



# **The Effect Of Rewards On Employee Performance: A Study Of Anambra State Broadcasting Service (ABS), Awka: 2015-2020**

<sup>1</sup>Ebelechukwu Okonkwo, (Ph.D); <sup>2</sup>Okafor, Joy Ndidiamaka & <sup>3</sup>Anyaeibunam, Chioma Ezinwanne

<sup>1</sup>Department of Public Administration  
Nnamdi Azikiwe University, Awka, Nigeria  
Email address: er.okonkwo@unizik.edu.ng/ Phone: +2348033040444

<sup>2</sup>Department of Business Administration,  
NnamdiAzikiwe University, Awka, Nigeria  
nj.okafor@unizik.edu.ng/ORCID ID: 0009-0006-6934-2369

<sup>3</sup>Department of Business Administration  
Chukwuemeka Odumegwu Ojukwu University  
Igbariam Campus- Anambra State, Nigeria  
ezinwannechioma1@gmail.com

## **ABSTRACT**

This research study examined the effect of rewards on employee performance in the Anambra State Broadcasting Service (ABS) in Awka, Nigeria, from 2015 to 2020. The theoretical framework of Expectancy Theory, developed by Vroom (1964), serves as the basis for understanding the relationship between rewards and employee motivation. The theory emphasizes the importance of attractive rewards, compensation aligned with expectations, and a high probability of achieving desired outcomes for job satisfaction. The study adopted a descriptive survey research design, collecting data from ABS staff through questionnaire and secondary sources. The sample size of 207 was determined using Taro Yamane's sampling technique. Data analysis involved descriptive analysis, linear and multiple regression analysis, and chi-square analysis. The findings revealed that recognition and fringe benefits significantly impacts employee performance in ABS. The study recommends treating employees fairly in terms of recognition and promotion opportunities and providing fringe benefits and creating of job security. The implementation of effective reward systems and management is crucial for enhancing employee morale, productivity, and organizational success. Addressing the challenges associated with rewards and reward management is necessary to improve employees' perception of rewards. These recommendations can contribute to achieving heightened productivity and meeting the individual needs of employees in ABS.

**Keywords:** Anambra State Broadcasting Service, employee motivation, rewards

## **INTRODUCTION**

The worldwide public sector is currently grappling with turbulent management-labour crises due to persistent demands for increased pay in public services. This situation poses a challenge for public sector organizations to optimize the utilization of their employees in order to enhance organizational performance. In Nigeria's civil services, the primary driving force for seeking employment is remuneration. Thus, it becomes crucial for organizations to establish and adopt a reward system that can effectively motivate employees without excessively burdening the organization's resources. Without efficient and effective use of human resources, other means of production within an organization would lack meaningful application. Therefore, modern organizations consider human resources as a key factor that requires proper administration and management to foster organizational growth and ensure job satisfaction for workers (Igbokwe-Ibeto & Aremo, 2013). Motivating an organization's workforce holds paramount importance for achieving profitability or delivering better services. This is why both employees and employers attach great significance to reward and reward

management. Poorly managed reward systems can have negative consequences for both employers and employees, ultimately undermining the purpose of their existence (Nurul et al., 2021). Reward systems are built upon compensation philosophies and strategies, encompassing policies, and maintenance of reward systems that aim to enhance organizational, team, and individual performance.

The term "reward" implies the existence of a compensation structure in which employees who outperform their peers are remunerated more generously. This concept was highlighted by Pearce (2020). Harrison and Liska (2008) emphasized that reward is at the core of the employment contract, serving as the primary reason for people to work. Reward in the context of organizational employment encompasses a wide array of gratifications, encompassing both inherent and external incentives that individuals receive. According to Brown (2013), these rewards can be perceived as either a rightful provision for being an employee or as a form of recompense for exemplary job performance. It is worth noting that employee remuneration is not solely determined by job titles, but also varies based on individual, group, or organizational performance, as well as factors such as seniority, educational levels, and skills (Gehart and Milkovich, 2018). Rewards not only compensate employees for their efforts but also play a role in the recruitment and retention of talented individuals, as indicated by Milkovich and Newman (2001). Effectively managing employee rewards is crucial, hence it serves as a means of recognizing their contributions or performance within an organization. Adams' Equity Theory (1963) posits that inadequate rewards can lead to decreased employee performance, resulting in increased absenteeism, reduced interest in tasks beyond job descriptions, and decreased job quality. This theory highlights the influence of rewards on employee performance. Organizations should reward positive employee performance, as rewards serve as a motivation that can lead to improved performance. Subscribing to the entitlement philosophy, some employees and managers believe that individuals should receive rises in base pay and continue to receive incentives and benefit programs regardless of changes in the industry or economic conditions. Conversely, a performance-oriented approach ensures that rewards and incentives are based on differences in performance among employees, without guaranteeing rewards solely based on additional years of service within the organization. When discussing reward in personnel management, it is important to recognize that it extends beyond salaries and wages to include a comprehensive package of salaries, allowances, and other fringe benefits. These components are crucial for measuring and promoting high productivity within an organization (Aina, 2015). Concerns and tensions often emerge between employers and employees due to challenges surrounding productivity. While employers aim to reduce production costs, employees seek better rewards for their daily work. However, when reward management is properly implemented, it can benefit both employers and employees within an organization. Understanding the significance of reward in attracting and retaining qualified manpower and motivating employees to contribute effectively to organizational growth, Igbokwe-Ibeto and Aremo (2013) and Fajana (2012) emphasized that reward is a strategic tool employed by organizations.

Furthermore, employees require decent provisions such as annual vacations, paid holidays, sick leave, transportation, and accommodation benefits to enhance their productivity. Thus, proper reward and reward management are essential for improving worker's productivity, particularly within the public sector. Upon assuming office in 1999, Chief Olusegun Obasanjo and his cabinet embarked on extensive reforms to address the crises in public management that arose from the prolonged military rule, causing a decline in the quality of governance in Nigeria. Scholars such as Nwachukwu (2018) and Igbokwe-Ibeto and Aremo (2013) attribute this national decline to poor motivation at work. They argue that inadequate reward and reward management are direct causes of poor performance. Some quarters have contended that the welfare of Nigerian workers, particularly civil servants, remains insufficiently ensured. The Nigerian worker is often burdened with excessive workloads for low pay, without guaranteed future security or healthcare. Therefore, organizations should align their reward management systems with performance to promote the achievement of organizational goals and gain a competitive advantage. This study aims to examine the impact of reward on employee performance, specifically focusing on Anambra State Broadcasting Service (ABS) from 2015 to 2020.

### **Objectives**

The main objective of the study is to examine the effect of reward on the employee performance with specific reference to ABS, Awka, 2015-2020. The specific objectives include:

- 1 To determine the effect of recognition as a reward on employees performance in ABS, Awka, 2015-2020.

- 2 To examine the effect of fringe benefits as a reward on workers commitment to work in ABS, Awka, 2015-2020.

### **Research Questions**

In this study, attempt will be made to provide answers to the following research questions.

1. Does recognition as a reward has any significant effect on employees performance in ABS, Awka, 2015-2020?
2. Does fringe benefits as a reward have any significant effect on workers commitment to work in ABS, Awka, 2015-2020?

### **Research Hypothesis**

The following two propositions will be tested for the purpose of this study.

- i. H<sub>0</sub>: Recognition as a reward has no significant effect on employees performance in ABS, Awka, 2015-2020.
- ii. H<sub>0</sub>: Fringe benefits as a reward has no significant effect on workers commitment to work in ABS, Awka, 2015-2020.

## **Review of Related Literature**

### **The Concept of Reward Systems**

According to Armstrong (2010), the reward system encompasses a range of interconnected processes and activities that collectively ensure effective reward management for the benefit of the organization and its employees. According to Pratheepkanth (2011), the concept of a reward system refers to a comprehensive framework within an organization that encompasses various elements such as individuals, procedures, regulations, and decision-making processes. Its primary objective is to distribute compensation and benefits to employees as a reciprocal exchange for their valuable contributions. Both definitions emphasized that the reward system serves as a means to encourage positive employee work behavior and achieve organizational goals. Danish and Usman (2010) support this view by asserting that reward systems play a crucial role in influencing employee job performance and serve as a motivator for employee engagement. Pratheepkanth (2011) also highlights the significance of the reward system as a management tool to enhance employee morale and contribute to desired organizational outcomes. Thus, reward systems serve as a means to communicate the value placed on employees' work and their importance to the organization, ultimately boosting employee morale and increasing organizational productivity. Mehmood (2013) opined that reward systems not only impact employee morale positively but also help transform negative attitudes and behaviors towards work and organizational processes. When employees perceive fairness in the reward system, it enhances their satisfaction with management and stimulates productive behavior. Additionally, a well-administered reward system is argued to improve other employee-related processes, such as legal compliance, labor cost control, and loyalty (Kerrin and Oliver, 2002).

Carraher et al., (2006) advocate for fair and effective reward systems in business organizations, as they provide leverage for attracting and retaining high-performing and talented employees, ultimately leading to improved organizational performance and productivity. These perspectives highlight the importance of administering effective reward systems for organizations to achieve increased productivity and fulfill employees' individual needs, which are instrumental in attaining success. Schoeffler (2005) identifies three key dimensions of effective reward systems: immediate term rewards, short-term rewards, and long-term rewards. Immediate term rewards refer to instant recognition and appreciation given to employees for outstanding performance. Schoeffler (2005) reiterated that immediate rewards, such as praise from supervisors, encourage others to engage in similar outstanding performance. These rewards aim to improve employee performance and strengthen the relationship between employees and management, thereby fostering a sense of value and appreciation for their efforts. This in turn, boosts employee morale, enhances customer care, and increases productivity (Schoeffler, 2005). Lastly, long-term rewards are measures taken by management to ensure employee commitment and loyalty in the long run. These may include treating employees as business partners or providing adequate retirement benefits to foster long-term loyalty.

### **The Concept of Reward Management**

Danish and Usman (2010) propose that reward management in an organization encompasses the formulation and implementation of strategies and policies to ensure fair and significant rewards for employees, based on the organization's valuation of their contributions. In the context of a business organization, reward

management entails the analysis and control of employee remuneration and other benefits (Mehmood, 2013). The primary objective of reward management is to justly compensate employees for their achievements, thereby motivating them to work diligently towards the organization's goals. Financial rewards, such as pay, and non-financial rewards, including employee recognition, training, and increased job responsibility, are integral components of reward management in business organizations (Mehmood, 2013). A key aspect of reward management in business organizations involves the establishment, implementation, and maintenance of reward practices aimed at enhancing organizational performance (Ejumudo, 2014). Ejumudo (2014) emphasizes that attracting potential employees to an organization hinges on the elements of reward management, such as competitive salaries, bonuses, incentives, benefits, and growth opportunities through professional development and training. Implementing a reward management model offers numerous advantages to businesses, particularly in smaller to medium-sized organizations where a strong manager-employee relationship exists. Such reward management programs have proven successful in motivating employees and improving overall organizational performance (Ejumudo, 2014).

At its core, reward management is guided by an organizational philosophy that aligns with the organization's values and emphasizes fairness, equity, justice, and transparency within the reward system (Ejumudo, 2014). The philosophy recognizes the strategic nature of reward management and addresses long-term considerations regarding the valuation of employees' work and accomplishments. Reward strategies and their implementation processes often drawn from the broader business strategy (Schoeffler, 2005). Schoeffler (2005) argues that reward management adopts a holistic approach, known as the total rewards approach, which recognizes the importance of integrating all aspects of reward with other HR initiatives to foster motivation, loyalty, engagement, and the growth and development of all employees. This necessitates the integration of reward strategies with other HRM strategies, particularly those related to human resource development. Reward management is an integral and essential component of the overall HRM approach to managing people and is influenced by the organization's business and HR strategies, the emphasis placed on reward matters by top management, and the internal and external business environment (Schoeffler, 2005).

### **Empirical Literature**

In a study conducted by Nnaji-Ihedinmah and Egbunike (2015) entitled "Exploring the Influence of Incentives on Employee Performance in Business Enterprises: A Case Study of Handpicked Commercial Banks in Awka Metropolis," the primary aim of the research was to examine the correlation between the rewards framework and employee performance. Specifically, the study aimed to explore the association between intrinsic and extrinsic rewards and their influence on employee performance. To gather data, a Likert-scale questionnaire was distributed among employees working in commercial banks located in Awka Metropolis. The empirical findings provide evidence of a link between rewards and employee performance. Moreover, the research emphasizes a notable differentiation in the impacts of inherent and external incentives on the efficacy of employees (Smith et al., 2020).

Okosi (2020) conducted a study titled "Examining the Influence of Reward Systems on the Performance of Sachet Water Companies in Anambra State, Nigeria." The research aimed to investigate the impact of reward systems on employee performance within sachet water companies in Anambra state, addressing the prevalent issues of poor performance and neglect among workers in this industry. The investigation employed Adam's (1965) equity theory of motivation as the conceptual underpinning for its analytical framework. A cross-sectional survey research design was employed to gather data, and the researcher developed a structured instrument for this purpose. A purposive sampling method was used to select a sample size of 150 employees, out of which 139 fully completed and returned the questionnaires, resulting in a response rate of 96%. To test the research hypotheses, Multiple Regression Analysis (MRA) was employed using the Statistical Package for Social Science (SPSS) version 23. The study's results unveiled a noteworthy correlation between wages and salaries and employee performance among the chosen sachet water companies in Anambra state. Furthermore, the research highlighted that acknowledging and appreciating the staff's efforts significantly influenced employee performance within the aforementioned companies. Furthermore, the results indicated that staff training and development exerted a significant positive influence on employee performance. Based on these findings, the study recommends that employees should receive training tailored to the specific demands of their environment. This is crucial as training enables individuals to bridge the gap between existing knowledge

and the knowledge required for optimal performance. Therefore, it is suggested that management regularly organize seminars and workshops to keep employees updated and enhance their knowledge.

Allen and Helms (2002) conducted a study to examine the relationship between reward practices and organizational performance, as many existing reward practices had not been thoroughly examined in terms of their impact on performance. The study findings revealed that a select few reward practices were associated with higher perceived organizational performance. The article also provides recommendations for managers and suggests further research in this area. In a related study focused on Dalton State College, Allen and Helms (2002) explored the connection between organizational strategy, reward practices, and firm performance. This aspect had not received extensive investigation previously. The study presented initial empirical evidence supporting the idea that different types of reward practices align more closely with specific generic strategies and significantly contribute to increased perceived organizational performance. In 2009, Ali and Ahmed embarked on a groundbreaking research endeavor titled "Unraveling the Effects of Incentive and Acknowledgment Initiatives on Employee Motivation and Contentment." Their study set out to illuminate the profound impact that reward and recognition programs wield over the motivation and satisfaction levels of employees. The study identified several factors affecting satisfaction, including payment, promotion, working conditions, and personal fulfillment. The analysis indicated a strong positive relationship between rewards and employee satisfaction. The statistically significant results lend rigor and generalizability to the research, suggesting a positive association between rewards and satisfaction.

In their research, Fatema et al., (2020) delved into an investigation regarding the influence of incentives on the performance of employees within commercial banks operating in the Noakhali Region of Bangladesh. They aimed to analyze the rewards system in the banking sector and its effect on employee skill development. The research employed quantitative methodologies, utilizing a sample group consisting of 80 banking professionals who actively participated by completing the provided questionnaires. The findings showed that salary evaluation, bonus, benefits, promotion, recognition, career development, responsibility, and learning opportunities were important rewards for employees. Salary evaluation, benefits, promotion, and career advancement were considered particularly important. The study highlighted the influence of reward systems on employee attitudes and recommended companies to enhance their reward systems to increase employee satisfaction

#### **Theoretical Framework: Expectancy Theory**

In 1964, Vroom presented the groundbreaking Expectancy Theory, which proposes that people are driven by the conviction that their endeavors will be acknowledged and met with appropriate rewards. Over time, this theory underwent refinement and expansion thanks to the contributions of Porter and Lawler in 1968, as well as Pinder in 1987. According to this theory, the level of job satisfaction experienced by individuals is influenced by their perception of the interconnectedness between the effort they invest, the level of performance they achieve, and the rewards they receive.

Vroom (1964) identified three factors that influence behavior in the workplace: valence, instrumentality, and expectancy. The theory highlights three crucial conditions for job satisfaction: attractive rewards, compensation aligned with expectations, and high probabilities of achieving desired outcomes. However, expectancy theory has been criticized for assuming consistent rationality and not accounting for cognitive limitations. Nonetheless, this concept holds substantial consequences regarding motivating and encouraging employees.. Management should focus on instilling belief in employees' capabilities, foster the belief that good performance leads to valued rewards, and increase the perceived value of rewards. Strategies include selecting individuals with necessary skills, providing training and resources, clarifying job requirements, accurately measuring performance, and tailoring rewards to individual preferences.

#### **RESEARCH METHODS**

The researcher used descriptive survey research design to gather information from a specific sample of the population. Anambra Broadcasting Service (ABS) is a media company owned by the Anambra state government in Nigeria. It operates two FM and two TV stations that cover Anambra and surrounding areas. The broadcasting services started on October 1, 1960, in Enugu, and underwent several changes and expansions over the years. The ABS facilities are located in different places, including Onitsha, Awada, and Enugu-Ukwu. The ABS utilizes various frequencies for television and radio broadcasts. The data utilized in

the research was gathered from primary sources in the form of responses to questionnaires, as well as secondary sources encompassing textbooks, periodicals, journals, and online resources. The target population consisted of ABS staff at different offices, with a total of 432 employees.

**Table 1: Tabular representation of the population table is presented below**

S/N	Office Location	Population of Staff	Percentage (%)
1	Onitsha	150	34.74
2	Enugwu-ukwu	82	18.98
3	Awka	200	46.26
4	<b>TOTAL</b>	<b>432</b>	<b>100</b>

Sources: ABS Headquarter Awka, December 2023.

The sample size was determined using Taro Yamane's sampling size technique, resulting in a sample size of 207.

The formula is represented below;

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

Where n= the relevant population sought

N= total population

e = sampling error.

The sample size was determined as follows;

$$n = \frac{432}{1+432(0.05)^2}$$

$$n = \frac{432}{1+432(0.0025)}$$

$$n = \frac{432}{1+1.08}$$

$$n = \frac{432}{2.08}$$

$$n = 207.$$

Therefore, Sample size = 207.

The research instruments were validated by supervisors and experts in the field, and reliability was tested using the test-retest technique. Data analysis was performed using the Statistical Package for Social Sciences (SPSS), including descriptive analysis, linear and multiple regression analysis, and chi-square analysis. The collected data were coded and interpreted using distribution tables, frequency, and percentages.

## RESULT AND DISCUSSION

The earlier hypotheses which is the null hypothesis (H<sub>0</sub>) and the alternate hypothesis (H<sub>1</sub>) were statistically tested using Chi-square. The null hypothesis assumes no significant difference between the hypothesis and the sample result, while the alternate hypothesis suggests a statistically significant difference. To test these hypotheses in this research, the chi-square distribution will be employed at a significance level of 0.5. Statistical representation:

Tested statistic  $X^2 = (f_o - f_e) / f_e$

where:  $f_o$  = observed frequency

$f_e$  = expected frequency

$X^2$  = chi-square

Decision Rule: The test statistic (xt) is compared to the critical value (XC). If the test statistic is greater than or equal to the critical value, the null hypothesis is rejected at a significance level of 0.05. Otherwise, the null hypothesis is accepted at the same significance level. The degree of freedom is represented by d.f. (r-1) (c-1).

**Hypothesis One**

H<sub>0</sub>: There is no relationship between recognition as a reward system and employees performance in ABS Awka 2015-2020.

H<sub>1</sub>: There is a relationship between recognition as a reward system and quality of service in ABS Awka 2015-2020

**Table 2: Effect of recognition as a reward on employee’s performance in ABS**

Variables	Fo	fe	Fo-fe	(fo-fe) <sup>2</sup>	(fo-fe) <sup>2</sup> /fe
Strongly Agree	80	40	40	1600	40
Agreed	69	40	29	841	21
Neutral	21	40	-19	-361	-9.0
Strongly Disagree	15	40	-25	-625	-15.6
Disagree	15	40	-25	-625	-15.6
Total	200				101.2

$$E = \frac{GT}{N}$$

N

Where GT = Grand Total

N = Number of Responses

$$= \frac{200}{5} = 40$$

Decision: From the computation above, the chi-square calculated is 101.2 while the chi-square tabulated is 1.15. Thus, the chi-square calculated is greater than chi-square tabulated. On the basis of this, we can therefore reject the null hypothesis and accept the alternative hypothesis. Thus, we can conclude that there is a relationship between recognition as a reward system and quality of service in ABS Awka 2015-2020.

**Hypothesis Two**

H<sub>0</sub>: Fringe benefits as a reward system have no significant effect on workers commitment to work in ABS Awka 2015-2020.

H<sub>1</sub>: Fringe benefits as a reward system have a significant effect on workers commitment to work in ABS Awka 2015-2020.

**Table 2**

Variables	Fo	Fe	Fo-fe	(Fo-fe) <sup>2</sup>	(fo-fe) <sup>2</sup> /fe
Strongly Agree	83	40	43	1849	46.225
Agreed	72	40	32	1024	24.6
Neutral	24	40	-16	-256	-6.4
Strongly Disagree	11	40	-29	-841	-21.025
Disagree	10	40	-30	-900	-22.5
Total	200				120.75

$$E = \frac{GT}{N}$$

N

Where GT = Grand Total

N = Number of Responses

$$= \frac{200}{5} = 40$$

**Decision:** From the computation above, the chi-square calculated is 120.75 while the chi-square tabulated is 1.15. Thus, the chi-square calculated is greater than chi-square tabulated. On the basis of this, we can therefore reject the null hypothesis and accept the alternative hypothesis. Thus, we can conclude that fringe benefits as a reward system have a significant effect on workers commitment to work in ABS Awka 2015-2020.

## DISCUSSION OF FINDINGS

The findings of hypothesis one demonstrated that the impact of recognition on employee performance in ABS, Awka, during the period of 2015-2020, is statistically significant. In a study conducted by Okosi (2020) on exploring the impact of reward systems on the performance of sachet water companies in Anambra State, Nigeria. The study affirmed that staff recognition had a significant positive effect on employee performance in an organization. Furthermore, this affirms the arguments put forth by Hafiza et al., (2011), Danish and Usman (2010), and Chijioke and Chinedu (2015), who emphasize the use of non-monetary rewards, including recognition, to attract, retain, and motivate employees worldwide. Zingheim and Schuster (2000) further emphasize the advantages of recognition over other forms of rewards, highlighting its flexibility in timing and difficulty to be replicated by competing organizations.

Moreover, hypothesis two reveals that fringe benefits have a significant impact on employee performance in ABS, Awka, from 2015 to 2020. Recent research emphasizes the importance of employee benefit packages as integral components of an organization's total rewards expenditure (Njanja et al., 2013). Ahmad and Schroeder (2003) have noted the growing significance, size, and diversity of employee benefits. These benefits serve as a binding factor that keeps satisfied employees within an organization (Oluyinka et al., 2012), motivating them to remain dedicated. Committed and contented employees tend to be more productive and make meaningful contributions to their organizations' success and survival (Oluleye, F.A. (2011). Through a thorough review of the relevant literature and subsequent hypothesis testing, we have arrived at the conclusion that there is a positive correlation between reward management and employee performance in the workplace, assuming all other factors remain constant

## CONCLUSION

Thus, reward systems serve as a valuable mechanism for enlightening employees about the organization's recognition of their work's value and the extent to which they are appreciated. Consequently, this recognition is expected to enhance employee morale, leading to a subsequent increase in organizational productivity. These perspectives underscore the crucial role of implementing an efficient reward system as a prerequisite for organizations striving to achieve heightened productivity and, simultaneously, meet the individual needs of their employees, which significantly contribute to such accomplishments. In order for senior managers to attain these objectives, it becomes imperative to adhere to the strategies and programs outlined in this research paper regarding effective reward system and management. Additionally, it is essential to address the identified challenges, as employees tend to hold a predominantly negative perception of rewards and reward management, irrespective of the organization's size.

## RECOMMENDATIONS

In line with the above findings, the researcher hereby recommends:

- That all employees should be treated fairly without any bias as regards to their recognition and promotion opportunities by their employers in ABS, Awka.
- It further recommended that organizations should provide a room for fringe benefits and working without any threat of job loss either presently or in the near future in ABS, Awka, and Nigeria as a whole.

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