

## **VARIABLE PAY AND MARKET SHARE IN BROADCASTING ENTERPRISES IN SOUTH EAST NIGERIA**

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### **ABSTRACT**

*The interest of this study is to contribute empirical literature in the area of variable pay and market share. The study was conducted to examine the relationship between performance bonuses and advertisements; assess the relationship between performance bonuses and broadcast sponsorship; investigate the relationship between differential pay and advertisements; determine the relationship between differential pay and broadcast sponsorship. The study adopted the survey research design. Data were obtained from both primary and secondary sources. The purposive sampling technique was adopted in the study. The Cronbach Alpha statistic was used to obtain a value of 0.75 as the instrument reliability ratio. Data analysis was committed to descriptive statistics and correlation analysis. The analysis was enabled by the use of SPSS software. The results showed that performance bonuses positively influenced advertisements; performance bonuses enhanced broadcast sponsorship; differential pay significantly boosted advertisements; and differential pay positively enhanced broadcast sponsorship. It was concluded that it takes managerial magnanimity and wisdom to employ the use of variable pay indicates especially performance bonuses and differential pay to continuously boost market share in broadcasting firms, when broadcasting firms do more adverts and handle more sponsored broadcasts, market share grows. It was recommended that management should not relent in using performance bonuses to increase rate of advertisements. Workers who receive performance bonuses should not rest on their oars but should do more to attract more broadcast sponsors to the organization. Differential pay should be always used as a working tool for encouraging workers to work on the growth of advertisement programmes in the broadcasting entities. Management should always improve on differential pay offered to workers so as to consistently enhance broadcast sponsorship.*

**KEY WORDS:** Variable pay, market share, performance bonuses, advertisements, broadcast sponsorship, differential pay.

### **INTRODUCTION**

#### **Background of the Study**

It may be the expectation of any dedicated worker in any given organization that he or she may receive payments according to the level of performance and commitment he/she exhibits. This is the basis for the concept of variable pay in organizations. Lasker (2020) maintains that variable pay, also called incentive pay, encourages employees to meet organizational objectives. Organizations use variable compensation programme to

influence employee performance and employers reward employees with compensation that fluctuates according measurable objectives.

Variable pay typically represents a payment made by an employer to an employee based on performance results. Employees usually receive this type of compensation in addition to their base pay. Henthfield (2019) opines that variable pay is employee compensation that changes. It is often used to recognize and reward employ contribution toward corporate productivity, profitability, teamwork, safety, quality or some other metric deemed important by senior leaders. This performance based payment is common in the sales field where pay is limited only by the worker's ability to close deals. The employee who is awarded variable compensation has gone above and beyond their job description to contribute to the organization's success. Variable pay is awarded in variety of formats including profit-sharing, bonuses, holiday bonus, deferred compensation, cash, goods and services such as a company paid trip or a thanksgiving turkey. This agrees with the view of Lasker (2019) who posits that the types of variable pay include performance bonuses, differential pay, sales commissions and profit sharing plans.

This study however focuses on performance bonuses and differential pay. According to Lasker (2019), there is no better feeling than earning a performance bonus after a successful project or year of hard work. A performance bonus is cash compensation for meeting or exceeding a goal. Employers often use a sliding scale to award performance bonuses, and the bonus amount increases with more impressive results. Bonus amount can be a percentage of an employee's base pay or a fixed naira amount. Bonuses may also be tied to group performance. In a manufacturing or service facility, for instance, small bonus can be offered to all employees when there are no incidents for say thirty days.

Also, differential pay is another variable pay handled in this study. Kappel (2018) is of the opinion that many employers find themselves extending their hours of operation to keep up with customer demands. Businesses operating day and night need employees who are willing to work evening or late shifts. However, it can be difficult to recruit employees for these undesirable hours. Differential pay is extra compensation for employees who work for e.g. a less desirable shift such as evening or mid-night shifts. In fact, pay differentials are conditions for which an employer is willing to compensate an employee with additional pay to get them to take certain assignments. Pay differentials are important because they can help entice employees to work hard-to-staff shifts such as second or third shifts. They can also encourage employees to accept jobs that must be performed in hazardous conditions and pay differentials can also be a crucial factor that persuades employees to take jobs in geographical areas with a higher cost of living.

Variable pay may indeed influence market share in broadcasting enterprises in South East Nigeria. In the context of this study, market share is the use of performance bonuses and differential pay to increase advertisements and broadcast sponsorships in broadcasting enterprises. This researcher believes that an advertisement is the promotion of a product, brand or service to a viewership in order to attract interest, engagement and sales. Ward(2018) opines that advertising is the attempt to influence the buying behaviour of customers or clients with a persuasive selling message about products and /or services.

Also, broadcast sponsorship is a relationship entered into by a broadcaster or programme marker whereby a direct or indirect contribution is made to the programme in return for promotion of a name, trade mark, image, activities or product. Broadcast sponsorship and advertising, according to McDermott and Emery (2009) are entirely different from each other. This study on variable pay and market share in broadcasting firms in South East Nigeria bridges existing knowledge gaps especially in empirical literature over the links between variable pay indicators (performance bonuses and differential pay) and market share measures (advertisements and broadcast sponsorship).

### **Statement of the Problem**

A number of research gaps called for this study. The empirical studies accessed by the researcher in the area of variable pay especially as it relates to performance bonuses and differential pay, did not show how each of performance bonuses and differential pay may influence each of advertisements and broadcast sponsorship in broadcasting enterprises in South East Nigeria. Iyanda, Majid, and Mohammed(2015) examined pay-performance relationship: an empirical study on employee performance in the context of Nigeria. They did not handle the relationships covered in this study.

Also, Ojeleye(2017) investigated the impact of remuneration on employees' performance: a study of Abdul Gusan Polytechnic, Talata-Mafara and State College of Education Maru, Zamfara State. The study by Ojeleye did not cover the relationships handled in this present study. It only concentrated on the tertiary education sector. Indeed, Onuorah, Okeke and Ibekwe(2019) examined compensation management and employee performance in Nigeria. Akereke and Yousuo(2014) did an empirical analysis of wage differentials among public servants in Nigeria. These studies did not examine what this present study examines. Likewise, Agba and Ushie(2019) handled wage differentials and industrial disputes in Nigerian hospitals. It is based on these identified research gaps that this study is conducted to fill the gaps.

### **Objectives of the Study**

The major objective of the study is to assess variable pay and market share of broadcasting enterprises in South East Nigeria. The specific objectives of the study include to:

- i. find the relationship between performance bonuses and advertisements.
- ii. examine the relationship between performance bonuses and broadcast sponsorship.
- iii. examine the relationship between differential pay and advertisements.
- iv. evaluate the relationship between differential pay and broadcast sponsorship.

### **Research Questions**

Based on the objectives of the study, the researcher developed the following research questions:

- i. What is the relationship between performance bonuses and advertisements?
- ii. What is the relationship between performance bonuses and broadcast sponsorship?
- iii. What is the relationship between differential pay and advertisements?

- iv. What is the relationship between differential pay and broadcast sponsorship?

### **Hypotheses**

In order to answer the research questions, the researcher posed the following set of null hypotheses:

**H<sub>01</sub>:** There is no significant relationship between performance bonuses and advertisements.

**H<sub>02</sub>:** There is no significant relationship between performance bonuses and broadcast sponsorship.

**H<sub>03</sub>:** There is no significant relationship between differential pay and advertisements.

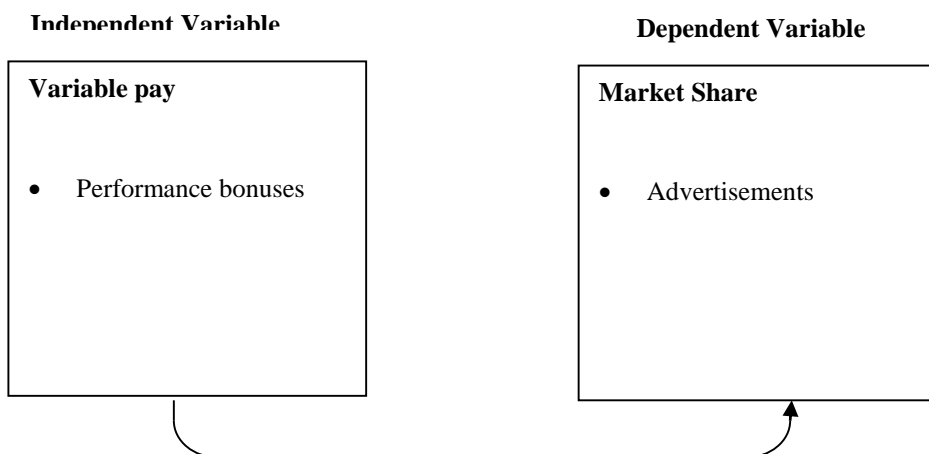
**H<sub>04</sub>:** There is no significant relationship between differential pay and broadcast sponsorship.

### **Scope of the Study**

The study focuses on NTA, Owerri, BCA, Umuahia, Salt FM, Abakeliki, ABS, Awka, and Radio Nigeria, Awka. The geographical scope is Owerri, Umuahia, Abakeliki and Awka. The content scope includes the relationship between performance bonuses and advertisements; performance bonuses and broadcast sponsorship; differential pay and advertisements; differential pay and broadcast sponsorship.

The unit scope consists of all the functional units in the study enterprises which include Accounting/Finance, Human Resources, Top Management, Marketing and Operations. The study did not investigate Cleaners and Labourers because given the nature of their jobs, their opinions may not be very relevant to the topic under investigation.

**Fig 1: Conceptual Model**



**Source:** From the Researcher's Desk (2021).

The model above shows each of the measures of variable pay namely performance bonuses and differential pay and each of the measures of market share namely advertisements and broadcast sponsorship.

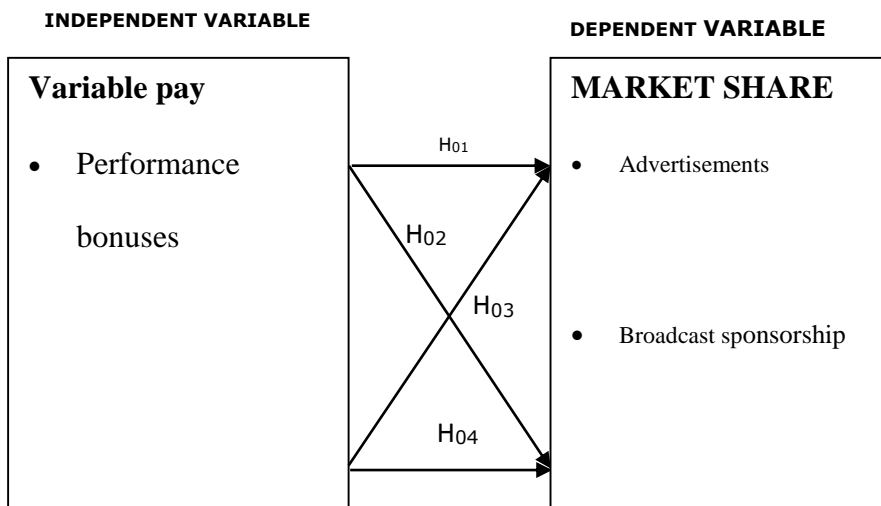
### **Review of Related Literature**

In this section, the researcher reviews reviewed related literatures on variable pay and market share. The section comprises of conceptual, theoretical and empirical reviews.

### **2.1 Conceptual Review**

The researcher used the following operational conceptual framework to show the variables and measures in the study:

**Fig 2: Operational Conceptual Model**



Source: From the Researcher's Desk (2021).

The model above shows that each of the measures of variable pay namely performance bonuses and differential pay may influence each of the measures of market share namely advertisements and broadcast sponsorship.

#### **2.1.1 Performance Bonuses**

Kagan(2020) maintains that a performance bonus is a form of additional compensation paid to an employee or department as a reward for achieving specific goals or hitting predetermined targets. A performance bonus is compensation beyond normal wages and is typically awarded after a performance appraisal and analysis of projects completed by the

employee over a specific period of time. Not all organizations offer bonus plans and those that do often define the maximum amount that an employee can receive for exemplary performance. Organizations that use an appraisal or employee review process may set a score threshold that an employee will have to meet or exceed to be considered. For the reason that this bonus is given for performance above expectations, employees are not automatically entitled to it. Performance bonuses may be given to an entire team or department if, for example, specific target figures were met, or if the actions of that group were deemed to have been exceptional. Potter (2020) is of the opinion that rewarding employees at work seems like a simple concept. Pay them more, and they will be happier and work harder for the organization as a result. Better yet, give sizable bonuses that are tied to individual performance (as well as perhaps team or company performance) and everyone will work away happy. No one has ever been unhappy with a holiday bonus after all.

### **2.1.2 Differential Pay**

Pay differentials, when used properly, can be an important part of a successful employee compensation programme. In fact, using pay differentials can signal the employees that management recognizes variances in work conditions and are willing to reward employees who accept less desirable positions, shifts or work locations. Pay differentials are conditions for which an employer is willing to compensate an employee with additional pay to get them to take certain assignments. Pay differentials are important because they can help entice employees to work hard –to-night shifts such as second or third shifts. They can also encourage employees to accept jobs that must be performed in hazardous conditions. And pay differentials can also be a crucial factor that persuades employees to take jobs in geographical areas with a higher cost of living ([www.totalrsolutions.com](http://www.totalrsolutions.com)).

### **2.1.3 Advertisement**

Ward (2018) is of the view that establishing the target market is the critical first step in any advertising campaign. Defining the target market involves building a demographic profile of the prospective customer by taking into account criteria such as age, gender, marital status, lifestyles, shopping habits etc. There are many types of advertising including online advertising (local website advertising, business web pages, e-mail, Facebook, twitter); newspaper advertising, yellow pages, direct mail, cable TV and radio, cold calling, vehicle (wrap) advertising, etc

### **2.1.4 Broadcast Sponsorship**

Sponsorship is a relationship entered into by a broadcaster or programme maker whereby a direct or indirect contribution is made to the programme in return for promotion of a name, trademark image, activities or product. The contribution may be in the form of direct funding, provision of facilities or services, or the supply of goods/prizes. The presence of sponsorship must be clearly indicated to the Programme audience. Furthermore, a sponsor must not have any editorial input or involvement in programming or scheduling nor should there be reasonable grounds on the part of the viewer to believe that input or influence does exist. For these reasons, the broadcaster must carefully consider the suitability of any potential sponsorship arrangements ([mediasales.rte.ie](http://mediasales.rte.ie))



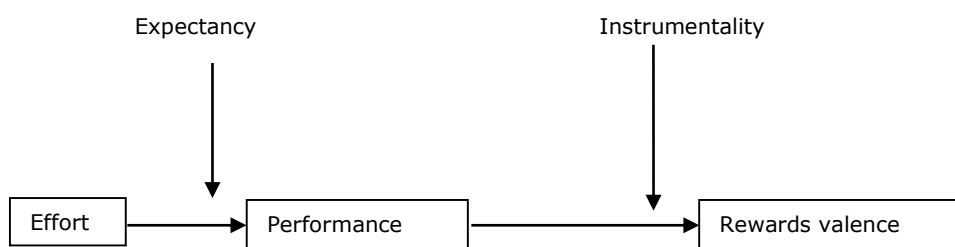
Need theories of motivation attempt to explain what motivates people in the workplace. Expectancy theory is more concerned with the cognitive antecedents that go into motivation and the way they relate to each other. That is, expectancy theory is a cognitive process theory of motivation that is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from their efforts and performance. In other words, people will be motivated if they believe that strong effort will lead to good performance and good performance will lead to desired rewards. Victor Vroom in 1964 was the first to develop an expectancy theory with direct application to work settings, which was later expanded and refined by Porter and Lawler in 1968 and others (Jyoti, 2021).

According to them, expectancy theory is based on four assumptions. One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization. A second assumption is that an individual's behaviour is a result of conscious choice. That is, people are free to choose those behaviours suggested by their own expectancy calculations. A third assumption is that people want difficult things from the organization (e.g. good salary, job security, advancement, and challenge). A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally. The expectancy theory based on these assumptions has three key elements: expectancy, instrumentality, and valence. A person is motivated to the degree that he or she believes that:

- a. effort will lead to acceptable performance (expectancy);
- b. performance will be rewarded (instrumentality);
- c. the value of the rewards is highly positive (valence).

The figure below shows all these:

**Fig 2: Basic Expectancy Model**



**Source:** (Jyoti, 2021).

Valence

**Expectancy:** Expectancy is a person's estimate of the probability that job-related effort will result in a given level of performance. Expectancy is based on probabilities and ranges from 0 to 1. If an employee sees no chance that effort will lead to the desired performance



level, the expectancy is 0. On the other hand, if the employee is completely certain that the task will be completed, the expectancy has a value of 1. Generally, employee estimates of expectancy lies somewhere between these two extremes.

**Instrumentality:** Instrumentality is an individual's estimates of the probability that a given level of achieved task performance will lead to various work outcomes. As with expectancy, instrumentality ranges from 0 to 1. For example, if an employee sees that a good performance rating will always result in a salary increase, the instrumentality has a value of 1. If there is no perceived relationship between a good performance rating and a salary increase, then the instrumentality is 0.

**Valence:** Valence is the strength of an employee's preference for a particular reward. Thus, salary increases, promotion, peer acceptance, recognition by supervisors, or any other reward might have more or less value to individual employees. Unlike expectancy and instrumentality, valences can be either positive or negative. If an employee has a strong preference for attaining a reward, valence is positive. At the other extreme, valence is negative. And if an employee is indifferent to a reward, valence is 0. The total range is from -1 to +1. Theoretically, a reward has a valence because it is related to an employee's needs. Valence then provides a link to the need theories of motivation.

Vroom suggests that motivation, expectancy, instrumentality and valence are related to one another by the equation:

$$\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}.$$

The multiplier effect in the equation is significant. It means that higher levels of motivation will result when expectancy, instrumentality and valence are all higher than when they are all low. The multiplier assumption of the theory also implies that if any one of the three factors is zero, the overall level of motivation is zero. Therefore, for example, even if an employee believes that his/her effort will result in performance, which will result in reward, motivation will be zero if the valence is zero (ie if he/she believes that the reward he/she will receive for his/her effort has no value to him/her).

### **2.3 Empirical Review**

The researcher used the following empirical studies to boost the study:

1. Iyanda, Majid and Mohammed (2015) investigated 'pay-performance relationship: an empirical study on employee performance in the centre of Nigeria'. The study was conducted to find out if performance-based pay influenced employee performance; to determine if organizational benefits influenced employee performance; and to find out if distributive fairness mediated the relationships among performance-based pay, organizational benefits and employee performance. The study employed cross sectional survey method. The questionnaire was the major instrument for data collection. Data analysis was committed to descriptive statistics of mean and standard deviation. Hypotheses were tested with correlation. It was found that performance-based pay influenced employee performance; organizational benefits influenced employee performance; distributive fairness mediated the relationship among performance-based pay, organizational benefits and employee performance.

2. Ojeleye (2017) examined 'the impact of remuneration on employees' performance: a study of Abdul Gusau Polytechnic Talata-Mafara and State College of Education Maru, Zamfara State. The study was conducted to examine the role that salaries, wages, bonus and incentives play as motivational tools in improving employees' performance; to determine the relationship between remuneration and employee performance and to make suitable recommendation on the importance or otherwise of remuneration. The survey research design was adopted in the study. Descriptive statistics, correlation and regression analysis were adopted in the study. It was found that remuneration plays vital role in motivating employees' performance and there is a significant relationship between remuneration and employees' performance.
3. Onuorah, Okeke and Ibekwe (2019) wrote on 'compensation management and employee performance in Nigeria. The study was conducted to examine the relationship between performance based compensation and employee performance in Nigeria organization; and to determine the relationship between equality based compensation and employee performance in Nigeria organization. The survey research design was used in the study. Data analysis was committed to mean, standard deviation and correlation. It was found that there was a significant relationship between performance based compensation and employee performance in Nigeria organization; there was a significant relationship between equity based compensation and employee performance in Nigerian organization.
4. Akereke and Yousuo (2014) did an empirical analysis of wage differentials among public servants in Nigeria. The study was conducted to examine the level of wage differential by gender across various cadres of manpower; to identify the level of wage differentials between federal and state workers; to examine the impact of wage differential on labour turnover between federal and state; and to examine the level of wage differential based on sector of employment. The ex post facto research design was used in the study. The study adopted the Mincerian wage earning model (the neoclassical model), with quantile regression application. It was found that there was a negative relationship between wage differential and labour turnover. As state workers' wages increases, the probability of a State worker leaving for federal civil service falls by 0.2901. Wage differences by gender are well pronounced among the low cadre than the high cadre, in favour of male employees and in favour of females in the middle cadre of manpower. Bayelsa State workers earn higher than other States selected, including federal workers. Enugu state workers are seen to earn lower than the rest of the state workers selected. That is for intergovernmental workers analysis on inter-sector wage differences, health workers earn higher than other sector workers selected for the study.
5. Agba and Ushie (2019) investigated 'wage differentials and industrial disputes in Nigerian hospitals and industrial disputes in Nigerian hospitals'. The study examined medical and para-medical staff perception of the impact of wage differential on industrial disputes in Nigerian hospitals. It was conducted to find out if wage differentials in terms of basic salary, hazard and fringe benefits allowance significantly influenced industrial disputes in Nigerian hospitals; to

find out if social demographic predictors such as sex, age, category of staff, educational qualification and rank influenced the incidence of industrial disputes in Nigerian hospitals. The survey research design was used in the study. Data were analyzed using Pearson product moment correlation coefficient ® and multiple regression analysis. Results indicated that wage differential in terms of basic salary, hazard and fringe benefit allowance significantly influenced industrial disputes in Nigerian hospitals. The study revealed that socio-demographic predictors like sex, age, category of staff, educational qualification and rank could also influence the incidence of industrial disputes in Nigerian hospitals.

### **Gap Identified in Literature**

Empirical studies accessed by the researcher in the area of variable pay did not examine the relationship between performance bonuses and advertisements; performance bonuses and broadcast sponsorship; differential pay and advertisements; differential pay and broadcast sponsorships. This enormous research gap is filled by this present study.

### **Methodology**

This study on variable pay and market share of broadcasting enterprises adopts the survey research design. The questionnaire is the major instrument for data collection. The population of the study consists of the staff of NTA, Owerri, BCA, Umuahia, Salt FM, Abakeliki, ABS, Awka, and Radio Nigeria, Awka. The total population of the study is 882. The Taro Yame's formula was adopted to obtain a sample size of 400. The data sources consist of primary and secondary sources; the primary sources are the survey tools (questionnaire and observations) while the secondary sources include journals, texts and other materials. Validity of the questionnaire was done by showing the instrument to the supervisors and to other experts for their corrections and inputs (face validity). It was also ensured that all the items in the questionnaire were strictly based on the research questions (content validity).

The reliability was conducted by way of carrying out a pilot study and subjecting the outcomes of the pilot study to Cronbach Alpha Statistic. The formula is:

N = The Number of items

$\bar{C}$  = C-bar = the average inter-item covariance among the items

$\bar{V}$  = V-bar = the average variance

$\bar{V}$

$$\alpha = \frac{N \cdot \bar{C}}{\bar{V} + (N - 1) \cdot \bar{C}}$$

A reliability ratio of 0.75 (75%) was obtained. Statistics of mean, percentages and standard deviations were used to test hypotheses. The computation was done using SPSS (Statistical Package for Social Sciences) version 23. The formula

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{[n \sum x^2 - (\sum x)^2] [n \sum y^2 - (\sum y)^2]}}$$

Y

**The decision rule:** The rejection of the null hypothesis was based on the P-Value as the null hypothesis is rejected if  $P\text{-value} < 0.05$ .

### **Questionnaire Analysis**

Out of the 400 questionnaire copies distributed to the respondents, only 344 copies were properly filled and returned. This means 86% return.

### **Research Question 1:**

What is the relationship performance bonuses and advertisement?

**Table 1: Respondents' responses on the relationship between performance bonuses and advertisement**

| Q/No | Item   | SA  | A   | UN | D  | SD | N   | Mean | Std. Dev. |
|------|--|-----|-----|----|----|----|-----|------|-----------|
| 1    | Staff that receive performance bonuses increase their reach rate to attract individual and corporate persons for advertisements in the broadcasting firms. | 180 | 80  | 42 | 22 | 20 | 344 | 4.10 | 0.882     |
| 2    | Management uses periodic increases in performance bonuses to give workers deeper encouragements to go for those in need of advert.                         | 154 | 106 | 42 | 30 | 12 | 344 | 4.05 | 1.441     |

### **Field Survey (2021)**

The table 1 above presents data from responses by the respondents under study. The result also disclosed a strong agreement by the respondents on their opinion on the relationship between performance bonuses and advertisement. The results further shows that the respondents agreed to the facts that: staff that receive performance bonuses increase their reach rate to attract individual and corporate persons for advertisements in the broadcasting fir ( $\bar{x} \pm S.D$  of  $4.10 \pm 0.882$ ); management uses periodic increases in performance bonuses to give workers deeper encouragements to go for those in need of advert (with a  $\bar{x} \pm S.D$  of  $4.05 \pm 1.441$ ).

### **Research Question 2:**

What is the relationship between performance bonuses and broadcast sponsorship?

**Table 2: Respondents’ responses on the relationship between performance bonuses and broadcast sponsorship**

| Q/No. | Item   | SA  | A   | UN | D  | SD | N   | Mean | Std. Dev. |
|-------|--|-----|-----|----|----|----|-----|------|-----------|
| 3     | Performance bonuses paid to staff of broadcasting firms move them into persuasively and aggressively convincing people to sponsor programmes in the enterprises. | 174 | 94  | 50 | 18 | 8  | 344 | 4.19 | 0.843     |
| 4     | Broadcast sponsorship has grown significantly in the broadcasting firms over payment of performance bonuses.   | 158 | 110 | 38 | 32 | 6  | 344 | 4.11 | 0.892     |

### Field Survey (2021)

The table 2 above presents data from responses by respondents on the relationship between performance bonuses and broadcast sponsorship. The results show that majority of the respondents affirmed to the statements. There is a high level agreement by the respondents on the opinion that performance bonuses paid to staff of broadcasting firms more them into persuasively and aggressively convincing people to sponsor programme in the enterprisesas the result accounted for a mean of 4.19 and a standard deviation of 0.843. The result has indicated that the majority of the respondents agreed to the item statement that: broadcast sponsorship has given significantly in the broadcasting firms over payment of performance bonuses(with a  $\bar{x} \pm S. D$  of  $4.11 \pm 0.892$ ).

### **Research Question 3:**

What is the relationship between differential pay and advertisement?

Report on Research Question 3 is presented on Table 3

**Table 3: Respondents' responses on the relationship between differential pay and advertisement**

| Q/No. | Item  | SA  | A  | UN | D  | SD | N   | Mean | Std. Dev. |
|-------|---|-----|----|----|----|----|-----|------|-----------|
| 5     | Those that enjoy differential pay in the broadcasting enterprises stop at nothing to enhance advertisement standards in the organization. | 186 | 86 | 40 | 18 | 14 | 344 | 4.20 | 0.755     |
| 6     | Only few workers have interest in doing extra assignments to earn differential pay for improvement in advertisements in the enterprises.  | 174 | 82 | 48 | 20 | 20 | 344 | 4.08 | 0.886     |

#### Field Survey (2021)

The table 3 above presents data from responses by the respondents under study. The result also disclosed a good agreement by the respondents on their opinion on the relationship between differential pay and advertisement. The results further shows that the respondents agreed to the facts that: those that enjoy differential pay in the broadcasting enterprise stop at nothing to enhance advertisement standards in the organization with a ( $\bar{x} \pm S. D$  of  $4.20 \pm 0.775$ ); only few workers have interest in doing extra assignments to earn differential pay for improvement in advertisements in the enterprises (with a  $\bar{x} \pm S. D$  of  $4.08 \pm 0.886$ ).

#### Research Question 4

What is the relationship between differential pay and broadcast sponsorship?

**Table 4: Respondents' responses on the relationship between differential pay and broadcast sponsorship**

| Q/No. | Item   | SA  | A  | UN | D  | SD | N   | Mean | Std. Dev. |
|-------|--|-----|----|----|----|----|-----|------|-----------|
| 7     | The reception of differential pay by workers motivates them to access those in need of broadcast sponsorship.                | 162 | 98 | 60 | 20 | 4  | 344 | 4.15 | 0.917     |
| 8     | Management periodically increases differential pay received by workers so as to progressively improve broadcast sponsorship. | 154 | 96 | 58 | 24 | 12 | 344 | 4.03 | 1.081     |

#### Field Survey (2021)

The table 4 above presents data from responses by respondents on the relationship between differential pay and broadcast sponsorship. The results show that majority of the

respondents affirmed to the statements. There is a high level agreement by the respondents on the opinion that the reception of differential pay by workers motivates them to access those in need of broadcast sponsorship, the result accounted for a mean of 4.15 and a standard deviation of 0.917. The result has indicated that the majority of the respondents agreed to the item statement that: management periodically increases differential pay received by workers so as to progressively improve broadcast sponsorship (with a  $\bar{x} \pm S.D$  of  $4.03 \pm 1.081$ ).

### **Testing of Hypotheses**

Here the hypotheses associated with the study were tested. The hypotheses were tested in order to find out whether the difference in opinion was significant to draw conclusion.

### **Test of Hypothesis One**

**H<sub>01</sub>:** There is no significant relationship between performance bonuses and advertisements.

**Table 5: Correlation analysis between performance bonuses and advertisements**

| Item                | Mean | Standard Deviation | Correlation Coefficient | P-value |
|---------------------|------|--------------------|-------------------------|---------|
| Performance bonuses | 4.10 | 0.882              | 0.811                   | 0.001   |
| Advertisements      | 4.05 | 1.441              |                         |         |

SPSS Correlation Analysis Output (2021).

The result on table 5 presents the correlation analysis between performance bonuses and advertisements. The result shows a p-value of 0.001 and correlation coefficient of 0.811. The result shows a p-value less than 0.05 being the level of significance; therefore rejecting the null hypothesis and accepting the alternative hypothesis. Therefore, the correlation coefficient between performance bonuses and advertisements is statistically significant. Therefore, there is a significant relationship between performance bonuses and advertisements.

**H<sub>02</sub>:** There is no significant relationship between performance bonuses and broadcast sponsorship.

**Table 6: Correlation analysis between performance bonuses and broadcast sponsorship**

| Item                  | Mean | Standard Deviation | Correlation Coefficient | P-value |
|-----------------------|------|--------------------|-------------------------|---------|
| Performance bonuses   | 4.19 | 0.843              | 0.917                   | 0.001   |
| Broadcast sponsorship | 4.11 | 0.892              |                         |         |

SPSS Correlation Analysis Output (2021).

The result on table 6 presents the correlation analysis between performance bonuses and broadcast sponsorship. The result shows a p-value of 0.001 and correlation coefficient of

0.917. The result shows a  $p - value \leq 0.05$  level of significance, thereby rejecting the null hypothesis and accepting the alternative which states that there is a significant relationship between performance bonuses and broadcast sponsorship.

**H<sub>03</sub>:** There is no significant relationship between differential pay and advertisements.

**Table 7: Correlation analysis between differential pay and advertisements**

| Item             | Mean | Standard Deviation | Correlation Coefficient | P-value |
|------------------|------|--------------------|-------------------------|---------|
| Differential pay | 4.20 | 0.755              | 0.899                   | 0.001   |
| Advertisements   | 4.08 | 0.886              |                         |         |

SPSS Correlation Analysis Output (2021).

The result on table 7 presents the correlation analysis between differential pay and advertisements. The result shows a p-value of 0.001 and correlation coefficient of 0.899. The result shows a p-value less  $\leq 0.05$  level of significance; therefore rejecting the null hypothesis and accepting the alternative which states that there is a significant relationship between differential pay and advertisements.

**H<sub>04</sub>:** There is no significant relationship between differential pay and broadcast sponsorship.

**Table 8: Correlation analysis between differential pay and broadcast sponsorship**

| Item             | Mean | Standard Deviation | Correlation Coefficient | P-value |
|------------------|------|--------------------|-------------------------|---------|
| Differential pay | 4.15 | 0.917              | 0.938                   | 0.001   |
| Sponsorship      | 4.03 | 1.081              |                         |         |

SPSS Correlation Analysis Output (2021).

The result on table 8 presents the correlation between differential pay and broadcast sponsorship. The result shows a p-value of 0.001 and a correlation coefficient of 0.938. The result shows a  $p - value < 0.05$  level of significance; thereby rejecting the null hypothesis and accepting the alternative. Therefore, the correlation coefficient between differential pay and broadcast sponsorship is statistically significant. This means a positive and a strong relationship existing between differential pay and broadcast sponsorship.

## **Findings**

Based on the analysis, it was found that:

- i. Performance bonuses significantly in boosted advertisement in broadcasting firms.
- ii. Performance bonuses significantly enhanced broadcast sponsorship in the broadcasting enterprises
- iii. Differential pay significantly beefed advertisements in broadcasting firms.
- iv. Differential pay significantly beefed broadcast sponsorship in broadcasting firms.

## **Discussion**



The fact that those staff who receive performance bonuses increase their reach rate to attract individual and corporate persons for advertisements in the broadcasting firms imply that performance bonuses are using to broadcasting enterprises. This is as shown on table 1. The same table shows that management uses periodic increases in performance bonuses to give workers deeper encouragements to go for those in need of advert. Given that performance bonuses paid to staff of broadcasting enterprises move them into persuasively and aggressively convincing people to sponsor programme in the enterprises as shown in table 2 indicate that performance bonuses are quite motivate. This is supported by the fact that broadcast sponsorship has grown significantly in the broadcasting enterprises over payment of performance bonuses, as the table 2 shows.

Given that those that enjoy differential pay in the broadcasting enterprises stop at nothing to enhance advertisement standards in the organization as shown on table 3 show3s that differential pay has the capacity to move workers into action. The same table 3 indicates that only few workers have interest in doing extra assignments to earn differential pay for improvement in advertisements in the enterprises. The fact that the reception of differential pay by workers motivates them to access those in need of broadcast sponsorship as shown on table 4 indicates that workers are often moved into action to work happily over such payments. The same table shows that management periodically increases differential pay received by workers so as to progressively improve broadcast sponsorship.

### **Conclusion and Recommendations**

The study concludes that variable pay enhances market share in broadcasting firms in South East Nigeria. With performance bonuses paid to workers, the level of patronage associated with advertisements and broadcast sponsorship increases. The same is the case with the offer of differential pay to workers. The researcher therefore submits that it takes managerial magnanimity and wisdom to employ the use of variable pay indicates especially performance bonuses and differential pay to continuously boost market share in broadcasting firms, when broadcasting firms do more adverts and handle more sponsored broadcasts, market share grows. There, any broadcasting firm that fails to take variable pay seriously risks continuous reductions in market share.

### **The researcher recommends as follows:**

- i. Management should not relent in using performance bonuses to increase the rate of advertisement.
- ii. Workers who receive performance bonuses should not rest on their oars but should do more to attract more broadcast sponsors to the organization.
- iii. Differential pay should be always used as a working tool for encouraging workers to work on the growth of advertisement programmes in the broadcasting entities.
- iv. Management should always improve on differential pay offered to workers so as to consistently enhance broadcast sponsorship.

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