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EMPLOYEE ENGAGEMENT AND JOB SATISFACTION IN NIGERIAN BREWERIES PLC, ENUGU STATE, NIGERIA

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ABSTRACT

Employee engagement and job satisfaction are essential to organizational performance, particularly in the manufacturing sector. This study examined the effect of employee engagement on job satisfaction in Nigerian Breweries Plc., Enugu State, Nigeria. Specifically, it assessed the effects of job security, rewards, and career development on employee commitment. The study adopted the Job Demands-Resources (JD-R) theory and a descriptive survey research design. The population comprised 670 employees, from which a sample size of 300 was determined using Taro Yamane's formula. Data were analyzed using frequencies and percentages, while Chi-square statistics were used to test the hypotheses. Findings revealed that job security, rewards, and career development have significant effects on employee commitment, with significance values of 0.000 ($p < 0.05$). The study concluded that effective employee engagement strategies, particularly job security, fair reward systems, and career development opportunities, enhance employee commitment and job satisfaction. It recommended that management strengthen job security through fair labour practices, implement transparent and performance-based reward systems, and promote continuous employee development through training, workshops, and sponsored professional certifications.

Key words: *Employee Engagement, Job Satisfaction, Job Security, Employee Commitment, Rewards, Career Development.*

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INTRODUCTION

In today's competitive work environment, the success of any organization depends on its performance which invariably is determined by its employee engagements (Shammout, 2022). Employee engagement being Human Resources' (HR) greatest concerns over the years is the most critical factors in ensuring organizational performance. For an organization to strive, evidence has shown that employee engagement is seriously considered as a major factor that affects organizations' daily operations and general performance (Medhi, 2021). The success and productivity of an organization significantly depend on how connected employees feel to their work and the company's objectives. When employees are engaged, they show a strong sense of purpose, invest extra effort in their responsibilities, and contribute creatively to problem-solving. This connection is often strengthened by alignment with the

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organization's core values and mission, which nurtures loyalty and a sense of inclusion (Olugbo, Obienu & Amadin, 2023). Employee engagement and job satisfaction have emerged as critical determinants of organizational success in contemporary workplaces. These concepts are pivotal in understanding how employees perceive their work environment, their roles, and their contributions to organizational goals. In the global business landscape, organizations continuously strive to foster a motivated and satisfied workforce to achieve higher levels of productivity, innovation, and competitive advantage. The manufacturing sector, particularly breweries, relies heavily on the efficiency, commitment, and satisfaction of its workforce to meet production demands, maintain product quality, and enhance brand reputation (Aziez, 2022). This underscores the importance of exploring employee engagement and job satisfaction as key organizational priorities.

In Nigeria, breweries play a significant role in the manufacturing sector and contribute substantially to the nation's economy through employment generation, revenue creation, and industrial development (Onyehuluchukwu, 2022). Among the leading breweries in Nigeria is Nigeria Breweries Plc, which has maintained its prominence as a major player in the industry. The Enugu State branch of Nigeria Breweries Plc stands out for its strategic importance in production and distribution networks. However, like many organizations in the manufacturing sector, it faces challenges in ensuring sustained employee engagement and job satisfaction amidst evolving workplace dynamics, economic pressures, and competitive industry demands. On the other hand, job satisfaction is the degree to which employees feel fulfilled, valued, and content with their roles, responsibilities, and workplace conditions (Tensay & Singh, 2020). However, research has shown that engaged and satisfied employees are more likely to demonstrate higher productivity, lower absenteeism, and stronger loyalty to their organizations. Conversely, disengaged and dissatisfied employees often contribute to higher turnover rates, reduced efficiency, and strained workplace relations. With regards Nigeria Breweries Plc, understanding the factors influencing employee engagement and job satisfaction is crucial for sustaining its position as a market leader. Elements such as work environment, compensation, career development opportunities, and leadership practices are central to shaping employee experiences.

By identifying the underlying factors and addressing potential gaps, Nigeria Breweries Plc can create a more motivated and satisfied workforce, which is essential for achieving its operations. Consequently, improving job satisfaction through employee engagement is paramount for fostering a positive work environment and maximizing organizational success.

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When employees are engaged, they exhibit higher levels of motivation, productivity, and commitment to their role. This increased dedication translates into better customer service, higher-quality work outputs, and ultimately, improved organizational performance (Uzochukwu, Nwankwo, & Okafor, 2023).

Moreover, engaged employees are more likely to stay with the company, reducing turnover rates and the associated costs of recruitment and training. Furthermore, enhancing job satisfaction through employee engagement is essential for maintaining a competitive edge in today's dynamic business landscape. In an era where talent retention and attraction are critical for success, organizations must go beyond providing competitive salaries and benefits and implement strategic objectives. Knowing that employees seek meaningful work experiences where they can contribute their skills, ideas, and creativity. It is against this backdrop that this study aims to examine the effect of employee engagement on job satisfaction in Nigerian Breweries Plc, Enugu State.

Statement of the Problem

Employee engagement and job satisfaction are essential to organisational productivity, employee retention, and sustained competitive advantage, particularly in the manufacturing sector, where operational efficiency depends heavily on workforce performance. For Nigerian Breweries Plc, maintaining an engaged and satisfied workforce is important to sustaining productivity and organisational effectiveness. However, the extent to which employees' experiences of job security, the work environment, compensation and rewards, and career development opportunities shape their engagement and job satisfaction at the Enugu study location requires empirical investigation.

Job insecurity, an unsupportive work environment, inadequate or inequitable rewards, and limited career development opportunities may weaken employees' motivation, morale, and willingness to contribute meaningfully to organisational goals. Conversely, a supportive work environment, fair compensation, perceived job security, and opportunities for professional growth may strengthen employees' engagement and satisfaction. Where these conditions are not adequately addressed, the organisation may face reduced employee morale, absenteeism, lower productivity, and increased turnover, with potential consequences for operational efficiency and competitiveness. Despite the recognised importance of these workplace factors, their specific relationships with employee engagement and job satisfaction cannot be assumed or established without evidence from the organisational context under investigation.

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Moreover, the relationship between employee engagement and job satisfaction may vary according to employees' working conditions, reward systems, perceptions of job security, and career prospects. There is therefore a need for context-specific evidence to establish how these factors relate to employee engagement and job satisfaction at Nigerian Breweries Plc in Enugu State. Against this background, the study seeks to examine the influence of job security, rewards and career development opportunities on employee commitment at Nigerian Breweries Plc, Enugu State.

Objectives

The main objective of this study was to examine the effect of employee engagement on job satisfaction at Nigerian Breweries Plc. in Enugu State, Nigeria. The specific objectives are to:

1. Determine the effect of job security on employee commitment in Nigeria Breweries Plc. in Enugu State, Nigeria
2. Ascertain the effect of reward on employee commitment in Nigerian Breweries Plc. in Enugu State, Nigeria.
3. Assess the effect of career development on employee commitment in Nigerian Breweries Plc. in Enugu State, Nigeria

Research Questions

1. To what extent is the effect of job security on employee commitment in Nigerian Breweries Plc., Enugu State, Nigeria?
2. What is the extent of the effect of reward on employee commitment in Nigerian Breweries Plc. in Enugu State, Nigeria?
3. To what does career development affect employee commitment in Nigerian Breweries Plc. Enugu State, Nigeria?

Hypotheses

H_{o1}: Job security has no significant effect on employee commitment in Nigerian Breweries Plc., Enugu State, Nigeria

H_{o2}: Reward has no significant effect on employee commitment in Nigerian Breweries Plc., Enugu State, Nigeria

H_{o3}: Career development has no significant effect on employee commitment in Nigerian Breweries Plc. in Enugu State, Nigeria?

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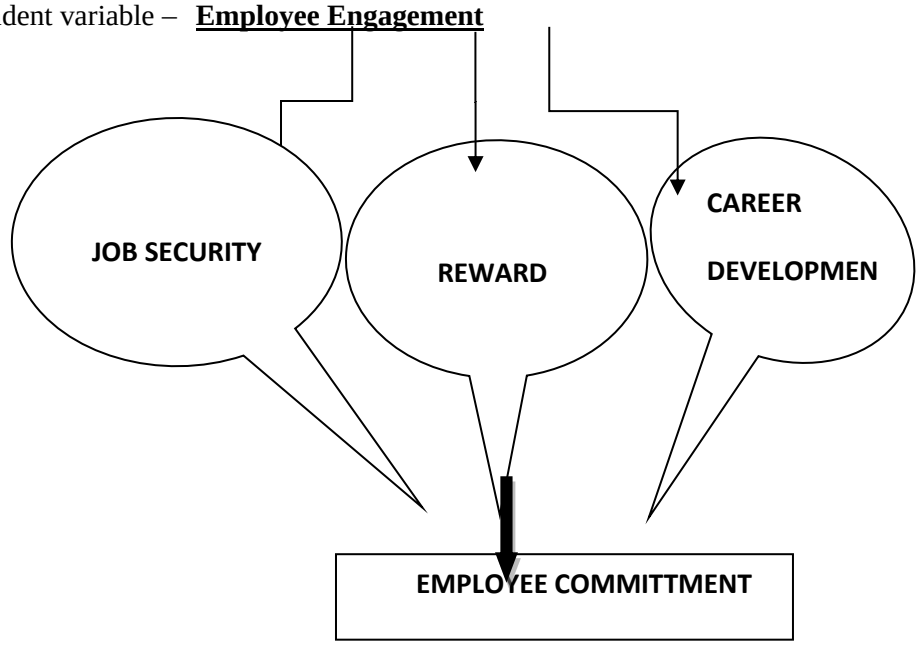
LITERATURE REVIEW

Conceptual Framework

Independent variable – **Employee Engagement**



Dependent variable - **Job Satisfaction**

Figure 1: Conceptual Framework

Employee Engagement

Employee engagement refers to the level of emotional commitment, motivation, and involvement an employee has toward their organization and its goals. It reflects how invested employees are in their work, how willing they are to go beyond basic job responsibilities, and how connected they feel to the organization's success (Fidyah & Setiawati, 2020). Reissová & Papay, (2021) submit that engaged employees are typically enthusiastic, proactive, and dedicated, demonstrating a strong sense of ownership over their tasks. Organizations foster employee engagement by creating a supportive work environment leading to career development, job security and reward for hard work. (Juevesa et al., 2020). It denotes the mutual commitment between employees and the organization, where both parties invest in each other's success, leading to higher levels of job satisfaction, performance, and retention. Employee engagement encompasses the organizational culture that fosters job security, reward hard work and enable career development and opportunities for growth and development where employees feel valued and motivated to contribute (Fidyah & Setiawati, 2020). Employee engagement is influenced by various factors, such as job stability, incentives, and career growth opportunities (Abdelwahed & Doghan, 2023). When employees

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feel appreciated, respected, and included in decision-making, and when they have a clear trajectory for advancement, their level of engagement increases (Anukampa & Ranga, 2021).

Employee engagement and job satisfaction are related yet distinct aspects of the work experience, differing in both scope and intensity. Job satisfaction reflects how content an individual is with different elements of their job, such as responsibilities, workplace relationships, salary, and overall work conditions. Rodrigo et al. (2022) highlighted that job satisfaction remains a key challenge for managers to effectively oversee their employees. An employee may feel comfortable in their job but still lack deep involvement or commitment to the organization's broader mission. Job satisfaction is largely influenced by emotional reactions to the work environment. It represents the degree to which employees hold positive feelings toward various aspects of their job, including their tasks, interactions with colleagues and supervisors, and the overall workplace atmosphere. Its key determinants include compensation, benefits, career growth potential, recognition, and a sense of accomplishment (Qodariah & Mauluddin, 2019). Memon et al. (2023) described job satisfaction as the level of fulfillment an employee derives from the rewards associated with their work, particularly in relation to intrinsic motivation. When a job offers the right balance of challenges, responsibilities, and rewards, employees are more likely to experience satisfaction.

Job security

Job security is a fundamental aspect of employment that determines an employee's confidence in retaining their job without unexpected loss of employment. It is influenced by various factors such as economic conditions, company policies, government regulations, and technological advancements. Anukampa & Ranga (2021) defines job security as the assurance that an individual will retain their job without the risk of becoming unemployed involuntarily. This definition emphasizes stability and continuity in employment. Shammout (2022) believe that job security is a perception of the stability and continuity of one's job as well as the absence of threats that could lead to job loss, thus, emphasizing both actual and perceived security. Job security serves as a foundational element that fosters a work environment conducive to high levels of employee engagement.

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Reward

Rewards are incentives provided to employees in exchange for their contributions, efforts, and achievements within an organization. They serve as a key motivator, reinforcing desired behaviors and enhancing employee commitment in the views of Uzochukwu et al. (2023). A well-structured reward system ensures that employees feel valued, remain engaged, and continue striving for excellence. Rewards in the workplace can be broadly categorized into financial and non-financial rewards (Olateju & Enemuo, 2021).

Career Development

Career development is a crucial aspect of an employee's professional journey, influencing both individual success and organizational growth. It refers to the continuous process of acquiring skills, knowledge, and experiences that enable employees to progress in their careers (Loan, 2020). When organizations invest in career development, they not only enhance employees' competencies but also foster a motivated and engaged workforce. One of the strongest motivators for employees is the assurance that their hard work and dedication will lead to career progression. Structured career development programs such as mentorship, training, promotions, and skill enhancement initiatives empower employees to take charge of their professional growth. This, in turn, reduces job stagnation and increases engagement, as employees feel valued and encouraged to reach their full potential (Ogala, 2020). Furthermore, career development is closely linked to job security; when employees perceive growth opportunities within an organization, they are less likely to seek employment elsewhere, leading to higher retention rates (Loan, 2020). Additionally, career development fosters leadership succession, ensuring that businesses have a pipeline of skilled professionals ready to take on higher responsibilities (Al Balushi et al., 2022).

Employee commitment

Employee commitment is the lifeblood of any successful organization, serving as the cornerstone of productivity, innovation, and overall performance (Loan, 2020). At its essence, employee commitment reflects the dedication, loyalty, and emotional attachment that individuals have towards their organization. This commitment manifests in various forms, including a willingness to go above and beyond job requirements, staying with the company during challenging times, and actively contributing to its mission and goals. One of the primary drivers of employee commitment is a strong organizational culture that fosters trust, respect, and open communication (Orđević et al., 2020).

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Theoretical Framework

This study is anchored on the Job Demand- Resource (JD-R) Theory propounded by Arnold Bakker and Evangelia Demerouti in the early 2000s (Kalogiannidis, 2020). The theory suggests that job resources can buffer the negative effects of job demands and enhance employee engagement and job satisfaction (Kalogiannidis, 2020). The theory assumed that every job has both demands and resources. No job is purely stressful or purely supportive there is always a balance. Also, that Job demands can lead to burnout if not balanced with resources. Excessive workload without adequate support can lead to disengagement and dissatisfaction. When employees have strong job resources, they can handle high job demands more effectively. Finally, that engagement leads to positive work outcomes. Engaged employees perform better, contribute to innovation, and have lower turnover rates. The JD-R theory is relevant to the study because it enables the management to understand how job demands affect their engagement levels. It helps organizations identify key factors (e.g., better compensation, safety measures, career growth opportunities) that can enhance employee satisfaction. It will as well assist managers in understanding how to maintain engagement among different employee categories by providing the right resources that improve Performances. It will aid the Enugu breweries to develop strategies to sustain high performance and reduce turnover.

METHODOLOGY

The study adopted a descriptive survey research design. This design was considered appropriate because it enables the researcher to collect and analyse data from a representative sample of the study population using a structured questionnaire. The study was conducted in Enugu State, Nigeria, focusing on Nigerian Breweries Plc.

The target population comprised 670 junior managers and lower-cadre staff of the company. A sample size of 300 respondents were determined using Taro Yamane's formula ($n = N$ 1+N $(e)^2$). And random sampling technique was adopted in choosing the respondents. Structured questionnaire was used in collecting data. It was structured in 5 Point Likert Scale. The instrument was validated by giving copies of it to an expert in business administration, another in economics for statistical input and lastly an expert in the field of education for content evaluation and measurement of the instrument. They were requested to validate the instrument with reference to the appropriateness of the items, their wordings and construct. These experts were also requested to examine the items in respect of their relevance, clarity, content

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coverage and their appropriateness in addressing the objectives of the study. The inputs of these authorities were incorporated by the researcher in modifying the instrument before the final copies of the instrument were produced.

The instrument was subjected to reliability test using the Cronbach's Alpha. The Cronbach's Alpha reliability statistics was 0.876 which is considered sufficiently high and above the cutoff point of 0.6 as suggested by Hair, Bush, & Ortinua (2006). The study used multiple regression analysis to analyse the hypotheses of this study with the aid of Statistical Package for Social Sciences (SPSS) version 25.

The decision rule is to reject the null hypothesis when the p-value i.e probability values is less than the alpha value ($P < 0.05$). Then, if the P-value is greater than or equal to the alpha value ($P \geq 0.05$) then accept the null hypothesis.

RESULT AND DISCUSSION

Data Analysis

Out of a total of 300 questionnaires distributed to the respondents from the population of 670, a total of 236 questionnaires were successfully retrieved and found usable for analysis. This represents a response rate of approximately 78.7%.

Test of Hypotheses

Hypothesis One

H_{01}: Job security has no significant effect on employee commitment at Nigerian Breweries Plc, Enugu State.

Table 1: Model Summary for hypothesis One

Model	R	R-Squared	Adjusted R-Squared	Std. Error of the Estimate
1	0.710	0.504	0.501	0.536

a. *Predictors: (Constant), Job Security*

b. Dependent Variable: Employee Commitment

Source: SPSS version 25

Table 2: ANOVA (Overall Model Significance)

Model	Sum of Squares	Df	Mean Square	F	Sig. (p-value)
Regression	68.211	1	68.211	237.350	0.000 [b]
Residual	67.249	234	0.287	-	-
Total	**135.460**	**235**	-	-	-

a. *Dependent Variable: Employee Commitment b. Predictors: (Constant), Job Security*

Source: SPSS version 25

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Table 3: Coefficients[a]

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.	95.0% CI Lower	95.0% C l Upper
1 (Constant)	1.253	.074	-	17.027	.000	1.108	1.398
Job Security (X)	**.549**	.036	**.710**	**15.406**	**.000**	.478	.619

a. Dependent Variable: Employee Commitment (Y)

From Tables 1-3, in the Model Summary the R-Squared value of 0.504 indicates that 50.4% of the total variance in employee commitment at Nigerian Breweries Plc, Enugu is explained by job security. The remaining 49.6% is attributable to external factors e.g. compensation, organizational culture etc. The ANOVA results indicate that the regression model is statistically significant ($F = 237.350$, $p < .001$). This suggests that Job Security significantly predicts Employee Commitment. Therefore, the regression model is suitable for explaining the relationship between Job Security and Employee Commitment. The regression coefficient results show that Job Security has a positive and statistically significant effect on Employee Commitment ($B = 0.549$, $\beta = 0.710$, $t = 15.406$, $p < .001$). This implies that a one-unit increase in Job Security is associated with a 0.549-unit increase in Employee Commitment. The standardized coefficient ($\beta = 0.710$) further indicates a strong positive relationship between Job Security and Employee Commitment.

Hypothesis Two

H_{02}: Reward has no significant effect on employee commitment at Nigerian Breweries Plc, Enugu State

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.411	0.169	0.165	0.812

Predictors: (Constant), Reward

Dependent Variable: Employee Commitment

Source: SPSS version 25

Table 5: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig. (p-value)
Regression	31.359	1	31.359	47.513	.000
Residual	154.441	234	0.660	-	-
Total	185.800	235	-	-	-

a. Dependent Variable: Employee Commitment
b. Predictors: (Constant), Reward

Source: SPSS version 25

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Table 6: Coefficients[a]

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (beta)	t	Sig. (p-value)
(Constant)	2.955	0.117	-	25.256	.000
Reward	0.389	0.056	0.411	6.893	.000

Dependent Variable: Employee Commitment
Source: SPSS version 25

From Tables 4 – 6, in the Model Summary the R-Square value of 0.169 indicates that Reward explains 16.9% of the variance observed in Employee Commitment among the workforce at Nigerian Breweries Plc, Enugu. The remaining 83.1% is explained by other external variables such as financial incentives (bonuses, allowances) and recognition. The ANOVA table tests the overall significance and validity of the regression model. Since the F-statistic is 47.513 and the significance value (Sig. = .000) is below the standard threshold of 0.05, the linear model is statistically significant and a reliable predictor of the outcome variable. The unstandardized Coefficient (B = 0.389) for Reward indicates the direction of the relationship. For every 1-unit increase in an employee's satisfaction with their reward system, their organizational commitment increases by 0.389 units. Crucially, because the p-value (Sig. = .000) is less than 0.05, this effect is highly statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypothesis which stated that Reward has a significant positive effect on employee commitment at Nigerian Breweries Plc, Enugu State.

Hypothesis Three

H_{03}: Career development has no significant effect on employee commitment at Nigerian Breweries Plc, Enugu State.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762[a]	**.581**	.577	.51320

a. Predictors: (Constant), Promotion Prospects, Training & Mentoring
b. Dependent Variable: Employee Commitment
Source: SPSS version 26

Table 8: ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	85.093	2	42.547	**161.543**	**.000[a]**
Residual	61.364	233	.263	-	-
Total	**146.457**	**235**	-	-	-

a. Predictors: (Constant), Promotion Prospects, Training & Mentoring
b. Dependent Variable: Employee Commitment
Source: SPSS version 26

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Table 9: Coefficients[a]

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	T	Sig.
1 (Constant)	.381	.112		3.402	.001
Training & Mentoring	.415	.043	.438	9.651	**.000**
Promotion Prospects	.342	.039	.399	8.769	**.000**

a. Dependent Variable: Employee Commitment
Source: SPSS version 26

Tables 7 - 9 revealed the results of the regression analysis conducted on the effect of career development on employee commitment in Nigeria Breweries, Enugu State, Nigeria. Looking at that The Model Summary it evaluates the overall explanatory power of the model. Here, the R = .762 indicate the strength and direction of the linear, R square is **.**581 this showed that 58.1% of the total variance in employee commitment at Nigerian Breweries Plc, Enugu, is directly explained by career development indicators. The ANOVA Table tests the statistical acceptability of the model. The variance ratio F-statistic = 161.543 is highly significant because the corresponding p-value (Sig. value) = .000 and it is less than the standard significance threshold of 0.05 ($p < 0.05$). This indicates that the overall regression model is highly reliable, and a statistically significant predictor of employee commitment. Equally, the Coefficients Table isolates the individual contribution of each career development dimension: Training & Mentoring shows a positive Beta weight (beta = 0.438)) and is statistically significant (t = 9.651, and sig. value = .000). A unit increase in structured training programs leads to a 0.415 unit increase in employee commitment. Promotion Prospects Shows a positive Beta weight (beta = 0.399) and is also highly significant (t = 8.769, p = .000 < 0.05). A unit increase in clear promotion paths leads to a 0.342 unit increase in commitment.

Based on the above, the null hypothesis which stated that career development has no significant effect on employee commitment in Nigerian Breweries Plc Enugu was rejected. Instead, the alternative hypothesis is accepted.

CONCLUSION AND RECOMMENDATIONS

The study critically examined the relationship between employee engagement and job satisfaction at Nigeria Breweries Plc, Enugu State, with specific focus on job security, reward, and career development as key components of employee engagement (independent variable), and employee commitment as a proxy for job satisfaction (dependent variable).The findings revealed that Job security significantly influences employee commitment. Employees who

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feel secure in their jobs are more likely to demonstrate loyalty, reduced turnover intentions, and a higher level of emotional and professional investment in their roles. Reward systems including both financial incentives and recognition play a vital role in enhancing job satisfaction. Employees who perceive their efforts are adequately rewarded tend to show greater enthusiasm, motivation, and organizational citizenship behaviour. Career development opportunities such as training, mentoring, and promotion prospects were found to be crucial in driving long-term engagement.

When employees see clear paths for growth, they are more likely to remain committed and perform optimally. Overall, the study concludes that employee engagement strategies anchored on job security, fair reward systems, and career advancement significantly contribute to fostering employee commitment and job satisfaction at Nigeria Breweries Plc., Enugu State, Nigeria.

Based on the findings of the study, the following recommendations are made:

a. To strengthen employee commitment, management should prioritize job security by promoting a stable and predictable work environment through implementation of fair labour practices and grievance handling mechanisms to reassure employees of organizational support. By ensuring employees feel secure in their roles, the organization can reduce anxiety and foster a deeper emotional attachment to the company.
b. Equally, the organization should adopt a well-structured and transparent reward system that aligns with employee performance and organizational goals. The reward policies must be clearly communicated and consistently applied to avoid perceptions of favouritism. This is because an equitable reward system enhances employee morale, satisfaction, and overall commitment to organizational success.
c. Finally, investing in employee growth is essential for long-term engagement and loyalty. Nigerian Breweries Plc, Enugu State should encourage continuous professional development through sponsored certifications, workshops, and seminars. When employees perceive that the organization has invested in their future, they are more likely to reciprocate with long-term commitment and enhanced productivity.

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