

Reward Packages and Employees' Retention in Selected Fast Moving Consumer Goods (FMCGs) Companies in Akwa Ibom State, Nigeria

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Article DOI: 10.48028/iiprds/ijaraebp.v9.i1.22

Abstract

The study focused on the reward packages and employees' retention in selected fast moving consumer goods (FMCGs) companies in Akwa Ibom State. The study investigates the influence of reward packages on employee's retention in selected Fast Moving Consumer Goods (FMCGs) companies in Uyo, Akwa Ibom State. The research design adopted for the study was cross-sectional survey, to test the influence of reward packages on employees' retention. The study used 339 employees in five selected Fast Moving Consumer goods companies, Uyo as the targeted population, which was further broken down to the sample size of 183 employees using Taro Yamane Formula. Data was analyzed using Simple Linear Regression Analysis. Findings from the study revealed that performance bonus (0.607) (0.002) and recognition (0.530) (0.003) have a positive significant influence on employees' retention in selected fast moving consumer goods (FMCGs) companies in Akwa Ibom State. The study recommended that performance bonuses and recognition have a significant positive influence on employees' retention. On this note, Fast Moving Consumer Goods (FMCGs) companies in Akwa Ibom State should strengthen their performance-based reward structures. Secondly, management of the Fast Moving Consumer Goods (FMCGs) companies should establish formal and informal recognition programmes to appreciate employees' contributions.

Keywords: *Employees' retention, Fast Moving Consumer Goods (FMCGs), Performance bonus, Reward packages and Recognition*

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Background to the Study

The consumer-packaged goods or Fast Moving Consumer Goods (FMCGs) Industry in Nigeria is growing at a rapid rate. The Fast Moving Consumer Goods is a significant contributor to the country's economy. This sector encompasses a wide range of products that are consumed daily such as packaged food, toiletries, beverages, stationeries, over-the-counter medicines, cleaning and laundry products, as well as less expensive consumer electronics, such as mobile phones and headphones. Fast Moving Consumer Goods (FMCGs), also called Consumer Packaged Goods (CPG), refers to products that are highly in demand, sold quickly, and affordable. Employees' retention is the ability to hold onto those employees you want to keep for longer than your competitor (Johnson, 2000). Employees' retention is not just a matter that can be dealt with records and reports. It purely depends upon how the employers understand the various concerns of the employees and how they help them resolve their problems when they are in need. It is the strategic use of good reward packages to motivate employees to remain with an organization for a long period of time. It moves beyond simply paying for work to creating a total reward system that makes leaving the organization or company a difficult or less attractive choice for the employee. Therefore, retention of key employees has become a difficult task for managers as they are being attracted by more than one organization at a time with various kinds of rewards (Armstrong, 2007).

Retention is considered to be an all-round module of an organization's human resource strategies. It commences with recruiting of the right people, all through to practicing programs, to keeping them engaged and committed to the organization (Freyermuth, 2007). Employee retention helps firms save on various costs such as training cost, replacement costs, hiring costs, productivity costs, and efficiency cost (Kottolli, 2010) once these costs are minimized, it will result to unproved performance.

One of the important elements to motivate employees for contributing their best effort to generate innovation ideas that lead to better business functionality and further improved company performance is reward. Rewards are financial and non-financial in nature and are given to employees to entice them to stay with the organization (Dewhurst, 2010). Reward is anything offered or given for some services or attainment. Employees usually compare the reward given to them with that of other employees who contributed the same input with them, if the employee feels that the reward is not fair enough, it can generate negative attributes, such as absenteeism, high turnover rate, lack of commitment and disloyalty (Johnson, Emerole and Okebaram, 2024).

Reward packages are the total compensation and benefits provided to employees in exchange for their work. They are used as a strategic tool to keep talent within the organization (Elrayah, 2023). These packages include performance bonus (Extrinsic rewards) and recognition. For the organization to achieve long term survival and growth, organization will have to formulate strategies aimed at retaining high performing employees and outperforming competition (Uwa and Johnson, 2017). Those strategies will include recruiting the right employees training and development opportunities, incentives, recognition among others.

A well-structured reward package creates a sense of perceived organizational support and job satisfaction. According to the social exchange theory, when an employer provides, high-value reward, employees feel an obligation to reciprocate with loyalty and continued service. Kottolli (2010) further argued that seasoned employees in an organization are well acquainted with how the job is done. Effective, comprehensive reward packages significantly boost retention by making employees feel valued, satisfied, and motivated to stay, reducing turnover cost, while poorly designed or meager packages drive talent away. (Tanner, 2024). Rewards foster loyalty through performance bonus and recognition signaling a reciprocal relationship where employees stay because they perceive fair exchange, security, and alignment with their personal goals.

The Fast Moving Consumer Goods (FMCGs) sector is characterized by intense competition and the need for a skilled and stable workforce. Employees' retention is crucial for organizational success especially in the Fast Moving Consumer Goods Companies, as the loss of experienced personnel can lead to decrease productivity, and a potential loss of institutional knowledge. Employee turnover poses a significant challenge for the Fast Moving Consumer Goods Companies. High employees' attrition rate, can disrupt operation, increase operational costs, and negatively impact the employees' performance. Fast Moving Consumer Goods (FMCGs) Companies needs to understand the extent to which current reward packages like performance bonus and recognition do have the most significant influence on employees' decision to remain with the company.

Employees' retention is the strategy, process or outcome of an organization especially the Fast Moving Consumer Goods Companies used to encourage their employees' to remain with them for a long period of time, thereby limiting the rate of voluntary staff departure or turnover. Employees' retention is the successful outcome achieved when a company's reward package and the overall employee value proposition is attractive enough to minimize the number of talented individuals who choose to leave for competitors or other opportunities. Almirah, Sale and Freihat (2018) cited in Zineldin, 2000. Performance bonus is a monetary reward paid to an employee, often in addition to their regular salary, for achieving specific, predetermined goal or exceeding performance expectation. Performance bonus would be used to encourage employees to meet sale, target and increase production efficiency. This directly addresses the problem of low productivity.

Recognition refers to acknowledging an employees' contributions and efforts. It can be formal or informal in the Fast Moving Consumer Goods (FMCGs) companies where competition is intense, recognizing employees can create a positive work environment, foster loyalty and boost morale, which in turn will help reduce the loss of experienced personnel and institutional knowledge. Several studies like Ovunda *et al.* (2021), Waleed *et al.* (2020), and Ojeyemi *et al.* (2024) have explored the impacts of various factors on employee, retention across different sectors, their finding, indicate that organization are still struggling to retain employees'. Notably, a significant gap exists in research on reward packages on employees' retention within the Fast Moving Consumer Goods (FMCGs) companies. Studies conducted by the previous researchers focused on other industries like Banking, Telecommunication,

and hospital, using remuneration, promotion, benefit, training development and working condition, as variables but none of this study, provided an in-depths analysis of reward packages on Fast Moving Consumer Goods (FMCGs) Companies.

Therefore, it is within this context that the study examined the reward packages and employees' retention in selected Fast Moving Consumer Goods (FMCGs) Companies in Akwa Ibom State as a previously under explored sector providing fresh empirical evidence on the influence of reward packages on employees' retention in Fast Moving Consumer Goods (FMCGs) companies using performance bonus and recognition as variables.

Objectives of the Study

- i. To ascertain the influence of performance bonus on employee's retention in selected Fast Moving Consumer Goods (FMCGs) companies in Akwa Ibom State.
- ii. To determine the influence of recognition on employee's retention in selected Fast Moving Consumer Goods (FMCGs) companies in Akwa Ibom State.

Hypotheses of the Study

Ho₁: There is no significant influence that exists between performance bonus and employee's retention in selected Fast Moving Consumer Goods (FMCGs) companies in Akwa Ibom State.

Ho₂: There is no significant influence that exists between recognition and employee's retention in selected Fast Moving Consumer Goods (FMCGs) companies in Akwa Ibom State.

Literature Review

Reward Packages

In today's highly competitive job market, employees are facing the challenges of attracting and retaining top talent, offering a competitive salary is no longer enough. Employers must take a holistic approach and provide a comprehensive package that meets the individual needs of each employee. Reward package is a concept that describes all the tools available to an employer that may be used to attract, motivate and retain employees. To an employee seeking new employment, the nation of total rewards includes perceived value as a result of the employment relationship. A comprehensive employee reward packages encompasses various crucial aspects such as salary which is mandatory, performance bonus and recognition. These elements play a significant role in shaping the overall employee experience within the organization. They are some factors to consider when designing a reward package. These factors are company culture and values, industry standards, employee needs and preferences, budget constraints and legal compliance.

Employees' Retention

Employees' retention is the process where there is full encouragement of the workers to stay longer in the organization (Sandhya and Kumar, 2011). Phillips and Connell (2004), employee retention as the percentage of workers remaining in a firm. For example, retention

to be effective in an organization, the employers need an organized effort to form an environment that motivates current workers to continue working for their organization by coming up with practices and policies that meet their various needs. Strong retention therefore forms a strong tool of recruitment. Issues of employees' retention such as investment, time and training are considered when recruiting a new worker. Cheron, (2012) found out that workers will remain and work in a firm so as to ensure that the organization achieves its goals, successfully only when there are proper employee retention strategies. Corporate organization strive to achieve their corporate goal by employing different employees to help facilitate such aim, the structures of corporate organization are increasingly becoming complex. Such complexities and the continuous struggle to achieve pre-determined corporate goals have affected employees, Etim *et al.* (2023).

Reward Package and Employee Retention

Reward packages or compensation according to Hanai and Pallangyo (2020) is described as a monetary and non-monetary remuneration provided by the employer for services rendered (such as performance bonus and recognition). It can be described as direct and indirect compensation received by employees in an organization. A rewarding and recognizing employees' efforts and contributions, many firms use the reward packages system as a motivational tool (Amoo *et al.*, 2020) to increase workers' productivity by enhancing job satisfaction, reducing turnover, and improving job performance. Retention on the other hand, is an obligation to continue to do business or exchange with a particular company on an ongoing basis (Zineldin, 2000). Hannai and Pallangyo (2020), employee retention is described as a procedure in which employees are encouraging to stay with the company for as long as possible or until the projects is completed. Chikezie *et al.* (2020) explained that employee retention involves taking steps to encourage employees to stay with the company for the longest possible period of time.

Performance Bonus and Employee Retention

Performance bonuses can be a valuable tool for enhancing employee retention when implemented effectively by aligning bonuses with company goal, ensuring fair distribution and providing clear communication, organisations can create a positive and motivating work environment that fosters loyalty and commitment. Employee retention trends as the market changes; performance bonus is the biggest motivator for employee to stay in their positions or workplace. Fixing the problem of employee retention means finding an affordable combination of types of compensation for your business and fulfilling employee's needs.

Recognition and Employee Retention

Recognition can improve all overall atmosphere and employee satisfaction, revolutionize your company culture and bind a reputation that jet, your company apart from the rest (Lidsey, 2022). Recognition is a powerful tool to enhance your workforce, build a stronger company culture, and enable you to take advantage of important employee retention trends. Recognition is a critical component of a successful employee retention strategy. By acknowledging and appreciating employee's contribution, organization can create a more positive work environment, boost morale and ultimately, improve employee retention (Akila, 2012).

Empirical Review

Tanko *et al.* (2025) studied employee retention and organizational performance in Nigeria Federal Inland Revenue service Abuja. The objectives of the study were to examine the impact of training program, reward system and work environment on organization goal of federal inland revenue service, FCT, Abuja, Nigeria. The study employee survey research design using 501 staff of Inland Revenue service, Abuja as the targeted population. Data was analyzed using multiple regression. Outcomes indicate that training program, reward system as well as work environment has a positive significant impact on organization goal of federal inward revenue service, FCT, Abuja. The research recommended that federal Inland Revenue service should institutionalize continuous professional development programs and align reward system with employee's performance metric to foster a supportive work environment, enhance job satisfaction, and improve employee retention rates. The author considered training program reward system, work environment, as retention strategies in Nigeria federal Inland revenue service in Abuja whereas this study considered performance bonus, recognition, and training opportunities as reward packages for employee retention in selected FMCGs companies in Akwa Ibom State.

Kavetha *et al.* (2024) works on the impact of talent retention as an employee motivator in Fast Moving Consumer Goods Industry. The objectives of the study were to investigate the extent to which talent retention strategies can be contributory factors to employee's intention to stay with the organization. 124 respondents completed the questionnaire out of 130 respondents, and was as the sample of the size. A descriptive research design was used. Statistical package for the social science (SPSS) version 28 was used to analyze data. Finding, reveals that employee participation influenced employee motivation. Compensation and benefits, training and development, and work life balance did not have an influence on employee motivation and the findings, is relevant to FMCGs industry and contribute to the existing framework of knowledge. The recommendation were: Promoting gender equality in the workplace Encouraging employee participation in the workplace to enhance employee motivation, Developing robust policies and procedures for equitable compensation and benefit within the organization, Fostering and rewarding a culture of innovation, Promoting a healthy work-life balance, Crafting career paths for skilled or talented employees, Encouraging and prioritizing employee wellness and Developing an adequate succession management. The author considered employee's participation, compensation, benefits, training and development, and work life not to have influence on employee motivation in FMCGs industry in Durban, South Africa whereas this study considered performance bonus, recognition, and training opportunities as a reward package for employee retention in selected FMCGs companies in Akwa Ibom State.

Ojeyemi and Egbuta (2024) researches on employee retention strategies and services quality of selected Five Star Hotels in Lagos State, Nigeria. The objective of the study was to examine the effect of employee retention strategies on services quality in selected Five Star Hotel in Lagos. The study adopted survey research design. The sample size was 434 determine using Cochran's formula, simple random sampling techniques was adopted in selecting respondents. Data was analyzed using descriptive and inferential (multiple regression) at 5%

level of confidence. Findings revealed that employee retention strategies have statistically significant effect on the service of the selected Five Star Hotels in Lagos. The study recommended that the five-star Hotels management should enhance their employee retention strategy to boost their overall service quality. The author considers career advancement, working condition, support from the organization and compensation to be the variables used to address the issue of employee retention whereas this study focused on performance bonus, recognition, and training opportunities as variables to use as reward package for employee retention in selected Fast Moving Consumer Goods (FMCGs) companies in Akwa Ibom State but the author used five star Hotels in Lagos State as a case study.

Ovunda et al. (2021) studied on reward system: A tool for employee retention as observed from the Banking Sector in Port Harcourt. 63 workers from the ten banks in Port Harcourt were used as sample size. The objective of the study was to investigate the extent to which organisational reward system impact on employee retention in the banking industry in Port Harcourt, Nigeria. To achieve this objective, the study has examined the relationship between remuneration, promotion and recognition as the dimensions of reward systems and employee retention. Survey research design was utilized, with the structured questionnaire used to the primary data collection method. Data was analyzed using descriptive and inferential statistics as well as the spearman's test statistics. The findings revealed that there is a positive relationship between remuneration, promotion, and recognition as dimensions of reward systems and employee retention. It was recommended that there should be further empirical research to test the applicability of the findings of the study in other sectors of the Nigerian economy as well as the relationship between dimensions of reward system, and employee retention. Remuneration, promotion and recognition were considered in the sector in Port Harcourt as dimensions of reward system and employee retention whereas this study considered performance bonus, recognition, and training opportunities as reward packages for employee's retention in selected Fast Moving Consumer Goods (FMCGs) in Akwa Ibom State.

Waleed *et al.* (2020) conducted the study on the impact of human resources management practice on Employee Retention in Telecom subcontractors. The objectives of the study were to examine the human resources management practices that encourage employee retention in telecom subcontractors. The sample size was 310 out of 340 questionnaires distributed to the employees of four major subcontractors in Pakistan. Data was analyzed using Pearson Correlation and Regression Statistic. The results conclude that the telecom subcontractors have above average measure to retain employees. The study recommended that the research should be extended to other departments of telecom subcontractors such IT, Marketing, Finance and sales to get a more generalize overview. The author considers compensation and benefits, training and development and health and safety measures as tools for employee retention in telecom subcontractors in Pakistan whereas this study considered performance bonus, recognition, and training opportunities as variables to use for employee retention in selected FMCGs companies in Akwa Ibom State.

Methodology

Cross-sectional survey research design was adopted for the study to analyze data across a sample population at a specific point with the use of a well-structured questionnaire as a research instrument. The population of the study was 339 persons drawn from five (5) Fast Moving Consumer Goods (FMCGs) companies according to their categories which was further broken down to sample size of 183 respondents using Taro Yamane Formula. Data was analysed using simple linear regression analysis to carry out the test of influence of reward packages on employee retention.

Model Specification:

The functional model for this study is given as;

$$Y = F(X_1, X_2) \quad 1$$

Recoded to represent the variables it is presented;

$$Emr = F(Peb, Rec) \quad 2$$

The simple linear regression model representing the influence of each of the independent variables (X_1, X_2) on the dependent variable (Y) is expressed in this form;

$$Y = a_0 + B_1X_1 + \dots + e \quad 3$$

$$Y = a_0 + B_2X_2 + \dots + e \quad 4$$

The model for the Simple Linear Regression analysis is:

$$Y = a_0 + B_1X_1 + B_2X_2 - e \quad 5$$

To represent the variables in use, the simple linear equations are presented thus:

$$Emr = a_0 + B_1Peb + \dots + e \quad 6$$

$$Emr = a_0 + B_2Rec + \dots + e \quad 7$$

The simple linear equation is:

$$Emr = Y = Emr = a_0 + B_1Peb + B_2Rec - e \quad 8$$

Where:

Emr (Y) = Employee Retention

Peb (X_1) = Performance Bonus

Rec (X_2) = Recognition

a_0 = Autonomous or intercept

$B_1 - B_2$ = Coefficient parameter of the independent variables (X_1, X_2)

e = error term

Data Presentation:

The questionnaire was sent and administered to the sampled respondents and the summary is as shown in table 1 below;

Table 1: Summary of questionnaires administered

Questionnaires	Number of questionnaires	Percentage (%)
Administered	183	100.00
Filled	183	100.00
Not filled	0	0.00
Total	183	100.00

Source: Field survey (2025)

Table 1 above shows that a total of 183 questionnaires were issued out to the sampled respondents across fast moving consumer goods companies; luckily all 183 (100%) were properly filled and returned, none was unfilled or filled improperly.

Data Analysis

Regression analysis

Table 2: Model summary for the influence of reward packages on employee's retention in selected Fast Moving Consumer Goods (FMCGs) Companies in Akwa Ibom State

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.713 ^a	.508	.494	2.71223	2.263

a. Predictors: (Constant), PEB, REC

b. Dependent Variable: EMR

Table 3: Analysis of variance (ANOVA) for the influence of reward packages on employee's retention in selected Fast Moving Consumer Goods (FMCGs) in Akwa Ibom State

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	29.387	5	0.868	9.926	.000 ^b
Residual	356.424	177	0.719		
Total	385.811	182			

a. Dependent Variable: EMR

b. Predictors: (Constant), PEB, REC

Table 4: Coefficients for the influence of reward packages on employee's retention in selected Fast Moving Consumer Goods (FMCGs) in Akwa Ibom State

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	17.284	2.7122		5.308	.000		
1 PEB	.613	.185	.607	2.731	.002	.821	1.152
REC	.572	.137	.530	2.389	.003	.742	1.243

a. Dependent Variable: EMR

Table 2, 3 and 4 above represent the results obtained from the regression analysis for this study. The results indicate that the pooled OLS regression had an R-squared value of 0.508. This implies that reward packages which is the independent variable of the study explained 50.8% of the systematic changes in employee retention in the studied companies. However, the unexplained part (49.2) could be attributed to other variables not captured in the model but captured in the error term. Also, the result of the F-statistics (9.926) in the ANOVA with an associated p-value of 0.000 indicates that the independent variables (proxies of reward packages) have a statistically significant effect on the dependent variable (employee retention).

Hypothesis one

Ho₁: There is no significant influence that exist between performance bonus and employee's retention in selected Fast Moving Consumer Goods (FMCGs) companies in Akwa Ibom State.

The result obtained from table 6 presented performance bonus as a positive regression coefficient of (0.607) and an associated p-value of $0.002 < 0.05$. This means that the probability value is less than 0.05 which warranted the rejection of the null hypothesis and the acceptance of the alternative.

Hypothesis two

Ho₂: There is no significant influence that exist between recognition and employee's retention in selected Fast Moving Consumer Goods (FMCGs) companies in Akwa Ibom State.

The result obtained from table 6 presented that recognition as a positive regression coefficient of (0.530) and a p-value of $0.003 < 0.05$. This means that probability value of recognition was less or significant at 5% level of significance. Therefore, null hypothesis was rejected signifying that recognition has a significant positive influence on employees' retention in selected Fast Moving Consumer Goods (FMCGs) companies in Akwa Ibom State.

Discussion of Findings

Performance bonus and employee's retention

The result obtained from table 4 presented a positive regression coefficient (0.607) and an associated p-value of 0.002. These say that performance bonus has a significant positive influence on employees' retention in selected Fast Moving Consumer Goods (FMCGs) companies in Akwa Ibom State. This implies that increase in performance bonus causes increase in employee's retention in the selected companies. In other words, the higher the performance bonus, the higher the employee retention in these companies. This is in line with the apriori expectation of this study as the expectation was positive. Possible explanation for this has been mentioned in the literature and is rooted in the motivational effect of financial incentives on employee behavior. According to the expectancy theory, employees are more likely to remain with an organization when they perceive that their efforts are fairly rewarded, which aligns with the findings of this study. Performance bonuses serve as a tangible recognition of employees' contributions, enhancing job satisfaction and organizational commitment.

Studies conducted by Welle and Koffi (2023), Hadded *et al* (2023) have shown that competitive compensation structures, including performance-based incentives, reduce turnover intentions by fostering a sense of financial security and appreciation. According to Lorelei (2024), stated that using performance bonuses can make a job more appealing to potential employees. In the words of McKinsey (2024), performance bonus is a strong tool for employees' retention. Without it, other efforts like building a cohesive culture or establishing employee well-being initiatives don't have the necessary impact. All these in one way or another in turn have influence on employee's retention. Same view was cited in Watson (2023), that performance bonus is implemented by companies, today to enable employers to be innovative and strategic with how they reward and motivate employees. They also added or emphasized about non-monetary bonuses, stating that they tend to be more cost effective. Amongst others, he mentioned development opportunities, extra days off, fringe benefit, time off for volunteering with favourite local charities or projects, free experiences like trips or unique activities.

Recognition and Employees' Retention

Extracts from the coefficients in table 4 were coefficient of 0.530 and p-value of 0.003 for the influence of recognition on employee's retention in selected Fast Moving Consumer Goods (FMCGs) companies in Akwa Ibom State. This means that recognition has a significant positive influence on employee's retention in selected Fast Moving Consumer Goods (FMCGs) companies in Akwa Ibom State. This implies that the higher the recognition, the higher the employee's retention. In other words, the more recognition employees get, the more they're likely to remain in the organization for a long time. This is also in line with this study's *a priori* expectation tabulated in table 3.3. Explanation for this influence has been cited in the literature review, and is due to the fact that recognition fulfills employees' intrinsic need for appreciation and validation, which enhances their sense of belonging and commitment to the organization.

According to self-determination theory, individuals are motivated not only by financial rewards but also by psychological needs such as competence, autonomy, and relatedness. When employees feel recognized for their efforts, whether through verbal praise, awards, promotions, or other non-monetary incentives, their job satisfaction increases, leading to stronger emotional attachment to the organization. To add to that, social exchange theory suggests that when organizations acknowledge and appreciate employees' contributions, employees reciprocate with loyalty and prolonged tenure. Empirical studies have also confirmed that organizations with strong recognition programs experience lower turnover rates, as employees perceive a higher level of fairness and organizational support. In line with the study's finding, Ovunda *et al.* (2021.) revealed a positive relationship between recognition as dimensions of reward systems and employee retention; Joy (2021) found that intrinsic reward has positive correlation with performance.

Conclusion and Recommendations

This study examines the influence of reward packages on employee retention in selected Fast-Moving Consumer Goods (FMCG) companies in Akwa Ibom State. Individual empirical findings revealed that performance bonus and recognition have significant positive influence

on employee retention in selected Fast-Moving Consumer Goods (FMCG) companies in Akwa Ibom State. These findings provide valuable views including the level of relevance of various reward elements; including performance bonuses, recognition, and training opportunities; affect employee motivation and organizational commitment.

In line with study's findings, the following recommendations were viable:

Fast Moving Consumer Goods (FMCGs) Companies in Akwa Ibom State should strengthen their performance-based reward structures. They should ensure that performance bonuses are competitive, transparent, and consistently awarded to enhance motivation and long-term commitment among employees. This should be so because performance bonuses have a significant positive influence on employees' retention. Management of Fast Moving Consumer Goods (FMCGs) Companies should establish formal and informal recognition programs to appreciate employees' contributions since recognition significantly enhances employees' retention. Regular acknowledge through awards, public appreciation, and personalized commendations can boost morale and encourage employees to remain committed to the organization.

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