

EMPLOYEE REWARD SYSTEMS AND PERFORMANCE OF JOURNALISTS IN NEWSPAPER AND MAGAZINE ORGANISATIONS IN LAGOS STATE

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Abstract

This study conducted in January, 2022 investigated employee reward systems and performance of journalists in newspaper and magazine organisations in Lagos State. A survey research design was adopted, with a sample size of 357 respondents. Data collected were subjected to descriptive statistics and linear regression. Findings show that commitment of newspaper and magazine organisations to employee reward systems had significant influence on journalists' job performance ($Adj. R^2 = 0.142$, $F(1,365) = 61.740$, $p < 0.001$). Also, employee reward systems have a significant influence on the performance of journalists in the newspaper and magazine organisations in Lagos State ($Adj. R^2 = 0.127$, $F(1,365) = 54.162$, $p < 0.001$). The study concluded that employee reward systems influenced the performance of journalists in newspaper and magazine organisations in Lagos State.

Keywords: Reward systems, performance, intrinsic reward, extrinsic reward, motivation

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Introduction:

The efficacy and effectiveness of companies' products and services are major customers' considerations in patronising such products or services, in a contemporary competitive business climate. It is a truism that the success of any organisation is quietly rest on a super structure of uncompromising systems; hence, establishing an endurable effective systems is non-negotiable. Among these various systems pivotal to the growth and sustainability of any business enterprise is the employee reward systems.

An organisational reward systems is presumed largely to be a major determinant of employee performance in any given task. Where there is equity, fairness and justice in rewarding performance in workplace, commitment to organisational goals will be inevitable. But where the reward system is viewed as been partial and lack of merit, employee high performance in a given task is not guaranteed. While small and big enterprises need to get more from their employees, their employees are looking for more out of them. Employee reward and recognition programs are one method of motivating employees to change work habits and key behaviours to benefit an organisation (Okere and Ajasa 2019).

Inc.com encyclopaedia (2020) viewed Employee reward systems as programs set up by a company to reward performance and motivate employees on individual and/or group levels. They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the company. Reward systems is the instrument used to increase employee's productivity; a reward system is the set of mechanisms for distributing both tangible and intangible returns as part of an employment relationship (hrmpractice.com, 2019).

Abourizk (2016) was of the view that, reward management is a motivational practice that businesses use to reward employees for their achievements and success. The company sets goals and establishes rules for its employees to follow to achieve those goals. It makes sure that employees are clearly aware of these goals, rules, and the rewards they will get for high performance. All employees follow the same reward system, and the system is organized and just. Hence, the importance of human resource to the growth and sustainability of any business enterprise.

Journalists among other media workers are believe to be key and indispensable workforce in the newspaper and magazine organisations. Poor welfare package and imbalance reward systems in media organisations have been responsible for high labour turnover among journalists in search of greener pasture. Okere and Ajasa (2019) observed that journalists are primarily intrinsically motivated to do their job and not necessarily because of the available reward systems in place in their various media organisations.

The constitutional role of journalists and media organisations as the fourth realms of the estate being expressed in their fundamental functions of informing, educating, entertainment and surveillance is responsible for the recent interest of academics and other stakeholders in the general welfare of the journalists especially in Nigeria. Considering that journalists constitute the focal point of any media organisation, in that, without them the visions and goals of the media organisation will only remain a dream; it is, therefore, necessary to entrench an effective and holistic reward systems. That way, journalists would approach their tasks with a unique sense of commitment as it were, working for one's own enterprise. In an organisation where

reward system is seen as being fair to all, the employees will approach their duties with a sense of commitment, purpose, competence and achievement (Okere and Ajasa, 2019).

In the same vein, Jones and George (2015) opine that for any media house to secure the commitment of their employees, there should, therefore, be a deliberate planned and sustained effort on the part of the media managers to motivate the employees appropriately. They further stressed that for any human resources department of a newspaper/ magazine organisation to expect optimum output by its workers, it needs to do an inward assessment of its employee reward systems, whether the organisation is providing enough motivational factors for the journalists and other workers alike.

Over the years, good remuneration occasioned by good reward systems has been found to be one of the strategies a media organisation can adopt to increase their workers performance and thereby increase the organisations productivity. Also, with the present global economic recession induced by COVID 19 pandemic, most media organisations have realised the fact that for their companies to compete favourably, the performance of their employees goes a long way in determining the success of their media organisations. Hence, performance of employees in any organisation is vital not only for the growth of the organisation but also for the growth of the employees' career advancement.

Beyene and Gituma (2017) observed that in a standard employee reward systems, an organisational Staff appraisal will reveal its outstanding workers, those who need additional training and those not contributing to the efficiency and attainment of the company's goal and the general wellbeing of the organisation. Similarly, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichment etc. And, in some ways, such assessments are based on objective and systematic criteria, which include factors relevant to the person's ability to perform on the job. Hence, the overall purpose of performance evaluation is to provide an accurate measure of how a person is performing the task or job assigned to him or her (Brandi, 2015). And based on this information, decisions will be made affecting the future of the individual employee.

Therefore, a careful evaluation of an employee's performance can uncover weaknesses or deficiencies in a specific job skill, knowledge, or areas where motivation is lacking. Once identified, these deficiencies may be remedied through additional training or the provision of the needed rewards. The view that genuine employee reward systems will encourage increase in production has always been substantiated, even though management has often attempted to spur production by such offerings and has often attributed production increase to them (Din et al, 2019).

In Nigeria, interest in effective use of rewards to influence workers performance to motivate them began in the 1970s. So many people have carried out researches in this area, some of which include Okere and Ajasa (2019), Din et al (2019), Singh, Kumar, and Srivastava (2017), Beyene, and Gituma (2017). The performance of journalists has become issue due to the increasing concern of experts, professionals, and various stakeholders about the level of output obtained from media workers due to poor employee reward systems like, remuneration and many times delay in payment of salaries and other benefits. This attitude is a social concern and is very important to identify problems that are obtained in media industry due to non-challant attitudes of media managers to manage their workers by rewarding them well to maximise their performance. All efforts must be geared towards developing journalists' interest in their

job so as to make them happy in giving their best to their constitutional role of playing the 'fourth realms of the estate', this will ensure industrial harmony. In view of the foregoing, this study investigates employee reward systems and performance of journalists in newspaper and magazine organisations in Lagos State.

Statement of the Problem

Managing of people at work is an integral part of overall management process. To understand the critical importance of people in the organisation is to recognise that the human element and the organisation are synonymous. Keller (2016) observed that some business owners do not appreciate the fact that employees have to be motivated to ensure they do what they have to do so that the goals and objectives of the organisation are achieved. Given the prevailing economic recession in Nigeria, labour supply in the media industry is greater than its demand, hence, some employers do not believe in effective employee reward systems to produce high performance. They are of the view that even if journalists are not properly motivated they cannot leave the job since there is no job in the labour market.

The recent reality has proved the above assertion wrong in the sense that newspaper administration is essentially business management. In a recent interview with Demola Osinubi, MD/CEO of The Punch Newspaper asserted that media organisations will succeed only if they operate as business enterprise with a desire to make profit and run their businesses on the basis of well-defined business plans which includes employee reward system. Hence, the need to examine the employee reward systems and performance of journalists in newspaper and magazine organisations in Lagos State.

Objective of the Study

The following are the objectives of this study:

1. evaluate the employee reward systems available in newspaper and magazine organisations in Lagos State;
2. investigate the level of commitment of newspaper and magazine organisations in Lagos State to their employee reward systems
3. assess the influence of employee reward systems on performance of journalists in newspaper and magazine organisations in Lagos State

Study Hypotheses

Two null hypotheses were designed for the study

- H1₀: Level of commitment of newspaper and magazine organisations in Lagos State to employee reward systems does not significantly influence journalists' performance
- H2₀ Employee reward systems do not significantly influence the performance of journalists in newspaper and magazine organisations in Lagos State

Literature Review

Motivation and Job Performance

It is a common knowledge that the strength of any organisation is the human resources. But a demotivated worker is not only a liability to his/herself but a cancer in the operation of the organisation. Hence, for any organisation to retain its leadership position in its sub-sector and

to ensure delivery of its set goals and objectives, motivating its employees is therefore non-negotiable. Motivation and job performance are inseparable twins. The level of workers' performance relies not only on their actual skills but also on the level of motivation each person exhibits (Burney et al., 2007). According to Dessler (2017), motivation is an inner drive or external inducement to behave in some particular way, typically a way that will lead to rewards.

In his view, Harrington (2019), opines that over-achieving, talented employees are the driving force of all firms so it is essential that organisations strive to motivate and hold on to the best employees. The quality of human resources management is a critical influence on the performance of the firm. Concern for strategic integration, commitment flexibility and quality, has called for attention for employees motivation and retention. Over the years, monetary motivation has become the most concern in organisation, and tying to Maslow's basic needs, non- monetary aspect only comes in when monetary motivation has failed.

Greenberg (2011), examined motivation from three main parts. The first part looks at arousal that deals with the drive, or energy behind individual's action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part refers to the choice people make and the direction their behaviour takes. The last part deals with maintaining behaviour that defines how long people have to persist at attempting to meet their goals.

In the bid to enhance the performance of journalists, Taylor (2018) affirms that media employers who desire to get the best out of the Reward system as impetus for understanding motivation for their employees must create a relaxed and flexible work environment which will have a similitude of real life. That is, the strait-jacket and stereotype lifestyle of work environment should be de-emphasised. This, he opines is a strong motivation factor that is of intrinsic nature.

Motivation of journalists is not limited to intrinsic reward system alone. Udeze (2017) observed that extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. He stressed further that the knowledge of human nature is critical in understanding motivation, human nature can be so simple, but complex also (Delia & Georgiana, 2013). The scholars further point out that an understanding and appreciation of this fact is essential to motivation of the journalists. Motivating media personnel is very important in engendering smooth gathering, editing and dissemination of news items. Media persons need to be well-taken care of, especially in an environment like Nigeria where media personnel are left unattended to, hence, the need for a functional reward systems (Udeze, 2017).

Substantiating this assertion, Mueller (2011) believes that for any media organization to achieve its objectives, media managers must have an understanding of what motivates the employees to perform efficiently and reward them accordingly based on the effective reward system put in place.

Underscoring the vital position journalists occupy in society, NOUN (2014) argued that the survival and sustenance of media organisations is highly dependent on the level of motivation of journalists. This is because motivation serves as a morale boost that propels workers for greater efficiency and productivity. Akanbi (2016) enumerated strategies that could be

employed in order to motivate worker. The strategies are as follows: Salary, Wages and good condition of service; Money; he posits that money remains a paramount motivator; Staff training; staff training is an indispensable strategy for motivating workers; Information availability and communication; robust communication from managers keeps subordinates abreast on happenings in the organization.

Reward Systems

Reward management is a motivational practice that businesses use to reward employees for their achievements and success. The company sets goals and establishes rules for its employees to follow to achieve those goals. It makes sure that employees are clearly aware of these goals, rules, and the rewards they will get for high performance. All employees follow the same reward system, and the system is organized and just (Abourizk, 2016).

Types of Reward Systems

There are different types of reward systems aimed at both individual and team performance. This work has broadly divided this reward systems into intrinsic (Non-Monetary Compensation and extrinsic (Monetary compensation) rewards. The intrinsic reward system is divided into: **Social Rewards:** Informal recognition, verbal recognition, office get-together, use of company facilities. **Task-Related Rewards:** More responsibility, meaningful work, job rotation, special assignment, training & development, representing company at events. While extrinsic (Monetary compensation) reward system: Variable pay, bonuses, profit sharing and stock options.

The Benefits of Rewards Systems

Productivity: Engaged staff members are more productive. Praising and recognising staff members' hard work and efforts is guaranteed to make them work harder out of choice. **Retention:** Employees won't think to look for another job elsewhere if they are rewarded and recognised for their efforts. Training new staff members is time-consuming and will be costly so retaining employees is essential for any business. It is also more attractive to potential candidates when you do want to upscale and need to recruit. **Job satisfaction:** Recognising an employee's efforts will make that staff member feel good about themselves, and show them that they are making a difference to the company. It also shows to the rest of the workforce that hard work pays off. As a result, your overall satisfaction will increase. **Team culture:** Rewards that use peer-to-peer recommendations are a fantastic boost to team spirit. It helps to encourage staff to highlight the positive attributes in one another. Doing this shows employees their colleagues also value them and recognise their efforts. **Loyalty:** Loyal staff members are more than likely to promote and sell your brand far better than an employee with no loyalty. Rewarding and recognising staff will encourage them to be loyal to your business. This is because they know you value them at the business; therefore, they are willing to return the favour. **Employee happiness:** Employee happiness is key to any company's success because it will motivate an individual to perform better. Treating staff members with respect will help to create a happy working environment in which they want to involve in.

Theoretical Framework

Maslow's Hierarchy of Need Theory explains the thesis of this study. The thrust of Abraham Maslow's publication on motivation and personality in 1954 was about how people satisfy various personal needs in the context of their work. He postulated based on his observations as a humanistic sociologist, that there is a general pattern of needs recognition and satisfaction that people follow in generally the same sequence. According to Maslow, employees have five levels of needs (Maslow, 1943): physiological, safety, Social, ego, and self-actualizing. His theory is true of an average journalist, Maslow theorized that a person (journalist) could not recognise or pursue the next higher need in the hierarchy until his or her currently recognised need was substantially or completely satisfied. This theory is implied that when journalists' needs are not met, given poor reward systems, the performance of such journalists would be grossly impeded.

Methodology

The study adopted a survey research design. The population was 703 staff of the 4 selected newspaper and magazine organisations. Using the Taro Yamane formula (1967), a sample size of 357 respondents was derived. A validated questionnaire was used to collect data from the respondents. The reliability test yielded Cronbach's alpha coefficients for the constructs ranging from 0.80 to 0.87. Data collected with the questionnaire were analysed using descriptive statistics and linear regression.

Data Presentation and Discussion of Findings

A total of 357 (Three hundred and fifty seven) copies of the questionnaire designed for the purpose of this study were distributed. The instrument recorded 100% percent return rate with retrieval and validation of all. The pre-set level of significance for this study is 0.05. The null hypothesis assumes that there is no significant relationship between the dependent variables and independent variables under study. The p-value indicates the significance value. The statistical decision rule for this study goes thus: if the probability value (p-value) exceeds the pre-set level of significance ($p > 0.05$), the null hypothesis will be accepted but if the p-value is less than or equal to 0.05 ($p \leq 0.05$), the stated null hypothesis will not be accepted.

H₀₁: Level of commitment of newspaper and magazine organisations in Lagos State to employee reward systems does not significantly influence journalists' performance

Table 1a ANOVA & Model Summary for the Test of Significant Influence of Commitment of Newspaper and Magazine Organisations to Employee Reward Systems on Journalists' Performance

Model	Sum Squares	Df	Mean Square	F	Sig
Regression	1,018.172	1	1,018.172	61.740	0.000
Residual	6,019.294	365	16.491		
Total	7,037.466	366			

R= 0.380
R Square = 0.145
Adjusted R Square = 0.142

Table 1a indicates the ANOVA and model summary statistics for the test of significant Influence of Commitment of Newspaper and Magazine Organisations to Employee Reward Systems on Journalists' Performance

Table 1b Linear Regression Testing Significant Influence of Commitment of Newspaper and Magazine Organisations to Employee Reward Systems on Journalists' Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	14.682	.714		20.566	.000
Commitment of Organisations	.341	.043	.380	7.857	.000

Dependent Variable: **Journalist Job Performance**

Table 1 shows that commitment of newspaper and magazine organisations to employee reward systems had significant influence on journalists' job performance with p. value at ($\beta = .380$, $t = 20.566$, $p < 0.05$). This suggests that if the management of newspaper and magazine organisations are committed to employee reward systems, the performance of journalists on their given assignment will improve. Therefore, given the p. value (.000), the hypothesis that level of commitment of newspaper and magazine organisations in Lagos State to employee reward systems does not significantly influence journalists' performance was rejected.

H₀₂: Employee reward systems do not significantly influence the performance of journalists in newspaper and magazine organisations in Lagos State

Table 2a ANOVA & Model Summary for the Test of Significant Influence of Employee Reward Systems on Journalists' Performance

Model	Sum Squares	Df	Mean Square	F	Sig
Regression	909.343	1	909.343	54.162	0.000
Residual	6,128.123	365	16.789		
Total	7,037.466	366			

R = 0.359

R Square = 0.129

Adjusted R Square = 0.127

Table 2a indicates the ANOVA and model summary statistics for the test of significant Influence of Employee Reward Systems on Journalists' Performance

Linear Regression Testing Significant Influence of Employee reward systems on the performance of journalists in newspaper and magazine organisations in Lagos State

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	14.299	.809		17.682	.000
Employee Reward Systems	.277	.031	.359	7.359	.000

Dependent Variable: **Journalist Job Performance**

Table 2 shows that employee reward systems have a significant influence on the performance of journalists in the newspaper and magazine organisations in Lagos State ($\beta = .359$, $t = 17.682$, $p < 0.05$). This implies that employee reward systems had significant influence on the performance of journalists in newspaper and magazine organisations in Lagos State. Hence, given the p. value (.000), the hypothesis that employee reward systems do not significantly influence the performance of journalists in newspaper and magazine organisations in Lagos State was rejected.

Discussion of Findings

The findings of this study are hereby discussed in line with the specific objectives and hypotheses set for the study.

Evaluate the employee reward systems available in newspaper and magazine organisations in Lagos State.

The reward system determinants according to this study were regular payment of salaries, bonuses and commission; staff profit sharing and stock option benefits; verbal and written recognitions for good performance; special staff training and more responsibility as a reward for good job performance. The results of the study reveal the average weighted mean stood at ($\bar{x} = 3.09$) which indicates that respondents agreed that selected newspaper and magazine organisations in Lagos state do not put in place adequate reward systems. This implies that only a few of the newspaper and magazine organisations under review are actually motivating their workers to better performance through the reward system. The study further revealed that in most of the newspaper and magazine organistaions payment of salaries were not regular. Regular payment of salary stood out as one major factor that motivate workers to good job performance and job satisfaction. The finding of this study underscored the outcome of Revenio Jalagat (2016), when he observed that with regards to motivation, monetary consideration is by far more important than other motivation strategies which emphasized the aspect of addressing the economic needs of the individuals.

It simply follows that where salaries were irregular, bonuses and commission ($\bar{x} = 3.25$) due to staff will also be delayed or not been paid at all. In the same vein, the results also revealed that profit sharing ($\bar{x} = 2.90$) and stock option benefits ($\bar{x} = 2.53$) for staff were almost not existence. With exception of very few newspaper and magazine organisations who are above average in

the above indicators, lack of motivation seems to be a common phenomenon in the print media industry.

Another short fall was also observed according to the result of this study. Training is believed in several quarters to enhance job performance and job satisfaction. The study shows that staff sent on special training and given more responsibilities ($\bar{x}=2.98$ and $\bar{x}=2.90$) as a reward for good job performance were abysmally low. The implication of not training and retraining of journalists is evident in their job performance, this consequently do have its turn on the society at large. This result is in agreement with the earlier study by Keith (2005), when he observed that training and retraining of workforce is an integral part of intrinsic reward system that enhance workers job performance.

On the whole, with a mean weighted average of $\bar{x}=3.09$ and standard deviation of 1.22 the study concludes that most of the newspaper and magazine organisations in Lagos state do not have adequate reward systems for their employees.

The level of commitment of newspaper and magazine organisations in Lagos State to their employee reward systems.

With respect to level of commitment of newspaper and magazine organisations in Lagos State to their employee reward systems. Findings from the survey conducted show that the media organisations under review showed little or no commitment to all the research indicators. Very few of these print media could boast of been committed to the employee reward system.

Precisely, the study shows that most of the organisations do not create and maintain open communication regarding staff entitlement ($\bar{x}= 3.19$). There were no clear-cut communication line as regards staff entitlement, and where it exists, it's only on paper. Again the result reveals non commitment on the part of the organisations under review in the aspect of making strategic plan for staff personal development and training on the job; Rewards are reviewed periodically by management or at the request of the union. The non-commitment of the management to the reward systems has over the years induced confrontations between the management and the various professional unions in the print media. The implication of this short fall from the management has led to several loss of man hour to strikes, economic lose and loosing good and competent workers to competing organisations who are committed to a better reward systems. Such competitors attracts and porches workers with attractive salaries, bonuses, commission and better welfare packages. These organisations were not only given priority to rewarding their deserving staff but also treat staff equally without any favouritism. The summary of this study indicated that the participants posit that newspaper and magazine organisations are not committed to the employee reward systems.

The outcome of this study is in line with the position of Astuti (2019), when he stressed that appropriate motivation will help to raise workers faithfulness to organisation, by increasing workers level of performance and satisfaction about their job which eventually leads to less job stress, exhaustion and also lesser turnover intention. The result of the linear regression shows that commitment of newspaper and magazine organisations to employee reward systems had significant influence on journalists' job performance with p. value at ($\beta= .380$, $t= 20.566$, $p<0.05$).

The employee reward systems influence the performance of journalists in newspaper and magazine organisations in Lagos State?

The third objective intended to find out how employee reward systems impact journalists performance in the print media in Lagos state. Findings of Table 4.3 of the study with an average weighted mean ($\bar{x}=3.95$) shows that participants do agreed that employee reward systems influence the performance of journalists in newspaper and magazine organisations in Lagos State. This implies that if the print media put in place effective employee reward systems, job performance will automatically improve.

Similarly, further test on the hypothesis confirmed that employee reward systems have a significant direct relationship on the performance of journalists in the newspaper and magazine organisations in Lagos State ($\beta = .359$, $t = 17.682$, $p < 0.05$). Hence, given the p. value (.000), the hypothesis that employee reward systems do not significantly influence the performance of journalists in newspaper and magazine organisations in Lagos State was rejected. This further suggest that, journalists will perform maximally if newspaper and magazine proprietors would motivate journalists with appropriate and commensurate rewards.

The performance indicators on this subject matter revealed that journalists feel encouraged to perform more on their job when they are fully rewarded for job done ($\bar{x}=3.92$). An upward review of reward enhances the performance of an average journalists ($\bar{x}=4.11$). Journalists feel encouraged to do more when sent on training and also do better if paid more or given more incentives were all in the affirmative, that performance will increase where workers are rewarded accordingly. However on few of the respondents agreed to the fact that they will still do their best regardless of whether they were denied their entitlements or not. This study outcome substantiated the recommendations of Adeosun, Amos and Aninkan (2015) that manager and administrator of the Nigerians media industry should apply appropriate incentive as motivation to enhance the job performance of their staff. They further opine that this gesture is required for the achievement of the overall cooperate objectives of the organizations. On the whole, the findings from this study affirm that employee reward systems in newspaper and magazine organisations in Lagos State affects journalist performance to very large extent.

Conclusion and Recommendation

In line with the result of the survey conducted, this study hereby concludes that employee reward systems influence the performance of journalists in newspaper and magazine organisations in Lagos State. However, it is important to note that staff of one of these organisations under review had in place an effective employee reward systems, hence, the reason for good workers performance over the years. These set of workers however, opine that there is room for improvement on the present reward systems available in the organisations. Hence, the following recommendations are provided: From the findings, it is sacrosanct that no media can survive or grow without motivating its workforce. To this end, journalists are to be well motivated in order to perform optimally. Again the result from the study also reaffirmed the need to have an effective reward systems in place in the newspaper and magazine organisations, so as to prevent exodus of journalists from the journalism profession. In addition, training and retaining of journalists and other media workers must be taken serious by the media management; and this should be included in their recurrent expenditure.

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