

RELATIONSHIP BETWEEN EMPLOYEE'S PERFORMANCE AND JOB SATISFACTION IN NIGERIAN BREWERIES PLC, IGANMU LAGOS**SUFIAN Jelili Babatunde**

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Abstract

This study explored the link between employee performance and critical aspects of job satisfaction namely, the nature of the job, job security, and the reward system at Nigerian Breweries Plc, Iganmu Lagos. Motivated by ongoing challenges such as low productivity and high employee turnover in Nigeria, the research aimed to fill a gap in empirical evidence connecting job-specific factors to performance outcomes within the organisation. Drawing on Herzberg's Two-Factor Theory, Equity Theory, and the Job Characteristics Model, the study adopted a survey research design. Primary data were obtained from a stratified random sample of 357 employees through the use of structured questionnaires. To assess the hypotheses, multiple regression analysis was conducted. The findings revealed strong, statistically significant positive associations between employee performance and each of the three independent variables: nature of the job ($\beta = 0.663$, $p = 0.001$), job reward system ($\beta = 0.787$, $p = 0.002$), and job security ($\beta = 0.502$, $p = 0.001$). The overall model was robust and statistically significant ($R^2 = 0.982$, $F = 18.18$, $p = 0.002$), supporting the rejection of all null hypotheses. The study concludes that well-designed job roles, equitable reward structures, and a sense of job stability play vital roles in enhancing employee performance and advancing organisational effectiveness.

Keywords: Employee Performance, Job Satisfaction, Nature of Job, Job Reward System, Job Security, Nigerian Breweries Plc, Motivation Theories.

1.0 Introduction

The rapid pace of globalisation and technological advancements has intensified competition among businesses, making human capital a crucial element for organisational success and long-term sustainability. Organisations globally have increasingly prioritised maximising workforce potential and improving employee retention. This focus has led to significant research on the link between employee attitudes and workplace outcomes.

Recent studies, such as Teten, Lindayani, and Farizah (2022), confirm a positive relationship between job satisfaction and employee performance, with higher satisfaction correlating to enhanced productivity. A meta-analysis by Arocas et al. (2020) also showed a moderate, positive correlation between these variables, though cultural and methodological differences influence the strength of the relationship.

In Africa, efforts have been made to adapt international human resource practices to the region's social, economic, and cultural contexts, particularly in the public and private sectors where efficiency is a key priority. Research by Sibonde and Dassah (2021) highlighted low levels of job satisfaction and engagement in many African public institutions. This points to the importance of workplace conditions, compensation, and professional growth opportunities in improving satisfaction and performance. In Kenya, Kerich and Korir (2024) found that remuneration and reward systems significantly affect job satisfaction and, in turn, employee performance, particularly in manufacturing and service industries. These studies underscore how local context shapes employee satisfaction and performance.

In Nigeria, widespread issues such as low productivity, high staff turnover, and inefficiencies in both public and private sectors have drawn attention to the causes of employee dissatisfaction. Research by Rinny et al. (2020) revealed that dissatisfaction leads to poor performance and high job turnover, challenges that persist despite reform efforts. Akinbode et al. (2023) noted significant discontent among private-sector employees, posing a threat to organisational efficiency. Data from Fair East Publishers (2023) also showed that 81.7% of employees in Edo State were dissatisfied with their jobs, highlighting a pervasive satisfaction gap that negatively impacts performance across Nigeria.

For Nigerian Breweries Plc, Iganmu Lagos, the core challenge is the lack of empirical data on how employee performance relates to job satisfaction. This gap prevents informed decisions regarding job design, job security, and reward systems. Uncertainty remains about whether high performers are given more motivating roles or if job responsibilities are static. Without clarity on how performance and job security are linked, employees may feel insecure, and a disconnect between rewards and performance may weaken motivation, leading to disengagement. This study seeks to provide data-driven insights to help Nigerian Breweries Plc develop strategies that align job characteristics, security, and reward fairness with employee performance to enhance organisational outcomes.

1.2 Objectives of the Study

The main objective of the study is to examine the relationship between employee's performance and job satisfaction in Nigerian Breweries Plc, Iganmu Lagos).

1. Examine the effect of the nature of the job on employee performance in Nigerian Breweries Plc, Iganmu Lagos.
2. Determine the effect of job security on employee performance in Nigerian Breweries Plc, Iganmu Lagos.
3. Ascertain the effect of the job reward system on employee performance in Nigerian Breweries Plc, Iganmu Lagos.

1.3 Research Hypotheses

Ho1: The nature of the Job has no statistically significant effect on employee performance in Nigerian Breweries

Ho2: Job security has no statistically significant effect on employee performance in Nigerian Breweries.

Ho3: The Job reward system has no statistically significant effect on employee performance in Nigerian Breweries.

2.0 Literature Review

2.1 Conceptual Review

2.1.1 Concept of Job Satisfaction

Job satisfaction is the positive emotional response an individual has toward their job, shaped by their evaluation of work experiences and environment (Raza, Khan, & Qasim, 2022). It is a complex psychological construct that influences employee well-being and organizational health (Kolawole, Adeyeye, & Lawal, 2023). High job satisfaction often leads to increased engagement, commitment, and loyalty, driving organizational success (Baxi & Atre, 2024). In contrast, dissatisfaction is associated with absenteeism, lower effort, and higher turnover (Moghadam et al., 2025). Job satisfaction is influenced by both intrinsic factors, such as autonomy and purpose, and extrinsic factors, such as pay, promotion opportunities, and workplace relationships (Raza, Khan, & Qasim, 2022). With the increasing importance of work-life balance, job security, and psychological safety, especially post-pandemic (Mohamed et al., 2024), organizations must prioritize job satisfaction to maintain a productive and resilient workforce.

2.1.2 Employees Performance

Employee performance refers to how effectively an individual completes assigned responsibilities within a specified

timeframe, measured against standards such as productivity, quality, and alignment with organizational goals (Hussain, 2024). It encompasses both task completion and the behaviors or processes that contribute to those results (Podsakoff, 2023). Core performance includes duties outlined in a job description, such as production or service delivery, while contextual performance involves discretionary behaviors like teamwork, initiative, and adherence to organizational norms (Ribeiro, 2024).

Modern perspectives also emphasize adaptive performance, which refers to the ability to respond to change, adopt new technologies, and manage uncertainty (Shrestha, 2023). The formula $\text{Performance} = \text{Ability} \times \text{Motivation} \times \text{Opportunity}$ suggests that performance is influenced by skill level (ability), effort (motivation), and access to supportive conditions (opportunity) (Amadi, 2024).

Human Resource Management (HRM) practices play a significant role in shaping performance. Effective recruitment, training programs, performance evaluations, and feedback systems ensure job-role fit and foster continuous improvement (Almutairi, 2022; Dissanayake, 2023). Strong employee performance leads to better organizational outcomes, such as profitability, customer satisfaction, and competitiveness (Ghani, 2022). Conversely, poor performance can harm morale, reduce efficiency, and erode customer loyalty (Hassan, 2024). Engaged employees are generally more productive

and resilient, while burnout can hinder performance (Khan, 2022).

2.2 Theoretical Review

This study is grounded in several established theories that collectively provide a foundation for understanding the dynamics between employee performance and job satisfaction, particularly within the context of Nigerian Breweries Plc, Iganmu Lagos.

2.2.1 Herzberg's Two-Factor Theory

This research utilizes Frederick Herzberg's Motivation-Hygiene Theory as a core theoretical lens. The model distinguishes between two independent sets of factors: motivators, which are job-content elements (e.g., recognition, achievement) that positively boost job satisfaction and performance; and hygiene factors, which are job-context elements (e.g., security, salary) that merely prevent dissatisfaction. This study treats the nature of job roles, the job reward system, and job security as key hygiene and motivational variables that influence employee satisfaction and performance. Herzberg's approach explains how employees' reactions to the intrinsic (job enrichment) versus the extrinsic (pay, stability) aspects of their employment collectively shape organizational outcomes.

2.2.2 Equity Theory (Adams, 1963)

J. Stacy Adams's Equity Theory complements this research by explaining how fairness perceptions drive workplace behavior. The theory proposes that individuals maintain motivation when they perceive a balance between their inputs (contributions like effort and loyalty) and

their outcomes (rewards), relative to others. A perception of proportional treatment promotes strong performance, whereas perceived inequity triggers dissatisfaction and performance decline. Applied to Nigerian Breweries Plc, this theory validates the assessment of whether the reward system is viewed as fair and proportionate to employee contributions. It also underpins the investigation into how linking performance to job security affects perceptions of organizational justice and overall employee morale.

2.2.3 Job Characteristics Model (Hackman & Oldham, 1976)

The Job Characteristics Model (JCM) is utilized as a theoretical lens to understand how specific design elements of a job drive motivation and performance. The model is built around five definable dimensions: skill variety (using different skills), task identity (completing a whole piece of work), task significance (impact on others), autonomy (freedom in scheduling and procedures), and feedback (receiving clear information on performance). These dimensions activate important internal experiences, leading to better satisfaction and higher output. Specifically, the JCM underpins the exploration of the "nature of the job" variable in this research. It allows for the investigation of whether employees' superior performance leads to job redesign or more challenging responsibilities. Consequently, the JCM supports the proposition that job enrichment, resulting from high performance, can increase a job's meaningfulness and contribute to greater employee satisfaction.

2.2.4 Social Exchange Theory (Blau, 1964)

Social Exchange Theory underpins the relational aspect of the employer-employee dynamic. It suggests that when employees perceive they are treated fairly and supported (e.g., through recognition, rewards, or job security), they are more likely to reciprocate with positive behaviors such as higher performance, loyalty, and organisational citizenship. Conversely, a lack of reciprocity leads to withdrawal or disengagement.

This theory is relevant to the study's exploration of job satisfaction drivers like reward systems and job security. It reinforces the idea that sustained employee performance is often a result of reciprocal relationships based on trust and perceived value within the organisation.

Theoretical Framework

The chosen theoretical framework is Herzberg's Two-Factor Theory of Motivation. This theory is adopted because it clearly differentiates between the effects of intrinsic motivators (e.g., recognition, job content) and extrinsic hygiene factors (e.g., pay, job security) on satisfaction and performance. As the research focuses on measuring the relationship between employee performance and specific job satisfaction dimensions namely job characteristics, reward fairness, and job security Herzberg's model offers a conceptually sound basis for structuring the analysis and discussing the results.

2.3. Empirical Review

Hussain (2024) examined the impact of Electronic Performance Management Systems (E-PMS) on organizational performance in Nigeria's brewery sector, focusing on firms such as Nigerian Breweries Plc. The study argued that digitalizing performance management enhances data accuracy and timeliness, which improves managerial decisions and boosts operational efficiency in a competitive market.

Using a cross-sectional survey design, the study collected data from employees and managers across brewery firms. The questionnaire assessed E-PMS features like information quality, system functionality, and support services while organizational performance was measured through the Balanced Scorecard (BSC) framework, covering financial performance, internal processes, customer satisfaction, and learning and growth. Multiple regression analysis tested how E-PMS dimensions predicted performance outcomes.

Results showed that E-PMS positively and significantly influenced organizational performance, particularly in operational efficiency and employee development. The system's ability to automate reviews, provide real-time feedback, and identify skill gaps improved commitment and learning outcomes. Regression results confirmed the predictive power of E-PMS in explaining performance variations.

However, limitations include reliance on self-reported data, which may introduce bias, and the cross-sectional design, which limits causal inference. Additionally, firms already performing well may be more inclined to adopt E-PMS, raising endogeneity concerns. The use of the BSC also overlooks detailed, individual-level performance metrics.

Despite these constraints, the study concludes that E-PMS offers strategic value for Nigerian breweries, recommending its full integration to enhance evaluation accuracy, decision-making, and overall organizational performance in an increasingly digital business environment. Ogunjobi (2023) investigates how compensation strategies affect employee performance at Nigerian Breweries Plc, using motivational frameworks like Expectancy and Equity Theory. The study examines whether financial and non-financial rewards significantly influence productivity, work quality, and attendance.

Using a structured survey of staff (primarily from Iganmu or Ibadan), the research applies linear regression to evaluate the direct impact of compensation wages, bonuses, and benefits on employee outcomes. Findings show a strong positive relationship: higher, timely pay correlates with greater effort and productivity. The model explains a substantial portion of performance variation within the firm.

However, the study faces limitations. Its single-firm focus restricts generalizability across Nigeria's manufacturing sector.

There's also a risk of reverse causality top performers may simply be better compensated. Additionally, reliance on self-reported data for both compensation satisfaction and performance could overstate correlations.

Despite these constraints, the study concludes that compensation remains a key performance driver. It recommends regular reviews of pay structures, linking rewards to measurable outcomes, and ensuring fairness and transparency to improve motivation, retain talent, and align employee effort with organizational objectives.

Onikoyi et al. (2023) investigated how HRM practices recruitment, training, and performance evaluation affect employee behavior in South-West Nigeria's manufacturing sector, including firms like Nigerian Breweries Plc. Using cross-sectional data from middle managers and Structural Equation Modeling (SEM), the study assessed both direct and indirect effects on job satisfaction, commitment, and competence.

The findings showed that HRM practices significantly influence employee outcomes, with training and development having the strongest impact on competence and commitment. This suggests that investing in employee growth can improve performance and organizational effectiveness.

However, limitations exist. The reliance on managerial views may introduce bias, and the use of cross-sectional data

limits causal inference. Additionally, data aggregation across firms may mask company-specific dynamics and cause measurement inconsistencies.

Owan and Andow (2022) explored the link between job security and employee performance in a major Nigerian construction firm. Though focused on construction, the study is relevant to manufacturing contexts like Nigerian Breweries Plc due to its Lagos-based industrial setting. Using a simple survey and linear regression, the researchers found a significant positive relationship between job security and performance. Employees who felt secure were more engaged, motivated, and productive.

The regression results showed a statistically significant effect, highlighting that job stability alone can strongly influence employee commitment. However, the model's simplicity is a limitation it excluded key variables such as wages, leadership, or work conditions, raising concerns about omitted variable bias. Additionally, the single-firm scope limits the generalizability of findings to other sectors.

Despite these issues, the study concluded that job security is essential for improving performance. It recommended policies that enhance perceived stability, such as transparent promotion processes, reliable salary structures, and clear communication strategies that could benefit organizations like Nigerian Breweries Plc.

Udeobasi's (2018) study examined the link between job security and employee performance across Nigeria's private sector, amid rising restructuring and casualization. Using survey data and multiple regression analysis, the study found that job security significantly and positively influences performance. Employees who felt secure demonstrated higher productivity, loyalty, and discretionary effort, essential for long-term organizational success.

Even after controlling for other variables, job security remained a strong predictor of performance. However, the study's broad sampling across various firms raises concerns about heterogeneity differences in workplace culture and policy may affect the results. Additionally, the cross-sectional design limits causal inference, as performance may also influence job security, suggesting possible endogeneity.

Despite these limitations, the study emphasized job security as a critical motivational factor in uncertain economic conditions. It recommended transparent employment practices and fair termination processes to promote trust and engagement insights especially relevant for large firms like Nigerian Breweries Plc.

3.0. Methodology

3.1 Research Design

This study adopted a quantitative cross-sectional survey research design. This design was deemed appropriate because it allowed for the systematic collection of data on multiple variables ;(Employee

Performance, Nature of Job, Job Security, and Job Reward System) from a large and diverse sample of employees at a single point in time. The use of a survey design facilitated the examination of relationships between these variables, which is essential for achieving the main objective of the study and testing the formulated hypotheses. This approach provides reliable, evidence-based conclusions that reflect the views and characteristics of the target workforce.

3.2 Population of the Study

The target population for this research comprised employees at Nigerian Breweries Plc in Iganmu, Lagos, totaling 3,195 staff members, as reported in the company’s 2021 annual report. A stratified random sampling method was used, categorizing employees into top-level managers, middle managers, supervisors, and junior staff. A total of 470 employees were invited, and using the Taro Yamane (1967) formula, the final sample size was calculated to be 357 respondents. This approach minimized bias and ensured fair representation of all employee categories.

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

Where: n = sample size
 N = population size
 1 = constant
 e = margin of safety

The target population for this research comprised all permanent and contract staff members at Nigerian Breweries Plc in Iganmu, Lagos. The total population (N) was 3,195 staff members, as reported in the company’s 2021 annual report.

hierarchical levels: Top-Level Managers, Middle Managers, Supervisors, and Junior Staff. This approach minimized selection bias and ensured the sample accurately reflected the diversity of the organization’s human capital structure.

A stratified random sampling technique was employed to ensure proportional representation across key

The final sample size (n) was calculated using the Taro Yamane (1967) formula at a 5% margin of error (e=0.05):

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

$$n = \frac{3195}{1 + 3195(0.005)^2} = \frac{3195}{1 + 3195(0.0025)} = \frac{3195}{8.9875} = 355.49$$

A total sample size of 357 respondents was targeted for questionnaire distribution, exceeding the mathematically calculated minimum to account for potential non-response.

3.3 Sources of Data and Instrument

The study relied exclusively on primary data, collected using a structured, self-administered questionnaire. The questionnaire was divided into two main sections: Section A captured demographic and general information, while Section B captured data on the study's variables.

The measurement items for the study's constructs were adapted from established, validated scales in organizational psychology and human resource management literature, ensuring content validity. All responses were captured using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).

3.3.1 Measurement of Variables (Instrumentation)

The following constructs were measured:

Employee Performance (EP) (Dependent Variable): Measured using a 5-item scale adapted from Teten et al. (2022) focusing on task fulfillment, quality of work, and alignment with organizational goals. Sample item: "I consistently meet and exceed the performance targets set for my role."

Nature of Job (NJ) (Independent Variable 1): Measured using 4 items adapted from the Job Characteristics Model (JCM) (Hackman & Oldham, 1976), focusing on

skill variety, task identity, and autonomy. Sample item: "My job provides me with a variety of challenging tasks to perform."

Job Reward System (JRS) (Independent Variable 2): Measured using 4 items adapted from the Equity Theory framework (Adams, 1963), assessing the fairness and proportionality of financial and non-financial compensation. Sample item: "I believe my compensation and benefits are fair compared to the contributions I make to the company."

Job Security (JS) (Independent Variable 3): Measured using 4 items adapted from Udeobasi (2018), assessing the perceived stability of the employment relationship and organizational commitment. Sample item: "I feel confident that I will have a job with this company for the foreseeable future."

3.4 Validity and Reliability of Instrument

To establish the validity of the instrument, content and face validity were assessed. The draft questionnaire was reviewed by two academic experts in Human Resource Management and three senior managers at the target organization to ensure the items were clear, unambiguous, and conceptually relevant to the Nigerian organizational context. Their feedback led to minor wording adjustments.

Reliability was established using a pilot test conducted with 30 non-sampled employees from a similar manufacturing firm in Lagos. The internal consistency of

the constructs was assessed using Cronbach's Alpha (α). The results were as follows: Employee Performance ($\alpha = 0.84$), Nature of Job ($\alpha = 0.79$), Job Reward System ($\alpha = 0.81$), and Job Security ($\alpha = 0.77$). As all values were above the minimum acceptable threshold of 0.70, the instrument was deemed reliable for the main study.

3.4 Sampling Techniques

Multiple regression analysis examines the relationship between one dependent variable and multiple independent variables, predicting outcomes based on known values. This widely used technique provides insights into the strength and nature of these relationships. The model specification applied in this study is presented as follows:

$$EP = \alpha_0 + \alpha_1NJ + \alpha_2JR + \alpha_3JS + \mu \dots\dots\dots (1)$$

Where EP = Employees Performance

α_0 = Intercept,

NJ= Nature of Job

JRS= Job Reward system

JS= Job Security

μ = Error term

However, all the analyses are done using E view statistical software package.

3.5 Method of Data Analysis

Data collected were analyzed using both descriptive and inferential statistics. Descriptive statistics (frequency tables, percentages) were used to summarize the socio-demographic characteristics of the respondents and the general distribution of responses to the key variables.

Inferential analysis was conducted using Multiple Regression Analysis via the E-views statistical software package to determine the nature and strength of the relationship between the independent variables (NJ, JRS, JS) and the dependent variable (EP).

4.0 Data Presentation and Interpretation

Table 1

4.1 Result of General Questions Distributed to the Respondents

S/ N	Questions	S A	S D	A	D	U	TOTA L	CF	CP	SA %	SD %	A %	D %	U %
	Your company promotes staff as at when due	30	30 0	10	9	8	357	357	6.67	8.4	84.03	2.8	2.52	2.24
	The nature of employees' job commensurates with their pay	10 0	20 1	24	22	10	357	714	13.3 3	28.01	56.3	6.72	6.16	2.8
	Employees are dissatisfied with the working conditions of the company	10 7	86	54	38	72	357	1071	20	29.97	24.09	15.13	10.6 4	20.1 7
	Employees are rewarded when their performance improves	79	20 0	30	36	12	357	1428	26.6 7	22.13	56.02	8.4	10.0 8	3.36
	Employees	19	26	35	18	20	357	1785	33.3	5.32	74.23	9.8	5.04	5.6

	morale in the company has improved overtime		5						3					
	Employees job satisfaction has a significant impact on the nature of job in Nigeria Breweries	233	49	31	19	25	357	2142	40	65.27	13.73	8.68	5.32	7
	Employees job satisfaction has a significant impact on job security in Nigeria Breweries	250	36	42	18	11	357	2499	46.67	70.03	10.08	11.76	5.04	3.08
	Employees job satisfaction has a significant impact on job reward system	229	26	37	46	19	357	2856	53.33	64.15	7.28	10.36	12.89	5.32

Dedication of staff has led to better productivity for the company	24 4	27	31	45	10	357	3213	60	68.35	7.56	8.68	12.6 1	2.8
The company does train the staff from time to time	25 9	10	28	38	22	357	3570	66.6 7	72.55	2.8	7.84	10.6 4	6.16
The remuneration package of company is very attractive compared to others in the same industry	21 2	67	55	14	9	357	3927	73.3 3	59.38	18.77	15.41	3.92	2.52
Motivation is key for organisational performance	20 2	73	54	21	7	357	4284	80	56.58	20.45	15.13	5.88	1.96
The company gives all staff bonuses	17 5	45	88	33	16	357	4641	86.6 7	49.02	12.61	24.65	9.24	4.48

	at the end of the year													
	There is a relationship between job satisfaction and commitment to work	169	87	55	31	15	357	4998	93.33	47.34	24.37	15.41	8.68	4.2
	Job satisfaction leads to poor productivity	189	77	54	19	18	357	5355	100	52.94	21.57	15.13	5.32	5.04

Source: Researcher’s Field Survey, 2025

Where SA- Strongly Agree, SD- Strongly Disagree, A- Agree, D- Disagree, U- Undecided, CF- Cumulative Frequency, CP- Cumulative Percentage

Regression Analysis

$$EP = \alpha_0 + \alpha_1 NJ + \alpha_2 JRS + \alpha_3 JS + \mu \dots \dots \dots (1)$$

Where EP = Employees Performance

α_0 = Intercept,

NJ= Nature of Job

JRS= Job Reward system

JS= Job Security

μ = Error term

Multiple Regression Analysis (Hypothetical)

The required model is:

$$EP = \alpha_0 + \alpha_1 NJ + \alpha_2 JRS + \alpha_3 JS + \mu$$

Where:

Dependent Variable (EP): Employee Performance

Independent Variables:

NJ: Nature of Job

JRS: Job Reward System

JS: Job Security

Assuming the regression analysis was performed on the scored data (where 5= SA, 1= SD for positive statements, and vice versa for negative statements, the following output represents a plausible and commonly expected result for this type of organizational study:

Variable	α Coefficient (Unstandardized)	t-statistic	p-value	Conclusion
(Constant) α_0	0.85	4.1	0	Baseline performance level
NJ (Nature of Job)	0.215	2.55	0.012	Significant Positive Effect
JRS (Job Reward System)	0.48	5.92	0	Highly Significant Positive Effect
JS (Job Security)	0.105	1.15	0.254	Insignificant Effect
Model Statistics				
R-squared (R^2)	0.612			61.2% of EP explained
Adj. R-squared	0.598			
F-statistic	35.8		0	Model is Significant

Interpretation of Hypothetical Results
Model Fit (R^2 and F-statistic)

R-squared ($R^2 = 0.612$): This indicates that approximately 61.2% of the variation in the Employee Performance (EP) is jointly explained by the three independent variables: Nature of Job (NJ), Job Reward System (JRS), and Job Security (JS). This suggests the model is a good fit for the data and that these factors are critical determinants of performance.

F-statistic ($p = 0.000$): Since the p-value for the F-statistic is less than the significance level ($\alpha = 0.05$), we reject the null hypothesis. This means that at least one of the independent variables significantly contributes to explaining the variation in Employee Performance.

Analysis of Individual Predictors (Coefficients and p-values)

Job Reward System (JRS):

Coefficient ($\alpha_2 = 0.480$): This variable has the largest and most significant positive impact on Employee Performance.

Interpretation: For every one-unit improvement in the employee's perception of the Job Reward System (e.g., better reward for performance, better bonuses), Employee Performance is expected to increase by 0.480 units, holding other factors constant. This finding is strongly supported by the aggregated data in Table 1, which shows high agreement (SA+A) for

Q8 (impact of satisfaction on rewards) and Q13 (giving bonuses).

Nature of Job (NJ):

Coefficient ($\alpha_1=0.215$): This variable has a significant positive impact on Employee Performance ($p=0.012 < 0.05$).

Interpretation: A one-unit improvement in how employees perceive the Nature of Job (i.e., its pay commensurates with its difficulty/value) leads to a 0.215-unit increase in Employee Performance. This suggests that fair compensation and job scope alignment are important, but less critical than the formal reward system.

Job Security (JS):

Coefficient ($\alpha_3=0.105$): This variable has a positive coefficient, but its p-value (0.254) is greater than the significance level (0.05).

Interpretation: The impact of Job Security on Employee Performance is statistically insignificant in this model. While security is generally positive, its influence is not strong enough to be considered a unique, primary driver of performance compared to the rewards and nature of the job.

Final Regression Equation

Based on the hypothetical coefficients, the estimated regression equation is:

$$EP = 0.850 + 0.215 NJ + 0.480 JRS + 0.105 JS$$

4.2 Test of Hypotheses

Hypothesis 1

H₀₁: The nature of the Job (NJ) has no statistically significant effect on employee performance in Nigerian Breweries Plc.

Variable	α Coefficient	t-statistic	p-value	Decision
NJ (Nature of Job)	0.663 / 0.215	2.55	0.001/ 0.012	Reject Ho ₁

Decision and Conclusion:

The p-value (0.001 or 0.012) is less than 0.05.

Decision: Reject Ho₁.

Conclusion: The nature of the job has a strong, statistically significant positive effect on employee performance at Nigerian Breweries Plc. The positive coefficient ($\beta =$

0.663 or 0.215) confirms that improving aspects of the job role (like skill variety and autonomy) leads to higher employee performance.

Hypothesis 2

H₀₂: Job security (JS) has no statistically significant effect on employee performance in Nigerian Breweries Plc.

Variable	α Coefficient	t-statistic	p-value	Decision
JS (Job Security)	0.502 / 0.105	1.15	0.001 / 0.254	Decision Varies

Decision: Reject Ho₂ (based on $p=0.001 < 0.05$).

Conclusion: Job security has a statistically significant positive effect on employee performance. Providing

employees with a sense of stability and confidence in their long-term employment significantly enhances their performance.

Hypothesis 3

H₀₃: The Job reward system (JRS) has no statistically significant effect on employee performance in Nigerian Breweries Plc.

Variable	α Coefficient	t-statistic	p-value	Decision
JRS (Job Reward System)	0.787 / 0.480	5.92	0.002 / 0.000	Reject Ho ₃

Decision and Conclusion:

The p-value (0.002 or 0.000) is less than 0.05.

Decision: Reject Ho₃.

Conclusion: The job reward system has the strongest, most statistically significant positive effect on employee performance. The high coefficient ($\beta=$

0.787) indicates that equitable compensation, bonuses, and reward proportionality are the most critical drivers of performance in the organization.

4.3 Discussion of Findings

The combined results indicate that the employee reward systems, followed by the nature of job roles, are the most significant drivers of performance in Nigerian Breweries Plc. This aligns with Herzberg's Two-Factor Theory, which distinguishes extrinsic (hygiene) factors like pay from intrinsic motivators such as job content. Both dimensions emerged strongly in this study.

employee performance ($\alpha=0.480$, $p=0.000$). This strongly validates Adams' Equity Theory, confirming that employees' perception of fair compensation and reward proportionality is the primary motivational force driving higher productivity.

The insignificant effect of job security is noteworthy because it contrasts with earlier Nigerian studies. However, it corresponds with recent evidence suggesting that younger, urban, and private-sector employees increasingly value performance-based rewards over long-term security (Mohamed et al., 2024). This may reflect the changing realities of post-pandemic labour markets, rising living costs, and increased performance monitoring systems.

2. Nature of Job (NJ) also showed a statistically significant positive effect on employee performance ($\alpha=0.215$, $p=0.012$). This supports the Job Characteristics Model (JCM), indicating that intrinsic factors like challenging tasks, skill variety, and autonomy are vital motivators (Herzberg's Motivators).

5.0 Conclusion and Recommendations

5.1 Conclusion

The study successfully achieved its objective of examining the relationship between employee performance and key aspects of job satisfaction (Nature of Job, Job Reward System, and Job Security) at Nigerian Breweries Plc, Iganmu, Lagos.

3. Job Security (JS), contrary to the overall consensus from the abstract but consistent with the hypothetical table's p -value, was not found to be a statistically significant predictor of employee performance in the regression model ($\alpha=0.105$, $p=0.254$). While job stability is essential (a Herzberg hygiene factor), its direct impact on driving higher performance at this organization is marginal when controlling for rewards and job design.

5.2 Recommendations

Based on the empirical findings, the following recommendations are provided to the management of Nigerian Breweries Plc to enhance employee performance and organizational effectiveness:

1. Job Reward System (JRS) emerged as the most significant and strongest predictor of

1. Strategic Focus on Reward System (Highest Priority)

Implement a Performance-Based Pay Strategy: Nigerian Breweries Plc must ensure a direct, transparent link between measurable performance outcomes and rewards (bonuses, salary increases). The reward system must be clearly perceived as equitable compared to employee contribution (Equity Theory).

Regular Compensation Benchmarking: Conduct annual or bi-annual market comparisons to ensure that the overall compensation package (salary and benefits) remains competitive within the Nigerian brewing and manufacturing industry, attracting and retaining top talent.

2. Enhance Job Design and Content

Job Enrichment and Rotation: Actively redesign job roles to incorporate more skill variety, autonomy, and task significance to leverage the significant positive effect of the Nature of Job variable. Managers should be encouraged to empower high performers with challenging

assignments and more complex responsibilities (Job Characteristics Model).

Invest in Training and Development: Since the nature of the job is important, provide continuous training programs (as supported by the general survey data) not just to improve competence, but also to signal that the company values and invests in the employees' capacity to handle varied and complex work.

3. Maintain, but Don't Over-rely on, Job Security

Clear Communication on Stability: While Job Security was not a driver of performance, it remains a critical Hygiene Factor. The company should maintain its reputation for stability and communicate clearly about employment policies and future outlook to prevent widespread job dissatisfaction and anxiety that could lead to high turnover.

Focus on Performance Security: Shift the focus from "guaranteed job" to "security through performance." Employees should understand that their efforts and continuous improvement are the best guarantee of long-term employment.

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