

Effect of Organizational Reward System on Employee Performance in Selected Hotels in Lagos Metropolis, Nigeria

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Abstract

The study investigates effect of organisational reward system on employee performance in selected hotels in Lagos Metropolis, Nigeria. The objective was to establish effect of organisational reward system (Recognition, Employee Development, and Benefits) on employee performance (contextual performance, counterproductive behaviour, and adaptive behaviour) in selected hotels in Lagos Metropolis using a survey research design. Two hotels were sampled and used for the study. A total population of 315 employees were investigated with a sample size of 255. In this research, a simple random sampling technique was adopted, and only 204 copies (or 80 percent) of the questionnaire were properly completed and recovered. To determine the link between the variables, the data was examined using the bivariate regression analysis. The investigation revealed that recognition had significant effect on contextual performance in selected hotels in Lagos Metropolis, Nigeria ($\beta = 0.592$, $t = 12.353$, $p < 0.05$). The finding also revealed that employees' development has a negative and significant effect on counterproductive behaviour in selected hotels in Lagos Metropolis, Nigeria ($\beta = -0.244$, $t = 6.441$, $p < 0.05$). Also, it was discovered that benefits had significant effect on adaptive performance in selected hotels in Lagos Metropolis, Nigeria ($\beta = 0.399$, $t = 9.339$, $p < 0.05$). As a result, it was concluded that organisational reward system affected employee performance in selected hotels in Lagos Metropolis, Nigeria. It was suggested, among other things, that hotel management should be intentionally observing employee performance and looking for opportunities to recognize outstanding work achievements and behaviour.

Keywords: Organisational reward system, Employee performance, Hotels, Lagos metropolis.

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1. INTRODUCTION

Organizational performance depends upon the working behaviour of the employees within the organization. Employees are essential assets for any organization because the success or failure of any organization depends upon its employees. The importance of employees in hospitality industry becomes more significant because of its manpower intensive nature. In hospitality industry and hotel sector especially, it is very important for organizations to stay focused on employee performance to enhance effectiveness. Given this, their performance thus is paramount in the organization. Organizations, especially in the hotel sector around the world, have devoted efforts such as training, communication motivation and job security to the management of the performance of employees. Despite this, certain

deficiencies are observed in the performance of employees especially in the area of contextual performance, counterproductive behaviour and adaptive performance. This study, therefore, focuses on evaluating the cause of this inconsistency and offering cogent solutions.

Globally, employee performance is essential for any organization, because an organization's success is dependent on creativity, innovation, satisfaction and commitment shown by its employees (Ghebrejorgis, 2018). Hotel industry is an important contributor to the economy and the UK hotel industry serves a larger number of tourists. The growth of a particular hotel depends on the service quality that in turn is dependent on the performance of the employees (Xie, Zhang, Chen, Morrison, & Lin, 2020). The growth of the UK

hotel industry had been on track since 2000 but the financial crisis in 2008-09 raised many questions regarding the growth of hospitality industry in the country (Neupane, 2015). However, despite such major improvements, the hotel sector of UK has been facing number of challenges, which are intense competition, changing demographics of visitors, high turnover of employees, inadequate compensations to the employees, lack of incentive in the employees to perform better (Nuryanti, Masharyono, & Fauziatunisa, 2019).

In many African countries, employee performance is recognised as one of the most significant issues in organizational management, and it is the foundation for increased performance (Stolp, 2014). South Africa's government has been beset by labour unrest, with many state officials voicing dissatisfaction with their salaries (Mlandi & Vander, 2016). Some South African organizations have been criticised for their inefficiency and ineffectiveness in carrying out their responsibility to offer excellent work to employees, with more of these shortcomings coming from the banking industry (Luddy, 2015). The investigation of employee performance in the hospitality industry is so crucial that wherever success is lacking, it is easily noticed. For instance, Transcorp Hotels reported that in the quarter ended June 2020, revenues fell to ₦3.03 billion compared to ₦5.88 billion in the same period in 2019 and Capital Hotels (Abuja Sheraton), reported second-quarter results which revealed that its revenues fell by 88% compared to the same period in 2019 (Nairametrics, 2020). The foregoing scenario is the general trend across the country, and in addition, over 50% of employees have either been laid off or put on reduced work hours, while those who are working full time have been made to carry additional responsibilities.

However, symptoms of adverse effects of labour turnover such as offering of poor hospitality services to decline in hotel occupancy rates characterized hotel organizations in Lagos State. A recent available hotel performance statistic shows that hotel occupancy rates in Lagos State prior to emergence of Covid 19 pandemic is nose-diving (Jil, 2016, 2017 and 2018) hence, resulting in under-utilisation of the physical capacity of hotel facilities in Lagos state including, revenue loss. Other observable symptoms of adverse effects of employees' turnover in the hotel industry in Nigeria include; reduction in employee's morale, and negative and psychological consequences on employees among others (Bello, & Bello, 2021).

There are indispensable factors that enhance employee performance that has not been given adequate attention. These factors include but not limited to recognition, employee development and benefits. Employee Recognition (ER) as it deals with human dignity and social justice can definitely be classified as an ethical practice adopted by any organization (El

Masri, & Suliman, 2019). Moreover, recognizing an employee, regardless of his gender, background, culture, ethnicity goes hand in hand with emphasizing the notion of equality among people working in the same organization (Bradler, Dur, Neckermann, & Non, 2016). Recognizing the work effort or achievement of an employee sends a positive signal about the management and the attention it pays to its workforce (Brun & Dugas, 2008). Brun and Dugas, conclude that regardless of the job status, recognition represents a significant need for the employee (El Masri, & Suliman, 2019). Moreover, ER is a key to build the employee identity, motivate him, and give importance to his daily tasks and a sense of contribution, as well to help employee development and well-being. Having an empowered, engaged, and motivated workforce raises the organization's performance and provides it with competitive advantage. As recognition can be monetary or non-monetary, it denotes a symbolic reward to the individual that can affect him emotionally (increasing his well-being, decreasing work stress), practically (motivation, development, performance), and financially (Amoatema, & Kyeremeh, 2016; Emejulu, 2020; Montani, Boudrias, & Pigeon, 2020).

Employee Development is one of the most important functions of Human Resource Management. Employee development means to develop the abilities of an individual employee and organization as a whole so; hence employee development consists of individual or employee and overall growth of the employee as when employees of the organization would develop the organization, organization would be more flourished, and the employee performance would increase (Nelissen, Forrier, & Verbruggen, 2017). Therefore, there is a direct relationship between Employee Development and Employee Performance. As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the organization's effectiveness (Crane & Hartwell, 2018). Employee development is vital in maintaining and developing the capabilities of both individual employees and the organization as a whole. A central premise in perceived investment in employee development (PIED) is that it creates conditions where employees believe that their organizations value their contribution and care about their employability. PIED facilitates greater obligation by employees towards the organization and, in turn, a willingness by employees to work hard to increase the organization's effectiveness (Jayathilake, Daud, Eaw, & Annuar, 2021; Khan, & Baloch, 2017; Urbanová, & Vnoučková, 2018).

Employee benefits are rewards that the company provides to employees only for the fact that they are its employees (Spisakova, 2019). Usually, they are not tied to employee performance. Sometimes however, they depend on status of employee in the

company, his merits and the time he has worked in the company. Employee benefits can be segmented into three basic groups (Strenitzerová, 2015). Benefits of a social nature (corporate pensions, life insurance, business loans and guarantees for loans, child care workers (nurseries and kindergartens), etc.), benefits of work nature (food, discount for company products to employees, language tutor, etc.), benefits associated with the position in the company (prestigious company cars for managers, pay phone in the apartment, allowances for clothing and other expenses representation of companies, corporate apartment, etc.) (Urbancová & Šnýdrová, 2017). A stimulating remuneration system and a wide and more diverse range of employee benefits provide organizations with a competitive advantage over the others in the labour market. Held (2016) also agrees with the preceding statement and indicates that an interesting system of employee benefits together with a right remuneration system improves the name and competitiveness of the organization in the labour market. The author also mentions the importance of fringe benefits in order to recruit and retain employees and increase their involvement (Held, 2016; Stalmašeková, Genzorová, & Čorejová, 2017).

In view of the above discussions, this study seeks to investigate the effects of rewards on employee performance in the hospitality industry where it is so crucial and where success has been lacking and easily noticed. For instance, (Ndu & Obiora, 2020) noted that some hotels in Lagos State Nigeria have been declining due to several issues including poor employee management in the form of unpaid salaries and denied benefits. It is pertinent to state that verifiable data on labour turnover rate and cost in Nigeria hotels had not been reported. Further, it has been established that the extent to which organizational reward system affect employee performance in Nigeria, especially in the hotel firms has not been established (Nwokorie, 2017; Muchiri, 2016).

2. LITERATURE REVIEW

2.1 Conceptual Review

This section focused on the review of organisational reward system and employee employee performance. It reviewed related literature on the opinion of scholars relating to the study variables. This part of the review focuses on the definitions, advantages, disadvantages, and characteristics of the variables of the study. The section also discusses the theoretical and empirical findings from the previous studies.

Organizational Reward System

Organizational reward system is concerned with the selection of the types of rewards to be used by the organization (Hoole, & Hotz, 2016). According to (Pongah, 2016), organizational reward system consists of the interrelated processes and Practices that combine

to ensure that reward management is carried out effectively to the benefit of the organization and the people who work there. The reward system covers all forms of financial rewards or remuneration (pay, benefits and allowances provided to employees.) and non-financial rewards. Coupling financial rewards with non-financial rewards produces total rewards. (Sam-Kalagbor & Ezeala, 2021) viewed organizational reward system as compensation reward, recognition reward and appreciation reward given to employees. They stated that reward system could be measured on how employees perceive their job and how they assert themselves in their roles and responsibilities. Reward systems are instruments used by employers and administrators to attract and retain the desired/required caliber of workers and also get workers to perform their jobs effectively and efficiently. Reward is anything given in to a worker to encourage desirable behaviour. (Ogwudire, 2013) defined reward as anything tangible or intangible, material or non-material that gives an employee impetus to behave in desirable manner and drop undesirable behaviours.

Looking at the features of organizational reward system is sensitively developed within the framework of the organization's reward philosophy, policies and strategies that contains the arrangements in the form of processes, structures, practices and procedures which provides and maintains appropriate types and levels of remuneration, benefits and other forms of reward (Sam-Kalagbor and Ezeala, 2021). In this study, organizational reward system will be measured using recognition, employee development and benefits.

Recognition

According to (Bradler, Dur, Neckermann and Non, 2016), employee recognition is the acknowledgment of a company's staff for exemplary performance. Employee recognition is the act of showing appreciation and acknowledgement for employees for contributions to the business that links to the company's purpose, mission and values (Saunderson, R. (2016). Employee recognition can take on various forms, such as peer-to-peer recognition, manager-led recognition and leadership-led recognition. But what's critical to employee recognition success is making sure that employee reward and recognition tactics are delivered in a way that makes recognition meaningful and unified (Bradler, Dur, Neckermann, & Non, 2016). Employee recognition is the acknowledgment of a company's staff for exemplary performance. According to (Reese, 2020), recognition refers to praise or a personal note acknowledging achievements including small gestures that are important to employees.

Looking at the features of recognition essentially, the goal of employee recognition in the workplace is to reinforce particular behaviours,

practices, or activities that result in better performance and positive business results (Nayak, Nayak, & Jena, 2020). Recognition of work performance deals with the manner in which employees carry out their duties, rather than the people themselves or the results they produce. It also deals with their behaviours, skills and professional qualifications (Reese, 2020).

Recognition of work performance focuses on employees' work process, most notably the creativity, innovation and continuous improvement they bring to their work methods. In the context of the work process, the main indicators for this type of recognition manifest themselves when individuals (or teams) feel recognized for their expertise, skills, ingenuity and professional qualifications in the way they perform their duties and solve problems (Ghosh, Rai, Chauhan, Baranwal, & Srivastava, 2016).

Employee Development

Employee Development refers to organized and structured exercises focused on improving the standard of ability, expertise and skills (Kelley & Joel, 2017). Employee development is defined as all development processes used to advance employees to desired levels of performance (Jehanzeb, & Mohanty, 2018). It encompasses all development activities in which an organization engages, whether they are formal or informal and whether they are planned or unplanned. Employee Development is one of the most important functions of Human Resource Management. Employee development means to develop the abilities of an individual employee and organization as a whole so; hence employee development consists of individual or employee and overall growth of the employee as when employees of the organization would develop the organization, organization would be more flourished and the employee performance would increase (Hameed & Waheed, 2011).

Providing developmental opportunities is regarded as an effective way to increase employees' performance (Moyle, & Hackston, 2018). According to social exchange theory (Blau, 1964), employees who perceive that their organization invests in them by providing development and career opportunities respond in kind by feeling obligated to reciprocate the benefits provided (Dachner, Ellingson, Noe, & Saxton, 2021). Some organizations even require individuals who receive training to stay with their organizations a certain length of time or repay the cost of the training course (Jehanzeb, & Mohanty, 2018).

Benefits

According to Employee Benefit Research Institute (EBRI) (2015) defines employee benefits as those forms of remuneration paid by managers to employees well above the measure of pay decided as a base pay or hourly rate of pay, benefits are a part of the total reimbursement package for employees. (Tassew,

2017) opined that employee benefits are optional, non-wage compensation provided to employees in addition to their normal wages or salaries. These types of benefits may include group insurance (e.g., health, dental, vision, life), disability income protection, retirement benefits, daycare, tuition reimbursement, sick leave, vacation (paid and non-paid), funding of education, as well as flexible and alternative work arrangements. Benefits are non-financial compensation provided to an employee as part of the employment contract. Employee benefits may be required by law (depending on the risk associated with the job or industry and the laws of the country where the job is held) or provided voluntarily by the employer (Jaworski, Ravichandran, Karpinski, & Singh, 2018). Employee benefits are defined as indirect, non-cash, or cash compensation paid to an employee above and beyond regular salary or wages (Whillans, Yoon, & Schweyer, 2019). To achieve organizational goals, organizations must design various strategies to make employees happy, and place various incentives for them to benefit from, thereby adding value to themselves and increasing organizational performance. If employees are not satisfied with their job or workplace, they tend to put little effort at work or move to other organizations with better job packages. This can cost an organization so much, especially if they are losing a key and very competent staff to a competitor (Jaworski, Ravichandran, Karpinski, & Singh, 2018).

Employee Performance

According to (Dakhoul, 2018) employee Performance is the cumulative outcome of the talents, actions and abilities of employees that have led to increased organizational efficiency contributing to their target achievement. Employee performance signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Karakas & Sahin, 2017). According to (Al Mehrzi & Singh, 2016) Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon. Furthermore (Yang *et al.*, 2016) state that performance is basically what employees do or do not do. Performance management is the entire activity carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company. Soelton (2018) defines performance as work performance, namely the comparison of work outcomes and standards that have been established. Employee performance is what affects how much they contribute to the organization, according to (Ihsani & Wijayanto, 2020). The performance driven objective is expected to be aligned with the organizational policies so that the entire process moves away from being event-driven to become more strategic and a people-centric perspective

(Jena, & Pradhan, 2014). In this study, employee performance will be measured using contextual performance, counterproductive behaviour and adaptive behaviour.

Contextual Performance

Contextual performance has been defined as behaviour that affects the organizational, social and psychological context in which the work is performed (Franco, & Franco, 2017). It has widely been established that positive job attitudes such as work engagement are key predictors of contextual performance (Meyers, Kooij, Kroon, De Reuver, & Van Woerkom, 2020). Contextual performance is a specific form of extra-role performance that contributes to organizational effectiveness in ways that shape the organizational, social, and psychological context that serves as the catalyst for task activities and processes (Bozionelos, & Singh, 2017). Contextual performance includes behaviors such as adhering to workplace regulations even if they are inconvenient, volunteering to carry out extra tasks or to help others, and upholding positive attitudes even in the face of setbacks (Franco, & Franco, 2017). It is widely agreed that job performance is a multidimensional construct (Penney, & Borman, 2017). Of the dimensions of performance that have been discussed, two general factors have received the most attention, namely task performance and contextual performance (Kappagoda, 2018).

Task performance includes behaviours that contribute to the core transformation and maintenance activities in an organization, such as producing products, selling merchandise, acquiring inventory, managing subordinates, or delivering services (Mshellia, Malachy, Sabo, & Abu-Abdissamad, 2016).

Contextual performance, in contrast, refers to behaviours that contribute to the culture and climate of the organization, in other words, the context within which transformation and maintenance activities are carried out. Volunteering for extra work, persisting with enthusiasm, helping and cooperating with others, following rules and procedures, and supporting or defending the organization are all examples of contextual performance behaviors (Aboagye, Dai, & Bakpa, 2020).

Like other models of job performance, contextual performance is frequently operationalized as the focal outcome (Le Sante, Eaton, & Viswesvaran, 2021), with research often focusing on its predictors. These typically include personality, job satisfaction, and organizational commitment (Hartini, Fakhroazi, & Islam, 2019). Saboor, Rehman and Rehman (2018) found that the relationship between personality and overall job performance is mostly the result of personality relating to contextual performance. Indeed, this is supported by research, which finds positive associations between personality traits (i.e.,

agreeableness, extraversion, and conscientiousness) and contextual performance (Aryani, R., & Widodo, W. (2020); Aslan, & Yildirim, 2017).

Counterproductive Behaviour

According to (Zhang, Huang, Jiang and Jiang, 2018), counterproductive work behaviour refers to the intentional damage by employees in the workplace which may impair the legitimate rights and interests of stakeholders as well as the organization. Counterproductive work behaviours are forms of intentional acts displayed by employees, which are viewed by the organization as conflicting to its legitimate interests (Sackett, 2002).

Counterproductive work behaviours (CWBs) embrace a multiplicity of behaviours such as absenteeism, dissemination of destructive reports, disruption, stealing, sexual harassment, or uncooperative attitude among others (Chang & Smithikrai, 2010; Uche, George, & Abiola, 2017).

Adaptive Behaviour

Today, business environments have dynamically transformed from the traditional work systems to increasingly complex work systems, in which the organizations are facing a number of challenges in the context of managing human resource at organizational levels. This gives importance to development of adaptive behaviour. Adaptive behaviour refers to the ways individuals meet their personal needs as well as deal with the natural and social demands in their environments (Oakland, & Harrison, 2008).

Adaptive behaviours can be categorized into two groups in service situations: Interpersonal adaptive behaviour and service offering adaptive behaviour. Interpersonal adaptive behaviours can be described as of those skills learned through development and performed in response to the expectations placed on us from our community and society at large (Chen, Ou, Wang, Peng, & Davison, 2020).

2.2 Theoretical Review

There are various theories to the study of reward system and employees' performance. They are equity theory, expectancy theory, cafeteria compensation theory, Lawler and porter's theory of motivation and work compensation, equal pay for equal work theory, etc. In this paper, Vroom's Expectancy theory shall be adopted as the frame work of analysis. Expectancy theory according to Vroom (1964) suggests that individual's demonstration to expand expected fulfillment with results. Expectancy theory states that a person's inspiration in a specific circumstance is an element of two variables: (1) the expectancy about the connection amongst exertion and a specific result (for instance a specific level of pay for a specific level of execution), alluded to as the "exertion result expectancy" and (2) the valence (engaging quality) of

the result. The inspiration made by these two elements drives individuals to pick a level of exertion that they accept will prompt the coveted result. The theory states that the behaviour results from conscious choices among alternatives whose purpose it is to maximize pleasure and minimize pain. Together with (Edward Lawler and Lyman Porter, 1964). Victor Vroom suggested that the association between employee's conduct at work and their goals are not as basic as was first envisioned by various researchers. They understood that employee's productivity depends on individuals' elements, for instance, personality, aptitudes, data, experience and capacities.

The impact of employee benefits on effort in an expectancy-theory conceptualization is two structures. In the first place, the aftereffect of interest is the cash related reward. Cash can have valence for a grouping of reasons. Vroom's underlying beginning of the valence of cash is that cash is instrumental in gaining things people need, for instance, material stock. Likewise, as demonstrated by (Furnham & Argyle, 1998) cash has agent motivator as a result of its evident relationship to qualification, status, and distinctive parts. Employee benefits clearly have higher valence than no pay (if expected pay is more important than zero) and besides may have higher valence than non-startling incentives, dependent upon the relative portion designs. According to expectancy theory, is that a person's motivation and ensuing profitability is essentially higher when remuneration relies upon execution, due to both an expanded expectancy about the effort result relationship and an expanded (or if nothing else no alteration in the) valence of the outcome.

2.3 Empirical Review

Recognition and Contextual Performance

Different studies have been carried out on recognition and contextual performance in diverse findings. (Bradler, Dur, Neckermann & Non, 2016) investigated the effect of employee recognition on performance. The survey made use of 300 employees. The study found that recognition increases subsequent performance substantially, and particularly so when recognition is exclusively provided to the best performers. Remarkably, workers who did not receive recognition are mainly responsible for this performance increase. Furthermore, the results are consistent with workers having a preference for conformity and being reciprocal at the same time.

Similarly, in this cross-sectional study of Tessema, Ready and Embaye (2013), survey responses from university students in the U.S. (n = 457), Malaysia (n = 347) and Vietnam (n = 391) were analyzed. Employee recognition, pay, and benefits were found to have a significant impact on job satisfaction, regardless of home country income level (high, middle or low income) and culture (collectivist or individualist).

However, the effect of benefits on job satisfaction was significantly more important for U.S. respondents than for respondents from Malaysia and Vietnam. Likewise, in the study of (El Masri & Suliman, 2019), the sample of the study consisted of 180 full time employees who were randomly selected and surveyed using an online personalized questionnaire. The results of the empirical research uncover that talent management and employee recognition significantly affected the level of employee performance, as well contributing to the organizational success and positioning. The study also found that talent management and employee recognition are interrelated variables that affect employee performance. The aforementioned result is consistent with previous empirical researches which stated that recognition and reward can positively affect the organization's success, as it enhances the employee's performance (Mone, Eisinger, Guggenheim, Price, & Stine, 2011). Moreover, it is aligned to (Brun & Dugas, 2008) study which revealed that recognition (monetary or non-monetary) denotes a symbolic reward to the individual that can affect him emotionally (increasing his well-being, decreasing work stress), practically (motivation, development and performance), and also financially.

Adim and David (2020) examined recognition-based reward and workplace harmony in manufacturing companies in Port Harcourt, Rivers State, Nigeria. This study investigated the relationship between recognition-based reward and workplace harmony in manufacturing companies in Port Harcourt, Rivers State, Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The target population of this study consists of 253 employees of 7 manufacturing companies in Port Harcourt, Rivers State, Nigeria. The sample size of 151 was determined using Taro Yamane sample size formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypothesis was tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The study findings revealed that there is significant relationship between recognition-based reward and workplace harmony in manufacturing companies in Port Harcourt, Rivers State, Nigeria.

The following hypotheses are therefore formulated:

H₀₁: Recognition has no significant effect on contextual performance in selected hotels in Lagos, Nigeria.

Employee Development and Counterproductive Behaviour

Different scholars have examined the effect of employee development and counterproductive behaviour with different findings. In the study of

(Dysvik, Kuvaas & Buch, 2016), self-report data were obtained from 737 employees. In addition, manager ratings of taking charge were obtained for 154 employees from their respective managers. Hierarchical moderated regression analyses were used to test the hypotheses. The results revealed a positive relationship between perceived investment in employee development PIED and both self-reported and manager-rated taking charge only for employees who perceived high levels of job autonomy. Likewise, (Diah, Hasiara & Irwan, 2020) investigate the impact of employee development programs on the retention of employees of the pharmaceutical companies of Indonesia. Findings from the study revealed that employee development programs have significant effect on retention of employees of the pharmaceutical companies of Indonesia. The study further revealed that social exchange programs have significant effect on the retention of employees of the pharmaceutical companies of Indonesia. Similarly, in the study of (Jehanzeb & Mohanty, 2018). The results reported show a positive impact of employee development initiatives on employee job satisfaction and later the job satisfaction has significant impact on organizational commitment. The results also revealed, however, an unfavourable relationship between employee development and organizational commitment.

The relationship between job satisfaction and organizational commitment was significantly moderated by person organization fit. Empirical results of the study of (Ramaprasad, Lakshminarayanan and Pai, 2018) found that espousal of robust developmental HRM interventions enhances affective commitment and significantly attenuates the voluntary intention to leave among employees. Further, the results of this study have indicated that the relationship between developmental HRM practices and voluntary intention to leave was partially mediated by affective commitment. Also, In the study of (Lee & Bruvold, 2003), individual-level analyses from a sample of 405 nurses from two countries indicate that PIED is positively associated with job satisfaction and affective commitment but not with continuance commitment. As expected, job satisfaction and affective commitment fully mediate the relationship between PIED and intent to leave. Overall, the research shows support for partial measurement equivalence and equivalent structural parameters across both samples.

The impact of training and development on employee productivity among Kano State Polytechnic's academic staff was investigated by (Abdulahi, 2018). They used descriptive statistics in their research. It was discovered that the training method, training design, and training delivery style boost employee productivity among Kano State Polytechnic's academic staff. On the bright side, (Victoria, 2019) conducted a literature review on the impact of employee productivity on organizational performance. Failure to anticipate the

importance of continuous training and development of their employees to improve the efficiency and effectiveness of their businesses, according to the study, has an impact on employee productivity and organizational performance. As a result, it came to the conclusion that training and development are inextricably related and vital to employee productivity and performance. In view of the foregoing, it is hypothesized that:

H₀₂: Employee development has no significant effect on counterproductive behaviour in selected hotels in Lagos Metropolis, Nigeria.

Benefits and Adaptive Behaviour

Different studies have been carried out on benefits and adaptive behaviour with mixed results. The study of (Kibet & Kalei, 2020) found that there is a relationship between employee benefit and productivity. In the study of (Urbancová & Šnýdrová, 2017) the research was carried out through a questionnaire survey that involved selected organizations in the Czech Republic (n = 402). The obtained primary data were processed using descriptive and multidimensional statistics. The results showed that the organizations that want to maintain a good position in the labour market pay attention to their personnel marketing, which is also helped by the right (suitable) system of employee remuneration and fringe benefits thanks to which they retain their employees and can increase employee satisfaction and loyalty. Employee benefits are exactly what may distinguish the organizations from their competitors in the labour market. Similarly, in the study of (Kang, Yu & Lee, 2016) overall, the found that employee benefits have a positive impact on employee productivity through the embodied effect (direct effect).

Specifically, according to a workplace panel survey in Korea, an increase of one unit in employee benefits leads to an increase of employee productivity by about 7.9%. In addition, they found that such effect is stronger in the manufacturing industry than in the non-manufacturing industry. Although there is no difference in the effect of benefits between large firms and small and medium-sized firms, the labour-embodied effect is stronger in large firms, and the capital-embodied effect is salient in small and medium-sized firms. Findings from (Zirra, Mambula and Anyatonwu, 2019) showed that health protection benefits have a positive and significant impact on employee performance in Nasco group. It showed that the more health protection benefits are provided for employees of Nasco group, the more they work hard at their jobs and their productivity increases. In addition, retirement benefits have a positive and significant influence on employee performance in Nasco group; and lastly, findings from the study revealed that recognition has a significant impact on employee performance in Nasco group. In (Ajalie, 2017), a well-structured self-administered questionnaire was used as the main tool for data collection and was administered

to 217 respondents out of which 185 were retrieved and appropriately filled. Reliability of the research instrument was calculated and the Cronbach's alpha coefficient was 0.868. Data were analyzed using multiple regression analysis. From the hypotheses tested, the result indicated that there is a significant relationship between employee motivation and organizational productivity. Findings also revealed that 35.8% of the variations in productivity can be explained by employee motivation in the organization used as a study in this research. The results also revealed that extrinsic factors were considered to have more significant effects on organizational productivity than intrinsic factors. The following hypotheses are therefore formulated:

H₀₃: Benefits has no significant effect on adaptive performance in selected hotels in Lagos Metropolis, Nigeria.

3. METHODOLOGY

This research adopted the survey research design. This design gives a clear picture of a situation and serves as a basis for most researchers in assessing the situation as a prerequisite for drawing conclusion. The population of study included regular staff of two selected hotels in Lagos State, Nigeria. These two selected hotels have been in operation for more than five years. They are good-sized and have lots of employees. The selected hotels are renowned to the public; these hotels have maintained good integrity record in the society. The population are the 315 employees in the selected hotels which are Radisson Blu Anchorage Hotel and Protea Hotel by Marriot Ikeja. A sample size of two hundred and fifty-five (255) respondents was randomly selected from the selected hotels. This was obtained from the selected hotels by the use of simple random sampling technique. Different scholars such as (Wanza, & Nkuraru, 2016; Marlina, Setyoningrum, Mulyani, Permana, & Sumarni, 2021) have adopted this technique. The researcher made used

of a well- structured questionnaire which is the main instrument administered for the primary data collection and it is designed to cover the variables. The Cronbach's alpha was used to assess the research instrument's internal consistency. The instrument was found to be reliable in both variables (Recognition, Employee development, Benefits, Contextual performance, Counterproductive behaviour, and Adaptive performance) with Cronbach alpha values of 0.825, 0.936, 0.926, 0.947, 0.906, and 0.844 respectively. Recognition, employee development, and benefits were used as independent variables while contextual performance, counterproductive behaviour, and adaptive performance were used as the dependent variable. Items were assessed on a 6-point Likert scale. Linear Regression analysis was used to determine effect of organisational reward system on employee performance of selected hotels in Lagos State, Nigeria with the support of SPSS version 26 for windows.

4. RESULT AND DISCUSSION

The study gathered data on employees from the selected hotels. The researchers distributed a total of 255 copies of questionnaire to the respondents, out of which 204 copies were rightly filled and returned to the researcher. The response rate of the participants to the questionnaire administered is 80%). The analysis was conducted by using the inferential statistics and the results of the analysis are presented in Tables. The hypotheses test was conducted with a 95 percent confidence interval, assuming a significance level of 0.05. The decision rule is placed at a crucial area of $p > 0.05$ for null hypothesis acceptance and $p < 0.05$ for null hypothesis rejection.

Hypothesis Testing

Hypothesis 1

H₀₁: Recognition has no significant effect on contextual performance in selected hotels in Lagos Metropolis, Nigeria.

Table 1: Regression analysis of recognition on contextual performance in selected hotels in Lagos Metropolis, Nigeria

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.790	1.000		10.795	.000
Recognition	0.592	0.048	0.656	12.353	.000
R = 0.656 ^a R ² = 0.430 F (1, 202) = 152.590					

a. Dependent Variable: Contextual Performance

The result on Table 1 revealed that, recognition positively and significantly affects contextual performance with a coefficient and probability value of $\beta = 0.592$, and $p < 0.05$ respectively. This indicated that, an increase in recognition will enhance contextual performance of employees in the selected hotels. The coefficients of determination (R^2) of 0.430 indicated that, about 43% of variation or change in contextual

performance in the selected hotels is attributable to recognition and the remaining 57% is due to other factors not captured in the model. The coefficient value showed that, 1-unit increase in recognition will lead to 0.592 increases in contextual performance. The F-statistics of $F\text{-stat} = 152.59$, $p < 0.05$ revealed that, the variable specified fit the model well and it is suitable for policy making. Based on these results, the null

hypothesis one (H₀1) which states that recognition has no significant effect on contextual performance in selected hotels in Lagos metropolis, Nigeria was rejected. The finding is consistent with previous empirical researches which stated that recognition and reward can positively affect the organization's success, as it enhances the employee's performance (Mone, Eisinger, Guggenheim, Price, & Stine, 2011). Moreover, it is aligned to (Brun & Dugas, 2008) study which revealed that recognition (monetary or non-monetary) denotes a symbolic reward to the individual that can affect him emotionally (increasing his well-

being, decreasing work stress), practically (motivation, development and performance), and also financially. Also, (Tessema & Embaye, 2013) found that employee recognition, pay, and benefits have a significant impact on job satisfaction, regardless of home country income level (high, middle or low income) and culture (collectivist or individualist).

Hypothesis 2

H₀2: Employee development has no significant effect on counterproductive behaviour in selected hotels in Lagos Metropolis, Nigeria.

Table 2: Regression analysis of employee development on counterproductive behaviour in selected hotels in Lagos Metropolis, Nigeria

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.292	0.738		19.379	.000
	Employee Development	-0.244	0.038	-0.413	-6.441	.000
R = 0.413 ^a R ² = 0.170 F (1, 202) = 41.486						

.Dependent Variable: Counterproductive Behaviour

The result on Table 2 revealed that, employee development negatively and significantly affects counterproductive behaviour with a coefficient and probability value of $\beta = -0.244$, and $p < 0.05$ respectively. This implied that, an increase in employee development will reduce counterproductive behaviour of employees in the selected hotels. The coefficients of determination (R^2) of 0.170 indicated that, about 17% of variation or change in counterproductive behaviour in the selected hotels is attributable to employee development and the remaining 83% is due to other factors not captured in the model. The coefficient value showed that, 1-unit increase in employee development will lead to 0.244 decreases in counterproductive behaviour. This indicated that employee development is capable of reducing counterproductive behaviour of employees in the selected hotels. The F -statistics of F -stat = 41.49, $p < 0.05$ revealed that, the variable specified fit the model well and it is suitable for policy making. Based on these results, the null hypothesis two (H₀2) which states that employee development has no significant effect on counterproductive behaviour in selected hotels in Lagos Metropolis, Nigeria was rejected. Empirically, this finding is harmony with (Dysvik, Kuvaas & Buch, 2016) who found a positive relationship between perceived investment in employee development PIED and both self-reported and manager-rated taking charge only for employees who perceived high levels of job autonomy. Likewise, Diah, Hasiara

and Irwan (2020) found that employee development programs have significant effect on retention of employees of the pharmaceutical companies of Indonesia. The study further revealed that social exchange programs have significant effect on the retention of employees of the pharmaceutical companies of Indonesia. Similarly, (Jehanzeb & Mohanty, 2018) found a positive impact of employee development initiatives on employee job satisfaction and later the job satisfaction has significant impact on organizational commitment. The results also revealed, however, an unfavourable relationship between employee development and organizational commitment. The relationship between job satisfaction and organizational commitment was significantly moderated by person organization fit. (Ramaprasad, Lakshminarayanan & Pai, 2018) found that espousal of robust developmental HRM interventions enhances affective commitment and significantly attenuates the voluntary intention to leave among employees. Further, the results of this study have indicated that the relationship between developmental HRM practices and voluntary intention to leave was partially mediated by affective commitment.

Hypothesis 3

H₀3: Benefits has no significant effect on adaptive performance in selected hotels in Lagos Metropolis, Nigeria.

Table 3: Regression analysis of benefits on adaptive performance in selected hotels in Lagos Metropolis, Nigeria

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.777	0.891		17.707	.000
	Benefits	0.399	0.043	0.549	9.339	.000
R = 0.549 ^a R ² = 0.302 F (1, 202) = 87.216						

a. Dependent Variable: Adaptive Performances

The result on Table 3 revealed that, benefits positively and significantly affects adaptive performance with a coefficient and probability value of $\beta = 0.399$, and $p < 0.05$ respectively. This implied that, an increase in benefits will increase adaptive performances of employees in the selected hotels. The coefficients of determination (R^2) of 0.302 indicated that, about 30.2% of variation or change in adaptive performances in the selected hotels is attributable to benefits received by employees and the remaining 69.8% is due to other factors not captured in the model. The coefficient value showed that, 1-unit increase in benefits will lead to 0.399 increases in adaptive performances. This indicated that benefits are important determinant of adaptive performances in the selected hotels. The F -statistics of F -stat = 87.216, $p < 0.05$ revealed that, the variable specified fit the model well and it is suitable for policy making. Based on these results, the null hypothesis three (H_{03}) which states that Benefits has no significant effect on adaptive performance in selected hotels in Lagos Metropolis, Nigeria was rejected. This finding supported the findings of Kibet and Kalei (2020) who found that there is a relationship between employee benefit and productivity. Similarly, the findings agree with (Kang, Yu & Lee, 2016), overall, the found that employee benefits have a positive impact on employee productivity through the embodied effect (direct effect). Specifically, according to a workplace panel survey in Korea, an increase of one unit in employee benefits leads to an increase of employee productivity by about 7.9%. In addition, they found that such effect is stronger in the manufacturing industry than in the non-manufacturing industry. Although there is no difference in the effect of benefits between large firms and small and medium-sized firms, the labour-embodied effect is stronger in large firms, and the capital-embodied effect is salient in small and medium-sized firms. Findings from (Zirra, Mambula & Anyatonwu, 2019) showed that health protection benefits have a positive and significant impact on employee performance in Nasco group. It showed that the more health protection benefits are provided for employees of Nasco group, the more they work hard at their jobs and their productivity increases.

5. CONCLUSION AND RECOMMENDATION

Recognition was found to have positive and significant effect on contextual performance among hotels. However, employee development was found to reduce counterproductive behaviour among the hotels,

while benefits were found to significantly influence adaptive performance among the hotels in Lagos Metropolis. In today's competitive environment, nearly all organizations invest in the provision of rewards to motivate their employees in order to get the desired results. According to equity theory, the adequacy of such rewards will to a large extent depend on the value the employees place on the inputs they bring to the job in the form of education, experience, training, time, effort etc, with the outcomes (rewards) such as pay, promotions, praises and recognitions they receive as a result of performing the job. The overall aim of reward system is to support the attainment of the organization's goals and objectives by helping the organization to ensure that it has the skilled, committed and well-motivated work force it needs. In order to improve employee performance, it is necessary for the managers to develop the most suitable incentives and good reward system which could be financial and non-financial. The study recommends that hotel management should be intentionally observing employee performance and looking for opportunities to recognize outstanding work achievements and behaviour. Also, employee should be adequately trained and developed for maximum performance to help the hotels gain competitive advantage in the hospitality industry. Moreover, hotels management should conduct adaptability training and treat errors as learning opportunities and foster strong social connections and work autonomy.

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