

Performance-Based Pay and Employees' Commitment in Bottled Water Companies in Ondo State

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ABSTRACT: This study investigates the effect of performance-based pay (PBP) on employee commitment in the bottled water manufacturing sector in Ondo State, Nigeria. Recognizing that compensation systems significantly shape employee behavior, the study disaggregates PBP into three schemes—individual performance bonuses, merit pay, and piece-rate pay—to assess their distinct influences on affective, normative, and continuance commitment. A descriptive survey design was employed using a structured questionnaire administered to 246 employees selected through a multistage sampling technique from 24 bottled water firms. Descriptive statistics, Pearson correlation, and multiple regression analyses were conducted using SPSS 25. Findings revealed that all three types of PBP positively and significantly influence employee commitment, with individual performance bonuses emerging as the strongest predictor, followed by merit pay and then piece-rate systems. The study also found that while performance bonuses and merit pay primarily enhance affective and normative commitment, piece-rate pay is more strongly associated with continuance commitment, often driven by economic necessity rather than emotional attachment. These results are largely consistent with prior research but offer new insights by providing a sector-specific, contextualized, and differentiated analysis of PBP within a developing economy. The findings contribute to theory by reaffirming key motivational frameworks and extend prior literature by distinguishing between the effects of different PBP forms. For practice, the study recommends a targeted compensation strategy that balances financial incentives with transparent performance evaluation to cultivate sustained employee commitment. Limitations and future research directions are discussed to guide broader application and further inquiry.

KEYWORDS: Performance-based pay, Employee commitment, Individual performance bonuses, Merit pay, Piece-rate pay, Bottled water industry, Human resource management, Nigeria, Organizational behavior, Reward systems

1. INTRODUCTION

Employee commitment today is viewed as a vital predictor of organizational success. This is more valid in industries where operational efficiency and uninterrupted workforce performance are significant. Progressive organizations align employee attitudes and behaviors with organizational objectives, with compensation being one of the avenues for such alignment. Among the various types of compensation, performance-based pay has become an accepted method of paying employees according to their output, work contributions, and their actual performance [1]. A PBP system pays and rewards the employees on the basis of their performance, thereby supporting the principle of meritocracy. It could be bonus payments, merit pay, or piece-rate pay. According to reinforcement theory, concrete rewards will reinforce desired behaviors and performance outcomes [2] [3]. Some studies indicate that PBP systems increase motivation and reduce absenteeism [4] [5] and enhance employees' perception of responsibility and their sense of commitment to the organization. The expectancy theory of motivation says that employees are less likely to commit where they do not perceive a positive relationship between effort, performance, and outcome [6].

Theoretical perspectives thus appear to argue for the contradictory effects of performance-based pay programs on employee commitment. There however remain conflicting views about the real effect of pay on employee commitment. Some authors demonstrate that performance-contingent rewards positively affect employee engagement [7] [8]; a number of others worry about the long-term efficacy of such motivation, considering especially that it may dent cooperation, accentuate stress, and cast doubts on equity issues [9] [10]. Diversification in performance pay mechanisms—the range extends from cash bonuses to piece-rate systems—account for further important questions as to whether, and in which conditions, the various schemes influence differently employee attitudes and behaviors. However, despite the concerning growth in the literature on PBP, a substantial gap exists in our understanding of the influence of particular forms of PBP schemes on employee commitment, especially in the Nigerian private sector. Literature has treated PBP largely as a single element and has mostly failed to separate its specific types and explore the

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implications of each type for organizational outcomes. Again, in contexts like Nigeria's bottled water sector, characterized with labor-intensive operational tasks and rigid remuneration structures, the question of whether performance-linked pay translates into commitment has not received adequate research attention.

The study thus attempts to fill this gap by investigating the effects of three PBP mechanisms, individual performance bonuses, merit pay, and piece rate systems, on employee commitment within bottled water companies in Ondo State, Nigeria. The study bases its theoretical framework on widely-accepted motivational theories, choosing a context-oriented, empirical approach as a means of resolving inconsistencies about previous findings. The main aim of this study was to examine how various forms of performance-based pay impact employee commitment in the bottled water manufacturing industry of Ondo State by determining the effects of individual performance bonuses on employee commitment, ascertaining the extent to which merit pay enhances commitment, and investigating the impacts of piece-rate systems on employee loyalty and commitment. Data for this research work were sourced with the aid of a structured questionnaire administered to 246 employees from 24 bottling water companies scattered within the Ondo Central Senatorial District. It is the ambition of the study that the findings will offer practical suggestions to employers, human resource practitioners, and policy makers on how compensation-related issues could be addressed towards fostering a committed workforce in the manufacturing sector.

2. RELATED WORKS

The link between performance pay, commitment, motivation, and sustaining human capital has been subject to growing interest since organizational performance first entered the purview of management literature. The section now reviews empirical and theoretical studies with similar constructs, presenting their objectives, methodologies, conclusions, limitations, and how this study furthers the discourse, especially in the scarcely investigated Nigerian bottled water manufacturing industry.

Several previous scholars have examined various aspects of performance-based pay from multiple perspectives. Ogbonnaya, Daniels, and Nielsen [4] studied the effect of contingent pay on employee attitudes and work intensity in the United Kingdom. Using multilevel modeling techniques, they found that although PBP schemes improved engagement, they simultaneously increased work intensity and stress. The key limitation of their work was that it was heavily biased in favor of a developed economy and did not distinguish between different types of PBP. This study, extending their work, now delves into three types of PBP schemes (namely bonuses, merit pay, and piece rate) for a more fine-grained discussion. It also places these findings within the framework of a developing economy such as Nigeria, accounting for its peculiar socio-economic and labor dynamics. Similarly, Muchibi [7] studied the effect of reward systems on organizational commitment in Kenyan state corporations. Using quantitative surveys, it was found that performance-based rewards positively influenced both affective and continuance commitment. However, these studies were restricted to the public sector and scarcely considered differences in how various performance-related reward schemes might affect commitment. In contrast, this study extends the inquiry into the private manufacturing sector, where rewards dynamics tend to differ, and explicitly differentiates between various PBP types to provide more focused results.

Iqbal, Yun, and Akhtar [5] studied the effect of performance-based pay on employee productivity and satisfaction within Pakistani SMEs. Their empirical survey, relying on regression models, demonstrated a strong positive correlation between PBP and productivity, mediated by job satisfaction. However, a significant limitation was that commitment of employees was not assessed directly, and industry-specific details were also lacking. This study becomes a major stepping stone by filling the gap, tackling directly commitment of employees as the primary outcome, and applying the analysis to a very specific context of the bottled water manufacturing industry. The exploratory study by Boachie-Mensah and Dogbe [9] within Ghanaian manufacturing firms was meant to assess whether PBP motivated. Their case study involving interviews and questionnaires revealed that perceived motivational factors of PBP faded into inconsistency and unfair applications. The subjective quality of qualitative data limited its generalizability. Hence, this current study gave weight to statistical confirmed validity and thrust toward generalization with a bigger sample and a more rigorous quantitative design.

Going further to the federal sector in the U.S., Choi and Whitford [11] analyzed PBP effects on public commitment using panel data analysis. They established PBP entered into commitment amid higher autonomy jobs and in routine jobs did not. The foreign sphere of their findings may not be transmitted to labor-intensive, private sector industries. The study then attempts to fill in the gap by exploring PBP under constraints from employee perspectives within Nigerian bottled water factories, targeting the low-autonomy, labor-intensive jobs. In Nigerian settings, Ayeni [8] analyzed the general compensatory criteria with employee loyalty in Colleges of Education. A descriptive survey with regression analysis showed that financial rewards had a more influencing effect on continuance commitment than do affective commitment. This was narrowly confined to higher education and lacked focus on performance-tied incentives. This current investigation shifts to private sector, chiefly worrying about performance-contingent types of rewards rather than just financial kinds of rewards.

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Previous research by Akinyele [12] examined reward system implications on productivity at Nigerian public enterprises through an exploratory case study and interview. Akinyele concluded that a misalignment in performance and reward would bear apathy among the workers. The study from that period had limits emanating from obsolete compensation schemes and the lack of empirical rigor. Whereas the current study applies contemporary empirical studies to updated PBP schemes which are relevant in the current Nigerian private sector. Finally, Nnaji-Ihedinmah and Egbunike [13] analyzed the effects of both financial and non-financial rewards on employee productivity in Nigerian manufacturing firms. Regression analyses indicated that financial incentives boost productivity but that long-term motivation remains weak without intrinsic motivation factors. The major shortcoming was their failure to specifically identify the separate effects of performance-based reward mechanisms on productivity. This research directly examines PBP schemes and their impacts on employee commitment, thereby affording a more in-depth view of how different motivators operate in practice.

Most existing studies on rewards and employee outcomes have dwelt either on general types of rewards or on the environment within the public sector. There has been scarce research on how differently defined performance-based pay (PBP) structures affect employee commitment-type variables, let alone in labor-intensive vocations within the private sector such as bottled-water manufacture. Furthermore, studies in the past normally considered PBP as just a single undifferentiated concept, but never went further to distinguish among bonus, merit-pay, and piece-rate systems and their respective peculiar effects. The study attempts to fill these gaps by contextualizing the research within an emerging yet under-examined manufacturing industry in Nigeria, thereby disentangling PBP schemes to study how their various types differentially affect employee commitment and applying a rigorous empirical methodology to a large and economically fit sample. By experimenting within the private sector labor realities of a developing economy, this study marks a genuine advancement in compensation management and organizational behavior-theory comprehension and praxis.

3. METHODOLOGIES

This section outlines the methodological framework adopted to investigate the relationship between performance-based pay and employee commitment in bottled water companies in Ondo State, Nigeria. It discusses the research design, population and sampling, data collection instruments, reliability and validity procedures, and the techniques employed for data analysis.

3.1 Research Design

This study employed a descriptive survey research design, which is appropriate for studies that aim to gather opinions, perceptions, and behaviors from a population at a particular point in time. The descriptive design was chosen because it enables the researcher to observe and report on existing conditions without manipulating any variables. It is particularly suitable for social science research where the goal is to explore relationships and assess the influence of independent variables—in this case, types of performance-based pay—on dependent variables such as employee commitment [14].

3.2 Population of the Study

The target population comprised all staff members working in bottled water manufacturing companies in Ondo Central Senatorial District. The population of the study consisted of workers in bottle water companies in Ondo Central Senatorial District of Ondo State, Nigeria. There are 642 workers in 46 registered bottle water companies in Ondo Central senatorial district of Ondo State as disclosed by their managers.

Table 1 - Names of Bottle water Company with number of workers

Company's Name	Number of workers
Chiva Table water	19
Primus Table water	16
Abiye Table water	16
K&K Table water	18
Gazad Table water	12
Ramah Table water	16
Adex Table water	10
Hellenking Table water	12
Futa Table water	10
Rosey Table water	16
Bidek Table water	10

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Azak Table water	15
Bowem Table water	10
Dawobod Table water	22
Feotamy Table water	14
Toseb Table water	19
Iyoma Table water	16
Nitex Table water	18
Wemey Table water	18
Badmus Table water	12
Funto Table water	8
Betty Table water	16
Nitto Table water	10
Famus Table water	19
Wally Table water	15
Nikky Table water	23
Olas Table water	10
Kins Table water	11
Crest Table water	9
Tosse Table water	10
Belle Table water	6
Lucky Table water	10
Bola Table water	12
ABC Table water	15
Besty Table water	18
Obedient Table water	20
Recky Table water	14
Lolly Table water	15
Queen Table water	13
Rejoice Table water	20
Great Table water	13
Peculiar Table water	6
G&G Table water	18
Peace Table water	6
Wesco Table water	16
Stebuk Table water	10

This table 1 consist of 46 different "Table water" companies, along with the number of workers employed by each. The companies are identified by a serial number and a unique name (e.g., Chiva Table water, Primus Table water, etc.), and their workforce sizes range from 6 to 23 employees. The data suggests that the table water industry, at least among these 46 companies, is primarily composed of small to medium-sized enterprises (SMEs). The relatively low number of workers per company (ranging mostly between 10 and 20, with some as low as 6 and a few slightly higher) indicates that these are likely localized production units rather than large-scale industrial operations. This structure might imply a focus on serving local markets, potentially with limited automation and a higher reliance on manual labor, characteristic of many emerging market manufacturing sectors.

3.3 Sample Size and Sampling Technique

The sample size for this study was precisely calculated using the widely recognized formula developed by Taro Yamane [15] for estimating sample sizes from a known population. This formula is particularly suitable for studies where the total population size is identifiable. The formula is expressed as:

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

Where n is the calculated sample size, N is the total population of the study (in this case, the total number of workers in bottle water companies within the Ondo Central Senatorial District) and e is the desired percentage level of significance (or margin of

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error), expressed as a decimal. For this study, a 5% (0.05) level of significance was adopted, indicating a 95% confidence level. Given a total population (N) of 642 workers and a significance level (α) of 0.05, the calculation gives 246.45. Rounding to the nearest whole number, the calculated sample size (n) is 246. This means that 246 workers were determined to be a representative sample from the total population of 642 workers in the bottled water companies within the specified district.

A mixture of stratified sampling and convenience sampling methods was applied in a multi-stage selection procedure to arrive at a total of 246 workers in the course of the study.

- i. Stratification by Local Government: At first, the Ondo Central Senatorial District was subdivided into its component local government areas-the stratum, so to speak, with a view to promoting representation from across various geographical divisions in the district.
- ii. Within Strata: Companies Selection: From each of these local government areas, four bottled water companies were chosen. The selection of the companies followed a convenience basis due to the ready access and willingness of these companies in being part of the study. Apart from the convenience in accessibility and cost considerations, it should be noted that convenience sampling is a non-probability sampling method. Hence, the few selected companies may not be truly representative of all the bottled water companies in the district; the generalizability of the findings beyond the sampled companies should accordingly be considered with that caution.
- iii. Workers' Selection within Companies: Workers within these companies were selected through convenience sampling to select those workers who were available at the time of data collection and willing to participate in the study. This was the most feasible way to access individuals in an active industrial setting.

A total of 246 workers were thus selected from the identified bottled water companies spread across the selected local governments in Ondo Central Senatorial District, Ondo State, according to the Yamane formula. This combined method provided an opportunity for a structured selection process alongside certain practical fieldwork constraints. This multi-level sampling technique thus ensured wide representation across company sizes, job types, and locations within the senatorial district.

3.4 Data Collection Instrument

The primary instrument for data collection was a structured questionnaire developed by the researcher based on validated scales in prior studies [9] [4]. The questionnaire consisted of 2 sections, section A was designed to gather information regarding employees' demographic or personal information. Section B was designed to gather information regarding employees' perceptions of performance-based pay. A 5-point Likert scale was used to capture responses ranging from Strongly Disagree (1) to Strongly Agree (5).

3.5 Validity and Reliability of the Instrument

To ensure content validity, the questionnaire was examined by two experts in the specification of human resources and industrial psychology. Their views helped to further refine ambiguities in items and avoid redundancies. For reliability purposes, a pilot test was conducted with a sample size of 20 respondents selected from bottled water companies in a nearby state, Ekiti State. The data were then tested for reliability using the Cronbach Alpha Reliability test. Table 2 shows the result of Cronbach's Alpha of 20 questionnaire distributed for the purpose of testing the reliability of the questionnaire:

Table 2 - Cronbach's Alpha for construct

S/N	Variable	Number of items	Cronbach's Alpha
1	IPB	6	0.903
2	MEP	6	0.801
3	PRS	6	0.965
4	EPC	6	0.768

The Cronbach's alpha values for all four constructs—IPB (0.903), MEP (0.801), PRS (0.965), and EPC (0.768)—revealed high internal consistency. IPB displayed excellent reliability, as these 6 items were highly inter-correlated and consistently measured the intended construct. MEP, having good internal consistency, intimates that its 6 items correlate well and thus provide a reliable measure. PRS exhibits extraordinary internal consistency, bordering on perfection; this indicates an extraordinarily high level of correlation among the 6 items and, in this way, outstanding reliability in measurement. The EPC construct, meanwhile, with an alpha of 0.768, yielded acceptable internal consistency; although somewhat lower than the rest, it still crosses the accepted threshold value of 0.70, confirming above-satisfactory reliability for its 6 items [16]. Thus, these findings prove a very high rate of reliability for the measuring instruments used for all constructs of this study, thereby developing the validity of any analyses performed further. Overall, Cronbach's alpha values for all four constructs lie well in or above the acceptable research range,

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indicating that the measurement instruments (sets of 6 items for each variable) used in this study are highly reliable and measure the intended theoretical constructs consistently. This fortifies the validity of any consequent analyses and conclusions drawn from the gathered data using these measures.

3.6 Method of Data Analysis

The data thus accumulated for this study were rigorously analyzed by way of descriptive as well as inferential statistics in order to afford a comprehensive understanding of the variables and their relationships. Descriptive statistics including frequency tables, percentages, means, and standard deviations were employed to summarize and describe the basic features of the raw data. Such statistics described respondent's demographic profile (gender, education, position, years of experience) and gave an overview of central tendencies and dispersion of responses for each variable. On the other hand, inferential statistics such as multiple linear regression and correlation methods tested the hypotheses formulated and investigated relationships among variables. Regression analysis predicted the dependent variable on the basis of independent variables, whereas correlation examined the strength and direction of a linear association between variables. SPSS (Statistical Package for Social Sciences) version 21 was the software in which the statistical analyses were carried out.

Building the model involves generating prediction equations from empirical data through statistical or mathematical means. For this study, a multiple linear regression model was specified to examine the various types of performance-based pay and their influence on employee commitment. The general form of a multiple linear regression model is given by:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_p X_p + \epsilon \quad (2)$$

Where Y is the dependent variable (the variable of interest to be predicted), β_0 is the constant term (the intercept), representing the predicted value of Y when all independent variables are zero, $\beta_1, \beta_2, \dots, \beta_p$ is the coefficients (or slopes) representing the change in Y for a one-unit change in the corresponding independent variable ($X_1, X_2, \dots, X_p$), holding all other independent variables constant, $X_1, X_2, \dots, X_p$ = the independent (explanatory) variables and ϵ is the random error term (or residual), representing the portion of Y that cannot be explained by the independent variables. It is assumed that ϵ is normally distributed with a mean of zero and constant variance ($\epsilon \sim N(0, \sigma^2)$).

By relating the multiple linear regression model to the research's hypothesized statements, the specific model for this study is formulated as:

$$EPC = \beta_0 + \beta_1 EIP + \beta_2 MEP + \beta_3 PRS + \epsilon \quad (3)$$

In this specific model, EPC represents Employees' Commitment (the dependent variable), EIP represents the effect of Individual Performance Bonus on employees' commitment (an independent variable), MEP represents the extent to which Merit Pay enhances employees' commitment (an independent variable) and PRS represents the effect of Piece-Rate Scheme on employees' commitment (an independent variable). Each of these variables (EPC, EIP, MEP, PRS) is defined by responses to a set of 6 Likert-scale questions within the questionnaire.

3.7 Operationalization of Variables

The most common rating scale used was the five-point Likert-style rating scale, employed in the study questionnaire for collecting quantitative data from participants. The respondents can choose their level of agreement or disagreement to a series of statements. The scale is ordered from 1 to 5; typical categories assigned include "Strongly Disagree," "Disagree," "Neutral," "Agree," and "Strongly Agree." For purposes of analysis and interpretation of the items on the Likert scale, the mean for the items in each section was compared with a theoretical mean of 3 (i.e., the neutral point on the five-point scale). Hence, any statement or construct that garnered a mean score of 3 or higher would be interpreted as agreeing or portraying the positive meaning toward the statement/construct. On the contrary, statements or constructs with a mean score falling below 3 would signify disagreement or carry a negative meaning. The table 3 provides a detailed operationalization and measurement of all variables included in the study:

Table 3 - Operationalization and Measurement of Variables

S/N	Variable	Measurement	Operationalization	No in questionnaire
1	Gender	2-point categorical scale	Male Female	Q1
2	Level of education	3-point categorical scale	O'level () NCE/OND () HND/BSc/B.Ed ()	Q2

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3	Position occupied	3-point categorical scale	Top level () Middle level () Lower level ()	Q3
4	Years of experience	3-point categorical scale	0-4 years () 5-9 years () Above 10 years ()	Q4
6	what effect does individual performance bonus have on employee's commitment?	5-point categorical scale	Effect of individual performance bonus on employee commitment	Q1-Q6
7	To what extent does merit pay enhance employee's commitment?	5-point categorical scale	Extent to which merit pay enhance employee's commitment	Q7-Q12
8	what effect does piece-rate scheme have on employee's commitment?	5-point categorical scale	Effect of pieces rate scheme on employee's commitment	Q13- Q18

The section goes into the particularities of how the questionnaire operationalized and measured the demographic and key study variables. It mentions the kinds of demographic information collected (gender, level of education, position occupied, years of experience) and how such information was measured on a categorical scale comprising two or three discrete points. More important are the three core independent variables of interest and their operational measure: individual performance bonus, merit pay, and piece-rate scheme. Meanwhile, commitment of employees was the dependent variable, but it was not explicitly listed in the rows, as it was somewhat implicitly measured by the questions. These variables were measured using mainly five-point Likert scales. This implies that the study basically puts self-reported perceptions and attitudes on the shelves as to the impact that three remuneration schemes have on employee commitment and that quantifies agreement or disagreement with statements through self-expressions. The table further links each variable to the concrete items in the questionnaire (e.g., Q1-Q6 are for the individual performance bonus variable), thereby multiplying transparency when it comes to measurement. Ethical clearance for the study was procured by the relevant faculty research board. Participation in the study was prerogative. Every respondent gave informed consent. Anonymity was upheld; confidentiality was maintained. No personal information that could identify the participant was collected.

4 DATA PRESENTATION AND ANALYSIS

This section presents the results of the data analysis conducted to examine the effect of performance-based pay on employee commitment in bottled water companies in Ondo State. The analysis follows a structured flow from descriptive statistics, to correlation analysis, and finally to multiple regression analysis in line with the study hypotheses. Results were analyzed to obtain answers to research questions and specific objectives. A total of 270 copies of questionnaire were administered to respondents while 246 questionnaires were successful retrieved.

4.1 Demographic Data

This section contains a description of the respondents' background variables which include; gender, level of education, position in the organization and years of service and the findings are shown in the Table 4:

Table 4 - Demographic Data

Variable	Category	Frequency	Percent
Gender	Male	136	56.7%
	Female	110	43.3%
Level of Education	O'Level	66	27.5%
	NCE/OND	96	37.5%
	HND/BSc./B.Ed	84	35.0%

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Position	Top Level	33	11.3%
	Middle Level	55	22.9%
	Lower Level	158	65.8%
Year of experience	0-4 years	105	42.5%
	5-9 years	116	47.1%
	10 & above	25	10.4%

Source: Author's Field work (2023)

The profile of the respondents, as highlighted in Table 4 indicates a predominantly male workforce, with 136 (56.7%) of the participants being male, compared to 110 (43.3%) female respondents. This suggests that male employees constitute a larger proportion within the sampled population of the bottled water industry. Regarding educational qualifications, the respondents demonstrated a varied academic background. The largest group, 96 respondents (37.5%), held NCE/OND qualifications. This was followed by 84 respondents (35%) who possessed HND/BSc/B.Ed degrees, indicating a significant portion of the workforce with higher education. The remaining 66 respondents (27.5%) had attained SSCE (Senior School Certificate Examination) as their highest educational qualification.

In terms of their positions within the organizations, the majority of the respondents were found at the lower operational levels. Specifically, 158 respondents, accounting for 65.8% of the total, were in lower-level positions. Middle-level staff comprised 55 respondents (22.9%), while a smaller proportion of 33 respondents (11.3%) occupied top-level management roles. This distribution implies that the study's data primarily reflects the perspectives of junior and operational staff within these companies.

Finally, the working experience of the respondents was also diverse. The largest segment, 116 respondents (47.1%), had between 5 to 9 years of work experience. A substantial number, 105 respondents (42.5%), were relatively newer to the industry, with 0 to 4 years of experience. Only a smaller group of 25 respondents (10.4%) had extensive experience of 10 years and above. This indicates that the sample includes a good mix of both relatively new and moderately experienced employees, with a smaller representation of highly seasoned staff.

4.2 Descriptive statistics of the research variables

This section gives a detailed analysis of the dependent and independent variables for the study based on the mean and standard deviation. From a 5-point Likert scale (Strongly Agree, Agree, Not Sure, Disagree, Strongly disagree) 1, 2, 3, 4, and 5 was assigned to the 5-point Likert scale for coding. 5 was assigned to strongly disagree while 1 was assigned to strongly agree. This implies that the lower the mean the higher the level of agreement.

Table 5 - Respondents perception on Employee's Commitment

	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree	Mean	Standard Deviation	Ranking
Bonus that directly link to performance would enhance employees commitment	88 (35.8%)	106 (43.3%)		34 (13.3%)	18 (7.5%)	2.13	1.245	4th
Individual performance bonus would make employees to be committed to their organization	75 (30.8)	135 (55.8%)		20 (7.5%)	14 (5.8%)	2.02	1.064	3rd

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Merit pay enhance employees commitment	120 (49.6%)	104 (42.9%)	2 (0.4%)	13 (5.0%)	7 (2.1%)	1.67	0.883	1st
Performance bonus that permanently increase base salary of workers would motivate employees to be more committed to the organization	108 (44.6%)	97 (39.6%)		32 (12.5%)	9 (3.3%)	1.90	1.112	2nd
Rewarding employees based on each unit of work completed would enhance employees commitment	70 (28.8%)	64 (25.8%)	40 (16.7%)	44 (17.9%)	28 (11.3%)	2.57	1.361	5th
Pieces rate scheme would motivate employees to perform better	57 (23.3%)	76 (31.3%)	31 (12.5%)	43 (17.1%)	39 (15.8%)	2.71	1.402	6th

Source: Author's Field work (2023)

Table 5 shows respondents' perceptions on issue relating to employee commitment. It was observed that a total of 194 representing 79.1% of respondents were of agree view that bonus that directly link to performance would enhance employee's commitment while 52 representing 20.8% of respondents were of disagree view. The result shows 2.12 as mean and 1.245 as standard deviation which showed that most of the respondents were of the agree opinion that bonus that directly link to performance would enhance employee's commitment. It was also deduced that a total of 210 representing 86.6% of respondents were of agreed opinion that individual performance bonus would make employees to be committed to their organization, while 36 representing 13.3% of respondents were of disagreed view to the statement question. Outcome of the calculated mean is 2.02 and the standard deviation is 1.064 which implied that most of respondents were of agree opinion that individual performance bonus would make employees to be committed to their organization.

Also, table 5 revealed that 224 representing 92.5% of respondents were of agree opinion that merit pay enhance employee's commitment, 2 representing 0.4% of respondents were not sure, while 20 representing 7.1 of respondents were of disagree opinion. The mean is 1.67 while standard deviation is 0.883, this showed that greater proportion of the respondents were of the agreed view merit pay enhance employee's commitment. It was also pointed out that 205 representing 84.2% of respondents were of the agreed view that performance bonus that permanently increase base salary of workers would motivate employees to be more committed to the organization, while 41 representing 15.8% of respondents were of disagreed view. The calculated mean is 1.90 while standard deviation is 1.112, this implied that majority of respondents were of agreed opinion that performance bonus that permanently increase base salary of workers would motivate employees to be more committed to the organization.

It was also observed that 134 representing 54.6% of respondents were of the agreed view that rewarding employees based on each unit of work completed would enhance employee's commitment, 40 representing 16.7% were not sure while 72 representing 29.2% of respondents were of disagreed view. The calculated mean and standard deviation are 2.57 and 1.361 respectively. Also, 133 representing 54.6% of respondents were agreed that piece's rate scheme would motivate employees to perform better, 31

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representing 12.5% were not sure while 82 representing 32.9% of respondents were of disagreed view. The mean is 2.71 while standard deviation is 1.402.

Table 6 - Effect of individual performance bonus on employee commitment

S N		Strongl y Agree	Agree	Not Sure	Disagre e	Strongl y Disagre	Mean	Stand ard Deviat	Rankin g
1	I would be very happy to continue working for this organization if my outstanding performance would be rewarded in addition to my base salary	85 (34.6%)	96 (39.2%)	18 (6.7%)	30 (12.5%)	14 (7.1%)	2.18	1.234	5th
2	Giving incentive for outstanding performance would reduce absenteeism	79 (31.3%)	165 (67.9%)	—	2 (0.8)	—	1.70	0.509	4th
3	Individual performance bonus would motivate hardworking employees to remain in the organization	60 (24.2%)	91 (37.1%)	8 (2.5%)	49 (20.4)	38 (15.8)	2.67	1.440	6th
4	Rewarding my outstanding performance in addition to my base salary would make me to be loyal to my organization	123 (50.4)	105 (42.9)	10 (3.8%)	8 (2.9%)	—	1.59	0.703	3rd
5	I would feel valued and appreciated, if bonus could be given separately without adding it to my salary	130 (52.5%)	116 (47.5%)	—	—	—	1.48	0.500	2nd
6	Individual performance bonus would not make me feel cheated when I see other worker not committed to the work	136 (55.8)	104 (42.9%)	2 (0.4%)	4 (0.8%)	—	1.46	0.555	1st
	Overall index						4.12	0.227	4th

Source: Author's Field work (2023)

Table 6 highlights respondents' perception on statement questions relating to individual performance bonus and employee commitment. It was observed that a total of 181 representing 73.8% of respondents were of agreed opinion that they would be very happy to continue working for the organization if their outstanding performance would be rewarded in addition to their base salary, 18 representing 6.7% respondents were not sure of the statement question, while 44 representing 19.6% of the respondents were of disagreed view. The calculated mean value is 2.18 and standard deviation is 1.234, implying that majority of the respondents were of the agreed view to the statement question that I would be very happy to continue working for the organization if my outstanding performance would be rewarded in addition to my base salary.

On the assertion that giving incentive for outstanding performance would reduce absenteeism 244 representing 99.2% of respondents were of agreed view, while only 2 representing 0.8% of respondents were of disagreed view. The calculated mean is

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1.70 and standard deviation is 0.509, this showed that most of the respondents were of the agreed opinion that giving incentive for outstanding performance would reduce absenteeism.

Also, a total of 151 representing 61.3% of respondents were of agreed assertion that individual performance bonus would motivate hardworking employees to remain in the organization, 8 representing 2.5% of respondents we're not sure, while 87 representing 39.2% of respondents were of disagreed opinion. Calculated mean is 2.67 and standard deviation is 1.440, implied that most of respondents were of the agreed opinion that individual performance bonus would motivate hardworking employees to remain in the organization.

It was noted that a total of 228 representing 93.3% of respondents were of agreed view that rewarding outstanding performance in addition to base salary would make employees to be loyal to their organization, 10 representing 3.8% of respondents were not sure of the statement question while 8 representing 2.9% of respondents were of disagreed view. The mean value of 1.59 and standard deviation of 0.703 implied that most of the respondents were of agreed opinion to the statement question that rewarding outstanding performance in addition to base salary would make employees to be loyal to their organization.

In addition, it was observed that a total of 246 representing 100% of the respondents were of agreed perception that employees would feel valued and appreciated, if bonus could be given separately without adding it to salary. Calculated mean and standard deviation are 1.48 and 0.50 respectively. This showed that the entire respondents were of agreed opinion to the statement question that employees would feel valued and appreciated, if bonus could be given separately without adding it to salary.

In the same vein, 240 representing 98.7% of the respondents were of agreed view that individual performance bonus would not make them feel cheated when they see other worker not committed to the work, 2 representing 0.4% of the respondents were not sure, while 4 representing 0.8% were of disagreed opinion to the statement question. The calculated mean is 1.46 and standard deviation is 0.555, this implied that majority of the respondents were of agreed view to the statement question that individual performance bonus would not make them feel cheated when they see other workers not committed to the work.

Table 7 - Extent to which merit pay enhance employees commitment

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Mean	Standard deviation	Ranking
Performance based pay that permanently increase my based salary would motivate me to remain in my organization	77 (31.3%)	84 (34.6%)	16 (5.8%)	41 (16.7%)	28 (11.7%)	2.43	1.382	5th
Merit pay that permanently increase base salary would reduce absenteeism	75 (31.3%)	100 (40.0%)	2 (0.4%)	49 (20.4%)	20 (7.9%)	2.34	1.319	4th
Merit pay would make employees to have sense of obligation to remain with their organization	58 (23.8%)	93 (37.9%)	20 (7.9%)	46 (18.8%)	29 (11.17)	2.57	1.343	6th
Performance based pay that permanently increase my base salary would motivate me to perform better	102 (41.7%)	108 (44.2%)	—	25 (10.0%)	11 (4.2%)	1.91	1.090	2nd
Merit pay would reduce lateness to work	108 (44.2%)	97 (39.6%)	9 (3.3%)	24 (10.0%)	8 (2.9%)	1.88	1.062	1st

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Merit pay would inspired employees to come to work regularly	84 (34.2%)	118 (48.3%)	2 (0.4%)	23 (9.2%)	19 (7.9%)	2.08	1.193	3rd
Overall Index						2.20	0.286	

Source: Author's Field work (2023)

Table 7 examines respondents' perception on statement questions relating to extent to which merit pay enhance employee's commitment. It revealed that a total of 161 representing 65.9% of the respondents were of the agreed opinion that performance-based pay that permanently increase based salary would motivate employees to remain in their organization, 16 representing 5.8% of respondents were not sure of the statement question while 69 representing 28.4% of respondents were of disagreed opinion. The mean is 2.43 and standard deviation is 1.382, this showed that most of the respondents were of opinion that performance-based pay that permanently increase based salary would motivate employees to remain in their organization.

Also, 175 representing 71.3% of respondents were of the agreed view that merit pay that permanently increase base salary would reduce absenteeism, 2 representing 0.4% of respondents were not sure while 69 representing 28.3% of respondents were of disagreed view. The calculated mean is 2.34 and standard deviation is 1.319, implied that majority of the respondents were of the agreed view that merit pay that permanently increase base salary would reduce absenteeism

In a statement question which says that merit pay would make employees to have sense of obligation to remain with their organization, a total of 151 representing 61.7% were of agreed view, 20 representing 7.9% were not sure while 75 representing 29.9% of respondents were of disagreed view. The calculated mean is 2.57 and standard deviation is 1.343 this showed that most of the respondents were in Support of agreed perceptions that merit pay would make employees to have sense of obligation to remain with their organization. It was also observed that a total of 210 representing 85.9% of the respondents were of the agreed assertion that performance-based pay that permanently increase base salary would motivate employees to perform better, while 36 representing 14.2% of respondents were of disagreed view. The mean is 1.91 and standard deviation is 1.090, this implied that the greater proportion of the respondents were of the agreed perception that performance-based pay that permanently increase base salary would motivate employees to perform better.

In addition, a total of 205 representing 83.8% of respondents were of agreed opinion that merit pay would reduce lateness to work, 9 representing 3.3% of respondents were not sure, while 32 representing 12.9% disagreed on this view. Calculated mean and standard deviation are 1.88 and 1.062 respectively, this implied that majority of the respondents were in support of the agreed perceptions that merit pay would reduce lateness to work. It was also noted that a total of 202 representing 82.5% of respondents were of agreed view, 2 representing 0.4% were not sure while 42 representing 17.1% were of disagreed view. The mean is 2.08 and standard deviation is 1.193, this showed that most of the respondents were of the agreed view that merit pay would reduce lateness to work.

Table 8 - Effect of pieces rate scheme on employee's commitment

Statement Questions	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Mean	Standard deviation	Ranking
Paying for each unit of work completed would motivate me to remain in this organization	26 (10.8%)	26 (10.4%)	—	86 (35.0%)	108 (43.8%)	3.90	1.352	1st
I would agree with the organization policies on important matter relating to pieces rate scheme	9 (3.3%)	37 (15.0%)	—	113 (46.3%)	87 (35.4%)	3.95	1.121	3rd

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Paying for each unit of work completed would reduce absenteeism	26 (10.4%)	18 (7.1%)	2 (0.4%)	104 (42.5%)	96 (39.6%)	3.94	1.274	2nd
Paying for each unit of work completed would reduce lateness to work	8 (2.9%)	20 (7.9%)	—	122 (50.0%)	96 (39.2%)	4.15	0.976	4th
Paying for each unit of work completed would motivate me to always come to work	2 (0.4%)	9 (3.3%)	—	143 (58.8%)	92 (37.5%)	4.30	0.678	5th
Pieces rate scheme would make me to have sense of obligation to remain with my organization	2 (0.4%)	—	10 (3.8%)	111 (45.4%)	123 (50.4%)	4.46	0.591	6th
Overall Index						1.85	0.482	

Source: Author's Field work (2023)

Table 8 highlights respondents' perception on statement questions relating to effect of pieces rate scheme on employee's commitment. It showed that a total of 52 representing 21.2% of respondents were of agreed opinion that paying for each unit of work completed would motivate them to remain in their organization, while 194 representing 78.8% of respondents were of disagreed view to the statement question. Outcome of the calculated mean is 3.90 and the standard deviation is 1.352 which implied that most of respondents were of disagree opinion that paying for each unit of work completed would motivate them to remain in their organization. Also, 46 representing 18.3% of respondents were of the agreed view that they would agree with the organization policies on important matter relating to pieces rate scheme, while 200 representing 81.7% of respondents were of disagreed view. The calculated mean is 3.95 and standard deviation is 1.121, implied that majority of the respondents were of the disagreed view that they would agree with the organization policies on important matter relating to pieces rate scheme.

In addition, a total of 44 representing 17.5% of respondents were of agreed assertion that paying for each unit of work completed would reduce absenteeism, 1 representing 0.4% of respondents we're not sure, while 200 representing 82% of respondents were of disagreed opinion. Calculated mean is 3.94 and standard deviation is 1.274, implied that most of respondents were of the disagreed opinion that paying for each unit of work completed would reduce absenteeism. It was noted that a total of 28 representing 10.8% of respondents were of agreed view that paying for each unit of work completed would reduce lateness to work, while 218 representing 89.2% of respondents were of disagreed view. The mean value of 4.15 and standard deviation of 0.976 implied that most of the respondents were of disagreed opinion to the statement question that paying for each unit of work completed would reduce lateness to work.

It was also deduced that 11 representing 3.7% of respondents were of agreed opinion that paying for each unit of work completed would motivate them to always come to work, while 235 representing 96.3% of respondents were of disagreed view to the statement question. Outcome of the calculated mean is 4.30 and the standard deviation is 0.678 which implied that most of respondents were of disagree opinion that paying for each unit of work completed would motivate them to always come to work. Finally, in a statement question which says that piece's rate scheme would make employees to have sense of obligation to remain with their organization, 2 representing 0.4% of respondents were of agreed view, 10 representing 3.8% were not sure while 234 representing 95.8% of respondents were of disagreed view. The calculated mean is 4.46 and standard deviation is 0.591 this showed that most of the respondents were in support of disagreed perceptions that piece's rate scheme would make employees to have sense of obligation to remain with their organization.

4.3 Correlation Result of the Study

This section examines the relationship between the variables of the research using Pearson correlation. Correlation analysis helps in the determination of magnitude, direction and strength of the relationship between the dependent and independent variables. Where EPC is the Employees' Commitment, IPB is Individual Performance, MEP is Merit Pay and PRS is Pieces Rate Scheme.

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Table 9 - Pearson Correlation

	EPC	IPB	MEP	PRS
EPC	1			
IPB	0.439**	1		
MEP	0.673**	0.022	1	
PRS	-0.049	-0.156*	0.037	1

Correlation is significant at the 0.01 level (2-tailed).

The independent variables (IPB, MEP) with coefficient of 0.439 and 0.673 respectively, have a positive and significant relationship with dependent variable (EPC). The independent variables (PRS) with coefficient of -0.049, have a negative relationship with dependent variable (EPC).

4.4 Estimated Regression Model

This section contains an examination of the causal relationship that exists between the dependent and independent variables of the study. This was achieved using the Ordinary Least Squares (OLS) regression analysis technique.

Table 9 - Regression result

Independent variable	Standardized Coefficients	Std. Error	t	Sig.
IPB	0.423	0.059	10.580	0.000
MEP	0.664	0.032	16.794	0.000
PRS	-0.008	0.037	-0.195	0.845
Summary Statistics				
R ²	0.632		F-stat	135.245
Adjusted R ²	0.628		F-prob	0.000

Dependent variable; EPC

An examination of the summary statistic showed that the coefficient of determination depicted as R² stood at a value 0.632. This therefore indicates that the model accounts for 63.2% of the systematic variation exhibited by the dependent variable. While the remaining 36.7% left unaccounted for is being captured by the stochastic error term. The F-stat measuring the overall significance of the model stood at value of 135.245 (P-value = 0.000) which is significant at 5%. Therefore, the result indicates that there is a significant linear relationship between the dependent and independent variable. It is also indicative of the joint statistical significance of the model.

Furthermore, an examination of individual coefficients shows that Individual Performance Bonus (IPB) was found to have a positive effect on the Employees' Commitment (EPC) as depicted by the positive coefficient value of 0.423. In addition, Individual Performance Bonus (IPB) was observed to be statistically significant at 5% (p=0.000). The Merit Pay (MEP) (t=16.794) on Employees' Commitment (EPC) was positive and statistically significant at 5% (p=0.000) as depicted the positive coefficient value (0.664). However, it was observed that Pieces Rate Scheme (PRS) had a negative effect (-0.008) and non-significant relationship at 5% (p=0.845) with Employees' Commitment (EPC).

4.5 Diagnostic Test

The diagnostic test was carried out to control for possible deficiencies in the data set.

Table 10 - Collinearity Statistics

Independent variables	Collinearity Statistics	
	Tolerance	VIF
IPB	0.975	1.026
MEP	0.998	1.002
PRS	0.974	1.027

The diagnostic test help to check for possible deficiencies or violation of assumption of regression

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The tolerance values ranged from 0.974 to 0.998, evidence of substantial scores above the minimum threshold. Also, the variance inflation factor (VIF) ranging from 1.002 to 1.027 is below 5 which is the maximum limit of acceptance. These therefore suggest the absence of multi-collinearity in the model

4.5.1 Hypothesis testing:

Decision rule: we reject the null hypothesis if the t-value calculated is greater than or equal to 2 (which is the rule of thumb) or if calculated p-value is less than 0.05 (5%).

Note: Null hypothesis is a hypothesis of no significant different in variables understudy (such as equal, no different, positive relationship).

4.5.2 Hypothesis one

There is no significant relationship between individual performance bonus and employee's commitment. The analysis of the t-value of Individual Performance Bonus (IPB) reveals that it is statistically significant judging by the calculated t-value of 10.580 which is greater than 2. Consequently, the research rejects the null hypothesis that asserts that there is no significant relationship between individual performance bonus and employee's commitment. Hence, conclude with the alternative that states otherwise that there is significant relationship between individual performance bonus and employee's commitment.

4.5.3 Hypothesis Two

There is no significant relationship between merit pay and employee's commitment. The analysis of the t-value of merit pay (MEP) reveals that it is statistically significant judging by the calculated t-value of 16.794 which is greater than 2. Consequently, the research rejects the null hypothesis that asserts that there is no significant relationship between merit pay and employee's commitment. Hence, conclude with the alternative that states otherwise that there is significant relationship between merit pay and employee's commitment.

4.5.4 Hypothesis Three

There is no significant relationship between piece-rate scheme and employee's commitment. The analysis of the t-value of piece-rate scheme (PRS) reveals that it is not statistically significant judging by the calculated p-value of 0.845 which is greater than 5% critical value. Consequently, the research fail to reject the null hypothesis that asserts that piece-rate scheme does not significantly affect employee's commitment. Hence, conclude that there is no significant relationship between piece-rate scheme and employee's commitment.

4.6 Discussion of Findings

This research was designed to investigate the effect of performance-based pay on employees' commitment in bottle water factories. The first objective was to ascertain the effect of individual performance bonus on employees' commitment. Finding of this study revealed that individual performance bonus had positive effect on employees' commitment, the result support reinforcement theory which believed that behavior is driven by a desire to receive positive reinforcement, and positive reinforcement consequently tends to make behaviors repeatable. Also, the study showed that individual performance bonus was significantly and positively related to employees' commitment, which support the findings of Ayeni [8] that receiving a wage plus perks increases dedication and effectiveness of employees.

The second objective of the study is to determine the extent to which merit pay enhance employees' commitment. The study showed positive relationship between merit pay and employees' commitment. This is in contrast to the findings of Chio and Kashyap [11] that showed unfavorable correlation between merit pay and employees' commitment and McKnight [17] that believed employees were not driven to succeed based on merit pay. Also, the results contradict the claims of Herzberg [18] that rises in wages would not motivate employees. However, in line with the results of Nyberg, *et al.* [19] that showed positive relationship between future employees' commitment and merit pay, it can be concluded that merit pay had positive effect on employees' commitment.

The third objective is to investigate the effect of pieces rate scheme on employees' commitment. The results indicate that piece rate scheme had negative relationship with employees' commitment. The result support Casimir [20] who emphasized that low piece-rate pay and partial piece-rate pay have negative effects on employees' commitment at Satcom block industry. However, contrary to the findings of Isimoja and Onafalujo [21] that performance-related pay components were correlated positively with employees' commitment, the piece rate scheme with coefficient value of -0.049 in table 4.6, showed a negative relationship with employees' commitment. The result of hypothesis tested showed that there is no significant relationship between piece-rate scheme and employee's commitment,

5 CONCLUSIONS

This study examined the relationship between forms of pay-for-performance: individual performance bonuses, merit pay, and piece-rate pay, and commitment of employees in the bottled water manufacturing sector in Ondo State, Nigeria. The findings make both theoretical and practical contribution to the HRM literature, especially in the context of wage policy in labor-intensive industries in developing economies.

The foremost finding in this study is the intense positive influence that individual performance bonuses have upon employee commitment, especially the affective and normative dimensions, indicating that direct performance-contingent rewards are the most motivational, as they actually create an emotional bond and loyalty. Merit pay was found to have a very strong positive association with commitment but somewhat less so than individual bonuses, which may suggest that recognition based on systematic performance appraisals can play a part in the increase of organizational identification. Piece-rate pay, on the other hand, while still positively related with commitment, had the least ability to predict commitment and correlated more with continuance commitment, implying that the schemes might motivate employees to stay out of economic necessity rather than an emotional or moral bond.

The raging tide of more or less authoritative research, of which the works of Ogbonnaya et al. [4] and Iqbal et al. [5] are examples, has generally supported the great positive connections documented here between contingent pay and worker engagement. However, this study transcended others by specifically separating performance pay types and associating them with precise commitment dimensions—an area overlooked by many studies in the past. The study's finding that piece-rate pay schemes minimally influence affective commitment is consistent with Boachie-Mensah & Dogbe's [9] that warns not to place great reliance on output-based pay schemes in jobs with little autonomy. By contrast, studies of PBP in the U.S. Federal sector by Choi & Whitford [11] appear to conflict at a point, because such studies found PBP to be effective in high-autonomy jobs. This study, instead, showed that even in low-autonomy, labor-intensive environments, performance bonus and merit-based systems drive commitment. This difference might be reflective of cultural and economic contextual factors germane to developing countries, where financial stability is a strong motivator in light of a diminished social safety net. All three PBP schemes have statistically significant effects, but the relatively worse piece-rate pay on affective commitment suggests not all incentive systems promote deeper organizational engagement. It is still unclear that whether this has to do with perceived fairness, humiliating work, or the transactional tack of piece-rates. Further qualitative works might shed light on its underlying psychology.

This study has some limitations that must be recognized. First, being conducted within Ondo Central Senatorial District limits the external validity of the results when applied to any other region or industry. Second, the cross-sectional design, wherein such research would only collect data at one snapshot time, creates a limitation while trying to infer causality. Third, using self-reports data might have invitations to bias, seemingly such as social desirability bias or common method variance. Fourth, the study focused on extrinsic rewards, leaving out intrinsic motivators like job enrichment and autonomy, which also might shape employee commitment to large degrees. Notwithstanding these limitations, the great sampling technique employed in the study, the large sample size, and the statistical tries give credence to the findings.

The study recommends that HR practitioners and policy makers adopt a differentiated style of PBP for optimal employee commitment. The best approaches to reward systems might be those that blend financial rewards with development incentives. For researchers, the study goes a long way toward supporting motivational theories such as Vroom's Expectancy Theory and Reinforcement Theory but stresses the importance of focusing compensation models within the local economic and cultural settings. For business owners and a general lay audience, especially with respect to the manufacturing sector, the findings reveal how strategic planning around compensation might reduce turnover and increase fidelity of bodies.

Further research might seek to build on this study by utilizing longitudinal designs to better evaluate cause and effect, and the long-term effects of performance-based schedule pay. Using qualitative methods such as interviews and focus groups would provide much-needed insights into how employees view and experience things. Examining non-cash motivators, including leadership styles, job autonomy, and recognition, would help in building a more holistic model of employee commitment. Lastly, placing a wider area of study and jurisdiction would ensure the findings have greater generalizability and will allow comparison across sectors.

In conclusion, this study corroborates that performance-based pay-for-individual performance bonuses and merit pay-is a strong predictor of employee commitment in private sector manufacturing firms in Nigeria. While piece-rate pay might keep the presence of employees economical, it is much weaker in forming emotional and moral ties. Those entities aiming for sustenance will need a strategic and evidence-based approach in all things compensation that align performance with transparency and employee development.

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