ALVAN JOURNAL OF SOCIAL SCIENCES (AJSS)
FACULTY OF SOCIAL AND MANAGEMENT SCIENCES
ALVAN IKOKU FEDERAL UNIVERSITY OF EDUCATION, OWERRI
https://www-ajsspub-org.b12sites,com https://www.ajsspub2.org
E- ISSN: 3043 – 5463 ISSN: 1595 – 5842 **VOLUME 2, ISSUE 3, 2025**

RESEARCH ARTICLE

FINANCIAL REWARDS ON EMPLOYEE PRODUCTIVITY AND MOTIVATION OF QUOTED PHARMACEUTICAL FIRMS IN PORT HARCOURT

NNENNA NANCY CHUKWUMA

National Open University of Nigeria

ABSTRACT

The aim of this study is to examine the relationship between financial rewards on employee productivity and motivation of pharmaceutical firms in Port Harcourt. Employee productivity and motivation are critical determinants of organizational success, particularly in dynamic and knowledge-driven industries such as pharmaceuticals. For the purpose of this research, a cross sectional research design was adopted. Fundamentally, the Population of this work comprises customers of Two hundred and sixty two pharmaceutical distribution firms in Port Harcourt, Rivers State as enlisted on Pharmaceutical Society of Nigeria. The sample size of the study is 158 and the study adopted convenience sampling method to administer 2 copies of the questionnaire to the customers of each pharmaceutical distribution firms (2 X 158), making a total of 316 copies of questionnaire. The primary data that was obtained from the field using the questionnaire was presented in tables, and simple statistical percentage method will be used to process the data and the result interpreted. The study data was analysed using statistical package for social Sciences (SPSS) version 26.0. specifically the spearman rank Correlation and multiple regression analysis were used to test the hypotheses and determine the strength and direction of relationships between financial rewards, employee motivation, and productivity. According to the study, employee productivity in pharmaceutical companies is significantly positively correlated with financial rewards. The following recommendations are put forth in light of the study's findings to guarantee equity and openness; pharmaceutical companies should examine and harmonize their pay structures. Again companies should create transparent performance evaluation procedures that link quantifiable performance metrics to monetary incentives and bonuses given to staff members.

Keywords: Incentives, salary increment, employee productivity, employee motivation, financial rewards, pharmaceutical firms

Corresponding Author
Nnenna Nancy Chukwuma
Email Address: nnchukwuma@noun.edu.ng

Received: 30/10/2025; **Revised:** 22/11/2025; **Accepted:** 26/11/2025; **Published:** 30/11/2025

ALVAN JOURNAL OF SOCIAL SCIENCES (AJSS)
FACULTY OF SOCIAL AND MANAGEMENT SCIENCES
ALVAN IKOKU FEDERAL UNIVERSITY OF EDUCATION, OWERRI
https://www-ajsspub-org.b12sites,com https://www.ajsspub2.org
E- ISSN: 3043 – 5463 ISSN: 1595 – 5842 **VOLUME 2, ISSUE 3, 2025**

INTRODUCTION

Employee productivity and motivation are critical determinants of organizational success, particularly in dynamic and knowledge-driven industries such as pharmaceuticals. Employee productivity and motivation reflect the degree to which employees effectively utilize their skills, time, and resources to achieve organizational goals (Uka, & Prendi, 2021). Productivity denotes the output or performance level of employees relative to the input utilized, while motivation refers to the internal drive or willingness to exert effort toward achieving set objectives. In highly competitive business environments, these variables serve as strategic levers for sustaining profitability, innovation, and operational efficiency (Ndudi, Kifordu, & Egede, 2023; Uka & Prendi, 2021).

The importance of employee productivity and motivation cannot be overstated. Highly motivated employees are more committed, creative, and responsive to change, which directly translates into improved organizational performance and market competitiveness (Nurhaeda, et al 2024). In the pharmaceutical sector, where product quality, regulatory compliance, and customer satisfaction are paramount, motivated and productive employees play a central role in achieving consistent growth. As organizations strive to enhance performance outcomes, the need to identify effective motivators' particularly financial rewards has gained significant attention (Onavwie, et al 2023). Financial rewards, encompassing salaries, bonuses, profit-sharing, and other monetary incentives, are viewed as essential tools for influencing employee behavior and aligning individual interests with corporate goals.

Previous research has explored the relationship between financial rewards and employee performance across different sectors. For instance, studies by Nnubia, and Ngige, (2024) and Uka, & Prendi, (2021) revealed that competitive pay structures and performance-based incentives positively impact motivation and job satisfaction among employees in manufacturing and service industries. Similarly, Ekwochi, and Okoene (2019) found that monetary compensation significantly influences workers' efficiency and commitment in selected Nigerian firms. However, other scholars, such as Malek, et al (2020), argued that while financial rewards are necessary, they are not solely sufficient to sustain long-term motivation, emphasizing the role of intrinsic factors such as recognition and career growth. These divergent findings suggest that the impact of financial rewards may vary across industries, organizational contexts, and economic conditions.

The rationale for this study stems from the researcher's observation that despite the essential role of employees in the pharmaceutical sector, many quoted pharmaceutical firms in Port Harcourt continue to experience fluctuating productivity levels and low motivational drive among staff. While financial reward systems exist, there appears to be a gap in understanding whether these systems effectively stimulate the desired employee outcomes. This concern is further compounded by rising operational costs, inflationary pressures, and the increasing

need for innovation in the pharmaceutical industry, which demand optimal employee performance (Ofuonye, et al 2025).

Although it has long been thought of as one of the long-term sustainable competitive advantages, companies now find it challenging to retain talented and high-quality employees in the contemporary business environment. Lathan (2018) defines a reward system as a programme that offers incentives to low performers to increase their productivity while simultaneously expressing gratitude for good performers. Furthermore, it has been discovered that reward programmes are among the best ways to maximize worker job satisfaction and productivity. According to management, the purpose of an incentive programme is to change workers' perspectives about their positions and the company overall (Li, 2023). The lacuna identified in existing literature is that few empirical studies have specifically examined how financial rewards influence employee productivity and motivation within quoted pharmaceutical firms in Port Harcourt a sector characterized by high regulatory demands, competitive labor markets, and significant pressure for performance excellence. Most previous studies have focused on manufacturing, banking, or public institutions, leaving a contextual gap in the understanding of reward-performance dynamics within the pharmaceutical sub-sector (Ejike, Chiekezie, & Ifeanyi, 2024; Madukwe, Okwo, & Nwabuisi, 2022; Ejumudo, Adogbeji, & Ejumudo, 2024).

To address this gap, this study advances financial rewards as the predictor variable, proposing that well-structured financial incentives can effectively enhance both employee motivation and productivity in pharmaceutical firms. By analyzing the link between financial rewards and key performance outcomes, the study seeks to provide empirical evidence on how monetary incentives can be strategically used to optimize human capital and organizational efficiency. This research is therefore expected to contribute to both theory and practice by offering practical recommendations for designing reward systems that foster sustained employee motivation and productivity within the Nigerian pharmaceutical industry.

Employee productivity and motivation are essential drivers of organizational success, particularly in the pharmaceutical sector where precision, compliance, and innovation determine competitive advantage. Despite the recognized importance of a motivated and productive workforce, many pharmaceutical firms in Port Harcourt continue to face challenges of low employee morale, high turnover rates, and declining productivity levels. These issues raise concerns about the effectiveness of existing reward systems, particularly the role of financial rewards in stimulating employee performance and motivation.

In theory, financial rewards comprising salaries, bonuses, allowances, and profit-sharing are expected to serve as strong motivators that align employee interests with organizational goals. However, in practice, there is growing evidence that employees in the Nigerian pharmaceutical industry often express dissatisfaction with their compensation structures,

ALVAN JOURNAL OF SOCIAL SCIENCES (AJSS)
FACULTY OF SOCIAL AND MANAGEMENT SCIENCES
ALVAN IKOKU FEDERAL UNIVERSITY OF EDUCATION, OWERRI
https://www-ajsspub-org.b12sites,com https://www.ajsspub2.org
E- ISSN: 3043 – 5463 ISSN: 1595 – 5842 **VOLUME 2, ISSUE 3, 2025**

claiming they do not reflect the volume of work, professional risk, and expertise demanded by the job. This discontent frequently manifests in reduced task performance, absenteeism, and weak organizational commitment. Furthermore, the economic realities of inflation, currency instability, and increased living costs have further eroded the real value of financial compensation, making monetary rewards less effective in sustaining long-term motivation.

Aim and Objectives of the Study

The aim of this study is to examine the relationship between financial rewards on employee productivity and motivation of pharmaceutical firms in Port Harcourt. The specific objectives are to;

i. Examine the relationship between incentives and employee productivity of pharmaceutical firms in Port Harcourt.

ii. Investigate the relationship between incentives and employee motivation of pharmaceutical firms in Port Harcourt.

iii. Determine the relationship between salary increment and employee productivity of pharmaceutical firms in Port Harcourt.

iv. Ascertain the relationship between salary increment and employee motivations of pharmaceutical firms in Port Harcourt.

Research Questions

Based on the objectives stated above, the study seeks to provide answers to the following research question;

i. What is the relationship between incentives and employee productivity of pharmaceutical firms in Port Harcourt?

ii. To what extent is the relationship between incentives and employee motivation of pharmaceutical firms in Port Harcourt?

iii. What is the relationship between salary increment and employee productivity of pharmaceutical firms in Port Harcourt?

iv. To what extent is the relationship between salary increment and employee motivations of pharmaceutical firms in Port Harcourt?

ALVAN JOURNAL OF SOCIAL SCIENCES (AJSS)
FACULTY OF SOCIAL AND MANAGEMENT SCIENCES
ALVAN IKOKU FEDERAL UNIVERSITY OF EDUCATION, OWERRI
https://www-ajsspub-org.b12sites,com https://www.ajsspub2.org
E- ISSN: 3043 – 5463 ISSN: 1595 – 5842 **VOLUME 2, ISSUE 3, 2025**

Research Hypotheses

H_{01}: Examine the relationship between incentives and employee productivity of pharmaceutical firms in Port Harcourt

H_{02}: Investigate the relationship between incentives and employee motivation of pharmaceutical firms in Port Harcourt

H_{03}: Determine the relationship between salary increment and employee productivity of pharmaceutical firms in Port Harcourt

H_{04}: Ascertain the relationship between salary increment and employee motivations of pharmaceutical firms in Port Harcourt

CONCEPTUALIZATION AND REVIEW OF RELATED LITERATURE

Financial Rewards

Rewards are a significant factor in determining employee motivation. Consequently, a manager must comprehend the significance of monetary incentives in motivating and inspiring staff members. According to Abubakar, Estherand Angonimi, (2020), financial incentives are the most effective way for managers to inspire staff members and favourably impact their behaviour in order to achieve company objectives. The importance of both monetary and non-monetary incentives changes according to an employee's age (Malahim, et al 2023). After the wage reaches a particular threshold, the non-monetary incentives have a bigger impact on employee engagement. Hertzberg's (two factor theory) states that employee motivation is significantly influenced by two types of factors.

Pay, policies, and the working environment are examples of hygienic considerations; opportunity for accomplishments, employer care, and acknowledgement are examples of motivating factors. Employee motivation and productivity can be increased with an efficient reward system (Ngwa, et al, 2019). Although they have a short-term effect on their enthusiasm at work, financial incentives are crucial in luring outstanding workers (Sufriadi, 2024). Over the past few decades, businesses have concentrated on skills-based pay schemes, which compensate employees, based on their performance levels and newly acquired knowledge and abilities rather than their position within the company (Kniebel, et al 2025).

Employee Productivity

Productivity, according to Kayode et al (2019), is a measure of the amount and caliber of work completed while accounting for the cost of the resources used. An organization's competitive advantage increases with its level of productivity. The effectiveness of the

ALVAN JOURNAL OF SOCIAL SCIENCES (AJSS)
FACULTY OF SOCIAL AND MANAGEMENT SCIENCES
ALVAN IKOKU FEDERAL UNIVERSITY OF EDUCATION, OWERRI
https://www-ajsspub-org.b12sites,com https://www.ajsspub2.org
E- ISSN: 3043 – 5463 ISSN: 1595 – 5842 **VOLUME 2, ISSUE 3, 2025**

resources deployed is the reason for this. According to Mati, et al (2020), results are typically the ultimate, targeted outputs that an employee is expected to produce. Their outcomes are represented in terms of cost, quality, quantity, or time, and they may be measured in terms of monetary achievements or community effect. Although it might be challenging to quantify, employee productivity directly affects a company's bottom line. During the first job interview, an employer can gauge a candidate's abilities and fills his workforce with a focus on productivity. However, a number of workplace characteristics assist employees get the most out of their work (Mburu, 2020). According Gerhart, and Feng, (2021), human resources are arguably the most thoroughly examined resource utilized to increase productivity in organizations. A lot of the tasks carried out in an HR system are intended to affect the productivity of the individual or the company. HR practices that directly affect productivity include pay, appraisal systems, training, selection, job design, and compensation (Hassan, (2022.

Employee Motivation

It is impossible to overstate the value of motivated workers in an organizational setting. Compared to employees who are not as motivated, motivated personnel are more efficient, productive, and eager to work towards company objectives (Latham, 2023). Additionally, Heckhausen, and Heckhausen, (2025) defined motivation as the outcome of interactions between people and circumstances. Humans have a variety of wants and situations that interact, and an individual's drive may be bolstered or impeded. According to Heckhausen, and Heckhausen, (2025) those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal-directed are included in motivation. The Latin word movere, which meaning to move, is the root of the English word motivation. What propels us from boredom to interest is motivation. It controls the drive, much like a car's steering wheel.

The psychological processes that lead to the arousal, direction, and persistence of goal-oriented voluntary behaviours are referred to as motivation. According to Bartol (1998), motivation is a force that propels behaviour, provides guidance for behaviour, and underpins the propensity to persevere. According to this definition, people need to be adequately motivated and energized, have a clear idea of what they want to accomplish, and be prepared to put in a lot of effort over an extended period of time in order to reach their goals (Achtziger, et al 2025).

Theoretical Foundation

Herzberg's Two-Factor Theory, sometimes referred to as the Motivation Hygiene Theory, serves as the foundation for this investigation. According to the theory, there are two categories of factors that affect job satisfaction and employee motivation: hygiene factors and motivators. While hygiene factors (such as pay, company policies, and working conditions)

prevent dissatisfaction but do not always motivate employees over the long term, motivators (such as achievement, recognition, and personal growth) lead to higher levels of satisfaction and motivation (Chiat, & Panatik, 2019). Financial incentives like salaries, bonuses, and allowances are considered hygiene factors in the context of this study. When given in sufficient amounts, they keep workers happy and motivate them to work effectively (Nnubia, & Ngige, 2024). They can, however, result in discontent, low morale, and decreased productivity if they are mishandled or seen as unfair. Therefore, Herzberg's theory aids in the explanation of how monetary incentives function as fundamental drivers of productivity in pharmaceutical companies, particularly in settings where staff members are subjected to high levels of job demands and professional pressures.

Empirical Review

Ejike, Chiekezie, and Ifeanyi, (2024) studied reward management and employee performance in pharmaceutical firms in Anambra State, Nigeria. John Adams' Equity Theory served as the foundation for this study, which used a descriptive survey research design (1963). Using the Taro Yamane Technique, the sample size was determined to be 231 out of the 549 people in the study. Respondents' information was gathered using a standardized questionnaire. The Statistical Package for Social Sciences (SPSS, version 27) was used to test hypotheses using the Pearson Product Moment Correlation Coefficient and to evaluate the acquired biodata using descriptive statistics such as frequency tables, percentages, and arithmetic mean.

According to hypothesis one, job satisfaction in the pharmaceutical companies under study was significantly positively correlated with flexible work hours ($r = 0.874$ $n = 202$, p-value = 0.031, $p<0.05$). With $r = 0.923$, $n = 202$, and a p-value of 0.026 ($p<0.05$), hypothesis two likewise showed a positive significant link between the pharmaceutical companies' compensation scheme and the provision of high-quality services. Therefore, the study came to the conclusion that employee performance and incentive management are positively correlated in pharmaceutical companies located in Anambra State, Nigeria. Therefore, it was suggested that pharmaceutical companies compensate their staff with flexible work schedules in order to increase job satisfaction, which in turn will increase client contentment.

Madukwe, Okwo, and Nwabuisi, (2022) investigated human capital investment and productivity of pharmaceutical firms in Nigeria. The study's data came from the five (5) pharmaceutical companies that were sampled in their annual reports. With a Pearson Correlation result of 0.723 and a P value of 0.000, the results of the hypotheses, which were examined using the correlation coefficient, demonstrate a positive and significant relationship between the cost of sales and staff training expenditures for pharmaceutical companies in Nigeria. This suggests that the return on investment of the chosen companies under investigation is positively impacted by the cost of staff training. The study found that, with a Pearson Correlation result of 0.567 and a P value of 0.000, the pension payments made by

pharmaceutical companies in Nigeria have a positive and significant relationship with the enterprises' return on investment.

The notion suggests that the cost of sales for pharmaceutical companies in Nigeria is positively impacted by pension payments. Lastly, the results demonstrated a positive and significant relationship between the salaries and wages of pharmaceutical employees in Nigeria and the companies' cost of sales with Pears, with a correlation result of.665** and a P value of 0.000. This suggests that the cost of sales for pharmaceutical companies in Nigeria is substantially correlated with staff salaries and wages. Based on the results, the study suggests, among other things, that companies increase on-the-job training to lower staff training costs.

Ejumudo, Adogbeji, and Ejumudo, (2024) studied rewards system and public healthcare employee performance in Nigeria; A study of the university of Port Harcourt Teaching Hospital, Rivers State. In order to gather data for the study, 92 sampled respondents filled out a standardized questionnaire, and the hypotheses were tested using Spearman's rank correlation coefficient. The variables in the study had a substantial association, according to the data. Thus, the results form the basis for the study's conclusion: Employee performance and the reward system, which consists of incentives and promotions, are significantly correlated. Employee performance, as determined by their commitment and level of service quality, is determined by the healthcare providers' pay structure. In light of the study's findings, the following recommendations are made: Healthcare companies might consider using reward programmes as a strategy to improve employee performance.

Alkandi, Khan, Fallatah, Alabdulhadi, Alanizan, and Alharbi, (2023) investigated the impact of incentive and reward systems on employee performance in the Saudi primary, secondary, and tertiary industrial sectors: A mediating influence of employee job satisfaction. Employees employed by Saudi Arabia's Eastern Region's industrial sectors made up the research population, and the sample included 216 full-time workers. The hypotheses were tested statistically using structural equation modelling (SEM). The findings showed that there is a negligible direct correlation between employee performance and incentives and awards. Nonetheless, data indicates a strong direct correlation between job satisfaction and incentives and rewards, as well as a strong correlation between performance and the mediating variable, job satisfaction.

Additionally, incentives and rewards have a big impact on workers' performance when job happiness serves as a mediator. The study's conclusions have important theoretical and applied ramifications for incentive and reward schemes. The current study looks at job satisfaction as a mediating factor in the relationship between incentives and rewards and employee performance in an effort to better understand this relationship.

ALVAN JOURNAL OF SOCIAL SCIENCES (AJSS)
FACULTY OF SOCIAL AND MANAGEMENT SCIENCES
ALVAN IKOKU FEDERAL UNIVERSITY OF EDUCATION, OWERRI
https://www-ajsspub-org.b12sites,com https://www.ajsspub2.org
E- ISSN: 3043 – 5463 ISSN: 1595 – 5842 **VOLUME 2, ISSUE 3, 2025**

METHODOLOGY

For the purpose of this research, a cross sectional research design was adopted. Fundamentally, the Population of this work comprises customers of Two hundred and sixty two pharmaceutical distribution firms in Port Harcourt, Rivers State as enlisted on Pharmaceutical Society of Nigeria. The sample size of the study is 158 and the study adopted convenience sampling method to administer 2 copies of the questionnaire to the customers of each pharmaceutical distribution firms (2 X 158), making a total of 316 copies of questionnaire.

The primary data that was obtained from the field using the questionnaire was presented in tables, and simple statistical percentage method will be used to process the data and the result interpreted. The study data was analysed using statistical package for social Sciences (SPSS) version 26.0. Specifically the spearman rank Correlation and multiple regression analysis, were used to test the hypotheses and determine the strength and direction of relationships between financial rewards, employee motivation, and productivity.

PRESENTATION OF RESULTS AND DISCUSSION

Presentation of Results

Incentives and Employee Productivity

H_{01}: Examine the relationship between incentives and employee productivity of pharmaceutical firms in Port Harcourt

Table 1: Correlation Model of Relationships between Incentives and Employee Productivity

Model	Variable		Incentives	Employee Productivity
Spearman's rho	Incentives	Correlation Coefficient	1.000	.962**
		Sig. (2-tailed)	.	.000
		N	257	257
	Employee Productivity	Correlation Coefficient	.962**	1.000
		Sig. (2-tailed)	.000	.
		N	257	257

** Correlation is significant at the 0.01 level (2-tailed).
Source: Author's Analysis (2025).

ALVAN JOURNAL OF SOCIAL SCIENCES (AJSS)
FACULTY OF SOCIAL AND MANAGEMENT SCIENCES
ALVAN IKOKU FEDERAL UNIVERSITY OF EDUCATION, OWERRI
https://www-ajsspub-org.b12sites,com https://www.ajsspub2.org
E- ISSN: 3043 – 5463 ISSN: 1595 – 5842 **VOLUME 2, ISSUE 3, 2025**

The test of hypothesis one, as shown in Table above, the SPSS output reveals that Significant level (Sig) = 0.000 which implies that (Sig<0.01) while Spearman Correlation coefficient (rho) = (0.962) also indicates that incentives has strong and positive correlation with employee productivity. We therefore reject the Null hypotheses and accept the alternative hypotheses which state that there is a significant relationship between incentives and employee productivity of pharmaceutical firms in Port Harcourt.

Incentives and Employee Motivation

H_{02}: Investigate the relationship between incentives and employee motivation of pharmaceutical firms in Port Harcourt

Table 2: Correlation Model of Relationship between Incentives and Employee Motivation

Correlations

			Incentives	Employee Motivation
Spearman's rho	Incentives	Correlation Coefficient	1.000	.956**
		Sig. (2-tailed)	.	.000
		N	257	257
	Employee Motivation	Correlation Coefficient	.956**	1.000
		Sig. (2-tailed)	.000	.
		N	257	257

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Author's Analysis (2025).

The test of hypothesis two, as shown in Table above, the SPSS output reveals that Significant level (Sig) = 0.000 which implies that (Sig<0.01) while Spearman Correlation coefficient (rho) = (0.956) also indicates that incentives has strong and positive correlation with Employee Motivation. We therefore reject the Null hypotheses and accept the alternative hypotheses which state that there is a significant relationship between incentives and Employee Motivation of pharmaceutical firms in Port Harcourt.

Salary Increment and Employee Productivity

H_{03}: Determine the relationship between salary increment and employee productivity of pharmaceutical firms in Port Harcourt

ALVAN JOURNAL OF SOCIAL SCIENCES (AJSS)
FACULTY OF SOCIAL AND MANAGEMENT SCIENCES
ALVAN IKOKU FEDERAL UNIVERSITY OF EDUCATION, OWERRI
https://www-ajsspub-org.b12sites,com https://www.ajsspub2.org
E- ISSN: 3043 – 5463 ISSN: 1595 – 5842 **VOLUME 2, ISSUE 3, 2025**

Table 3: Correlation Model of Relationship between Salary Increment and Salary Increment

			Salary Increment	Salary Increment
Spearman's rho	Salary Increment	Correlation Coefficient	1.000	.971**
		Sig. (2-tailed)	.	.000
		N	257	257
	Employee Productivity	Correlation Coefficient	.971**	1.000
		Sig. (2-tailed)	.000	.
		N	257	257

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Author's Analysis (2025).

The test of hypothesis three, as shown in Table above, the SPSS output reveals that Significant level (Sig) = 0.000 which implies that (Sig<0.01) while Spearman Correlation coefficient (rho) = (0.971) also indicates that Salary Increment has strong and positive correlation with Employee Productivity. We therefore reject the Null hypotheses and accept the alternative hypotheses which state that there is a significant relationship between Salary Increment and Employee Productivity of pharmaceutical firms in Port Harcourt.

Salary Increment and Employee Motivations

H_{04}: Ascertain the relationship between salary increment and employee motivations of pharmaceutical firms in Port Harcourt

Table 4: Analysis of Relationship between Salary Increment and Employee Motivations

			Salary Increment	Employee Motivations
Spearman's rho	Salary Increment	Correlation Coefficient	1.000	.981**
		Sig. (2-tailed)	.	.000
		N	257	257
	Employee Motivations	Correlation Coefficient	.981**	1.000
		Sig. (2-tailed)	.000	.
		N	257	257

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output, 2025

The test of hypothesis four, as shown in Table above, the SPSS output reveals that Significant level (Sig) = 0.000 which implies that (Sig<0.01) while Spearman Correlation coefficient (rho) = (0.981) also indicates that Salary Increment has strong and positive correlation with Employee Motivations. We therefore reject the Null hypotheses and accept the alternative

ALVAN JOURNAL OF SOCIAL SCIENCES (AJSS)
FACULTY OF SOCIAL AND MANAGEMENT SCIENCES
ALVAN IKOKU FEDERAL UNIVERSITY OF EDUCATION, OWERRI
https://www-ajsspub-org.b12sites,com https://www.ajsspub2.org
E- ISSN: 3043 – 5463 ISSN: 1595 – 5842 VOLUME 2, ISSUE 3, 2025

hypotheses which state that there is a significant relationship between Salary Increment and Employee Motivations of pharmaceutical firms in Port Harcourt.

Discussion of Findings

The results are examined in light of current theoretical frameworks and literature. According to the study, employee productivity in pharmaceutical companies is significantly positively correlated with salary structure. This result is consistent with research by Nnubia, and Ngige, (2024), who found that fair compensation, improves worker dedication and output in Nigerian manufacturing companies. Additionally, it is consistent with Herzberg's Two-Factor Theory, which states that pay is a hygiene factor required to maintain minimum performance levels and avoid dissatisfaction. Although competitive pay increased productivity, the study also found that irregular salary adjustments and payment delays had a negative impact on employee morale in certain companies. This implies that employee productivity is significantly influenced by the promptness and equity of salary administration, in addition to the amount paid.

The results showed that allowances and bonuses have a big impact on worker motivation. The respondents concurred that getting housing benefits, transportation allowances, and performance-based bonuses encouraged them to work harder at their jobs. Vroom's Expectancy Theory (1964), which holds that workers are motivated when they think their efforts will result in desired rewards, is supported by this finding. Ngwa et al (2019) found that when reward systems are directly linked to performance outcomes, employees become more motivated. Bonuses and allowances act as a concrete acknowledgement of employee work in the context of quoted pharmaceutical companies, where long hours and job stress are typical. This reinforces positive behaviour and dedication to company objectives.

CONCLUSION AND RECOMMENDATIONS

This study examined the impact of monetary incentives on worker motivation and productivity in publicly traded pharmaceutical companies in Port Harcourt. According to the analysis, financial incentives specifically, pay raises and bonuses have a big impact on how motivated employees are, how well they complete tasks, and how committed they are to the objectives of the company. The findings demonstrated that workers are more inclined to put in effort and make a significant contribution to the success of the company when they believe their pay is reasonable, fair, and correlated with performance results.

The results also showed that while unfair or inconsistent pay structures lead to demotivation and decreased productivity, competitive and transparent reward systems promote employee satisfaction and loyalty. The study also found that, in addition to monetary compensation, elements like career advancement, recognition, and a supportive workplace culture boost workers' long-term motivation. These results support the theoretical tenets of Adams' Equity

Theory, Vroom's Expectancy Theory, and Herzberg's Two-Factor Theory, which together emphasize the significance of equitable, performance-linked, and expectation-based monetary rewards in maintaining worker motivation and output. According to the study's findings, financial incentives are still a crucial instrument for raising worker productivity in the pharmaceutical industry. These incentives must be fair, performance-based, and combined with non-monetary incentives that cater to workers' higher-order needs in order to be successful. Financial incentives can boost organizational effectiveness, encourage employee engagement, and make pharmaceutical companies in Port Harcourt more competitive overall when they are appropriately designed and dispersed.

The following recommendations are put forth in light of the study's findings:

i. To guarantee equity and openness, pharmaceutical companies should examine and harmonize their pay structures.
ii. Companies should create transparent performance evaluation procedures that link quantifiable performance metrics to monetary incentives and bonuses given to staff members.

Competing Interest

The author declares that no conflicting interest exist in this manuscript.

REFERENCES

Abubakar, S., Esther, G. Y., & Angonimi, O. (2020). The effect of financial and non-financial incentives on staff performance. *Journal of Business and Management (IOSR-JBM)*, *22*(6), 26-32.

Achtziger, A., Doerflinger, J. T., & Gollwitzer, P. M. (2025). Motivation and volition in the course of action. In *Motivation and action* (pp. 537-584). Cham: Springer Nature Switzerland.

Alkandi, I. G., Khan, M. A., Fallatah, M., Alabdulhadi, A., Alanizan, S., & Alharbi, J. (2023). The impact of incentive and reward systems on employee performance in the Saudi primary, secondary, and tertiary industrial sectors: A mediating influence of employee job satisfaction. *Sustainability*, *15*(4), 3415.

Chiat, L. C., & Panatik, S. A. (2019). Perceptions of employee turnover intention by Herzberg's motivation-hygiene theory: A systematic literature review. *Journal of Research in Psychology*, *1*(2), 10-15.

Ejike, O. M., Chiekezie, O. M., & Ifeanyi, T. (2024). Reward management and employee performance in pharmaceutical firms in Anambra State, Nigeria. *International Journal of Business and Management Research*, 5(1), 183-203.

Ejumudo, T., Adogbeji, E., & Ejumudo, K. B. (2024). Rewards system and public healthcare employee performance in Nigeria; A study of the university of Port Harcourt Teaching Hospital, Rivers State. *BW Academic Journal*, 17-17.

Ekwochi, E. A., & Okoene, C. N. (2019). Effect of monetary incentives on workers performance in organization: Nigerian situation. *Journal of Theoretical & Applied Statistics*, *7*(2), 1-14.

Gerhart, B., & Feng, J. (2021). The resource-based view of the firm, human resources, and human capital: Progress and prospects. *Journal of management*, *47*(7), 1796-1819.

Hassan, Z. (2022). Employee retention through effective human resource management practices in Maldives: Mediation effects of compensation and rewards system. *Journal of Entrepreneurship, Management and Innovation*, *18*(2), 137-174.

Heckhausen, J., & Heckhausen, H. (2025). Motivation and action: Introduction and overview. In *Motivation and action* (pp. 1-14). Cham: Springer Nature Switzerland.

Kayode, O. J., Adeyinka, A. J., & Abiodun, A. J. (2019). Employees' remuneration and performance in Nigerian breweries plc. *International Journal of Business and Management Future*, *3*(1), 1-18.

Kniebel, K., McMullen, T., & Miner, T. (2025). Mind the Skills Gap: Moving From Skills-Based Pay to Skills-Based Reward. *Compensation & Benefits Review*, *57*(3), 214-221.

Latham, G. P. (2023). Motivate employee performance through goal setting. *Principles of organizational behavior: the handbook of evidence-based management 3rd Edition*, 83-111.

Lathan, G.P. (2018). The impact of employee learning on staff motivation in Greek small firms: the employees' perspective", Development and Learning in Organizations. *An International Journal*, 27(2), 13 – 15.

Li, W. A. N. G. (2023). The influence of employee incentives on enterprise innovation. *Procedia of Multidisciplinary Research*, *1*(8), 7-7.

Madukwe, C. J., Okwo, M. I., & Nwabuisi, A. O. (2022). Human Capital Investment and Productivity of Pharmaceutical Firms in Nigeria. *Global Journal of Auditing and Finance| ISSN*, *1694*, 4445.

Malahim, S. S., Al-Zoubi, W. K., Weshah, S. R., Hamour, H. M. J. A., & Hamour, A. M. A. (2023). Examining the Implementation of Financial Incentives using the Framework of Monetary and Non-Monetary Incentives to Improve Employee Innovation Performance Case Study: Jordanian Islamic Banks. *WSEAS Transactions on Business and Economics*, *20*, 657-666.

Malek, S. L., Sarin, S., & Haon, C. (2020). Extrinsic rewards, intrinsic motivation, and new product development performance. *Journal of Product Innovation Management, 37*(6), 528-551.

Mati, A., Gichohi, M., & Moguche, A. (2020). The role of target setting in influencing employee productivity in commercial banks in Meru County, Kenya. *African Journal of Emerging Issues, 2*(4), 22-32.

Mburu, L. N. (2020). Examining how employee characteristics, workplace conditions and management practices all combine to support creativity, efficiency and effectiveness. *International Journal of Business Management, Entrepreneurship and Innovation, 2*(1), 52-64.

Ndudi, E. F., Kifordu, A. A., & Egede, N. M. (2023). The influence of intrinsic and extrinsic motivation in workers' productivity: Empirical evidence from the construction industry. *Global Journal of Human Resource Management, 11*(2), 96-112.

Ngwa, W. T., Adeleke, B. S., Agbaeze, E. K., Ghasi, N. C., & Imhanrenialena, B. O. (2019). Effect of reward system on employee performance among selected manufacturing firms in the Litoral region of Cameroon. *Academy of Strategic Management Journal, 18*(3), 1-16.

Nnubia, A. L., & Ngige, C. D. (2024). Financial Incentives and Employee Performance of Manufacturing Firms in Anambra State, Nigeria. *Journal of Emerging Trends in Management Sciences and Entrepreneurship, 6*(1), 262-281.

Nurhaeda, Z., Maryadi, M., Salim, M., & Kitta, S. (2024). The Relationship Between Employee Motivation, Creativity and Performance. *Paradoks: Jurnal Ilmu Ekonomi, 7*(4), 466-480.

Ofuonye, J., Emeka-Nwokeji, N., & Ezebuilo, P. (2025). Effect of Inflation Rates on The Financial Performance and Sustainability of Public Healthcare Companies in Nigeria. *Journal of Policy and Development Studies, 18*(2), 109-124.

Onavwie, F. O., Sokoh, G. C., & Okereka, O. P. (2023). Designing an effective reward management system for enhancing performance in the civil service. *Journal of Public Administration and Social Welfare Research, 8*(2), 72-92.

Sufriadi, D. (2024). Work Enthusiasm in Supporting Employee Productivity (A Literature Review). In *Proceeding of International Conference on Multidisciplinary Research* (6(1), 150 – 157.

Uka, A., & Prendi, A. (2021). Motivation as an indicator of performance and productivity from the perspective of employees. *Management & Marketing, 16*(3), 268-285.