

Effect of Management Strategies on Employees' Job Performance of Pharmaceutical Businesses in Akure, Ondo State

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Abstract

The study investigates how management strategies influence the way employees perform their duties in pharmaceutical businesses in Akure, Ondo State. The study employed a survey research design to collect data from registered members of the Association of Community Pharmacies of Nigeria (ACPN), Akure, Ondo State with a total respondent of 76. Three (3) employees were randomly selected from each of the registered members of ACPN in the study area. A total of 228 employees were chosen as the population and sample size for the study using a multi-stage sampling procedure. A structured questionnaire was adapted, validated, and used to collect data for the study with a response rate of 89%. The reliability test was determined using Cronbach's alpha and all the variables yielded above 0.7. Descriptive statistics were used to analyze the demographic characteristics of the respondents while multiple regression analysis was used to analyze management strategies on employee job performance in pharmaceutical businesses in the study area. Findings revealed a positive relationship between employee motivation and employees' job performance ($R = 0.489$, R^2 of 0.239, F -statistic = 15.574, $P < 0.05$) job design and employees' job performance ($R = 0.325$, $R^2 = 0.106$, F -statistic = 7.839, $P < 0.05$), working condition and employees' job performance ($R = 0.578$, $R^2 = 0.334$, F -statistics = 24.840, $P < 0.05$), management style and employees' job performance ($R = 0.594$, $R^2 = 0.353$, F -statistics = 36.158, $P < 0.05$). The study recommended that the adoption of employees' motivation, job design, working conditions, and management style could lead to improved employee job performance in the pharmaceutical business. Therefore, the investors in the pharmaceutical business need to develop internal strategic measures that will promote these variables in the management practices.

Keywords: *Employees, Management, Strategy, Performance, Pharmaceutical*

1.0 Introduction

Employee job performance is one of the critical aspects of organisational success as it directly influences the achievement of individual and collective goals of the organisation. It is also the organizational process that aligns the employee measures, skills, competency, development plans, and delivery of results (Darvishmotevali & Ali, 2020; Werdhiastutie, 2020; Triansyah, Hejin & Stefania, 2023). It is also defined as activities related to a job that is required of an employee, and how well these are done (Triansyah, Hejin & Stefania, 2023). Employee job performance can be measured based on work results, efficiency, work quality, initiative, and work attitude (Berger, 2019; Bodin, 2019; Hadj-Mabrouk, 2019). Good employee job performance can help companies improve product or service quality and achieve organizational goals more effectively (Dianovi, 2022; Rohmalimna, 2022). Poor employee performance can

cause a company to lose customers, decrease productivity, and have high operational costs which can further lead to losses for the company (Sitopu, 2021; Triansyah, Hejin & Stefania, 2023). In an organizational setting, different types of resources are used to enhance the smooth operations of an organization such as human capital, money, machinery and raw materials. Out of all these resources, human capital is the only living resource that an organization has. Any organization can be able to afford the right materials or enough money or even up-to-date machinery to conduct their operations smoothly but not every organization can afford the right human capital (Werdhiastutie, 2020). In today's business environment, understanding the management strategies that contribute to or hinder employee job performance is essential for organisations aiming to enhance productivity and maintain a competitive edge. Robin (1998), as cited by M'Mbui (2011) indicates that job performance may be influenced by a number of strategies which include; individual personality, the values instilled in them, attitudes and competence of an individual which is a mixture of how they perceive things and their motivation. However, it was also indicated that biographical characteristics like their age, sex, status of marriage, and seniority level could not give exact and reproductive facts of links to improve employee accomplishments and job satisfaction.

Every organization has the responsibility to enhance the performance of their employees because of its importance in achieving optimum goals (Nassazi, 2013). The effective management of your employees' job performance should: contribute to business success by ensuring that individual efforts are linked to business objectives; improve the motivation and performance of staff by giving them positive feedback and by providing them with opportunities for training and development; provide a basis for linking rewards to performance; give the company more information about individuals and their needs (Cushway, 2015). A good job performance assures an individual of security, hence they do not hop from one job to another in search of a new position. This happens when their managers can understand their expectations and professional goals, as well as give them feedback from time to time just to make sure that they are at their best. A good job performance enhances the reputation of an employee hence enhancing them in developing their careers (McQuerrey, 2014). Recruitment of the right staff, employee redundancy, talent retention, development of staff as well as issues with performance management processes tend to be the major obstacle that many organisations face in achieving optimum productivity in their organizations. This may be resolved however by good rewarding systems and development and training (Onyije, 2014 & Kyakulumbye, 2013) as cited by (Kibichii, Kiptum, & Chege, 2016).

In Nigeria, many organisations, lack proper implementation of performance management strategies such as motivation to increase the psych of employees usually results in the inability of many organisations to achieve their aims and objectives (Khan & Gautam, 2014; Kibichii, Kiptum & Chege, 2016). Many organisation managers did not understand the strategies that contribute to or hinder employee job performance in their organisations. For any organisations to achieve its stated objective and maintain a competitive edge in today's competitive business environment, managers need to carry out self-evaluation of the individual employee by looking at those strategies such as employee-related strategies, Job-related strategies, firm/environment-related strategies, and management related strategies to measure their job performance. Despite the importance of management strategies in enhancing job performance, there is limited empirical research on their direct impact within the context of pharmaceutical businesses in Akure, Ondo State. This research seeks to fill this gap by examining the effect of management strategies on employees' job performance in the pharmaceutical sector in the region.

2.0 Literature Review

Pharmaceutical business

Pharmaceutical business has tremendous potential and it plays a pivotal role in the economic growth and development of any given country due to its strong link to health and consequently, labour productivity. Apart from the fact that it provides the drugs and other health products that help to ensure a healthy and productive workforce, a vibrant pharmaceutical business provides quality employment to citizens and contributes significantly to the Gross Domestic Product (GDP) and in the process helps to save and also generate foreign exchange for the country like Nigeria.

The Concept of Employee Performance

Employee job performance has always been a major challenge in organizational management and adopting effective ways to motivate employees to achieve and deliver higher job performance as well as increase organisational competitiveness is the main objective of every business organization (Lee, Lee, & Wu, 2010; Triansyah, Hejin & Stefania, 2023). The employees are regarded as the major business resources that facilitate the daily activities and operations of an organization (Inuwa, 2017). However, employee performance is a key edifice of an organization therefore, aspects that place the grounds for high performance must be scrutinized critically by the organizations for them to succeed (Abbas & Yaqoob, 2009). Anitha (2014) defines employee performance as an indicator of the financial or other outcome of the employee that has a direct connection with the performance of the organization as well as its achievement. Therefore, employee performance brings about innovation performance and firm performance as a whole, in such a way that successful effort of fulfilled, inspired, and devoted human resources produce innovative ideas for new products or services and increase quality performance, operative performances, and client satisfaction directly (Sadikoglu & Zehir, 2010). Employee performance simply refers to the behaviors of an individual (employee) that can make a significant difference to the organizational goal accomplishment (Motowidlo, 2003). Equally, organizational success is contingent upon employees, given their possession of the required skills, knowledge, and competencies needed for the execution of organizational strategy and planning (Ismail, Nor, Yahya, Zahar, Ismail & Ainon, 2013; Ismail, Abdul-Halim & Joarder, 2015).

Employee-related strategies on employee performance

Motivation is the amount of energy, commitment, and innovation imposed by an employee to their place of work. A well-motivated employee is a crucial asset to the organization regardless of the economic conditions that a country may encounter. There are various ways in which an employee may be motivated. However, in this study, the research is limited to measuring motivation by use of rewards, recognition, feedback, and the nature of jobs. Every manager must identify what a particular employee may perceive as a motivator to enable them to continue performing their tasks in a much better way.

Job-related strategies on employee performance

Many job-related strategies have been examined in the literature regarding their impact on employee performance such as organizational fairness, and job control (Kooij et al., 2013), this study focuses on job autonomy, job environment, and job communication. There is strong evidence in the literature supporting these strategies that they are related to the other strategies used in this study. Noe et al. (2006) define job autonomy as the extent to which “the job allows the employee to make decisions about how to perform his work. Noe et al. (2006) also report that job autonomy reflects the degree of freedom and independence that employees have in decision-making regarding the way they perform their jobs. Thus, employees with increased

job autonomy have more flexibility in their work because they choose how to execute their jobs more efficiently, and thus their performance is increased (Morgenson et al., 2005). Further, Parker et al. (2006) found that job autonomy is also positively related to commitment and proactivity. Moreover, Dysvik and Kuvaas (2011) report that there is a relationship between job autonomy and employee performance, which is moderated by employee-related strategies. Concerning job environment, Kopelman et al. (1990) report that job environment affects employee productivity and performance. Further, Fawcett et al. (2008) state that the job environment affects employees' ability to be proactive and productive. Similarly, Van Veldhoven (2005) supports the fact that job environment is related to employee performance. As regards job communication, Price (1997) implies that job communication is related to commitment and motivation and Chen et al. (2006) found that job communication is related to commitment (employee-related strategies) and employee performance. Bush and Frohman (1991) report that job communication is an important strategy that can lead to higher firm performance levels. In the same line, Armstrong (2012) argues that job communication is a crucial strategy that is related to employees' overall performance.

Firm/Environmental related strategies on employee performance

Firm/environment-related strategies may involve management support, training culture, organizational climate, and environmental dynamism. The study conducted by Maha Ahmed and Zaki Dajani (2015) found that the strategies of leadership and organizational justice matched one another as the most significant drivers of employee performance and that other strategies also have a positive relationship with the success of the job and the organizational commitment. The knowledge of the founders and their managerial skill sets have an impact on the growth and progression of start-ups (Zaheer et al. 2019). The application of management theories about the process, people, and proposition is critical for start-ups (Kohler, 2016). Pooja Kohli and Shubhangi Zodage (2016) carried out work on the "Study on Employee Performance of Staff Level Employees Working in Manufacturing Business. They discovered that top leadership tends to involve employees if they believe the incentive program seems to be well arranged for them and that employees believe ideas are considered and concerns are also assessed. Mohammed (2016) cited in his study that the effects of training and development on employee performance and productivity are important. It was recommended that all employees be provided with effective training programs and carefully designed development plans to allow them to improve their skills and upgrade their knowledge

The apparent frequency of change (e.g., technology, customer preferences, and competitive action) and turnover in the marketing forces of the external and task environment are referred to as environmental dynamism. Employee performance has been linked to job-related strategies. Job-related strategies are tactics employed by the company to help the employee better grasp the job or work duties they are expected to play. By giving structure, formality, and feedback to workers, these approaches help make jobs more understandable for everyone. These strategies are crucial indicators of employee commitment as well as their levels of motivation. Employees may overemphasize the false tasks and skills in some cases due to a lack of a position description. Anitha (2017) researched "Employment Determinants and Their Impact on Employee Performance." the study observed that the relationship between motivation and performance is consistent with performance models, concepts, and studies. Many research findings have also shown that job performance affects job contentment and that motivation affects efficiency and, as a result, company success. Employee perceptions of the nature of their work have a big impact on job satisfaction, and financial pay has a big impact on overall employee satisfaction. Other studies have looked at job performance, contentment, and resignation intentions, with the conclusion that low-performing individuals leave for a variety of reasons.

Management-related strategies on employee performance

Management style are characteristic way of making decisions and relating to subordinates. According to Prasetya and Kato (2011), the most important reason for management styles is to improve the performance of the staff working at the organization and as a result, improve the overall productivity of the organization by utilizing these human resources well. Because of this for effective and efficient organisation management, the human factor/ strategies must be critically looked out from the employee performance point of view.

Empirical review of literature

Ibrahim and Brobbey (2015) carried out a study to instigate whether the financial sector in Ghana's performance of employees could be affected by motivation. The results of the research indicated that granting leadership opportunities, employee recognition, meeting their expectations, and interacting with employees, motivated employees. Lack of incentives, comfort levels, poor management, a good work environment, technological advancement, evaluation of employees, managerial standards, and motivation were also seen as strategies that could influence the performance of employees. The findings further indicated that motivation in an organization enhances efficiency and also helps employees meet their personal needs as well as attain the goals of the organization enabling them to have a good relationship with themselves in the organization.

Waiyaki (2017) sought the relationship between motivation and staff performance in a study carried out at Pam Golding Properties. The study revealed that the management of Pam Golding Properties partially used motivational goal-setting as a motivator for their employees. They also allowed the employees to be involved when setting their goals, although they did not find them challenging at all, despite them being specific. The study also showed that there was a lack of regular training and development for the employees to improve their key skills and knowledge and this is an area that should be addressed. Additionally, there was no mentorship program for employees either during onboarding or to achieve their goals and this would be greatly beneficial to them. The study concluded that the employees at Pam Golding Properties were highly dissatisfied with the monetary packages that were offered by the company. The employees saw these incentives as not competitive compared to other organizations in the same field. In conclusion, the study agreed to the fact that money was a great motivator and the organization should look into satisfying its employees accordingly. Indeed, a positive relationship between motivation and performance can be deduced from this study.

Nadeem, Ahmad, Muhammad and Hamad (2014) put various companies in Multan City, Pakistan under scrutiny to determine whether motivation affected the performance of these organizations. In the study, an analysis of different aspects of motivation more specifically in private organizations was made and found that most of them were not motivated. The findings of the study indicated that motivation is necessary for every firm for it surely affects the overall performance of the employees and helps them achieve their overall goals. A firm that takes proper care of its employees progresses (Nadeem, Ahmad, Muhammad, & Hamad, 2014).

Zareen, Razzaq and Mujtaba (2013) conducted a study to see whether job design had an impact on performance of employees. The study came up with a new variable known as psychological perception just to emphasize how employees act in a job design. Job design, job enrichment, and job enlargement were put together as variables in a conceptual framework to show the relationship that they have with the performance of employees. From the findings, we get to see that different employees had different goals to achieve in an organizational setting. Some desire to flourish through challenging work, those who may want to be given the chance to present their innovations to the organization, and those who are very much okay with routine. In conclusion, the study indicated that the nature of the work of an individual is dependent on the personality of an individual, and once these needs are met, productivity would be achieved.

Achieng, Ochieng and Owuor, (2014) carried out a study that intended to find out whether job design affects the performance of bankers in Kisumu City. According to this study, task significance, task variety, and task identity had an impact on the accomplishment of these bankers. However, task autonomy was not seen as strategies for performance in this study. In conclusion to the study, job design was seen as a strategy for determining the performance of employees, and the creation of a task identity for these employees was recommended in order to enhance their performance. From the above studies, it is quite evident that job design indeed affects the performance of individuals in an organization.

Lodinya (2014) carried out a study aimed to investigate whether the performance of employees was affected by styles of management putting much emphasis on the management styles exhibited by managers in Norwegian People's Aid, Yei Vocational Training Centre in South Sudan in enhancing employee performance and specific management style that affected Managers in Norwegian People's Aid, Yei Vocational Training and employee performance. The research however recommended having a balanced management style so as to reflect the interest of the employees to enhance employee performance for a competitive advantage.

Another study done by Okon and Isong (2016), examined whether management style affected employee performance. The findings of the analysis indicated that there was an affirmative relationship between management styles and the performance of employees. There was also an indication that participative management style had a more positive relation to employee performance compared to other styles of management. This is to imply that small business owners should actually embrace this kind of style to enhance their performance. The studies above indicate that management styles indeed affect the performance of individuals in organizations.

The underpinning theories supporting this study are the Expectancy theory by Vroom (1964) the theory was also used by Parijat and Bagga, (2014). The theory emphasizes the mental process that takes place within an individual regarding change. This theory puts much focus on the interest of self in connection with the expected behaviors, rewards as well as organisational set goals. This theory distinguishes effort from general performance as well as its outcome. It perceives behavior as a result of the subconscious choice that aims at maximizing pleasure and detesting pain. Expectancy is introduced, which is basically increasing Effort that will lead to increased results, Instrumentality which is basically estimating the probability of an individual achievement on their task that will lead to different outcomes of work and finally Valence which is the strength of an employee's preference for a specific type of reward (Bal, 2021). The theory also focuses on vital aspects in management which include; performance, reward, effort, and finally personal goals.

3.0 Methodology

The study utilized primary data to collect information from the employees of the registered community pharmacies in Akure Ondo that were accredited by the Association of Community Pharmacies of Nigeria (ACPN). The population was based on the investigation made by the researcher from the branch offices of the registered Community Pharmacies in Akure, Ondo State. The total number of registered ACPN in the study area is 76. Three (3) employees were picked from each of the registered members of ACPN in the study area. Therefore, 228 employees were chosen as the population for the study. The questionnaire was designed on a 5- 5-point Likert scale ranging from 1- strongly disagree, 2- disagree, 3- undecided, 4- agree, and 5- strongly agree. Multi-stage sampling procedures were used in the selection of sample representatives. A purposive sampling technique was adopted in the first phase and a simple random sampling technique was also used in the second stage to select 228 employees from the registered members of ACPN in the study area finally, the study adopts the total sampling (census), because the population (288) were within a manageable size. The descriptive statistics

was used to analyze the demographic characteristics of the respondents while multiple regression analysis was used to analyze the effect of different strategies affecting employee's job performance in pharmaceutical businesses in Akure, Ondo State.

4.0 Results and Discussion

The demographic characteristics of the respondents are shown in Table 1 in which 114 (56.2%) of the respondents were male and 89 (43.8%) were female. This implied that the majority of the respondents were male. The majority of the respondents have formal education 41(20.2%), 107 (52.7%), and 18 (8.9%) for primary, secondary, and post-secondary education respectively. While 37 (18.2%) of the respondents were without formal education. The level or years of experience were also indicated in the table, 153 (75.4%) of the respondents have between 0-5 years of experience, 24(11.8%) have between 6- 10 years of experience, 9 (4.4) of the respondents have between 11-15 years of experiences and 17 (8.4) have between 16-20 years of experiences.

Table 1: Demographic Characteristics of the Respondents

Status	Frequency	Percent
Gender		
Male	114	56.2
Female	89	43.8
Total	203	100.0
Age		
Below 25	100	49.3
26-35	73	36.0
36-45	24	11.8
46-55	6	3.0
Total	203	100.0
Level of Education		
Non-formal education	37	18.2
Primary	41	20.2
Secondary	107	52.7
B.Sc	18	8.9
Total	203	100.0
Experience		
0-5Yrs	153	75.4
6-10 Yrs	24	11.8
11-15 Yrs	9	4.4
16-20 Yrs	17	8.4
Total	203	100.0

Source: Field Survey, 2025

Reliability of the Research Instrument

According to Diamantidis (2018). Cronbach's alpha is a measure of internal consistency that shows how closely related a set of items are as a group. It is considered to be a measure of scale reliability. When the items were examined variable by variable, the least value was 0.603. When dealing with human behaviour and psychological constructs, values below 0.7 can very well be expected because of the diversity of the constructs (Zikmund, 2003; Field, 2009). A value of 0.6 can be considered acceptable for the item (Zikmund, 2003). Therefore, none of the items were dropped from this study. The overall result of the analysis indicated that the

Cronbach's alpha of the construct ranges from 0.776 to 0.909. Hair, Hult, Ringle, and Sarstedt (2010) and Pallant (2011) asserted that Cronbach's alpha greater than 0.7 is accepted. Hence, the result indicated a very good reliability of the research instrument. The reliability result of this study has revealed that the variables of this research as listed in Table 2 are appropriate and used in this study.

Table 2: Reliability Test

Construct	Items	Cronbach's Alpha	Cronbach's Alpha if item Deleted
Employee Motivation	RED	.702	.776
	REG	.774	
	FED	.676	
	NOJ	.731	
job Design	AUT	.816	.856
	JET	.704	
	COM	.874	
working Condition	MST	.654	.796
	TRC	.690	
	OGC	.714	
	END	.864	
Management Style	EMR	.937	.909
	OGR	.728	
	PMS	.935	
Performance	PERF1	.794	.842
	PERF2	.811	
	PERF3	.768	
	PERF4	.847	
	PERF5	.823	

Source: Field Survey, 2025

Regression Analysis for Independent Variables

The regression coefficient for all the independent variables on the dependent variable is shown in Table 3, Table 4, Table 5, and Table 6. In Table 3, the independent variables are employee motivation which measures the Recognition of the employee, Rewards of the employee, feedback from the employee, and the nature of the work, while the dependent variable is measured the employee job performance in pharmaceutical businesses. Table 3 shows the coefficient value for all the independent variables. Recognition of the employee has a positive beta coefficient of 0.068 and a significant value of 0.039. This indicates that holding all other things constant (*ceteris paribus*), employee performance would increase by 0.68% when there is a 100% increase in recognition of the employee. Therefore, recognition was statistically significant ($P = 0.039$). The coefficient value for feedback was 0.154, indicating that a 15.4% increase in employee performance will result from an increase in feedback from the employee by 100%. This was also statistically significant ($P = 0.000$). Feedback plays a crucial role in enhancing employee performance by providing guidance, recognition, and opportunities for growth. When feedback from the employee is timely, specific, and constructive, it can lead to improvements in job performance, engagement, and job satisfaction. Previous studies such as Ilgen et al., (2020), Hattie and Timperley (2007), Hattie and Timperley (2007), Hattie and Timperley (2007). supports the idea that feedback fosters learning, boosts motivation, and helps employees align their performance with organizational goals. The finding also showed that the

Rewards of the employee have a positive coefficient while the nature of the job has a positive coefficient, both the two variables are not statistically significant (see Table 3). The correlation (R) value of employee motivation and employee job performance was 0.489. This indicated a positive relationship between the variables. This implies that when the Employee motivation variables increase, the performance of the pharmaceutical business will also increase, and vice versa. The R-square (which indicates the extent to which profitability can be explained by employee motivation) was 0.239. This shows that 24% of the Employee job performance was explained by the Employee motivation variables: The analysis of the variance indicated that the overall model was statistically significant $P = 0.000$. This implies that Employee motivation plays a critical role in enhancing employee performance. Research consistently shows that motivation is linked to improved performance outcomes in various organizational contexts. Studies have shown that employee motivation increases productivity and efficiency. Gagné and Deci (2014) reinforce that intrinsic motivation results in higher levels of effort and performance, especially in environments where employees feel autonomous and competent. Employees who are motivated by their work are generally more satisfied and therefore more likely to perform better. In a similar study, Sideris et al (2020) found that employees who perceived their work environment as supportive and aligned with their intrinsic values had significantly higher job satisfaction, leading to enhanced performance levels. Motivated employees are more likely to engage in creative and innovative behaviors.

Table 4 shows the effect of job design on the employees' job performance in the pharmaceutical business. Job environment, autonomy of employees, and communication were used as independent variables. The model coefficients job design on the employee performance in pharmaceutical business established a negative relationship between Job environment and employee performance of pharmaceutical business in the study area. The result showed a beta value of 0-.090 for job environment with a significant value of .141 indicating that an increase in the level of job environment would lead to a decrease in the employee performance in the pharmaceutical business. The result also showed a positive relationship between Autonomy ($\beta = 0.151$), communication ($\beta = 0.108$), and employee performance. The two independent variables had significant values of 0.043 and 0.029 respectively. The relationship implies that an improvement in the two independent variables leads to an increase in employee performance in business. The findings are also consistent with the findings of a study by Saka (2024), Chen and Lee (2023). Autonomy in the workplace refers to the degree of control employees have over how and when they complete their tasks. More autonomy typically leads to greater job satisfaction, motivation, and productivity. When employees feel they have control over their work and can make decisions, they are more likely to invest effort and demonstrate higher performance. A study by Saks (2024) highlighted that autonomy is one of the strongest predictors of job performance because it fosters a sense of ownership and responsibility. Effective communication is a fundamental driver of employee performance. When employees clearly understand their roles, expectations, and the organization's goals, they are more likely to contribute meaningfully. Open communication channels foster transparency and provide clarity, reducing confusion and misunderstandings. Regular feedback helps employees adjust their performance and grow in their roles. A Gallup study (2023) showed that employees who receive regular feedback perform significantly better than those who do not. Communication within teams plays a key role in the coordination and sharing of ideas. In a collaborative environment, employees can support each other, troubleshoot challenges, and innovate more effectively. Studies have demonstrated that workplaces that encourage team communication and collaboration see better problem-solving and innovation outcomes. Table 4 also shows the correlation (R) between the job design on employee performance in business with $R = 0.325$, R-square of 0.106, F-value = 7.839, and P-value = 0.000. The study supports Kamarulzaman et al. (2023) who found that clean and organized workspaces increased employee focus and

performance. A similar study by Saks (2024) highlighted that the autonomy of employees is one of the strongest predictors of job performance because it fosters a sense of ownership and responsibility. The findings are also in line with Chen & Lee (2023) who suggest that employees working in flexible conditions report higher engagement and productivity, particularly in creative or problem-solving roles.

The results of working conditions on employee job performance in Pharmaceutical businesses are shown in Table 5 with an R-value of 0.578 and R-square of 0.334, an indication that 33.4% of the employee performance of the pharmaceutical business in the study area is attributable to the independent variables used for the assessment. The F-statistic of 24.840 falls within the region of rejection. The overall model is significant at $P = 0.000$. The findings of the study are in line with the study of Zhu et al., (2024) who noted that transformational leadership, which emphasizes motivation, innovation, and employee development, can positively impact firm performance. In a similar study, Ghemawat (2024), reported quality of decisions made by managers, particularly in terms of resource allocation and strategic choices, can affect the financial and operational outcomes of the firm. For instance, strategic decisions related to innovation or expansion can either foster growth or lead to failure

Table 6. displays the regression coefficients of the independent variables on the employee performance of the business. The results showed that one of the independent variables (leadership style had a positive relationship with the dependent variable (employee job performance). This is an indication that an increase in this variable will lead to an increase in the employee job performance in the business. The table shows that leadership style had ($\beta = 4.383, P < 0.001$), and organisational resources had ($\beta = -2.083, P < 0.001$). This is an indication that an increase in these two variables will lead to an increase in the dependent variable. While, the negative sign in human resources ($\beta = -1.985, P < 0.002$) organisational resources ($\beta = -2.083, P < 0.001$) will lead to reduction effects on the dependent variable. The regression results show the $R = 0.594$, $R^2 = 0.353$, adjusted $R^2 = 0.343$. The analysis of variance (ANOVA) showed an F- value of 36.158 and a significant value of $P < 0.000$. This implies that any business that adopts a leadership style and organisational resources will have better performance. This finding is generally consistent with previous studies, for example, Ahmed and Khan (2024), Gallup (2024), Khanna and Sharma (2024), and Zhang et al., (2024) Human resources, leadership style, and organizational resources are crucial elements that Ahmed and Khan (2024) demonstrate that firms that invest in effective recruitment practices, such as talent mapping and hiring for cultural fit, experience higher productivity and profitability.

Table 3: Effect of employee motivation on employee job performance in pharmaceutical businesses

Model	Unstandardized Coefficients		T	Sig.
	B	Std. Error		
(Constant)	3.717	.130	28.605	.000
Recognition of the employee	.068	.033	2.082	.039
Rewards of the employee	.018	.030	.580	.562
Feedback from the employee	.154	.036	4.250	.000
Nature of the job	-.002	.034	.051	.959

Model indices

$R = 0.489, R^2 = 0.239, \text{Adjusted } R^2 = .0224, \text{F-Statistic} = 15.574, \text{P-value} = 0.000$

Source: Field Survey, 2025

Table 4: Effect of Job Design on employee job performance in Pharmaceutical businesses

Model	Unstandardized Coefficients			
	B	Error	T	Sig.
(Constant)	3.893	.188	20.746	.000
Job environment	-.090	.061	-1.479	.141
Autonomy of employee	.151	.074	2.036	.043
Communication	.108	.049	2.203	.029

Model indices

R = 0.325, R² = 0.106, Adjusted R² = 0.092, F-Statistic = 7.839, P-value = 0.000,

Source: Field Survey, 2025

Table 5: Effect of working conditions on employee job performance in pharmaceutical businesses

Model	Unstandardized Coefficients			
	B	Std. Error	T	Sig.
(Constant)	3.488	.146	23.839	.000
Management support	.111	.042	2.653	.009
Environment dynamic	-.137	.042	-3.293	.001
Organisational climate	.047	.035	1.363	.174
Training Culture	.261	.034	7.720	.000

Model indices

R = 0.578, R² = 0.334, Adjusted R² = 0.321, F-Statistic = 24.840, P-value = 0.000

Source: Field Survey, 2025

Table 6: Effect of Management Style on employee job performance in pharmaceutical Businesses

Model	Unstandardized Coefficients			
	B	Std. Error	T	Sig.
(Constant)	3.304	.137	24.180	.000
Human resources	-1.985	.645	-3.077	.002
Leadership style	4.383	1.259	3.480	.001
Organisational resources	-2.083	.615	-3.386	.001

Model indices

R = 0.594, R² = 0.343, F-Statistic = 36.158, P-value = 0.000

Source: Field Survey, 2025

5.0 Conclusion and Recommendations

The present study has provided empirical confirmation on the effect of management strategies on employee job performance in pharmaceutical businesses in Akure Ondo State. The study found a positive relationship between the four independent variables - employee motivation, job design, working conditions and management style on the employee job performance in pharmaceutical businesses. This implies that an increase in each of these variables will increase the performance of the pharmaceutical business and vice versa, The overall analysis of each of these four variables was significant at 0.000. The findings have empirical potential to guide pharmaceutical investors, policymakers, as well as future researchers in the pharmaceutical business. In view of the findings of this study. The study recommends that; the utilisation or adoption of the variables used in this study could lead to improved employee job performance

in pharmaceutical businesses. Therefore, the investors in the pharmaceutical business need to develop internal strategic measures that will promote these variables in the management practices. The policymakers need to come up with a program that could be tailored to help pharmaceutical businesses and integrate these strategies into their management practices. The owners of the pharmaceutical business need to encourage strategies that motivate their employees, there is a need for flexible job design, good working conditions, and an encouraging management style that can encourage employees to perform better. Owners/managers of pharmaceutical business should encourage autonomous, encouraging independent and creative thinking among staff. The services of educated and experienced employees should be encouraged for effective management strategies. Future research of this nature should employ longitudinal research design which will allow more periods and opportunities to cover more towns in Ondo State, thereby achieving more robust data and findings for the study.

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