## Effect of reward management on performance of hotels in Anambra and Delta States of Nigeria

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**ABSTRACT**
The study assessed the effect of reward management on performance of hotels in Anambra State and Delta States of Nigeria. The specific objective of the study was to examine the extent to which reward management affect sales volume, cost control and labour turnover. The method employed for this research was a survey. A multi stage sampling technique was used in selecting 321 respondents for the study. Descriptive statistics such as mean value, standard deviation, simple percentage and frequency were used to achieve the objective. Inferential statistic (Correlation coefficient) was used to indicate the nature of statistical relationship that exists among variable in order to validate or reject the stated hypothesis. The findings of the study provided valuable insights into the intricate dynamics of the hotel industry in Anambra State and Delta States, particularly reward management training, sales volume, cost control, and labour turnover. The comprehensive analysis of these factors has yielded several important conclusions the result showed that well-structured reward systems, including competitive salaries and incentives, have a substantial influence on sales volume, cost control, and labor turnover. Proper rewards enhance employee's motivation, loyalty, and satisfaction which contribute to business success. Based on the findings of this study it is therefore recommended that hotels should design and implement competitive reward systems that recognize and appreciate employees' efforts. This can include performance bonuses, recognition programs, and other non-monetary incentives.

**Introduction**
The hospitality industry, of which hotels make up a large portion, is a service-oriented sector of the economy and as such, values human resources highly. Due to a growing understanding of the crucial role that employees play in the success of all businesses, a number of important human resource activities, including the company, job opportunities, relationship, knowledge, management, staffing, managing performance, development of human resources, reward management, and employee relations, are implemented by various hospitality organizations in Anambra State and Delta State of Nigeria.

A well-thought-out recruitment process determines the availability of a skilled and productive workforce. Accordingly, Vikrant and Siddharth (2021) have found that competitive advantages based on product markets are insufficient to guarantee business success in the hospitality sector. It is also important to acknowledge that hotel products are based on offering customers a variety of mental and physiological products (Ofobruku, 2013).

A company's ability to succeed depends on its employees' ability to perform effectively, which is attained through efficient human resource management activities (Shahzad, Bajwa, SiddaiAhmid & Sultani 2016). Workers are widely recognized as an important driver of competitive advantage for enterprises (Armstrong and Murlis 2017). The reward management system is one aspect that can be taken into account when conducting human resources operations in hotels. Reward management systems have an impact on the performance of certain hotels in Lagos, according to Odunayo (2022). Anything offered to an employee in order to promote desired behaviour is a reward. According to Ogwudire (2013), a reward is anything material or immaterial, physical or ethereal, that encourages employees to stop engaging in unwanted behaviour and start acting in a desired manner. Benefits offered to employees by the organization just for their status as workers are known as employee benefits (Spisakova, 2019). The benefits that employees receive can be divided into three basic categories (Strenitzerova, 2015). Social rewards (corporate retirement benefits, life assurance, commercial loans and guarantees for loans, etc.); work-related rewards (foods, employee discounts on company products, language tutoring, etc.); and position-related rewards (official cars for managers, free accommodation, allowances for clothing and other expenses representation of companies, corporate apartment, etc.). Generally, employee benefits are not tied to employee performance. Occasionally, however, they depend on the status of the employee within the company, his merits, and the length of time he spent there.

Organizations can get a competitive edge over their rivals in the labour market by implementing an engaging compensation plan and offering a broad and varied array of employee benefits. Held (2016) concurred and suggested that an engaging employee reward program in conjunction with an appropriate compensation plan enhances the organization's reputation and competitiveness in the labor market. In addition, Held (2016) highlighted the significance of fringe benefits in attracting, retaining, and boosting employee engagement (Held, 2016 and Stalmasekova, 2017). For example, (Ndu and Obiora, 2020) observed that a number of problems, such as inadequate staff management manifested in the form of underpaid pay and withheld incentives, have contributed to the decline of certain hotels in Nigeria. It is important to note that accurate information regarding labor turnover rates and expenses in Nigerian hotels has not been published. Furthermore, it has been determined that the degree to which Nigerian hotel companies, in particular, influence staff cost control and sales through their incentive programs has not been determined (Muchiri, 2016). One of the most notable aspects of the hotel sector is its high labour turnover combined with labour intensity (Birdir, 2012; Brien, 2014). The causes of this high turnover are up for debate, although certain hypotheses include low-skilled, low-paying jobs, unsociable work hours, low job satisfaction, and little opportunities for career growth within each organization (Hinkin and Tracey, 2010). A declining labour force exacerbates turnover (Coy, 2016). As noted in Iverson and Deery (2017), a turnover culture has been created and reinforced within the hospitality industry. Hotels generally regard high turnover as part of the work-group norm and employees frequently hold the belief that they are entering jobs with limited career development opportunities.

In any organization, human resource activity is essential to the success of the hotel. Therefore, in order to maximize business performance, hotels must assess their operations and make necessary modifications (Heung, 2008). In recent years, Nigeria's hotel industry has experienced significant expansion and competition, particularly in the states of Anambra and Delta. As hotels strive to raise the bar on service while keeping a competitive edge, effective management of employee incentives and rewards has become a critical area of concern.

The hotel sector is going through a period of significant labour turnover and high sales volume worldwide. One crucial thing to think about would be how poorly hotel business employees are treated (Faldetta, Fasone & Provenzano 2013). For example, in contrast to other industries, the hotel industry is characterized by irregular working hours, with staff members putting in twenty-four hours a day, seven days a week. In addition, a great deal of workers endure unfavorable working conditions, including low pay, unstable jobs, inadequate benefits, little opportunity for professional advancement, and little opportunity for personal development (Ebrahim, 2015). The country's economic circumstances have a negative effect on the hotel industry. The hotel industry experienced financial difficulties as a result of a decline in tourism. Managers were therefore forced to take away benefits from workers in order to lessen the financial problem. Employees were forced to labour without rewards due to the danger of layoffs (Mfinanga, 2018). This resulted in a lack of job happiness, which impacted worker productivity and hotel cost management. The nation's economic activity accelerated the industry's rate of labour turnover (Mfinanga, 2018). From this perspective, hotel employees' departures can be attributed to inadequate compensation and unappealing incentive schemes. In the context of impact factors, employee performance and a reward system are crucial. It is impossible to undervalue the consequences of not giving hotel staff the right kind of recognition (Daniel, 2019). It might significantly affect staff performance, which directly affects how visitors feel about the place. Hotels rely heavily on their employees to give their customers outstanding service (Kattara, Weheba, and Ahmed, 2015). Reviewing and comprehending the degree to which reward systems affect worker performance is necessary. This knowledge would emphasize the extent to which reward systems and hotel performance (selling volume, cost control, and labor turnover) are impacted. This disparity raises important questions about the strategies hotels use to develop and administer reward programs, their effectiveness, and how effectively these strategies mesh with the unique cultural, social, and economic dynamics of the area. It is against this background that this study seeks to be guided with the following objectives.

The contributions of human resources and performances of most hotels in Delta and Anambra States are yet to be ascertained in visible documentation for reference purposes. The study has been designed with proposed operational frame work (Figure 1) to bridge the existing gaps in the literatures and issues facing human resources activities such as reward management, and performances in the hotel industries such as sales volume, cost control and labour turn over.
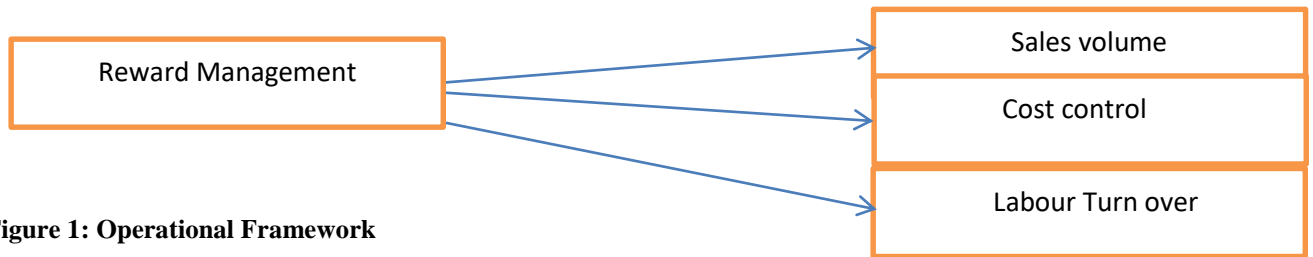
**Figure 1: Operational Framework**

**Objectives of the Study**

The main objective of the study was to assess the effect of reward management on performance of hotels in Anambra and Delta States of Nigeria. The specific objectives of the study are to:

i.     examine the extent to which reward management affect sales volume

ii.    investigate the extent reward management affect's cost control

iii.   examine the extent to which reward management affect labour turnover.

**Research Questions**

The following research questions were drawn in conformity with the stated objectives.

i.     To what extent does reward management affect sales volume?

ii.    What effect does reward management have on cost control?

iii.   How significantly does reward management affect labour turnover?

**Hypotheses of the Study**

The following hypotheses are derived in conformity with the stated objectives above.

$Ho_1$:     Reward management does not significantly affect sales volume

$Ho_2$:     Reward management has no significant effect on cost control

$Ho_3$:     Reward management does not have any link with labour turnover

**Methodology**

The study area is Anambra and Delta States of Nigeria. The method employed for this research takes the form of a survey study which allows samples to be selected. A multi stage sampling technique was used for the study. First a purposive sampling of two states (Delta and Anambra State) from the 36 states in Nigeria and purposive selection of seventeen (30) functional hotels from the study location. Second stage involved simple random sampling of employees from each of the hotels purposively selected. A simple random sampling of size N is the probability sampling design for which a fixed number of N units are selected from a population of N units without replacement such that every possible sample of N units has equal probability of being selected. A resulting sample is called a simple random sample.

The simple random sampling technique adopted in selecting the populations for this study gives every member an equal chance of being selected or chosen.

To administer the questionnaire, Ukabuilu's (2013) formula employed is stated as followed:

R = F (Y. I. C)

Where:

Y = years of experience

I = People index knowledge

C = Class of staff

Thirty hotels from Delta and Anambra States were selected for the study. Five departments from the hotel were selected, and each having an average of fifteen (15) workers in the thirty hotels gave a total population of two thousand, two hundred and fifty (2,250). The departments include the housekeeping department, front office department, food and beverages department, maintenance and engineering department, and security department. Taro Yamens formula employed in determining the sample size and the formula is given as:

Taro Yamens formula: $n = \dfrac{N}{1 + N(e)^2}$

Where:  n = Sample Size

         N = Population

e = Level of significance (0.05)

$n = \dfrac{2250}{1 + 2250(0.05)^2}$

$$n = \frac{2250}{1 + 2250\,(0.0025)}$$

$$n = \frac{2250}{1 + 6}$$

$$n = \frac{2250}{7}$$

n = 321

For the purpose of this research work, the sample size chosen from the population of 2250 using Taro Yamens formula was 321 fulltime staff of hotels in Delta and Anambra State.

Primary source of data were obtained from the respondents in the field, and questionnaire was the instrument used in eliciting the view and opinion of the respondents. Both descriptive and inferential statistical procedure were used. The descriptive statistics used includes diagrams (tables and figures), mean value, standard deviation, simple percentage and frequency counts to achieve the objectives. Inferential statistic (Correlation coefficient) was used to indicate the nature of statistical relationship that exists among variable in order to validate or reject the stated hypothesis. The analysis was carried out using statistical scientific package for social sciences (SPSS) version 17 software.

The pearson product correlation was used to achieve the hypotheses shown in the formula below:

$$rxy = \frac{n\sum xy - \sum x\sum y}{\sqrt{(n\sum x2 - (\sum x)2)(n\sum y2 - (\sum y)2)}}$$

Where

Y = Dependent variables or variable to predict

X = Independent variables or the predictor variable for:

n = Sample size

**Results and Discussion**

Table 4.1 revealed the demographic information of the respondents. The result showed that majority 167(53.0) of the respondents are females while male constituted 148(47.0%). Also, 54(17.1%) of the respondents fall within the age bracket of 18 – 27 years, 144(45.7) falls within 28 – 37 years, 86(27.3%) falls within 38 48 years while those above 48 years constituted 31(9.8). the result indicated that majority 180(57.1%) of the respondents are single while 135(42.9%) are married. The result showed that 32(10.2%) of the respondents had SSCE/GCE/NECO qualification, 83(26.3%) had NCE/OND qualification, 157(49.8%) had HND/BSC qualification while 43 (13.7%) had completed MBA/M.MSC degree. The result revealed that 64(20.3%) of the respondents are in Housekeeping department, 74(23.5%) work in Front office department, 104(33.0%) work in Food and beverages department while 31(9.8%) work in Maintenance and engineering department and those that work in Security department constituted 42(13.3%). The result obtained demonstrated that majority of the respondents 148(47.0%) work for 10 hours, 94(29.8%) work for 12 hours while 73(23.2%) work for 24 hours.

**Table 4.1        Demographic information of the respondents**

| Parameter | Frequency | Percentage |
|---|---|---|
| **Gender** | | |
| Male | 148 | 47.0 |
| Female | 167 | 53.0 |
| **Age** | | |
| 18 – 27 | 54 | 17.1 |
| 28 – 37 | 144 | 45.7 |
| 38 – 47 | 86 | 27.3 |
| > 48 | 31 | 9.8 |
| **Marital Status** | | |
| Married | 135 | 42.9 |
| Single | 180 | 57.1 |
| **Educational qualification** | | |
| SSCE/GCE/NECO | 32 | 10.2 |
| NCE/OND | 83 | 26.3 |
| HND / B.SC | 157 | 49.8 |

| | | |
|---|---|---|
| MBA/M.MSC | 43 | 13.7 |
| **Department** | | |
| Housekeeping department | 64 | 20.3 |
| Front office department | 74 | 23.5 |
| Food and beverages department | 104 | 33.0 |
| Maintenance and engineering department | 31 | 9.8 |
| Security department | 42 | 13.3 |
| Number of hours spent on the job | | |
| 10 hours | 148 | 47.0 |
| 12 hours | 94 | 29.8 |
| 24 hours | 73 | 23.2 |

**Source: Field survey, (2023)**

**Effect of Reward management on sales volume in the selected hotels**

The correlation result showed that reward management has significant (p<0.01) effect on sales volume in the hotels in Anambra and delta States. The null hypothesis was therefore rejected. Babakus et al. (2008) define reward as the outside advantages given to employees in return for their work. Thus, it encompasses salary, bonuses, incentives, profit-sharing, items or events that employees receive in exchange for a job well done, as well as payments for overtime (Byars and Rue, 2008). The findings corroborated those of Prabhakar (2019) for African hotel workers. Less than half of the respondents (16%) said that their hotel's existing incentive program encouraged them and improved sales results (Prabhakar, 2019). This finding also supported the findings of Prabhakar (2019), who found that low sales rates occur during off-peak seasons, when staff members of small- to medium-sized hotels may see a pay reduction or receive payment in installments. According to Yeswa and Ombui (2019), paying hotel staff overtime, bonuses, salary, and holiday allowances increases sales. The outcome is also consistent with the findings of Muse et al. (2008), who stated that staff perks and rewards are thought to have a major impact on worker performance and enhance employer-employee relations. According to Wei Nan and Wei (2020), funding for employee welfare initiatives has a favorable impact on both corporate sales and personnel' capacity for innovation. According to Ben-Nasr and Ghouma (2018), incentive plans that are in line with employee requirements are more likely to increase sales productivity, strengthen shareholder engagement, deter expensive strikes, and improve the company's reputation in the marketplace.

**Table 4.2      Effect of Reward management on sales volume in the selected hotels**

**Correlations**

| | | Reward management | Sales volume |
|---|---|---|---|
| Reward management | Pearson Correlation | 1 | 1.000[**] |
| | Sig. (2-tailed) | | .000 |
| | Sum of Squares and Cross-products | 217.663 | 217.663 |
| | Covariance | .693 | .693 |
| | N | 315 | 315 |
| Sales volume | Pearson Correlation | 1.000[**] | 1 |
| | Sig. (2-tailed) | .000 | |
| | Sum of Squares and Cross-products | 217.663 | 217.663 |
| | Covariance | .693 | .693 |
| | N | 315 | 315 |

**. Correlation is significant at the 0.01 level (2-tailed).

**4.3      Effect of Reward management on cost control in selected hotels**

The result showed that reward management has a significant and positive effect on cost control (p<0.01) in hotels in Anambra and Delta State. The null hypothesis was therefore rejected.

When used properly in hotels, reward management is essential for maximizing cost-control strategies. Hotels can encourage staff members to increase their performance and productivity levels by providing rewarding programs that are competitive and well-structured. Employee satisfaction and motivation are more likely to increase productivity and responsibility, which reduces operational waste and inefficiencies (Vatankah et al., 2017). Additionally, a motivated workforce often exhibits higher job satisfaction, which lowers turnover rates and related

expenses for recruitment and training. This productive workplace, supported by effective reward management systems, encourages employee loyalty and staff retention, resulting in a knowledgeable and experienced workforce. As a result, hotels can improve overall cost control, reduce training costs, and streamline operations, all of which have a favorable effect on the hotel's bottom line. This study supports the findings of Mohsin (2015), who found that employees' optimistic assessments of their prospects for progress and career development in cost control are probably related to the anticipated rise in reward management. Additionally, Frenkel and Bednall (2016) noted that rewarded and promoted staff members will demonstrate favorable cost control. Workers who believe they are being fairly compensated and appreciated feel obligated to give back by making extra efforts to support an organization's objectives (Bysted and Jespersen, 2014). Rewards encourage workers to voluntarily go above and beyond to complete assigned tasks and make the best use of the resources available (Janssen, 2000). It has been claimed that 580 customer-facing employees in 29 hotels in Malaysia exhibit cost- and service-oriented citizenship behaviors in response to rewards (Nasurdin, Ahmad and Tan, 2014). Benefit packages improve corporate citizenship, which encourages employees to make wise decisions about cost control (Lin, Chen, and Chen, 2016). This study outcome is consistent with the findings of Carlson et al. (2006), who demonstrated a favourable relationship between employee reward and cost management because most employees are willing to reduce expenses in exchange for higher rewards.

**Table 4.3 Effect of Reward management on cost control in selected hotels**
**Correlations**

| | | Reward management | Cost control |
|---|---|---|---|
| **Reward management** | Pearson Correlation | 1 | 1.000** |
| | Sig. (2-tailed) | | .000 |
| | Sum of Squares and Cross-products | 274.730 | 274.730 |
| | Covariance | .875 | .875 |
| | N | 315 | 315 |
| **Cost control** | Pearson Correlation | 1.000** | 1 |
| | Sig. (2-tailed) | .000 | |
| | Sum of Squares and Cross-products | 274.730 | 274.730 |
| | Covariance | .875 | .875 |
| | N | 315 | 315 |

**. Correlation is significant at the 0.01 level (2-tailed).

**4.4    Effect of reward management on labour turnover in selected hotels**
The correlation result shows that reward management has a strong and positive link with labour turnover ($p<0.01$) in hotels in Anambra State and Delta State. Reward management in hotels establishes a robust and positive correlation with labour turnover by directly influencing employee satisfaction and retention. When hotels implement effective reward systems, such as competitive salaries, performance bonuses, and recognition programs, employees feel valued and motivated to stay with the organization. These rewards not only serve as incentives but also foster a sense of loyalty and job security among the staff. As a result, employees are more likely to remain committed to their jobs, reducing turnover rates. A satisfied workforce, appreciative of the rewards they receive, is less inclined to seek employment elsewhere, leading to a stable and experienced team in the hotel industry. This stability minimizes the costs associated with recruitment, training, and onboarding of new employees, contributing to significant savings and creating a positive cycle where well-implemented reward management strategies consistently lower labour turnover rates in hotels. The result agreed with Rajapaksha (2015) who stated that employee turnover significantly affected to the role of an organization in apparel industries. In order to maintain a high retention rate, businesses are currently searching for new ways to support their workers in being more productive and content in their workplaces. Pay level factor is more correlated with intention to leave than other characteristics, such as affective commitment, according to A'yuninnisa and Saptoto (2015). The findings of A'yuninnisa and Saptoto (2015) suggested that salary levels have a greater influence on employee turnover than other factors when it comes to their desire to leave the company and pursue other opportunities. According to Naeem et al., (2016), turnover intention affects pay level satisfaction both directly and indirectly. The study also found that raising the pay structure level can decrease turnover intention. Naeem et al. (2016) also emphasized that an employee's decision to leave the company may depend on whether they feel that their remuneration is insufficient to keep up with the current economic climate. According to Mohammad et al. (2014), employee turnover across various age groups is strongly correlated with monetary incentives. Even though the

age groups are different, it's crucial to have appropriate incentive programs in place to support workers who intend to stay in their existing positions. Additionally, Babangida et al. (2014) noted that depending on the age groups, a well-balanced reward type is more crucial.

**Table 4.4    Effect of reward management on labour turnover in selected hotels**
Correlations

|  |  | Reward management | Labour turnover |
|---|---|---|---|
| Reward management | Pearson Correlation | 1 | 1.000** |
|  | Sig. (2-tailed) |  | .000 |
|  | Sum of Squares and Cross-products | 203.600 | 203.600 |
|  | Covariance | .648 | .648 |
|  | N | 315 | 315 |
| Labour turnover | Pearson Correlation | 1.000** | 1 |
|  | Sig. (2-tailed) | .000 |  |
|  | Sum of Squares and Cross-products | 203.600 | 203.600 |
|  | Covariance | .648 | .648 |
|  | N | 315 | 315 |

**. Correlation is significant at the 0.01 level (2-tailed).

**Conclusion**
The study's conclusion offers insightful information about the complex dynamics of the Anambra and Delta States hotel industries, notably with regard to labour turnover, sales volume, cost control, and reward management system. The thorough examination of these variables produced a number of significant findings, one of which was that competitive pay and incentives, along with well-designed reward systems, significantly impact worker turnover, cost control, and sales volume. Appropriate incentives boost worker happiness, loyalty, and motivation, all of which support hotel performance.

**Recommendation**
Based on the findings of this study it is therefore recommended that hotels should design and implement competitive reward systems that recognize and appreciate employees' efforts. This can include performance bonuses, recognition programs, and other non-monetary incentives.

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