

Performance Management and Employee Performance of Hotels in Kogi State, Nigeria

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Abstract

Concerned by the poor performance in organizations in recent time and the Hotels in Kogi State in particular, the study therefore set to investigate the impact of performance management on employee productivity in Hotels in Kogi State. To achieve the objectives of the study, a survey research design was employed and data gathered from 88 top level management, middle level management and supervisory staff of the hotel through structured questionnaire out of which 82 completed and returned the questionnaire. The data gathered were subjected to descriptive and parametric statistical analysis. The hypotheses of the study were tested using simple linear regression. The results of the analysis revealed a positive and significant influence of the independent variable on the dependent variable. In specifics term, a significant and positive relationship was discovered between reward system and employee engagement on one hand and significant and positive relationship was discovered between career management and employee job satisfaction on the other hand. Based on the findings, the study recommended that the management of Hotels in Kogi State should endeavour to pay competitive wages and incentives to their employees as well as develop career paths for hardworking employees and encourage internal promotion of employees to higher positions. This will surely energize employees to have hope in their career paths with the organization.

Keywords: *Productivity, performance management, Hotels, career management, and Reward system.*

Introduction

Performance management in the modern workplace is no longer an alternative activity for management but a necessity. With ever increasing demand for talent retention, skill development, work place adaptability, it becomes imperative for managers of organizations to adopt robust performance management system in their own interest at least if they must remain competitive. To be competitive, employee engagement is no longer negotiable, individual goals and organizational objectives needs to be aligned and re-aligned, develop the capability to fosters growth and development, and improve accountability in all spheres of the organizational life.

Since performance of organizations cannot be divorced from the effort of its employees, it then means that they are related concepts. Hence, productivity of organizations and performance of employees are inseparable concepts (Osisioma & Audu, 2022). The performance of employees translates to the productivity of the organization. Thus, it is submitted that the performance of any

organization is the performance of its people (Dumade & Adeyemi, 2017; Lawrence, 1972; Osisioma & Audu, 2022).

Global decline in the quality of education with its attendant manifestation in the poor quality of workers in organizations today call for a concerted effort in performance management. Equally, there is a wide margin or gap between skill mismatch of graduates and industry needs, limited emphasis on soft skills and emotional intelligence, inadequate preparation for emerging technologies all has compounded the need for performance management in contemporary Nigeria organizations (Uche, 2014; Dogora, 2023). All this has made productivity cumbersome for modern organizations. For productivity to be achieved skills must match industry needs, employees must be trained and retrained to catch up with emerging change in technology and the riotous appetite by organizations for soft skills. Global market is driven by skills clothed in technology, and success on the global arena calls for possession of these skills.

Organizations are parking up every day and unemployment on the increase despite the astronomical numbers of graduates that are being churn-out of our tertiary institutions on a yearly basis. There are obviously a lot of concerns on the dwindling fortunes of organization's productivity in spite of employing people to handle various tasks that would have moved the organization to greater heights. The gap in skills coupled with the mismatch between industries' needs and available skills confronted by organizations call for worry. Hence, this study to examine performance management and the productivity of employees of selected Hotels in Kogi State, Nigeria.

From the foregoing, therefore, the following research questions, objectives and hypotheses to guide the study were derived thus:

- I. What is the nature of influence of reward system on employee engagement in Hotels in Kogi State
 - II. How does career management affects employee job satisfaction of employees of Hotels in Kogi State
- The study objectives are:
- I. Examine the influence of reward system and employee engagement in Hotels in Kogi State
 - II. Determine the effect of career management on employee job satisfaction of Hotels in Kogi State.

The study verified the following hypotheses:

- I. Reward system has no significant influence of employee engagement in Hotels in Kogi State
- II. Career management has no significant effect on employee job satisfaction in Hotels in Kogi State

Conceptual Review

The Concept of Performance Management

Performance management is a conscious effort taken by organizations and its management to ensure continuous planning, monitoring, evaluating, so as to improve the performance of employees and by implication that of the organization. Thus, to Daniels (2014) sees performance management as the changing behavior that attempts to improve and ensure the effectiveness of an organization. Equally, Chiang and Birtch (2010) submit that performance management is a process that seeks to improve employees' effectiveness in organizations. It is the continuous feedback, mentoring, coaching, collaboration of the managers and employees by looking back at past performance, reviewing it in order to set goals and motivational mechanism that will help align employee's goals with that of the organization (Naomee 2020). It represents the strategic and integrated approach taken by organizations to delivering sustained success by improving the performance of employees and developing the capabilities of teams and individual contributors (Osisioma & Audu, 2022). Performance management is embedded in the continuous development

and flexible process that encapsulates managers and those they manage acting as partners within a framework to achieve the mutual goals of the organization and that of the employees (Osisioma & Audu, 2022). In performance management, managers act as a coach and not a boss. Managers do not look for who is wrong but what is wrong and concentrate how performance can be improved collectively for the benefit of the organization and the employees. On the basis of the above submissions, performance management can be seen as the conscious effort by management of organizations to improve both employee behavior and performance with a view to increasing employees and organizational productivity (Osisioma, et.al, 2022). It is a process and procedures used by management of organizations to maintain or change the working chemistry of the organization (Dietz & Boon 2015; Dobre 2013 and Osisioma et.al, 2022).

Tripathi and Agrawal (2014) contended that performance management is the process of decision making used by organizations to collect, analyze, and monitor of information related to employees' performance. Leaning on the above submissions, it can be concluded that performance management is a system consciously designed to harness employee information regarding their skills abilities and potentials. These skills, abilities and potential will be used to plan the organization's workforce. Thus, organizations use performance management systems to improve productivity in organizations (Ziyaminyana and Pwaka, 2019). In this study, the following performance management variables of: rewards system and career management would be in focus. It is an integral part of managing a business and a mechanism through which employees are measured in terms of contributions to the goals of the organization (White 2020).

Rewards System

Reward in the view of Issa and Ishola (2020) is a generic term that deals with all kinds of remuneration which employees get in return for the investment of their knowledge, skills, and abilities to further the course of their employers' work. Competitive reward system galvanizes employees to putting in their best by being contented, attracted to their tasks, and motivated to perform at their optimum strengths in pursuance of the laid down objectives of the organization. Empirically various means of rewarding employees abounds which includes personnel development, financial and non-financial rewards that are married with the results or performance of employees (Idemobi & Onyeizuabe, 2011, Mondy 2010, Nzewi et al, 2023). The financial rewards take the form of bonus systems, salary, wages and perquisite. On the other hand, non-financial rewards take the form of good working environment such as well furnished offices, attachment with official car, authority and responsibility, promotion, education, participation in decision making, flexible working hours, recognition and appreciation to mention but a few (Salau, Oludayo & Omoniyi, 2014, Uchenna et al, 2023). Satisfactory financial and non-financial rewards help organizations to keep their valuable employees from leaving the organization. Intrinsic reward in the form of praises and recognition for exceptional or outstanding performance helps in galvanizing employee to strive harder to achieve organizational goals while others are satisfied with extrinsic rewards such as salaries and monetary incentive (Lawler, 2008).

There has been a lot of academic debate on the impact of rewards management system on employee productivity in recent times. It was argued by Akhatak (2013) that reward systems are fundamental catalysts in employee's motivation to apply skills in pursuant of organizational goals and objectives. This submission therefore regarded rewards as important means for aligning the behavior of employees to suit organizational interests (Ziyaminyana & Pwaka, 2019). Equally, Ajila and Abiola (2004) submitted that rewarding employees have significant association with improved organizational performance. Similarly, Aktar (2012) held that employees who are rewarded usually perform better than those that are not rewarded.

On the strength of the above submissions from extant literature, it can therefore be argued that rewards play a significant role in employee productivity and that of the organization. It is the considered opinion of this study and in line with the view of Issa and Ishola (2020) that the extent to which workers are contented with their job and their willingness to stay in an organization is a derivative of such firm's reward system.

Career Management

Career management is the web of structured planning and the active management choice of one's own professional career (Wikipedia, 2021). It is a generic term that encapsulates career planning and development on an individual level. Career management is a life-long process of investing resources to attain one's career goals. Career management is a continuing process that allows employees to adapt to the changing demands of the dynamic environment. It starts from self-awareness in which an employee evaluate self in terms of skills, interests, personality traits and values. Career management is a conscious and deliberate planning of the employees' activities and engagements in a given job or jobs that one undertakes in the life-long journey of building a career leading to better fulfillment, growth and financial stability. Variables of career management include: mentoring, coaching, training and development, availability of possible career progression, participative management and job security among others. Career management is a dual responsibility of the employees and management of organizations. Given employee an assurance that he can grow with the organization as much as his capacity can take him is in itself motivating. Thus, such assurances galvanize employee to higher productivity. Though challenging, it is the responsibility of the human resource professional to match and support career expectation of higher performers with the requirement of the organization (Mushra and Sachan, 2012). Career management it was submitted can be encouraged by an organization through mentoring, job rotation, and job enrichment, learning opportunities, taking stock of future leadership requirements, and designing the career path of capable and performing individuals (Mushra and Sachan (2012).

The Concept of Employee Performance

Performance is a multidimensional and multi-complex concept in the vocabulary of work organizations which is difficult to define (Okoro, Nebo & Nwosu, 2017). This is due to the fact that different authors viewed it differently and from diverse perspectives. In the view of Ojeleye (2017) performance is the measure of an employee's work attainment after exerting some level of efforts. Thinking along the same way, employee performance is viewed by Erimife (2020) as an activity in which an individual is able to accomplish the task assigned to him/her successfully subject to the normal constraints of reasonable utilization of the available resources. Similarly, Amir and Amen (2013), Osioma & Audu (2022), Mbidoaka (2017) held that employees job satisfaction and higher productivity are positively related. Also, Carol and Florah (2019) see employee productivity as the ability of workers to produce quality outputs with limited inputs. Employee performance represents the quantity of work or output produced by a worker within the space of a given time frame (Mensah, 2015).

Employee performance indicators include the average number of tasks performed by each staff, new product introduced within a specific time, and number of improvements made in a specific time (Osioma, et.al 2022).

To Ziyaminyana and Pwaka (2019) the metric of employee performance includes number of customers served, the employee quality of work output, and quantity of work output, customer care and customer relations as well as customer satisfaction.

Performance can be measured in diverse ways. In a factory for instance, productivity might be measured based on the number of hours it takes to produce a product, while in the service sector,

productivity might be measured based on the revenue generated by an employee weighted against such employee's salary (Ailabouni, 2010, Osisioma & Audu, 2022). Productivity measures could be single factor or multi-factor; the option of which to choose depends on the purpose such measurement is conducted for and in most cases, the availability of data (Dunmade & Adeyemi, 2017, Ailabouni, 2010).

For the purpose of this study, performance is viewed as the increase in the output ratio of required quality and quantity expressed as the inputs a specific production situation. The increase in the ratio is a function of the independent variable that is performance management. Productivity is dependent on employees' performance management.

In this study, subjective performance measurement method is used. The use of this method is not based on quantitative operational information rather it is based on personnel's subjective assessments (Dunmade & Adeyemi, 2017). Subjective performance measure is an indicator used to evaluate individuals' aggregate perceptions, attitudes or an evaluation geared towards an organization's product or service. Subjective performance data is usually collected with the use of survey questionnaires and it can be descriptive or qualitatively collected through interviews (Clements-Croome & Kaluarachchi, 2000). Normally, subjective performance data is assembled from employees, supervisors, clients, customers and suppliers (Hameed & Amjad, 2009).

Employees' performance is subjectively measured as follows in line with the works of Issa & Ishola, 2020, Nzewi et al, 2018 by Level of employee engagement, and employee Job satisfaction, Employee organizational citizenship behaviour and, Company goals. In this study however, employees' performance is subjectively measured using the following index as adapted from the works of Issa and Ishola, 2020, Nzewi et al, 2018 and Osisioma & Audu, 2022: Level of employee engagement, employees' Job satisfaction, employee organizational citizenship behaviour and Company goals

Leaning on the existing literature as posited above, this study employed subjective measures of performance in which data were collected qualitatively through structured questionnaires from the management and employees of the two manufacturing firms under study.

Concept of employee engagement

Employee engagement is the measure of the degree to which employees are committed to their employer and job. The degree to which an employee is engaged can be deduced from willingness to remain with the organization and make sacrifices that is beyond normal call for assigned duties, Willingness to accomplish a task in their time, link the firms' success with their own career prospects, Work in congenial atmosphere of trust that is assumed to be mutual between the worker and employers (Nzewi et.al, 2018).

Properly engaged employee leads to reduction in absenteeism, robust relationship with customers, greater employee satisfaction, less mistakes, reduces employee turnover and potential for higher profits (Nzewi, Ekene & Raphael, 2018). Furthermore, Nzewi et al (2018) posited that employee engagement is the measure of enthusiasm for work, as it is likened to positive employees' emotional attachment and commitment to work. It is the commitment and enthusiasm that makes the employee to be productive (Nzewi et al, 2018). Employee engagement exemplifies a deliberate course of action undertaken by an employee to apply the whole of his body and soul to the work of his employer without reservation with the view to making the organization succeeds. An engaged employee is abundantly enthusiastic and passionate about his work which makes him an organization man (Issa & Ishola 2020). When an employee is engaged, he stays longer and actively involves themselves in the work place and yield better outcome. When an employee engagement is improved, it results into increasing productivity and optimizing returns on investment (Issa & Ishola, 2020).

Employee engagement according to Schrita and Mohammad (2017) is a key element that oils the vitality, survival, and profitability of organizations. Organizations with highly engaged employees stand the best position to generate greater profits than those that do not (Society for Human Resource Management [SHRM] 2014). It was further asserted that organizations with highly engaged employees' experiences increased customer satisfaction, profits, and employee productivity (Ahmetoglu, Harding, Akhtar & Chamorro-Premuzk, 2015, Carter, 2015; Cooper- Thomas et al, 2014 & Vandenabeele, 2014). The seven common drivers of engagement are: nature of the work undertaken, work that has transparent meaning and purpose, development opportunities, receiving timely recognition and rewards, building respectful and assertive relationships, having open two way communication systems, and inspiring leadership.

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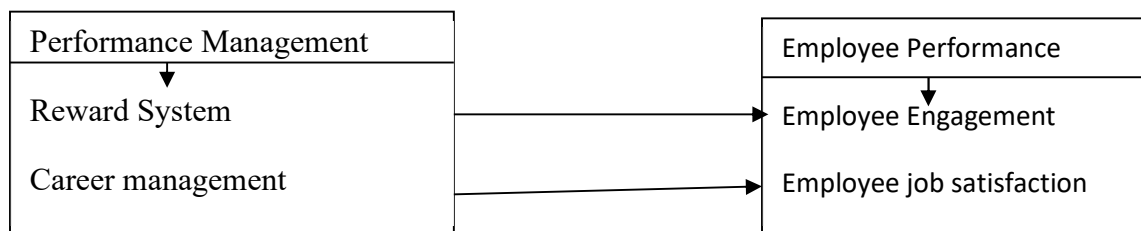
Employee Job Satisfaction

Job satisfaction is a measure of the extent to which an individual is pleased, comfortable and satisfied with his or her job. It is a pleasurable or positive emotional state arising out of the evaluation of one's job or job experiences (Ali, 2016). Job Satisfaction creates an emotional state that pursues an employee to commitment of the whole of himself to work towards organizational goals. It has been empirically provable that there exists a relationship between job satisfaction and organizational productivity (Bakotic, 2016). According to Nzewi et.al (2018) there are four fundamental factors that determine job satisfaction. These factors are equitable reward which is demonstrated by pay and promotion systems that is adjudged to be fair, just and in consonance with employee expectations. Following equitable reward system is the supportive working conditions that provide comfort, conducive and safe for the employees. The next determinant is the mentally challenging tasks or jobs. Jobs that are respectively dull and boring with little or no challenges often creates boredom and disinteresting to employees. The last of the four determinants is supportive and collaborative colleagues.

The presence of the above ingredients provides a job or task that has inner ingredients to propel employees to higher productivity. Nzewi et al., (2018) submitted that employee job satisfaction improves better productivity and reduced anti-work behaviours.

The factors of employee job satisfaction according to Aziri (2011) are: managers concern for people, Job design, compensation, social relationship, perceived long-range opportunities, levels of aspiration and need achievement. When employees are dissatisfied with their jobs or tasks, it often results into employee turnover, tardiness, accidents, strikes, grievances and sabotage. These attributes when present in the work environment will lead to anti-work behavior leading to low productivity.

Figure 1: Conceptual Model



Source: Researchers' own Model, 2025

Empirical Review

Taufek, Zulkifle and Sharif ((2016) studied reward system and work engagement. The objective of the study was to find out the relationship between reward system and work engagement. To achieve the study objective, a total of 250 questionnaires were distributed to the target respondents out of which 161 were retrieved and used for the analysis. A survey research design was employed and data was analyzed using Pearson correlation and frequency test. The finding revealed that there is a positive relationship between rewards system and work engagement.

Koskey and Sakataka (2015) investigated the effect of reward on employee engagement. The objective of the study was to empirically examine the effects of reward on employee engagement and commitment at rift valley Bottlers Company in Eldorel Town. In specific term, the study Seek to find out the effect of employee benefits on management and commitment of employees. The study adopted a descriptive survey design and the population of the study comprised of staff from various departments such as Human Resources, finance, production, sales, marketing and distribution department. The research instruments used for data collection were questionnaire. Data collected were subjected to both qualitative and quantitative analyses. Mean scores, frequencies, and percentages were used for the analysis to facilitate easy understanding and comprehension. The study discovered that several factors contributed to employee engagement and commitment at the place of work. However, the contributions of the factors differ in strength and appeal to workers.

Pawar, and Ranga (2020) examined the impact of rewards and recognition on worker's engagement in an IT sector employee. The objective of the study was to examine the relationship among employee engagement, rewards and recognition. The population of the study comprised of 200 employees of three different organizations of New Delhi and NCR were sampled for the study. Descriptive statistics such as mean, standard deviation and percentages were sued to aid comprehension of the data. The data collected were analyzed and hypotheses tested with the Pearson product correlation and regression statistical instruments. The study discovered a positive relationship to have exists between employee engagement, rewards and recognition.

Benazir, (2015) examined the impact of rewards and leadership on employee engagement in a conventional banking subsector of the Indian economy. The objective of the study was to establish the nature of relationship between rewards, leadership and employee engagement in the banking sub-sector of the Indian economy. To achieve the study objective, a survey research design was employed and data collected from 50 respondents through structured questionnaire. The data collected were analyzed using descriptive statistics such as means, standards deviation, tables, and percentages. The hypotheses formulated for the study was tested using Pearson correlation and the study established a positive relationship of employees' rewards and leadership on employee engagement within the organization.

Hoole and Hotz (2016) investigated the impact of total reward system on work engagement. The objective of the study was to explore the relationship between total rewards system and work engagement in a South African context and to determine which reward categories produce works engagement. To achieve the study objective, a cross-sectional research design was used and 318 questionnaires were gathered and analyzed to seek opinion from the relevant respondents on the importance of different types of rewards structures and preferences and how engage they are in their work places. The hypotheses formulated for the study were tested using person's product moment correlations and multiple regressions. The study finds a statistically significant correlation between total rewards and work engagement.

Ezinne (2020) investigated reward systems and employee engagement in selected Deposit Money banks in River state, Nigeria. The objective of the study was to examine the relationship between financial rewards and employee engagement in the deposit money banks in River State. To achieve the study objective, cross-sectional survey method of social research was employed. The

primary data were obtained through self-administering questionnaire to a sample of 118 respondents out of the total population of 170 across the six selected deposit money banks in Port Harcourt, River State, Nigeria, using Krejcie and Morgan 1970. The sampled subjects were obtained through stratified random sampling techniques. Data collected for the study were analyzed and hypotheses tested with the aid of inferential statistical such as spearman's rank order correlation coefficient. The study discovered that the reward systems have a significant and positive relationship with all the measures of employee engagement studied.

Chiwawa and Wisskin (2021) examined the determinant of employee engagement in the South African Hospitality industry during the Covid-19-lockdown era. The objective of the study was to assess the determinants of employee engagement in the South African hospitality industry. To accomplish the objective, the study adopted a cross-section research design and 260 employees were selected from 15 hotels within and around Thekwini municipality territorial jurisdiction. The data was collected through e-mailing out of the electronic questionnaire to collect data from the respondents and analyzed using quantitative as well as qualitative statistical tools. The hypothesis method and the study discovered hotels that put a strong emphasis on cultivating engagement employees or workers reap substantial rewards. Employees who report being engaged at work have been shown to perform better at work, as their involvement is related to organizational results such as efficiency, organizational citizenship and overall job performance.

Pratami, et.al (2019) examined career management and its effects on employee job satisfaction in a telecommunication firm in the 3rd division PT of Indonesia. The study adopted a survey research design and data collected through structured questionnaire from 90 employees of the organization under study using probability sampling. Data gathered and analyzed with hypotheses tested using simple regression. The study discovered that career management has a significant impact on employee work satisfaction.

Adeniyi and Adenike (2024) investigated career management and job satisfaction among College workers in Ekiti State, Nigeria. To achieve the study objectives, a descriptive research design was used and data collected using structured questionnaire from the population of 148 staff members determined by Taro Yamane sample size determination formula. Data collected were analyzed descriptively and hypotheses tested using Pearson product moment correlation coefficient. The study found positive and significant relationship between career management and employee job satisfaction.

Nasir, et.al (2021) analyzed the impact of organizational career management towards career satisfaction among employees in private firm in Johor Bashru, Malaysia. Survey research design employed and data obtained from respondents through questionnaire from the population of 101 staff member of the organization. Data gathered were descriptively analyzed and hypotheses tested using regression. The study found positive and significant impact of organizational career management towards employee career satisfaction.

Theoretical Framework

Equity Theory

Buchan, (2018) held that equity theory posits that organizations and their employees live in a symbiotic relationship. The organization relies on employees to achieve their goals while employees depend on the organization to earn their livelihood. Thus, any investment on employees by an organization is an investment for the future growth of the organization. Equity theory application to performance management and employee productivity is premised on fairness in which case the employee perceived Performance management as being fair, equitable, and transparent and employee voice being heard and respected. The degree of fairness and justice of the performance

management system will lead to job satisfaction, employee motivation, reduce employee turnover and increase employee performance and that of the organization.

In Aswathappa (2017) the theory emphasizes equity in pay structure of employees' remuneration because employees' perception on how they are being treated by their firms is of prime importance to them. The dictum "a fair day pay for a fair day work" denotes a sense of equity felt by employees. When employees perceive inequity in the organization's reward system, it can result in lower productivity, high absenteeism or increase turnover which is a hallmark of poor performance. This theory is relevant to this study in the sense that performance management can better be encouraged through fairness and justice. This will ultimately lead to effective performance of job that will lead to improved employee productivity.

Methods

The study adopted a descriptive research design. Thus, a structured questionnaire designed in five-point Likert scale was employed to gathered data from 88 staff members of the Hotels under investigation out of which 82 was retrieved for the study. The samples were taken on equal basis. The hotels under investigation are as presented in table 1 below. The data gathered were subjected to descriptive and parametric statistical analysis. The hypotheses were tested using simple linear regression with a view to establishing the link between the independent variable- performance management proxies by reward system and career management on one hand and the dependent variable proxies by employee engagement and employee job satisfaction on the other hand respectively. The data gathered were analyzed with the aid of Statistical Package for Social Sciences (SPSS) Version 25.

Table 1: Hotels sampled in Lokoja State Capital

S/N	NAME OF HOTELS	SAMPLE
1	JB HOTEL	11
2	TWICE PALACE	11
3	LILLY HOTELS	11
4	DRIVE HOTELS	11
5	CONCORD HOTEL	11
6	HALIMS HOTELS	11
7	GOLDEN LOUNGE	11
8	PALM 69 HOTELS	11
TOTAL		88

Data Analysis and Results

Table 2: Demographic information of respondents

S/N	Item	Frequency	Percentage
1	Gender		
	Male	48	59
	Female	34	41
	Total	82	100
2	Age		
	Below 30	52	63
	Above 30	30	37
	Total	82	100
3	Literacy level		
	FSLC/ SSCE	40	49
	ND/ NCE	20	24
	HND/ BSC	14	17

	Post Graduate	8	10
	Total	82	100
4	Status		
	High level management	10	12
	Middle level management	15	18
	Supervisory management	32	39
	Others	25	31
	Total	82	100

Source: Field Survey, 2025

Table 2 shows the demographic data of respondents. The table shows that 48(59%) were male while 34 (41%) were female. This shows that the genders of the respondents were fairly distributed among the respondents. As to the age of the respondents, 52 respondents are below 30 years representing 63% while 30 respondents made up of 37% were above 30 years. The impulse of this finding is that majority of the employees of the Hotels are young folks. The literacy level of respondents revealed that 40 (49) holds First Leaving School Certificate and Senior Secondary School certificate while 20 respondents comprised of 24% hold National Diploma and National Certificate of Education. However, 14 respondents made up of 17% hold Higher National Diploma and Bachelor degree and 8 respondents comprised of 10% hold postgraduate certificates respectively. On the status of the respondents in the Hotels, 10(12%) are members of the high level management while 15(18%) were members of the middle level management. Also, 32(39%) respondents belong to supervisory level of management with 25(31%) respondents belong to other categories.

In order to determine the validity and reliability of the research instruments employed in the collection of data for the study, factors analysis and reliability test were carried out. Table 2 gives summaries of the results of the factor and reliability tests conducted. The test results indicated that the instruments used were valid and reliable.

Table 3: Factor analysis and reliability test results

Variables	KMO	Bartlett's test of sphericity	Eigen value	Variance Explained	Cronbach's Alpha
Reward System	.668	Significant	3.488	70%	.870
Career Management	.817	Significant	3.860	77%	.813
Employee Engagement	.691	Significant	3.323	66%	.848
Employee job satisfaction	.700	Significant	3.363	67%	.912

Source: SPSS Version 25

Model Specification

$$\text{Perf} = F(\text{RS} + \text{CM})$$

$$\text{Perf} = \alpha + X_1\text{RS} + X_2\text{CM} + E$$

Where:

Perf= Employee performance

RS= Reward system

CM = Career management

α = constant

X_1, X_2 is the proxies of the independent variable to be determined

E= Error term

Test of Hypotheses

Simple linear regression analysis was performed to determine the nature of influence of the independent variable on the dependent variable. The results of the regression analysis as presented in tables 4 and 5 revealed that the control variable reward system accounted for approximately 68% of the variance in employee engagement ($R^2=.678$, $F(1, 80) = 168.630$, $P < .000$). Table 5 shows that the independent variable reward system regression value of .824 (82%) shows that the independent variable reward system has a significant positive influence on the dependent variable employee engagement.

Table 4: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.824 ^a	.678	.674	.327	2.350

a. Predictors: (Constant), Reward

b. Dependent Variable: Employee engagement

Table 5: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.041	1	18.041	168.630	.000 ^b
	Residual	8.559	80	.107		
	Total	26.600	81			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), REWARD

Table 6: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.450	.306		1.469	.146
	REWARD	.897	.069	.824	12.986	.000

a. Dependent Variable: Employee engagement

Tables 7, 8 and 9 reports on the regression conducted on career management and employee job satisfaction. The results of the regression as showed in tables 4 and 5 revealed that the predictor career management accounted for approximately 73% of the variance in the dependent variable employee job satisfaction ($R^2=.727$, $F(1, 80) = 213.134$, $P < .000$). Table 8 showed that the control variable -career management with the regression value of .853 (85%) has a significant positive effect on the dependent variable- employee job satisfaction.

Table 7: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.853 ^a	.727	.724	.285	2.795

a. Predictors: (Constant), Career mgt

b. Dependent Variable: Employee job satisfaction

Table 8: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.334	1	17.334	213.134	.000 ^b
	Residual	6.506	80	.081		
	Total	23.840	81			

a. Dependent Variable: Employee job satisfaction

b. Predictors: (Constant), Career mgt

Table 9: Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.439	.272		1.616	.110
	Career mgt	.902	.062	.853	14.599	.000

a. Dependent Variable: Employee job satisfaction

Discussion of findings

The results of the analysis performed thus far indicated a positive and significant influence of the independent variable on the dependent variable. The implication of this finding is that performance management which is the independent variable proxies by reward system and career management on one hand and the dependent variable employee productivity as proxies by employee engagement and employee job satisfaction on the other hand are positively related. Hence, it suggests that an increase in performance management would lead to corresponding increase in employee productivity. These finding is consistent with previous similar studies that examined the relationship between performance management and employee productivity. Such works include but not limited to the followings (Taufek, Zulkifle & Sharif, 2016; Koskey & Sakataka, 2015; Pwar & Ranga, 2020; Benjair, 2015; Hoole & Hotz, 2016). All these works examined the influence of reward system on employee engagement and found a positive and significant relationship. Equally, similar studies that examined career management and employee productivity also discovered a positive significant relationship (Adeniyi & Adenike, 2024; Nasir, et.al, 2021; Pratami, et.al, 2019).

Conclusion

Based on the findings of the study, it is concluded that a well- thought out performance management plays a significant role in influencing employee productivity. What this finding mean is that with the application of performance management in organizations and Hotel business in particular, employee productivity will improve.

Recommendations

On the strength of the findings above, the study put forward the following recommendations:

- I. The management of Hotels in Kogi State should endeavour to pay competitive wages and incentives to their employees. This has the power to galvanize them to apply themselves to the course of the organization.
- II. The management of Hotels in the State should develop career paths for hardworking employees and encourage internal promotion of employees to higher positions. This will surely energize employees to have hope in their career paths with the organization.

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