

APPRAISING EMPLOYEE PERFORMANCE THROUGH A REWARD MANAGEMENT SYSTEM IN THE ORGANISATION

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Abstract

The study looked at appraising employee performance using a reward management system. Two objectives are the degree to which profit sharing affects and the reward system motivating employees to improve in organizational performance. Two hypotheses were raised to guide the study. The survey research design was used with a population of 150 with a sample size of 109 using the Taro Yamani formula. Findings revealed a significant relationship. Recommendations were that both intrinsic and extrinsic rewards should be enhanced to drive commitment from employees. It was recommended that administering rewards to the employee, to achieve effective performance in the organization, should be given appropriate guidance as it can motivate each type of employee.

Keywords: *Appraising, Employee Performance, Reward Management System, Intrinsic, Extrinsic.*

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1. Introduction

Due to globalisation, the idea of change and competition has come to define the global economy. Organizations must create a wide range of solutions if they hope to survive and flourish in a climate of fierce competition and grow. Numerous external causes forced firms to put in more effort. Businesses, in terms of profitability and sustainability, should pay attention to change and development inside their systems, particularly in times of global crisis. Reward systems are quickly evolving into a competitive weapon for many enterprises in the current era of globalisation, when businesses have gone beyond public restrictions and employees are safeguarded by international laws and obligations. One of the many Organizational policies which can increase the performance of staff and the outputs of the organization is the Reward System, the advent of globalization has brought about greater pressure on business management to be proactive, creative and innovative to survive the turbulent business environment that now transcends national boundaries (Ezigbo, 2011).

Human capital is the core element and the most responsible actor to achieve organisational goals even under challenging conditions. . The success of the organisation depends on its employees' contributions as well as on the company's individual members. Employees should be driven to put in the most effort possible by fusing their knowledge and expertise to perform successfully, whatever the case may be. Managers apply a variety of techniques to inspire workers and improve output. But above all, providing rewards is one of the most important ways to encourage people to perform well at work and increase their efforts to be innovative and productive, which improves corporate functionality (Mujtaba, 2007). Rewards are often used to help unsatisfied workers improve their efficiency and modify their activities. Employees are the firm's most valuable asset, and they are the hands and minds that bring the whole corporation structure to life. As a result, a reasonable compensation scheme may increase an employee's work satisfaction and positive conduct. According to Mujtaba (2007) "Reward system should be linked with goal-setting, employee development, competency measures, and team performance. This will decentralize the decision-making down the hierarchy to empower those performing the tasks.

The key element for a company is to maximize its efficiency by its employees (Milkovich, 2011). Additionally, Bratton, & Gold, (2003), contends that a corporate organization's ability to succeed in today's context of heightened competition depends largely on how well and effectively it manages its people resources. However, a badly designed reward system will lead

to significant staff churn, unfavourable work behaviours (absenteeism, tardiness, etc.), low productivity, and an overall lax work environment. It would inspire workers to be extra inventive, creative, and performance-oriented, resulting in increased efficiency and giving the company a competitive advantage in the global marketplace.

The Problem

Employee performance is becoming increasingly poor in many organisations, leading to reduced output and productivity. Some have blamed the crisis on poor factors, while others argue that management at some organisations has not paid much attention to the needs of employees (labour). Employee motivation and productivity play a significant role in the company's growth and competitiveness. However, due to variances in personalities and personal preferences, some employees are more driven by extrinsic rewards while others prefer intrinsic benefits. Employee preferences for different sorts of rewards vary among organisations. In order to support employees by boosting performance, companies and managers should be aware of the most effective reward type and reward system. Therefore, there is a critical need for more data to show whether or not a compensation system influences employee performance.

Objectives

- a. assess the degree to which profit sharing affects employee commitment towards organizational performance.
- b. ascertain the extent reward system motivates employees to improve in organizational performance.

Hypotheses

1. To what extent are employees satisfied with the reward system of their organization?
2. To what extent does the Reward system enhance the performance of employees in an organization?

2. Review of Related Literature

Concept of Reward System

According to Chaing and Birtch (2008), the reward is a broad concept that has been described as anything that an employer is prepared to offer in exchange for an employee's contributions.

The lack of rewards will create an uncomfortable work atmosphere, which will distract employees' efforts and maybe force them to leave their jobs. As a result, incentives are becoming increasingly crucial. The primary goals of incentives are to recruit and retain employees, inspire them to attain high levels of performance, and elicit and reinforce desired employee behaviour,(Mossbarger and Eddington, 2003).

Employers are looking for better ways to motivate employees to perform at their best in a world of global competition. Using a suitable reward system is one of these strategies. Reward systems that do not only recruit and retain top performers but also keep them motivated to succeed (Downes & Choi, 2014). Reward systems existed in the past and served as the foundation for the development of more current ones that better align the interests of both the employee and the employer. The perceptions that employees have about their reward climate influences their attitude toward their employees. Furthermore, how a manager pays his or her employees shows his or her dedication to the organization. The fundamental goal of employing workers in a business organization cannot be met if employees do not find work rewarding, and the fact that such an organization offers rewards adds to the appeal.

Types of Rewards

The reward is divided into two; Extrinsic and intrinsic rewards which are also known as financial and non-financial rewards, and these rewards are further separated into other subcategories

Extrinsic Rewards: According to Baron (1983), rewards are material benefits that are received independently of the work that employees are performing. Extrinsic rewards have a financial or cash component, such as official recognition, fringe benefits, incentive payments, pay, and promotions, while intrinsic rewards have a non-financial or non-cash component, such as accomplishment, feelings of accomplishment, recognition, job satisfaction, and growth (Clifford,1985). Extrinsic rewards, according to Armstrong (2013), are those that are unrelated to the duties of the job, such as pay, working conditions, fringe benefits, security, and promotions, as well as service contracts, workplace environments, and working conditions. He draws attention to the fact that such monetary incentives are typically set at the organisational level and are frequently outside the control of specific employees. Competitive salaries/wages, salary raises, bonuses, and other indirect types of payment, in his perspective, are also covered.

Although it is not the most crucial aspect of the system, it has a significant motivating effect on employee performance. It is the financial part of the reward (Armstrong, 2013). The monetary part of a reward system can be divided into three categories:

1. Performance-based salary increases: Companies pay their employees' salaries after a set period. Employee abilities are expected to improve over time as a result of long-term experience. As a result, provisions are provided for a slight wage increase after specific periods.
2. Short-term incentive plans: These are monetary bonuses awarded to employees based on performance over a short period, usually less than a year.
3. Long-term incentive systems: Long-term incentive plans are incentives based on performance measurements over periods greater than a year. A company can use this strategy to reward employees for excellent work performance and increase the firm's long-term value. This also aids in attracting and retaining essential competent individuals within a company (Armstrong, 2013).

Intrinsic Rewards: According to Edirisooriyaa (2014), intrinsic rewards are the psychological benefits that an employee directly experience. According to him, intrinsic rewards increase employees' willingness to use their skills, information, and creativity in the service of their businesses to reach peak performance. Intrinsic incentives, as defined by to Milkovic (2011), are spontaneous benefits that are non-financial/non-cash and take the shape of social approval, praise, and heartiest appreciation. He emphasizes that showing someone appreciation includes complimenting them in front of their peers for desirable behaviour or even success.

Importance of Reward System

An organization's backbone is its employees. As a result, an organization can only fulfil its objectives if its employees are committed to working harder and contributing to the overall aim. This determination stems from a desire to meet a personal goal that is related to their profession. These personal goals and their motivation to work are linked through rewards. When employees believe they are fairly compensated for their abilities, skills, intellect, and involvement, they are content with their jobs, and as a result, they work better (Bhattacharya & Mukherjee, 2009).

Bhattacharya and Mukherjee (2019) suggested a more creative strategy for rewarding employees in another piece. According to the article, catering breakfast and lunch, as well as

organizing workplace vacations and parties when goals are met or profits are made, tells employees that they are valued and keeps them engaged. Employees are motivated by factors such as receiving a bonus for exceeding sales targets, as well as recognizing and applauding their performance. This sense of fulfilment at work helps to keep employees on board and improve productivity.

Reward Philosophy

Every corporate strategy has a guiding concept that it uses to develop and carry out its strategic plan. As a result, reward philosophy is a school of thought that helps an organisation properly execute and manage rewards. Additionally, it outlines how and by what means individuals' efforts and contributions to the organisation are valued at work (Armstrong, 2010). It aids in deciding how to invest in the organization's workforce.

Reward Management process

All elements that directly or indirectly influence the operation of the reward system are included in reward management. Reward schemes take into account the overall business strategies of the company as well as the external business environment. An important component of the reward system is reward rules, practises, and processes (Armstrong, 2010).

Concept of Employee Motivation

Motivation is described as the internal desires or demands that propel people to strive their hardest to achieve their goals. When it comes to defining employee motivation, it is defined as a worker's level of energy or interest in achieving the organization's goals and excelling in their professional path. Various studies have been undertaken to better understand employee motivation and the factors that influence it. Various approaches and strategies have been developed to help corporations achieve employee motivation. Frequently, administrative procedures designed to boost employee motivation result in a significant positive effect on the organization.

Concept of Performance

Employee performance is defined as an individual's or group's successful execution of a task as laid out and measured by an organization's supervisor. It calls for fulfilling which was before, accepted requirements while making efficient and effective use of the resources at

hand in a dynamic context. According to Kifordu (2022), only the behaviours themselves are considered in the definition of performance, not the outcomes of employee behaviour because the peculiarities of firms impacts performance at different given points in time. Performance is not just about what employees produce or the results of their work, but it also involves behaviour or what employees do.

Performance can be evaluated in a variety of ways, including looking at how dedicated an employee is to their job, what values they uphold at work, and how cohesive the workforce is. Carlson (2006) lists five human resource management strategies that could have an impact on the output. The items on the list include developing a competitive pay scale, training and development, a recruitment package, performance appraisal, and maintaining morale.

Association between Recompenses and Employee Performance

Various research, such as Guthridge and Mohr (2009), find that a sufficient reward system is crucial for both high and moderate achiever employee motivation. This is because rewards improve job satisfaction among high performers while also serving as an incentive for bad performers. Because different organizations have distinct personalities, backgrounds, and tastes, reward systems vary. However, all reward systems have the same goal of motivating employees for continual improvement, personal development, and professional advancement.

3. Theoretical Review

McClelland's Need Achievement Theory

According to McClelland's need achievement theory, some people are motivated to succeed by pursuing "personal achievement rather than rewards themselves" (Saif, Nawaz, Jan, & Khan, 2012). This theory is easily applied to academic settings, and it explains why certain teachers, despite the challenges they confront, are high achievers: they set high objectives for themselves, and achieving these goals is what motivates them. Maslow's hierarchy of needs is similar to Alderfer's ERG theory, although Maslow's five categories of need are reduced to three in Alderfer's theory; relatedness being (esteem/social needs), then growth being (self-actualization) and existence which is (security/physiological needs).

This theory is so important to motivation because it emphasizes that the more achievements employees make the higher their performance because of higher levels of motivation. These

employees find innovative clever ways to achieve goals and consider their achievements a better reward than financial ones.

Empirical Review

In a recent study by Veling and Arts, the author investigated "whether monetary rewards can reduce failure to complete a given task" (2010: 188). Using a sample of thirty-six (36) students, the authors conducted experiments to see how quickly their respondents responded to certain tasks when they received a series of monetary rewards ranging from low to high rewards quick. Research has found that giving relatively high monetary rewards leads to "generally faster responses" to specific tasks given to respondents. The authors noted that respondents' overall fast response to the task was positively correlated to the high rewards given to them. Conversely, the author also found that respondents either refused when the reward was low or performed poorly on the task at hand. Their findings are consistent with other studies, which found that relatively high monetary rewards can act as a catalyst to encourage employees to work harder or make up their minds to perform well (Bello & Adebajo 2014).

The meta-analysis by Chartered Management Institute (2004) only focused on the manufacturing and service industries. The authors found that the use of financial incentives or rewards in manufacturing generally produces better performance than services. In general, results show that the combination of financial, non-financial, and social rewards has the greatest impact on the completion of the task.

In a 1986 study, Spector studied the impact of employee participation in workplace processes and decisions on their performance. The research concludes that employees who believe that they are involved in decision-making or have a certain degree of control over the work process are "happier, more motivated, and more loyal to the organization" than employees who lack decision-making. Perceive control or feel excluded -Organizational production process (Bayon, 2013).

4. Methodology

The survey research design was used with a population of 150 with a sample size of 109 using the Taro Yamani formula. The questionnaire is in two sections A and B. Section A is the individual information of the respondents while section B was used to get information on the variables selected for the study. The researcher employs the five (5) point Linkert scale model

which is; 5= Strongly Agree, 4 =Agree, 3 = Undecided, 2 = Disagree, and 1= Strongly Disagree. The questionnaire will be used to collect quantitative data from the respondents. A five-point Likert scale will be used to measure both the independent and dependent variables. The researcher adopted Chi-square techniques to test the hypotheses and simple percentages for the analysis of the respondents to the leading questions in the questionnaire.

Test of Hypothesis

Hypothesis One

H01: Extrinsic reward does not have a positive effect on employees' performance in the organization.

Table 1: Observed Frequency

Statement	SA	A	U	D	SD	Grand Total
1	75	20	0	0	0	95
2	20	30	15	30	0	95
3	80	15	0	0	0	95
4	40	45	10	0	0	95
5	30	45	5	10	5	95
Total	245	155	30	40	5	475

Source: Field survey, 2022.

Table 2: Expected Frequency

Demographic Variables	Frequency
SA	49
A	31
U	6
D	8
SD	1
Total	95

Source: Field survey, 2022.

Table 3: Chi-Square Table for the Test of Hypothesis One

Statement	Demographic Variables	Fo	Fe	(Fo – fe)	(Fo-Fe) ²	(Fo – Fe) ²
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						Fe
1	SA	75	49	26	676	14.7
	A	20	31	-11	121	3.9
	U	0	6	6	36	6
	D	0	8	8	64	8
	SD	0	1	1	1	1
		95	95			33.6
2	SA	20	49	-29	841	17.2
	A	30	31	-1	1	1.03
	U	15	6	9	81	13.5
	D	30	8	22	484	60.5
	SD	0	1	1	1	1
		95	95			93.23
3	SA	80	49	31	961	19.6
	A	15	31	-16	256	8.3
	U	0	6	6	36	6
	D	0	8	8	64	8
	SD	0	1	1	1	1
		95	95			42.9
4	SA	40	49	-9	81	1.7
	A	45	31	14	196	6.3
	U	10	6	4	12	2
	D	0	8	8	64	8
	SD	0	1	1	1	1
		95	95			19
5	SA	30	49	-19	361	7.4
	A	45	31	14	196	6.3
	U	5	6	-1	1	0.2
	D	10	8	2	4	0.8
	SD	4	1	3	9	9
		95	95			23.7
Total Calculated						212.43

Source: Field survey, 2022.

Decision rule

The rule states that if the X^2 calculated value is greater than the X^2 tabulated value at 0.05 level of significance, the null hypothesis would be rejected and the alternative hypothesis accepted, but if the X^2 calculated value is lesser than the X^2 tabulated value at 0.05 level of significance the null hypothesis will be accepted.

$$\text{Degree of freedom (V)} = (r - 1) (c - 1)$$

Where: r = number of rows and c = number of columns

$$\text{Therefore: } V = (5 - 1) (5 - 1)$$

$$V = 16$$

χ^2 Critical (Table) Value at the degree of freedom 16 = 26.30

At 95% confidence level, 0.05 level of significance and degree of freedom 16, the calculated Chi-square value is greater than the critical (table) value is $212.43 > 26.30$. Based on the decision rule applicable, therefore, is to reject the null hypothesis (H_0) and accept the alternate (H_1). Extrinsic Reward has a positive effect on employees' performance in the organization.

Test of Hypothesis Two

H0₂: Intrinsic reward does not have a positive effect on employees' performance in the organization.

Table 4: Observed Frequency

Statement	SA	A	U	D	SD	Grand Total
1	20	15	30	20	10	95
2	25	30	10	20	10	95
3	10	15	20	20	30	95
4	20	35	20	15	5	95
5	5	15	20	30	25	95
Total	80	110	100	105	80	475

Source: Field survey, 2021.

Table 5: Expected Frequency

Demographic Variables	Frequency
SA	16
A	22
U	20
D	21
SD	16
Total	95

Source: Field survey, 2021.

Table 6: Chi-Square Table for the Test of Hypothesis Two

Statement	Demographic Variables	Fo	Fe	(Fo – fe)	(Fo-Fe) ²	$\frac{(Fo - Fe)^2}{Fe}$
1	SA	20	16	4	16	1
	A	15	22	-7	49	2.23
	U	30	20	10	100	5
	D	20	21	-1	1	0.05
	SD	10	16	-6	36	2.25
		95	95			10.63
2	SA	25	16	9	81	6.23
	A	30	22	8	64	2.91
	U	10	20	-10	100	5
	D	20	21	-1	1	0.05
	SD	10	16	-6	36	2.25
		95	95			16.44
3	SA	10	16	-6	36	2.25
	A	15	22	-7	49	2.27
	U	20	20	0	0	0
	D	20	21	-1	1	0.05
	SD	30	16	14	196	12.25
		95	95			16.82
4	SA	20	16	4	16	1
	A	35	22	13	169	7.68
	U	20	20	0	0	0
	D	15	21	-6	36	1.71
	SD	5	16	-11	121	7.56
		95	95			17.95
5	SA	5	16	-11	36	1.71
	A	15	22	-7	49	2.27
	U	20	20	0	0	0
	D	30	21	11	121	5.76
	SD	25	16	9	81	5.06
		95	95			14.8
Total Calculated						82.64

Source: Field survey, 2022.

At 95% confidence level, 0.05 level of significance and degree of freedom 16, the calculated Chi-square value is greater than the critical (table) value is $82.64 > 26.30$. Based on the decision rule applicable, therefore, is to reject the null hypothesis (H0) and accept the alternate (H2). Intrinsic Reward has a positive effect on employees' performance in the organization.

Table 7: Summary of Chi-Results

HYPOTHESIS	CALCULATED X ²	CRITICAL VALUE OF X ²	DEGREE OF FREEDOM	DECISION
H0₁: Extrinsic reward does not have a positive on employees' performance in the organization.	212.43	26.30	16	Since the calculated X ² 212.43 > 26.30, the null hypothesis is rejected.
H0₂: Intrinsic reward does not have a positive on employees' performance in the organization.	82.64	26.30	16	Since the calculated X ² 82.64 > 26.30, the null hypothesis is rejected.

Source: Researchers analysis 2022

Discussion of Results

The results from the test of hypothesis one show that extrinsic reward has a positive effect on employees' performance in the organization. This implies that the effect is significant given the fact that the calculated Chi-Square (X²) value of 212.43 which greater than the critical Chi-Square (X²) value of 26.30 at a 0.05% confidence interval. Extrinsic rewards, such as pay raises, promotions, the provision of fringe benefits and allowances, bonuses, etc., are useful tools for inspiring employees to give their best work for the company. Additionally, they are essential for luring in and retaining high-potential employees. Extrinsic benefits, including competitive compensation and employment stability, are very good at luring people with the skills that firms need to maintain their competitive advantage.

The outcome of the second test of the theory demonstrated that intrinsic rewards have a favourable impact on workers' performance within the company. The computed Chi-Square (X²) value of 82.64, which is higher than the critical Chi-Square (X²) value of 26.30 at a 0.05% confidence interval, is consistent with the results. Intrinsic rewards, sometimes referred to as non-monetary or non-financial rewards, are more attractive to workers earning higher wages and workers who have advanced above the biological or physiological needs stage in Maslow's theory of needs. Praise and acknowledgment in whatever form are the most significant non-monetary incentives. They have been found to be the most effective intrinsic incentives for raising employees' performance within the company.

5. Conclusion and Recommendations

This study looked at how rewards management affected workers' performance in a few private businesses in Asaba, Delta State, Nigeria. The study's conclusions show that both intrinsic and extrinsic rewards have good and noteworthy influence on employees' performance within the company. Further research reveals that extrinsic rewards—commonly known as financial or monetary rewards—such as pay increases, bonuses, promotions, allowances, and the like—are more sensitive to lower wage levels in the organisation than higher wage levels. Conversely, those who earn more money place more value on intrinsic rewards like praise and recognition that are connected to their sense of worth. Therefore, managers should be provided proper direction and knowledge of what can most effectively encourage each type of employee when distributing rewards to the employee in order to achieve effective performance in the organisation..

The following suggestions were made in light of the study's findings and the conclusion reached:

1. Extrinsic rewards have a positive and significant impact on all employees in the company, but they are more effective for employees making lower wages. Managers should give these individuals more financial incentives to help them perform effectively for the company.
2. It was observed that intrinsic rewards have a favourable and significant impact on all employee levels, but they are more appealing to those who get greater wages. In order to get better performance from the better salaries staff, managers should provide them additional intrinsic rewards.

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