

Remuneration and Work Attitude of Employees in Pharmaceutical Industries in Nigeria

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Executive Summary

The study evaluated Remuneration and Work Attitude of Employees in Pharmaceutical Industries in Nigeria. Specifically, the study sought to examine the influence of Salary on employees Commitment in Pharmaceutical Industries in Nigeria and to justify the influence of Fringe Benefits on Job Involvement in Pharmaceutical Industries in Nigeria. The study was anchored on the Two Factor Theory by Frederick Herzberg in 1959. Survey research design will be chosen for data collection, while a population comprising of the senior staff of all the one hundred and sixty-five (165) Local Pharmaceutical Manufacturing Industries in Nigeria. Taro Yamanne's formula was used to determine the sample size from the population while Pearson's Product Moment Correlation Coefficient was used in testing the hypotheses. It is hoped that the findings of the study shall be useful to all organization and employee to promote the concept of remuneration and employee attitude to work

Key Words: *Remuneration, Employee Attitude, Salary, Commitment, Fringe Benefits, Job Involvement,*

Introduction

1.1 Background to the Study

The most valuable resource a corporation may have is its human resources, which should be given top priority (Ojeleye & Okoro, 2016). According to Zaman (2018), human resources serve as the foundation for an organization to establish long-term competitive advantage. As a result of the

dynamic and competitive business environment in which they operate, organizations must devise strategies to attract and keep qualified employees. Since people are regarded as an organization's most valuable resource, compensation is essential to ensuring that highly motivated employees

consistently meet their objectives in order to provide consumers with the products and services they specialize in and to give the organization a competitive advantage.

Organizations that want to achieve their goals need a workforce that is satisfied and motivated to lead their plan. The ability of businesses to attract, keep, and sustain competent and satisfied workers into their employment is crucial for them to take off and achieve their strategic goals, making the remuneration system a crucial component to making people satisfied on the job (Nnoli, 2018). In terms of efficacy and efficiency, organizations must have access to quality human resources. To gain a competitive advantage, every company must always take advantage of the potential that each of its employees possesses to the fullest extent possible and be able to keep the person working in the area most conducive to realizing that potential. The caliber of the human resources a firm has at its disposal is crucial in establishing its competitive edge. The more highly qualified human resources a company has, the more competitive it will be. In order to accomplish this, the business must be able to identify the factors that encourage employees to perform to their full capacity and meet performance standards (Hazim, 2020).

Employees are compensated for their contributions to the company through remuneration (Suri, 2016). It is typically viewed as an individual's total income and can include a variety of separate payments that are determined in accordance with various rules. These payments can be made in monetary terms or in the form of services (Buchan, Thompson, & O'May, 2020).

Remuneration refers to compensation or pay, although it has a wider definition than pay because it can also include commissions and other benefits received in accordance with an employment contract, in addition to salary and bonuses. Since remuneration can improve employees' performance or motivates them to perform better within the firm, the term "remuneration" is linked to motivation. The word "motivation" is thus derived from the word "motive," which connotes something inside a person that drives him to action. Motives are personal or internal since they are a reflection of a person's needs or wants. Motives are requirements to begin and continue an activity, and they also govern an individual's conduct. Motives give human conduct direction because they steer behavior toward certain conscious and subconscious goals. Therefore, motivation is the collection of factors that inspires an individual to apply his skills for the completion of specific goals while at work. It is something that motivates a person to perform and keeps him acting enthusiastically.

Of course, a monetary word takes the shape of wages and salaries, as well as some fringe benefits and incentive programs like housing and travel reimbursements. Recreational services, canteen services, and medical services are all examples of compensation that takes the form of services. Okpala (2020) asserts that compensation is a crucial element of human resource management. It includes monetary compensation in the form of wages and salary as well as benefits, indirect compensation, or additional pay. Salary, performance-based bonuses, commissions, incentives, fringe benefits, overtime pay, paid annual leave, and other forms of compensation are among the elements of employee compensation that are used to gauge the health of a firm and improve employee performance (Velnampy, 2015). The obligation of organizations, in accordance with Abdulwahab (2016), should be to satisfy their workers through appropriate working conditions,

motivation, monetary rewards, and friendly relationships between superior and subordinate. This is true even though employee performance is not constant and is affected by a variety of factors.

An employee's essential motivation to work successfully and efficiently is provided by compensation. Employee motivation is a result of compensation. Employees' salaries are a crucial source of revenue and affect their style of living. The productivity and performance of an employee are influenced by their salary. So, both management and employees have a stake in the quantity and mode of compensation. Performance enhancement depends on efficient human resource management techniques that are successful in attracting and retaining a dedicated and motivated workforce in addition to a well-functioning system (Al-Ahmadi, 2009 in Fubara, 2019). As a key element of human resource management, remuneration includes financial compensation in the form of wages and salaries as well as benefits, indirect compensation, or supplemental pay. Remuneration stems primarily from the fact that it gives workers money and is a significant expense for the employer (Martocchio, 2011). It also has a big impact on how employees feel about their jobs because it is the best form of employee motivation. Failure to understand this element poses an even greater threat to the companies over time. Understanding employees' behaviors and attitudes toward their work and organization is important to management because they are the backbone of any business. The attitude of an employee at any given time has a propensity to influence both their performance and the performance of the firm. The failure of some organizational components to meet the needs of the workforce causes attitudes to develop. According to Allport (2015), a person's attitude is a mental state of readiness that has been organized via experiences and that exerts directives or dynamic influences on how that person responds to all the things and circumstances that are related to it. Affect (a feeling), conduct (an action), and cognition together make up attitude (belief).

The way a person behaves in a scenario is reflected in their attitude, which to some extent includes how they feel about their employer, their coworkers, and their place in the company. Each person has opinions about their work environment, job, objective, structure, task, coworkers, management, and organizational methods. As a result, its impact on the organization's health could be either beneficial or detrimental. While this may be the case, Senn and Hart (2019) asserted that improving productivity requires a daily assessment of employees' attitudes. Management may use a variety of forms of compensation to encourage positive employee attitudes at the workplace. According to Leonard (2018), management will be better able to address issues with low team morale, ineffectiveness, and stalled growth that have an impact on organizational performance if they have a thorough understanding of the elements that influence employees' attitudes.

The attitude of a worker is correlated with his level of dedication, motivation, training, and development. Job satisfaction and loyalty are closely related to the employee's perspective on their entire commitment to the company. According to Pickens (2015), the attitude of an organization's motivated, devoted, trained, and satisfied personnel toward its business processes determines whether it succeeds or fails. Additionally, Eagly and Chaiken (2018) noted that an attitude is a psychological propensity that emerges through comparing one entity with varying degrees of favor or disfavor. This suggests that people's behaviors and responses inside an organization to achieving

a goal depend on their impression of the business's commitment to meeting their individual needs through compensation policies.

The attitudes of employees must be carefully observed, comprehended, and managed. They emerge as a result of perceptions of superiority or inequity in the reward system (Newman, Thanacoody & Hui, 2011). Milman (2020) offered the following suggestions in an effort to determine what influences employees' attitudes toward the accomplishment of an enterprise objective: Job satisfaction, dedication, engagement, motivation, teamwork, creative thinking, employee involvement, and training and development are important indices that employees in the organization would exhibit as a predictor of employee's attitude. The way a person behaves in a scenario is reflected in their attitude, which to some extent includes how they feel about their employer, their coworkers, and their place in the company. As a result, its impact on the organization's health could be either beneficial or detrimental. While receiving inadequate compensation has a negative impact on productivity, receiving good compensation increases it.

The Nigerian pharmaceutical business, which has a complicated structure and multiple participants, has a significant impact on the general health of the nation's residents (manufacturers, national regulators, wholesalers and retailers, government ministries, employees and other stakeholders). Because it involves a lot of labor, the sector needs teamwork and positive interpersonal relationships to succeed (Fagbenle 2014). The Nigerian pharmaceutical market has room to expand and might increase to \$4 billion during the following ten years. It is hoped that over the following ten years, economic development will be strong enough to raise the gross domestic product (GDP) per capita to levels close to \$4,000 (Okoro, 2020).

1.2 Statement of the Problem/Justification

The challenge of a decline in employees' positive attitudes toward their jobs in the pharmaceutical industry is greater, despite the fact that compensation must be viewed in the context of what is proper in an organization because it aligns with the correct strategic fit between internal motivation and external rewards. Only when they are in balance can organizations thrive. The pharmaceutical industry in Nigeria is struggling with a huge number of dysfunctional businesses as a result of disgruntled, demoralized, and unproductive staff (Pretorius, 2014). Despite having a sizable human population (about 190 million people) and abundant natural resources, Nigeria nonetheless struggles with poverty, sickness, and malnutrition, according to the World Health Organization (2013). Nigeria's health system was ranked 187th out of 191 members by the World Health Organization (WHO, 2013). Due to a lack of standardized equipment for pharmaceutical production and storage, the industry has a low rating. As a result, only a few of Nigeria's pharmaceutical companies are able to sell anti-malaria, anti-TB, anti-retroviral, and other drugs in international tenders (Adegboyega, 2018).

Due to attrition and brain drain, the Ministry of Health claimed in 2019 that medical professionals, including pharmacists, had the highest absence rate in the sector. The incidence of absenteeism in 2019 was alarming and a source of worry. This may be caused by a number of factors, including salary/pay, bonuses, and commissions that are not valued as highly as other work characteristics, such as expectations of job stability, acknowledgement of one's accomplishments, respect from

colleagues, and fair treatment, rigid work schedules, and problems with promotion, as evidenced by the less-than-just promotions practiced by pharmaceutical companies in Nigeria, where the employee who merited promotion did not receive promotion (Okpala, 2020).

Employee dedication and productivity are significantly impacted by poor compensation packages because employees who feel their contributions are undervalued by their employers may be less willing to perform at a higher level. How employees are paid and recognized affects an organization's ability to succeed and survive (Lawler, 2019). The level of employee dedication and their attitude toward work will be determined by the reward system and motivational incentives. However, the industry has faced a variety of issues due to a lack of awareness of employee behavior and attitude at work. The inefficiency of most businesses has been attributed to the firms' incapacity to understand the attitudes and behaviors of their workforce.

In most situations, employees' attitudes in these companies have a significant negative impact on their productivity in a variety of ways, frequently without the employees' knowledge. Employees with poor attitudes can destroy and sabotage an organization's profitability. While attitude predictors like dedication, loyalty, motivation, and engagement can boost performance, unfavorable attitudes like tardiness, absenteeism, laziness, and theft can negatively impact an organization's performance. According to Msiza (2012), a system that appears to be excellent on paper may not bear fruit if personnel lack a positive mindset, which adds value to the company. However, based on a quick conversation with a few of the employees of this business, it appears that employee attitude has not been well controlled in these service firms for a number of years, which is the cause of the organizational performance gaps. Based on this, the researcher decided to critically examine how compensation affects workers' attitudes toward their jobs in Nigeria's pharmaceutical business.

1.3 Objectives of the Study

The aim of this study is to evaluate the relationship between Remuneration and Work Attitude of Pharmaceutical Companies in Nigeria. However, the specific objectives are:

- i. To examine the influence of Salary on Employee Commitment in Pharmaceutical Industries in Nigeria.
- ii. To justify the influence of Fringe Benefits on Job Involvement in Pharmaceutical Industries in Nigeria.

1.4 Research Questions

In line with the objectives above, the following research questions were formulated;

- i. What influence does Salary have on Employee Commitment in Pharmaceutical Industries in Nigeria?
- ii. To what degree do Fringe Benefits influence Job Involvement in Pharmaceutical Industries in Nigeria?

1.5 Research Hypotheses

For the purpose of this study, the following hypotheses are postulated:

H₀: there is no significant relationship between Salary and employee Commitment in Pharmaceutical Industries in Nigeria

H₀: there is no significant relationship between Fringe Benefits and Job Involvement in Pharmaceutical Industries in Nigeria.

Review Of Related Literature .

2.1 Conceptual Review

2.1.1 Remuneration

Payment is the basic definition of remuneration. In other terms, it's payment or a reward for a task. Technically speaking, pay is the whole of an employee's financial and non-financial benefits. The Latin word "remuneratus," which means "to reward," is where the word "remuneration" first appeared. The overall compensation an employee receives is known as their remuneration. In addition to base pay, it also includes any additional compensation an employee receives from their employer, such as bonuses, commissions, overtime pay, or other financial advantages (Elo, 2019).

Payroll can also be money or a substitute for money as established by certain regulations as a reciprocal of a work, and is sometimes referred to as remuneration. One of the elements that affect how well workers perform in carrying out their responsibilities is compensation. Remuneration, according to Hasibuan (2012), is any money, direct or indirect commodities that employees receive in exchange for services rendered by the company. Rewarding employees for their performance can be done financially or non-financially, according to Agina (2016). There are two types of compensation for the results: direct and indirect. Calvin (2017), compensation is typically viewed as a person's whole income and comprises of many independent payments that are made in accordance with various rules.

Rewarding an employee financially is referred to as remuneration, but there are other ways to do so as well. A commission on sales earned by an employee or a proportion of the total amount sold are common benefits in sales positions. While some of these commissioned roles pay a base income, others are entirely commission-based. The perks an employee receives from their employer are also referred to as remuneration. Depending on the position and the organization, they may include access to health insurance, gym memberships, company mobile devices, or cars (Nnoli, 2018).

A reward or remuneration for services rendered to employees is known as remuneration (Iswanto, 2017). Furthermore, according to Muhammad and Toruan (2019), remuneration is defined as compensation (employee benefits), which can take the form of salary, ongoing perks, honoraria, incentives, performance-based bonuses, severance pay, or retirement. Siti and Tri (2013) claim that salaries are gifts given to employees on a monthly, weekly, or hourly basis in exchange for

their labor. Suwatno and Priansa (2013) contend that wages serve as a replacement for the labor that employees provide at work.

2.1.2 The Concept of Salary

The pay practice, which deals with pay generally, wage, salary, and benefits, among other things, is one of the HRM practices and is crucial to implementation methods. High pay and benefits levels in comparison to other businesses in the market help recruit and keep top talent. In contrast to wages, a salary is a set sum of money paid to a worker that is often calculated on a monthly and annual basis. A regular payment made by an employer to a worker in exchange for their labor and services in a particular position is known as a salary. Employers typically pay salaries once a month, although other companies may pay them weekly, biweekly, monthly, or even annually. Your employment contract specifies the quantity and frequency of payments, which are subject to alter if you advance in the company's hierarchy or have your weekly hours cut. The compensation might also be discussed during the interview.

In contrast to wages, a salary is a set sum of money paid to a worker that is often calculated on a monthly and annual basis. According to Wilfred, Elijah, and Muturi (2014), a salary is a set monthly payment for non-manual staff that is typically expressed in annual terms and does not typically include bonuses for productivity. In a similar vein, salary is a set sum of money or other remuneration that an employer pays to an employee in exchange for work performed (Idrees, 2015). This suggests that an employee's pay is their most evident form of compensation. Attractive compensation or wages are a useful tool and an important factor in improving employee performance and an organization's productivity (Muogbo, 2013). Effective performance is fundamentally dependent on the payment of decent salaries and wages. People must have access to their varied requirements, particularly those related to their income and other fringe benefits, in order to be motivated to work as hard as they can. It is important to remember that employees are frequently driven by money, and that a worker's productivity inside an organization is greatly influenced by the wage he receives. Employees view their pay as a reflection of the value their company places on them. Consequently, a worker's level of appreciation might directly affect his level of motivation as a whole (Woods, 2017).

If a worker is content with his wage, he is more likely to work to his full ability. A person with a greater pay feels more driven to do well at work in order to please his employer and keep his job. This suggests that a person's wage gives them a sense of stability and success.

2.1.3 Fringe Benefits

Bratton and Gold (2019), defined fringe benefit as any component of the overall compensation package offered to employees in addition to base pay and performance bonuses. According to Mathis and Jackson (2003), fringe benefits are types of indirect payment provided to an individual or group of employees as a condition of membership in the organization. Fringe benefits, or that portion of the overall compensation package delivered to employees in full or in part by company payments, play a significant influence in determining how compensation packages are structured (Williams, 2015). According to Bernardin (2017), the major goals of fringe benefits are to preserve

(or enhance) employees' quality of life and to offer some level of safety and financial security to both employees and their families. Similar to base pay schemes, the main goal of the majority of organizational fringe compensation programs is to draw in, keep, and inspire skilled, capable workers. According to Mathis and Jackson (2013), when the rival businesses offered identical base pay, an employer that offers a more alluring benefits package frequently has an advantage over the competition in attracting and keeping talented workers. Any type of compensation supplied by the company that is not wages or salary that are fully or partially covered by the employee is referred to as a fringe benefit. Fringe benefits are compensation provided in addition to direct pay or salaries, such as a company car, housing allowance, health insurance, paid holidays, pension plans, and subsidized meals (Erbasi, 2012). Some perks are viewed as being included in taxable income. Fringe benefits are types of indirect pay provided to an employee or group of employees as a benefit of organizational participation; claim Mathis and Jackson (2013). Bratton and Gold (2019), a fringe benefit is any compensation offered to employees in addition to basic pay and performance bonuses. Annual leave allowances, pay advances, and financial aid for education are examples of fringe benefits that are complementary in nature, unearned, and typically provided to all employees of a firm, regardless of their individual performance levels (Adeniji & Osibanjo, 2012).

In addition to wages and salary, corporations offer a wide range of advantages to their employees called fringe benefits. They also include housing (provided or paid for by the employer), group insurance (health, dental, life, etc.), disability and income protection, retirement benefits, daycare, tuition reimbursement, sick leave, vacation (paid or unpaid), profits sharing, funds for education, and other specialized benefits. There are also other benefits including free or discounted transportation, salary advances, employee stock ownership plans, performance rewards and prizes, lunchroom availability, and paid company picnics. The goal of fringe benefits is to encourage employee retention by boosting employees' financial stability.

Fringe benefits prioritize preserving or raising employee quality of life while also offering some level of safety and financial security for both employees and their families. Duru (2011) stated that fringe benefits are additions to the pay that employees obtain at the expense of the employers. The word refers to a variety of advantages including paid time off, pensions, health insurance plans, etc. that typically amount to more than just a "fringe," and it is occasionally used to describe a procedure that might be a dubious perk for employees. The main goal of fringe benefits, as stated by Bernardin (2017), is to draw in skilled, capable workers. When the rival companies paid comparable base pay, an employer who offers a more alluring benefits package frequently has an advantage over the competition in attracting and keeping talented workers. In reality, these benefits can operate as "Golden Handcuffs," preventing employees from switching jobs. Retirement or pension plans, health and dental insurance, education reimbursement, paid time off, paid vacation, and usage of business vehicles are a few typical examples.

Among the reasons why fringe benefits are important are:

To attract competent employees: It is well known that companies that provide enticing fringe benefits attract employees. Organizations that don't provide these benefits typically lose their

competent employees in this competitive job market for competent workers. This is due to the fact that people have needs, and they are drawn to institutions they believe can meet those needs.

Retain Competent Employees: According to Baker (2018), one of the main goals of employee perks is to keep qualified personnel. Getting new staff is one thing; keeping them on board is quite another. The perks associated with a specific employment may encourage employees to stick around, retire, and collect their pensions and gratuities from the company.

2.1.4 Work Attitude of Employees

The way that employees feel about various parts of the workplace is referred to as their attitude toward their jobs (Aries & Rizqi, 2013). As a general phrase, the word attitude is frequently used to refer to ideas like preferences, feelings, emotions, beliefs, expectations, judgments, assessments, values, principles, opinions, and intentions (Onzima, 2011). The attitude we have toward the many elements of the workplace, according to Carpeter (2019), is our work attitude. Further, Riketta (2008) notes that the term "work attitude" refers to the assessment or consideration of objectives relating to one's professional life.

According to the definition, a subject's tendency to react to both good and negative objects in the workplace constitutes their work attitude. In this instance, it is explained that if a person has a favorable attitude about his employment, he is more likely to perform a specific task. The personality, adaptation to the work environment, job features, psychological contracts, organizational justice, job interactions, and stress are among the factors that influence work attitude, according to Carpeter (2019). In particular, literature has defined attitude toward work in a variety of ways, with regard to a person, group, situation, object, or event (Cristina, 2015), as voluntary reporting to the organizational goal and professional achievement, as well as availability to develop, direct, regulate, and maintain the effort in order to overcome challenges and achieve a goal.

Some factors, including as personality, person environment, fit, job qualities, and psychological contract, have an impact on how people view their work. According to the definition of attitude, it makes sense to draw the conclusion that an employee's behavior at work—whether it is satisfactory or not—depends on the outcome of a quick assessment of the state of their workplace.

2.1.5 Employee Commitment

According to one definition, commitment is described as identification with or loyalty toward the object of the commitment (Morrow, 2013). Employee commitment is the psychological bond and subsequent devotion that an employee has with a company (Kanter, 2011). It shows how much a company's personnel identify with it and are dedicated to its objectives. Employee commitment, as defined by Akintayo (2010), is the level of devotion an employee feels toward their employer. Employee commitment, as defined by Ongori (2007), is an effective response to the overall organization and the level of attachment or loyalty that employees have to the company.

Employee commitment is just the employees' attitude toward the organization, according to Zheng (2010). This definition of employee commitment is inclusive in the sense that it covers a variety

of aspects of employees' attitudes. Employee commitment appears to be a key component of successful organizational outcomes. Low-commitment people will merely put out what is necessary to get by. They don't give the organization's work and mission their all. They don't seem to care as much about the success of the organization as a whole as they do about their own personal success. Less committed individuals are also more prone to perceive themselves as temporary employees rather than devoted team members. It's extremely likely that they will leave if an appealing work opportunity arises elsewhere. Employees who are very committed to a company, on the other hand, view themselves as being an essential component of that company. They are also immediately in danger from anything that poses a threat to the organization. Such workers actively contribute to the mission and values of the company and are always looking for methods to improve their performance. In essence, devoted staff members treat the company as though it were their own.

There are three attitudes for an employee to be dedicated to an organization, as described by Meyer and Allen (2019): Positive emotions of identification with, attachment to, and involvement in the organization are known as affective commitment.

Normative Commitment: A sense of duty to stick with the company based on values and ideas.

Continuance Commitment: the outcome of the perceived expense of quitting.

Employee engagement is crucial because it promotes a number of beneficial organizational outcomes. Dordevic (2014), explained that employee commitment is a crucial issue since it may be used to forecast an employee's performance, absenteeism, and other behaviors. According to Rajendran and Raduan (2015), organizational commitment is a subset of employee commitment, which also includes work, career, and organizational commitment. They also suggested that higher organizational commitment can increase productivity.

Employee commitment can help a company in a variety of ways, including by enhancing performance, lowering absenteeism, and reducing turnover, all of which lead to sustainable productivity. According to research by Mowday, Steers, and Porter in 2019 and Mathieu and Zajac from 2010, organizational commitment is positively correlated with outcomes like motivation and attendance and adversely correlated with absenteeism and turnover (Cotton & Tuttle 2016).

High organizational commitment employees offer a safe and stable workforce (Steers, 2017), giving the firm a competitive edge. It has been discovered that committed employees are more innovative and are less likely to leave a business than uncommitted employees (Porter, 2014). According to Arturo (2014), the enterprise's social capital (i.e., trust and confidence, communication, cooperative working dynamics and interaction, partnership, shared values, teamwork, etc.) and human capital (i.e., the skills, knowledge, competencies, and attitudes that reside in each individual employee of the enterprise) are both necessary for sustained productivity improvement.

A loyal employee is one that sticks with the firm through difficult times, shows up to work consistently, safeguards the company's assets, and supports the company's mission (Meyer &

Allen, 2017). Therefore, it is clear that staff dedication is a crucial component for long-term production.

2.1.6 Employee Job Involvement

The level of employee involvement indicates how hard they are willing to work. People who are willing to put in a lot of effort are highly involved, while others who aren't are minimally involved. The degree to which a person is psychologically and emotionally invested in his or her work, career, and firm is referred to as job involvement. The degree to which a person mentally identifies with or is committed to their profession is known as job involvement (Kanungo, 2020). It is also taken into account as a measure of how interested, worried, and concerned someone is with their current employment. For people who are really active, doing well at work is crucial for their self-esteem (Lodahl & Kejner, 2015). High job participation individuals actually care about and are concerned with their work. Though both the conceptions of job participation and organizational commitment are related to a worker's identification with their work experience, there are significant differences between them. Organizational commitment is more closely tied to one's attachment to the organization than job participation, which is more closely related to identification with one's immediate work tasks (Brown & Leigh, 2016). Because of this, there may be instances where a person is very devoted to a particular task but not to the organization, or vice versa.

It has been discovered that job involvement is related to both personal traits like age, education, sex, tenure, need intensity, degree of control, and values as well as occupational traits like task autonomy, task significance, task identity, skill variety, feedback, and supervisory behaviors, among others (Brown & Leigh, 2016). The level of cognitive preoccupation, engagement, and concern with one's current employment has been defined as job involvement (JI). The definition of job participation is "psychological affiliation with a job" (Kanungo, 2020). This definition says that a person's employment "defines one's self-concept in a major way" (Lawler & Hall 2020) and that a person views their job "as an important aspect of his self-concept." According to Kanungo (2020), an employee's involvement in their work tends to depend on how well it can meet their current demands. Additionally, job involvement describes a worker's emotional attachment to their position. Additionally, he discovered that people who showed high levels of work involvement also saw their occupations as an important component of who they are. According to Joiner and Bakalis (2006), job engagement refers to how invested, immersed, and absorbed a person is in the objectives, culture, and duties of a specific organization.

2.2 Theoretical Framework

Frederick Herzberg's 1959 Two Factor Theory served as the foundation for this investigation. According to the two-factor theory, which is also referred to as Herzberg's motivation-hygiene theory and the dual-factor theory, there are specific workplace factors that contribute to satisfaction while a different set of factors, all of which act independently of one another, contribute to job dissatisfaction. Frederick Herzberg, a behavioral scientist suggested a two-factor hypothesis or the motivator-hygiene theory. According to Herzberg, some job variables contribute to satisfaction while others shield employees against unhappiness. According to Herzberg, "No satisfaction" and "No dissatisfaction" are the opposites of "Satisfaction" and "Dissatisfaction," respectively.

MOTIVATORS

Satisfaction

No Satisfaction

HYGIENE FACTORS

No Dissatisfaction

Dissatisfaction

2.3 Empirical Review

Balogun (2020) studied the relationship between pay and productivity at Global Communication Limited in Lagos, Nigeria. The descriptive research design was employed in the study. There were 120 copies of the questionnaire format provided for data collection, which was divided into numerous components. For data analysis, both descriptive and inferential statistical methods were used. The findings showed that there is a substantial association between Global Communications Limited's compensation plan and employee performance, as well as a significant issue influencing both the compensation plan and employee performance. According to the survey, businesses like Global Communication Limited should implement more work-related compensation and reward systems to inspire their workforce.

According to Ejikeme, Ifedioranma, Nebeife, Onyemaechi, and Ngige (2020), performance rewards have a significant impact on employee performance in the workplace. Through tabular presentation and percentage analysis, the information gathered from respondents via questionnaire was examined. 2821 people made up the study's population, but 350 were chosen as the sample using the Taro Yamane formula and Mario Boley's sampling method. The data was analyzed using the T-Test normal distribution tool and the special package for social science (SSPS) statistical software. A combination of intrinsic and extrinsic rewards would significantly improve employee performance in the organization, according to the key finding, which showed that performance reward systems alone were unable to raise employees' levels of work engagement. In conclusion, it was determined from the data analysis that consistent monthly salary payments and other benefits improve employee performance inside the firm. The organization should pay employees when they are due, as well as provide them with the necessary tools and safe working conditions. This is the main recommendation for high performance from the employee. In order to allow nursing mothers who work for the organization to focus on their tasks, the organization should provide crèche facilities. Additionally, the organization should offer soft loan options to its employees in order to lessen their financial hardship.

Nnubia (2020) investigated how financial incentives affected workers' performance in Anambra State's manufacturing companies. In accordance with the study's goal, four research questions and four hypotheses were developed. The research design used in the study was survey. The three senatorial districts of Anambra State were the locations of this study. Both primary and secondary sources of information were used. The sample size from the manufacturing firms was determined

using Taro Yamane's formula, and 287 people were chosen as the sample. The data were collected using a questionnaire and a stratified sampling technique. According to the study, there is a strong positive correlation between employee performance and income and earnings. The study found that financial incentive stigma is regarded as one of the most crucial tactics in the human resource management function since it affects an organization's productivity and expansion. Based on its findings, the study suggested, among other things, that financial incentives, such as bonuses and performance-based prizes, be made available to draw in and keep staff and inspire them to perform better.

A total of 300 questionnaires were given out; of those, 270 were completed and returned for analysis, representing 90% of the sampled research population. Descriptive statistics were used

In 2019, Fubara conducted study on the salaries and employee productivity at a bank in Port Harcourt, Nigeria. A prepared questionnaire was sent to 139 staff members of five chosen banks, and 118 of them were retrieved from the field as part of the study's cross-sectional survey design research methodology. With the use of a statistical package for social sciences, the analysis method of mean, standard deviation, and Pearson Product Correlation Coefficient was used. The study's conclusions showed that compensation has a positive and significant relationship with employee performance since it considerably affects workers' levels of job satisfaction, productivity, and efficiency. Therefore, it was advised that remuneration be used as a strategic tool by management to promote employee performance and that it should be used effectively as a tool to increase employee motivation.

The effects of incentives and innovation in Asian manufacturing enterprises were studied by Mambula (2019) used Nasco Group in Jos as a case study to investigate the effect of fringe benefits on worker performance. The study used a descriptive survey research methodology, and the empirical analysis was done using the regression method of analysis. The study's conclusions demonstrated the beneficial and considerable influence that health protection benefits have on Nasco Group employees' performance. Based on these conclusions, the study advises Nasco Group to keep offering health insurance benefits to its employees because doing so will help them develop a sense of loyalty and boost their productivity within the organization.

Observational studies were used to obtain the data. Through the use of sampling procedures, the staff population was identified. Chi-square analysis of the data revealed that fringe didn't motivate employees as much as wages and salaries motivated employees to put more effort on their job. Three hypotheses were developed and tested using the data. It was advised that a company's fringe benefits contribute to improved productivity and effectiveness at work.

In Nairobi County, Kamau (2013) examined how fringe benefits affected worker productivity in the public sector. This study used a descriptive survey methodology with a population of 189 people. The researcher focused on 58 employees, or 30% of the total population. A straightforward random sample of the intended population was used. To gather data, the researcher employed surveys; for comparison, she also looked to secondary sources and literature. The study concluded

that security benefits such as meal, travel and house allowances contributed favorably to employee productivity, that health of the workforce is intrinsically tied to the productivity of the workforce and the health of the nation's economy. According to the report, the government should keep offering security benefits to all civil servants because they boost overall performance in the public sector and have a good impact on employee productivity.

Methodology

3.1 Research Design

The study will adopted survey research design. Survey design is one in which a group of people or items is studied by collecting and analyzing data from only a few people or items considered to be representative of the entire group.

3.2 Population of the Study

The population of the study will be all the senior staff of all the one hundred and sixty five (165) Local Pharmaceutical Manufacturing industries in Nigeria

3.3 Sampling Techniques

Six (6) out of the 165 local pharmaceutical industries will be picked using stratified sampling based on their ease of assessing the company data, market share and operational activities. The six selected pharmaceutical industries will be selected from the six geo-political zones in Nigeria.

The sample size of the study was gotten from six (6) selected Pharmaceutical Manufacturing industries which includes New Age Pharmaceutical Industry Limited (Abuja), Emzor Pharmaceutical Industries (Lagos), Abumec Pharmaceuticals Ltd (Kaduna), Juhel Nigeria Limited (Anambra), Surelife Pharmaceutical Industry Limited (Delta) and Misbah Pharmaceuticals and General Enterprises Ltd (Gombe).

Table 3.1: Table of Selected Local Pharmaceutical Manufacturing Facilities in Nigeria

S/N	Pharmaceutical Company	Location	Population
1.	New Age Pharmaceutical Industry Limited	Abuja	170
2.	Emzor Pharmaceutical Industries	Lagos	579
3.	Juhel Nigeria Limited	Anambra	142
4.	Surelife Pharmaceutical Industry Limited	Delta	101
5.	Abumec Pharmaceuticals Ltd	Kaduna	111
6.	Misbah Pharmaceuticals Ltd	Gombe	113
	TOTAL		1216

Source: Various Companies Website (February, 2024)

Table 3.1 shows a list of six selected Local Pharmaceutical Manufacturing industries in Nigeria Federal Ministries in Nigeria. These six pharmaceutical facilities were picked using stratified sampling technique.

3.4 Sample Size

The researcher used Taro Yamane's formula with 95% confidence level to the 1216 population to determine the sample size from the population. The calculation for the sample size using the formula is given below:

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

Where n = sample size
 N = population
 e = level of significance
 1 = Constant

$$\begin{aligned} n &= \frac{N}{1 + N(0.05)^2} \\ n &= \frac{1216}{1 + 1216(0.05)^2} \\ n &= \frac{1216}{1 + 1216(0.0025)} \\ n &= \frac{1216}{1 + 3.04} &= \frac{1216}{4.04} \\ & &= 300.99 \\ & &= \underline{\underline{301}} \end{aligned}$$

3.5 Instruments for Data Collection

Data for the study will be collected from primary and secondary sources. The primary data will be generated through the use of structured questionnaire to elicit required information. The questions will be designed to elicit responses appropriate to the questions that need to be answered for the study to achieve its specific objectives. The Questionnaire will be distributed to selected senior and junior staff in the selected pharmaceutical facilities that were selected. This provided an opportunity for respondents to think through their answers and consult where necessary.

3.7 Administration of the Instrument

Copies of structured questionnaire will be administer and the participants will be placed on objective response for each statement on a likert scale. A 5-point Likert scaled questionnaire will be implore in collecting relevant data for the study; it will be arrange ranging from Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1). Since the questionnaire will be self-administered, they will be pre-tested to ensure elimination of vague questions for ease of understanding by giving a few to some of the employees before the actual study. The responses obtained from these initial copies of questionnaire will be guiding the research in formulating appropriate questions that will enable respondents to provide relevant and precise information that will be needed for the research.

3.8 Method of Data Analysis

The data gathered from the survey will be compiled, sorted, edited and coded to have the required quality, accuracy and completeness. The data will be entered into the computer using Statistical Package for Social Science (SPSS V. 21.0) for analysis. The study will also used frequencies and percentages distributions and cumulative percent to analyze data on profile characteristic of the respondents, using tables, because the data was ordinal. Arithmetic mean and standard deviation will also be used in analyzing respondent responses in the section **B** of the instrument to determine the level of remuneration and work attitude of employees in pharmaceutical industries in Nigeria.

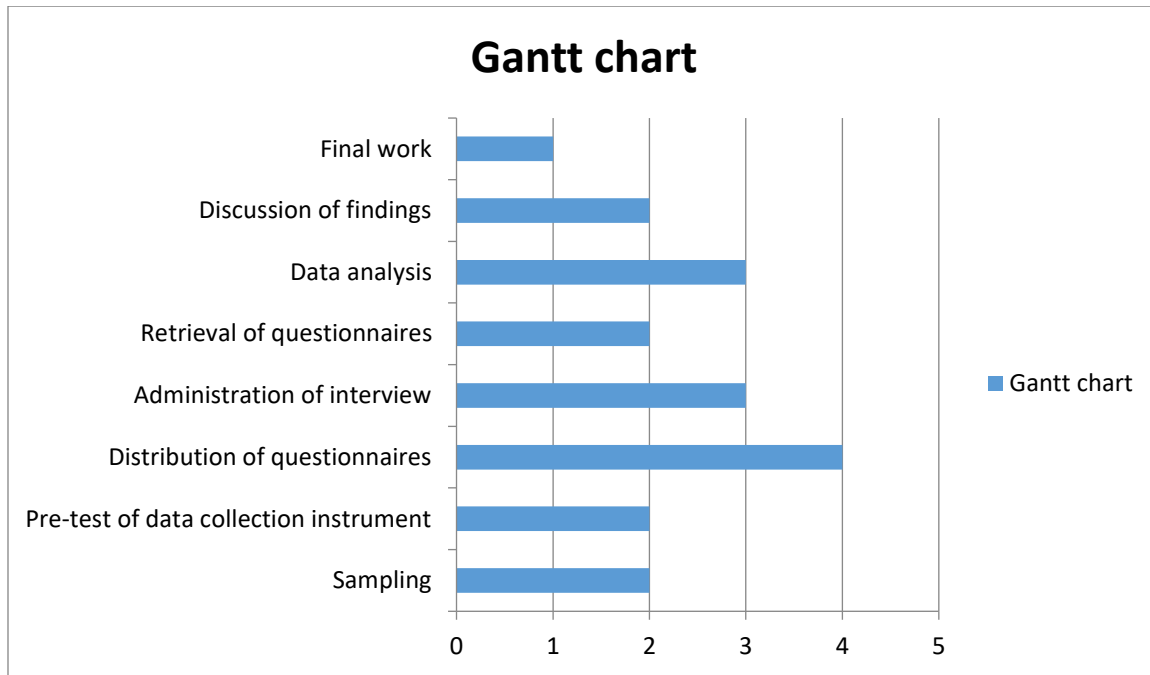
Expected result

The result will show a significant relationship between Salary and Employees Commitment in Pharmaceutical Industries in Nigeria and also it will also show a significant relationship between Fringe Benefits and Job Involvement in Pharmaceutical Industries in Nigeria.

Work plan/time frame

Description of activities	Time frame
Sampling	2 Weeks
Pre-test of data collection instruments	2 weeks
Distribution of questionnaires	4Weeks
Administration of interview	3 weeks
Retrieval of questionnaires	2 weeks
Data analysis	3 weeks
Discussion of findings	2 weeks
Final report	1 weeks

Work plan/time frame on Gantt Chart



Budget plan

s/n	Description of items	Amount
1.	Hiring of research assistants during pre-test	#260,000.00
2.	Printing of pre-test materials	#350,000.00
3.	Printing of questionnaires	#400,000.00
4.	Hiring of assistance for admiration and retrieval of questionnaires	#270,000.00
5.	Data analysis by professional statistician	#450,000.00
6.	Interpretation of results	#300,000.00
7.	Publication of paper	#600,000.00
8.	Miscellaneous	#270,000.00
9.	Total	#2,900.00.00

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