 organisations. The sampling units were grouped into three broad classes – lower employees, middle managers and top manners. Analysis of the primary data through percentages showed that employees across the three hierarchical groups do not respond with the same level of motivation when treated with the same reward package. It was found out that the top managers consistently preferred profit sharing and stock options (p = 72.3% and p = 68.4%) while the lower employees and part of the middle manager showed a high affinity to bonuses and pay raise.

Ikebugo (2022) determined the factors influencing sales performance in production firms in Port Harcourt City. The objective is to identify the impact of product pricing and distribution on marketing performance. Cluster sampling was carried out in Port

Harcourt manufacturing firms, and 120 staff were sampled from 12 companies which has up to 300 population. The study used survey through the questionnaire instrument. Spearman Rank Correlation Coefficient and multiple regressions were adopted for the test of hypotheses. The study discovered affordable pricing, and products availability lead to marketing performance.

Kancheva and Marinov (2022) studied salaries and workers productivity in Germany. The objective is to find out the extend salaries and allowances contributes to productivity. This paper is aimed at present-day Bulgarian public organisations. A convenience sample of 215 respondents was used from a population of 5673. Questionnaire was used to collect data and the data was analysed using graph. It was discovered that salaries some time do not lead to workers productivity and allowances increase productivity.

Ekemezie (2019) carried out a research on the impact of sales motivation on marketing performance using selected retail firms in Enugu State. The researcher formulated two research objectives, two research questions and two hypotheses to guide the study. The researcher employed descriptive survey research design as both oral and telephone interview served as the instrument of data collection. The data collected were presented in tables and analysed using Analysis of Variance (ANOVA). The result revealed that effective motivation through gift item and training of staff leads to improved patronage and organisational growth.

Fubara (2019) examined the relationship between compensation and employee performance of banks operating in Port Harcourt. It utilised a cross sectional survey design as the research methodology as structured questionnaire was distributed to one hundred and forty nine staff of five selected banks and one hundred and twenty were retrieved from the field. With the aid of mean, standard deviation and Pearson Product Correlation Coefficient were utilised as the analysis technique, aided by statistical package for social sciences. Findings from the research revealed that compensation relates positively and significantly with employee performance, as it has significant impact on job satisfaction, employee productivity and employee efficiency.

Gabi (2019) researched on compensation strategies and performance in Accra Ghana. The objectives are to identify the extent bonuses, and commission enhances productivity. Participative theory was adopted as the researcher employed descriptive survey design, using a population/sample of 2000 staff in selected 19 firms from Accra Metropolis Ghana. Interview system was used as the major instrument from were data were analyse using mean statistics. It was discovered that commission enhance productivity more than bonuses.

Ugwu (2019) carried out a research on the impact of employee incentive on job satisfaction using selected banks in Owerri, Imo State. The objective is to determine the impact of compensational variables like salary increase, bonuses, and job security on employee job satisfaction. The population covers 40 staff of first bank and UBA, Owerri. The researcher employed descriptive survey research design as questionnaire served as the instrument of data collection. The data collected were presented in tables and analysed using Analysis of Variance (ANOVA). The result revealed that salaries, bonuses, and job security enhance job satisfaction.

METHODOLOGY

Survey research design was used in this study.

The population of this study is 156 sales staff in sales/ market departments of the noodle companies under study

Table 1: Study organisation and population.

S/N	Name of Company	Address	Population
1	Tummy-Tummy Foods Industrial Plc	Chikason Avenue, Industrial Estate Nnewi Anambra State	64
2	Jolly Jolly Noodles	Oraifitte, Anambra State	50
3	Zubix Noodles	Ogidi, Enugu – Onitsha Express Way, Anambra State	42
	Total		**156**

Source: The Organisations Under Study, 2024

The sample size is 156 sales staff (same as population size). Since the population is not large and population members are accessible, the researcher used census method so as to study the entire population as sample.

The study used questionnaire as the instrument of data collection.

The work used content and face validation methods.

Test re-test exercise was consulted through Cronbach Alpha, and the results gave 0.81.

The data collected were analysed using mean statistics and Pearson Product Moment Correlation Coefficient (PPMCC at 0.05% level of significance) aided by SPSS version 21.0.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

It should be noted that out of 156 copies of the questionnaire distributed, only 152 copies were returned and used.

Item 1: Basic salary construct.

Table 1: Construct on basic salary.

S/N	Questionnaire Items	SA (4)	A (3)	D (2)	SD (1)	N	∑X	$\bar{X}$	Dec.
1	My organisation pay me my salary regularly	77	50	15	10	152	498	3.3	Positive
2	I have always demanded for salary increment	55	59	26	12	152	461	3.0	Positive
3	My salary is not too attractive to compare to what is obtainable in other organisations	101	33	11	7	152	532	3.5	Positive
4	I will work hard if my salary is increased	102	29	13	8	152	529	3.5	Positive
5	Poor salary or delay in payment affect performance of some employees negatively	57	89	4	2	152	505	3.3	Positive
	Grand mean							**3.3**	

Source: field survey, 2024

It was discovered in table 1 that all the items were positive. This is because item 1 has a mean of 3.3, item 2 has a mean of 3.0, item 3 has a mean of 3.5, item 4 has a mean of 3.5 and item 5 has a mean 3.3; hence all the items have mean scores more than 2.5 and above.

Item 2: Bonus construct.

Table 2: Construct on bonus.

S/N	Questionnaire Items	SA (4)	A (3)	D (2)	SD (1)	N	∑X	$\bar{X}$	Dec.
1	I am not getting bonuses as expected	123	15	9	5	152	560	3.7	Positive
2	Increase bonuses will add value to our commitments	139	11	2	-	152	593	4.0	Positive
3	The organisation has promised for more bonuses but yet to implement it	89	45	12	6	152	521	3.4	Positive
4	Neglect of bonuses reduce effectiveness of some workers	72	69	4	7	152	510	3.6	Positive
5	I will seek for job in other companies if poor bonuses continues	104	30	10	8	152	534	3.5	Positive
	Grand mean							**3.6**	

Source: field survey, 2024

It was discovered in table 2 that all the items were positive. This is because item 1 has a mean of 3.7, item 2 has a mean of 4.0, item 3 has a mean of 3.4, item 4 has a mean

of 3.6 and item 5 has a mean 3.5; hence all the items have mean scores more than 2.5 and above.

Item 3: Customer patronage constructs.

Table 3: Construct on customer patronage.

S/N	Questionnaire Items	SA (4)	A (3)	D (2)	SD (1)	N	∑X	$\bar{X}$	Dec.
1	Our company enjoy high customer patronage	50	77	15	10	152	471	3.1	Positive
2	My commitment on sales has contributed to improve sales	71	40	25	16	152	470	3.1	Positive
3	Most customer patronise my organisation because of the ways we attend to them	68	84	-	-	152	524	3.4	Positive
4	I will continue to do my best to encourage customer to patronise our firm to achieve my sales goals	66	83	-	-	152	513	3.4	Positive
5	My organisation has retained me based on my sales performance	68	68	10	6	152	502	3.3	Positive
	Grand mean							**3.3**	

Source: field survey, 2024

It was discovered in table 3 that all the items were positive. This is because item 1 has a mean of 3.1, item 2 has a mean of 3.1, item 3 has a mean of 3.4, item 4 has a mean of 3.4 and item 5 has a mean 3.3; hence all the items have mean scores more than 2.5 and above.

Test of Hypotheses

Ho_1: There is no significant relationship between basic salary and customer patronage.

Fig. 4.1: To test the hypothesis one, data in table 4.6 and 4.10 were used.

H_i1	**There is significant relationship between basic salary and customer patronage**	**Pearson Correlation = 0.85** **Sig = 0.05** **N = 152** **General mean = 3.3**	VALID

The analysis has a grand mean of 3.3. The table above shows that the Pearson product moment correlation is 0.85 which indicates that there is significant relationship between basic salary and customer patronage. Hence, the null hypothesis is hereby rejected.

H_{O3}: There is no significant association between bonus and customer patronage.
Fig. 4.3: To test the hypothesis three, data in table 4.7 and 4.10 were used.

H_i3	**There is significant association between bonus and customer patronage**	**Pearson Correlation = 0.88** **Sig = 0.05** **N = 152** **General mean = 3.5**	VALID

The analysis has a grand mean of 3.5. The table above showcases that the Pearson product moment correlation is 0.88 indicating that there is significant association between bonus and customer patronage. Thus, the null hypothesis is hereby rejected.

Discussion of Findings

The Relationship between Basic Salary and Customer Patronage

In hypothesis one, this study discovered that there is significant relationship between basic salary and customer patronage with a grand mean of 3.3 and Pearson result of 0.85. **For Oladejo and Yinus (2023), regular salary payment makes employees happy and effective.** Oburu and Atambo (2023) asserted that salaries are usually determined by comparing what other people in similar positions are paid in the same region and industry

The Association between Bonus and Customer Patronage

In hypothesis three, this study discovered that there is significant association between bonus and customer patronage with a grand mean of 3.5 and Pearson result of 0.88. According to Berg and Teigen (2019), if workers know that they will get bonus, they will be effective in sales functions. For Dessler (2021), while salary is compulsory and its paid to every employee at the end of the month as the major compensation, bonuses are only paid to hard working employees i.e. employees who have performed excellently within a particular time.

Conclusion

An organisation that wants to achieve sustainable market performance must always consider employee welfare in its system. Based on that, compensation in form of

employee commission, bonuses, salaries, and fringe benefits in most cases add value to employee effectiveness leading to performance in the organisation. The idea is that when employees are enjoying compensation benefit, they will be happy, take the organisation as theirs and therefore perform excellently in production, distribution, storage, sales, and overall organisational good. Therefore, compensation benefit if properly done can add positive value to improve customer acquisition and customer patronage; hence the employees are happy and doing extra things to see the organisation succeed.

Recommendations

Based on the findings and conclusions of this study, the following recommendations could be made:

1. Salary increase is inevitable if employees must perform their sales functions effectively to achieve sales increase and organisational growth.
2. Employee compensation plans should be done through bonuses to enhance sales performance and firm growth.

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