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# **The Influence of Work Culture and Service Quality on Employee Performance at the College of Nursing Sciences Tambuwal Sokoto, Nigeria**

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## **ABSTRACT**

The study examines Work Culture and Service Quality on Employee Performance in College of Health Sciences Tambuwal Sokoto, Nigeria. The questionnaire was adopted as the research instrument to elicit the needed data from 377 respondents. The data analysis employed Smart PLS SEM 3.2.8, a second-generation statistical methodology developed to address the drawbacks of first-generation statistical methods including Manova, Factor analysis, and Analysis of Variance. The results indicate that there is a significant relationship between Work Culture and Employee Performance, similarly positive relationship exist between Service quality and Employee Performance; Based on the findings, the study recommends that organizations should ensure service quality maintenance as well as reward framework for all members of the organization. This will go a long way in enhancing commitment of workers and increase their performance.

**Keywords:** Employee Performance, Work Culture, Service Quality

## **INTRODUCTION**

An organization's or government agency's human resources are extremely significant and crucial assets for the organization's long-term existence and success. Therefore, every firm needs to manage its people resources as efficiently as possible. To acquire genuinely valuable and competent workers who can effectively contribute to the intended outcomes, ongoing human resource development is required. Since they are the driving force behind all organizational actions, human resources are crucial to an organization. Organizational objectives, human resources require high-performing personnel. As a result, maintaining top-notch human resources is crucial for operations to function smoothly and efficiently, which eventually leads to the accomplishment of the objectives set forth by the company or members of the human resources team. Human resources need high-performing personnel to meet company objectives.

With encouragement and support from superiors or close friends, workers with a strong work ethic can overcome any challenges. Because of this, workers stay dedicated to their jobs even when given assignments that would be too difficult for them to complete. Encouraging workers to continue performing jobs efficiently inspires them to be as productive as possible at work. High service quality and work culture are two factors that contribute to high employee performance.

According to Mangkunegara and Prabu (2020), an organization's beliefs, values, and conventions that serve as guidelines for its members' behavior in the face of internal and external problems are referred to as its work culture. The advancement of the company will undoubtedly be impacted by a healthy work environment. Because it can greatly impact and improve employee performance, it is crucial to pay

attention to the behaviors of individuals or employees in the workplace. Each employee's contribution to a subpar workplace culture may result in a decline in the caliber of services they offer.

All institutions and organizations that offer social or public services must provide high-quality services. Each employee's daily work outcomes, which show how well they perform in fulfilling their obligations and responsibilities, can be used to gauge the level of service they give. Each employee's excellent work demonstrates the quality of services offered to the community. As a result, it is crucial to enhance each employee's performance by guaranteeing high-quality service. The quality of services that service providers offer to customers has a significant impact on a business's performance, particularly in the service industry. According to Vidananda and Setiawan (2021), the degree of service quality is ultimately determined by this human contact. Because of this, there are frequently issues with the services these employees provide to the community or their coworkers, which leads to the delivery of subpar or subpar services.

Previous studies have large support of the impact of Work culture, on employee performance. However, the vast majority of the works referred to above were regardless carried out outside of Nigeria apart from the study of Agwu (2013) that considers the role of culture in figuring out what persuades an employee, accordingly one could state there is a research gap in the literature that addresses the issue of employee compensation framework and employees performance concerning our geological area and furthermore having as a main priority the uniqueness of the of School of Nursing sciences Tambuwal, sokoto. It is because of this gap that the study tries to address the connection between worker cultures, service quality framework and employee performance in the above mentioned institution.

#### **Statement of the Problem**

Organizations are forced to assess employee performance in order to efficiently fulfill stakeholders' interests due to global competitiveness. Maintaining business and competitiveness through continuous performance improvement is an organization's fundamental objective. Therefore, employee performance determines the success of an organization. As a result, the organization's application of service quality and work culture continue to influence employee performance. Motivated employees are the result of organizations that have successfully managed their work culture and service quality. Motivated employees have high morale, the right attitude and are committed to achieving organization goals.

This study intends to contribute in understanding the benefits of work culture and service quality and performance, particularly in the Nigeria Public Sector and beyond. The study is also aimed to add strength to the limited empirical researches conducted on work culture (WC) Service Quality (SQ) and Employee performance (EP), in public service as emphasized by McCullough and Vinod (2003): "Research that cannot be replicated is not science, and cannot be trusted either as part of the profession's accumulated body of knowledge or as a basis for policy." The Public Sector in Nigeria suffers from a number of challenges such as lack of motivation, lack of employee commitment, weak technical and managerial skills, politicization; corruption; and inefficient bureaucracy.

#### **Objectives of the Study**

The main objective of this research is to investigate the contributions of work culture and service quality and performance to overall development of public sector organization particularly in the Nigeria context. Others include

- To examine the effects of work culture on performance with reference to College of Nursing Sciences Tambuwal
- To examine the effects service quality on performance with reference to College of Nursing Sciences Tambuwal

#### **Literature Review and Hypotheses Development**

##### **Work Culture**

Work culture is a belief system rooted in the idea that values shape the characteristics, habits, and motivations of individuals in a community or organization, which ultimately influence their attitudes, behaviors, beliefs, ideals, opinions, and actions in the workplace (Pramudya et al., 2023). According to Handayani (2021), work culture refers to positive behaviors exhibited by employees that ultimately

contribute to the achievement of shared organizational goals. Work culture involves the manifestation of values, habits, and motivations in a group, which are then expressed through attitudes, behaviors, ideals, opinions, perspectives, and actions in the workplace (Atijah & Bahri, 2021). Taufiq (2023) defines work culture as collective habits and behaviors that grow and develop in a group at work, which are then embedded in individuals as a natural part of the work routine.

#### **Quality of Service**

The performance of service providers and the quality of their interactions with consumers greatly affect the overall success of a company, especially in the service industry (Vidananda & Setiawan, 2021). Manengal et al. (2021), service quality is a constantly changing condition that is closely related to products, services, employees, processes, and the environment, which must at least meet, or even exceed, the expected service standards.

#### **Employee Performance**

Campbell (1993) defined performance as “synonymous with behavior which is something that a person actually does and can be observed”. According to Campbell (1990), employees are hired to perform with efficiency and effectiveness (Aziri, 2011). Successful organizations depend on the high performance of their employees to meet their objectives. In order to achieve their strategic aims and keep their competitive advantage, their employees must perform at high levels (Lado and Wilson, 1994; Dessler, 2011). Organizational behavior philosophers believe that it is also crucial to have the right employees for the right jobs (Kristof-Brown et al., 2005). The person-job fit is important because it determines whether or not the employee is well-suited for the job (Zheng et al., 2010) and whether the employee will be committed and productive to the organization (Rousseau and McLean Parks, 1992).

#### **Work culture, Service Quality and Employee Performance**

Nnaji and Nnadozie (2015) looked into how awards affected worker performance in a few AwkaIbom Metropolis banks. Determining whether compensation structures and employee performance are related is the main goal of this study. The examination anticipates addressing the relationship between external (money-related) and intrinsic (non-monetary) remuneration on workers' performance. Findings: The results of the experiment showed that there is a relationship between employee performance and compensation, and that the effects of intrinsic and external reward differ significantly.

Agwu (2013) carried out a study to determine the impact of a fair compensation system on workers' job performance at Nigeria Agip Oil Company in Port Harcourt. Using a stratified random selection technique, a sample of 36 respondents—34 managers, 97 supervisors, and 259 workers—was chosen from the population. The tool for getting answers from the participants was the questionnaire. According to the study's findings, a fair incentive system affected 82% of workers' job satisfaction and decreased the rate of industrial action by 80%. The study concluded that in order to maintain competitive pay rates, assure fairness, and allow for flexibility in award administration, the business must periodically assess its reward system.

Tausif (2012) , conducted a study on the impact of non-cash incentives on Pakistani workers in the educational industry. The information was collected from the selected respondents using an organized survey. Regarding the relationship between non-budgetary rewards and employee performance, the author developed two opposing theories. Regression and correlation analyses were employed in the inquiry to evaluate hypotheses, regardless of whether non-budgetary benefits have a positive or negative association with employee job satisfaction. It was made evident how the autonomous variables of independence, work enhancement, and promotion affected the subordinate variable of employee performance.

Using a two-factor hypothesis, Khan, Shahid, and Nawab (2013) investigated a number of factors that determine external and intrinsic incentives and their impact on the job satisfaction and employment performance of banking employees. They also attempted to link these factors to the overall performance of Pakistani commercial banks. Because of this, 200 representatives were selected, and 165 properly completed surveys were used for quantifiable analysis. The results of this study showed that incentive arrangements are good and that respondents agreed that awards increased employees' performance. The

discovery was regarded as a success for comprehending compensation structures and how they affect overall organizational performance, especially in Eastern countries.

In a similar paper, Aktar, Sachu, and Ali (2012) suggested examining the relationship between employee performance and rewards as well as differentiating between intrinsic and extrinsic rewards. In order to think of a more accurate and structured way to deal with employees' endeavors, which consequently influence superior culture in commercial banks of Bangladesh, the investigation looked into factors determining extraneous and inherent rewards and their impact on workers' performance and activities. In order to collect relevant data, 200 questionnaires were distributed, 180 of which were returned and used for quantifiable analysis to test the hypotheses derived from predictive theory. The t-test showed that there is a factually significant relationship between extrinsic and intrinsic rewards and employee performance, i.e., a positive relationship between compensation and workers' performance and an exceptionally certain critical relationship between extrinsic and intrinsic rewards. As a result of this positive relationship, banks in Bangladesh should keep using rewards if they want to improve their performance.

Zakaria, Hussin, Noordin, Zakaria, and Mohamed (2011) conducted a study to look at the connection between Toyota employees' performance and the company's reward system. The necessary information was gathered from the chosen respondents using the questionnaire. The findings demonstrated that there was no meaningful connection between employee performance and the compensation scheme. In a similar vein, Ong and Teh (2011) investigated the connection between an organization's financial performance and its compensation system in Malaysia by distributing a questionnaire to a subset of businesses. The findings showed that there is no meaningful correlation between the reward system and the companies' size or age. Nonetheless, it has been noted that the financial performance of businesses is positively and significantly correlated with intrinsic incentives.

Shahzadi and Farooqi (2014) made an effort to look at the connection between employee performance and reward systems in a few Pakistani public and private banks. While SPSS was utilized to support the data analysis, the questionnaire was utilized to collect the necessary data from the participants. The findings showed that employee work performance is positively impacted by reward systems.

The study by Walters, Bamidele, Ladoke, Emmanuel, Nwanneka, and Benedict (2019) looked at how employee performance in certain producing companies in Cameroon's Littoral Region was affected by the compensation structure. The analysis specifically assesses the degree to which benefit sharing affects employee commitment in assembling firms; ascertains the effect of flat-rate frameworks on employee work values in assembling firms; and evaluates the effect of aggregate bargaining reward frameworks on worker cohesion in assembling firms. A sample of 538 workers from a population of 5146 representatives of ten selected producing companies within the Cameroon Littoral Region were used in this investigation. Cochran's formula for the finite population test was used to choose the sample at a 95% confidence level. Primary data served as an important source of information for the study, and a questionnaire was used to gather information. The findings showed that benefit sharing had a generally positive effect on employee commitment in assembling firms, flat-rate frameworks had a fundamentally negative effect on worker work esteems in assembling firms, and aggregate bargaining reward frameworks had a fundamentally certain effect on employee cohesiveness in assembling firms. The study made the assumption that employee performance and compensation structures are positively correlated. This relationship gives employers the opportunity to use the reward system as a motivating factor to change employee behavior in the direction of productivity and viability. In light of the findings, it was proposed, among other things, that reward systems for assembling companies should be designed so that workers are eligible for rates of benefit earned by the company as a means of boosting output and fostering teamwork. The study also advised against paying set salaries to workers in manufacturing companies since this could lead to a high rate of tardiness and reluctance among group members to do better than an average performer.

Based on the following discussion, the study hypothesises the following:

H1: *There is a significant relationship between work culture and Employee Performance*

H2: *There is a significant relationship between Service quality: and employee Performance*

### **Under pinning theory**

Organization and administrative theory, ability motivation opportunity theory, progressive utilization theory (PROUT), and resources-based view (RBV) are only a few of the theories that describe how firms can use internal resources to gain competitive advantages. The legitimization of organizational activities is the main focus of organizational and administrative theory. Cooperatives naturally adapt, PROUT emphasizes financial independence, and RBV explains how to use an organization's resources to gain a competitive edge. Additionally, AMO highlights a few reciprocal aspects of how HRM explains the connection with performance (Paauwe, 2009).

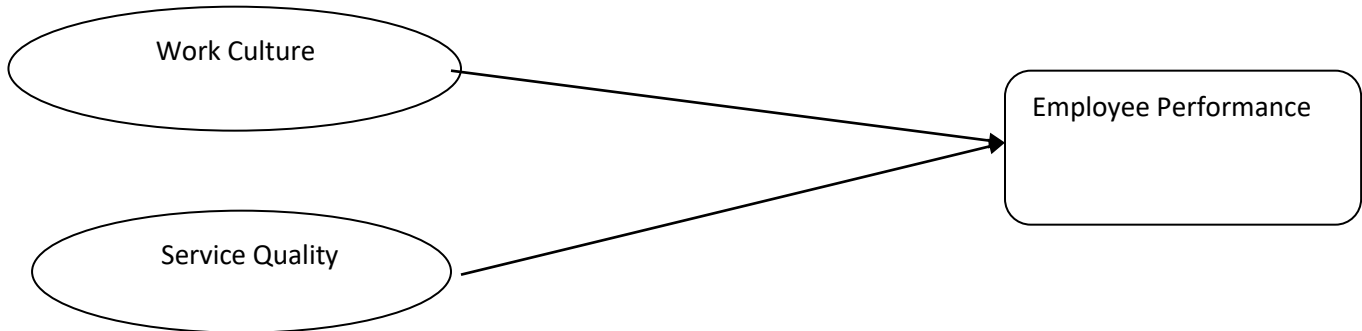
However, a significant flaw in organization and administrative theory is its emphasis on structure rather than resources (Acedo, Barroso, & Galan, 2006). While Maheshvarananda and Branch (2010) simply confirm that the PROUT theory requires practical value and importance, AMO takes into account factors at the individual level rather than the organizational level, such as abilities (A), which involve employees' knowledge, skills, and competencies; motivation (M), which is the degree to which employee skills are geared toward activities; and opportunity (O), which is an opportunity for employees to express their capabilities and avoid any conditions that will hinder achieving the set objectives (Boselie, Dietz, & Boon, 2005). In this case, RBV has an advantage over PROUT, AMO, organization, and administrative theories because it can gather the organization's resources and capabilities to achieve supported competitive advantage and lead to OP. However, as RBV is unable to adequately explain the link between the variables, including the mediation relationship, OCT will be regarded as a significant theory in this study as supporting theory. RBV and OCT are regarded as underlying hypotheses in this study based on this argument.

### **The Social Exchange Theory**

The Theory of Social Exchange This hypothesis offers a compelling justification for the explanation of worker performance (Saks, 2006). It clarifies the disparities in worker performance levels seen in diverse workplaces (Saks, 2006). According to the notion, when employees receive sufficient compensation, they feel obligated to perform to the best of their abilities and will make sure that they respond favorably to the organization's gesture by devoting more time and effort to the task at hand (Obicci, 2015). It also emphasized that holding frequent meetings should encourage responsibilities and constructive suggestions (Kumar & Swetha, 2011). The primary tenet of the theory is how the relationship that exists between the parties leads to trust, loyalty, and mutual commitments (Obicci, 2015). The two-way relationship between the employee and employer is consistent with the description given by Robbinson et al. (2004) on the employee-organization engagements; for instance, when an individual receives extrinsic or intrinsic rewards from an organization, he or she is motivated to reciprocate the rewards by contributing to the common goals of the organizations. The social exchange theory is used as the theoretical foundation for the current study because employee commitment and involvement in contributing to the realization of the organization's goals depends on both the reward and the weight of the reward (Obicci, 2015). It is said that there is a good chance that employees will strategically refuse to work if the company does not offer the proper rewards. According to Kumar and Swetha (2011), the amount of mental and physical effort employees are ready to put into their jobs may rely on the financial and psychological benefits they receive from the company. According to the studies, employee performance is impacted by reward systems. Therefore, the Social Exchange Theory, which has been updated by research findings on employee reward systems, serves as the foundation for the conceptual framework depicted in figure 2.1.

**Research Framework**

The research framework will be framed to examine the effects Work culture and service quality on Employee Performance



**METHODOLOGY**

Self-administered questionnaires were employed in this study and cross-sectional research approach was used to collect data simultaneously. The unit of analysis was the College of Nursing Sciences in Tambuwal, Sokoto, Nigeria. A total of 216 key informants were asked to fill out the survey and submit it to their organizations. According to Sekeran and Bougie (2013) and the Salkind view determining sample size table, the sample size is 377. The data analysis was done using Smart PLS SEM 3.2.8, a second-generation analysis method that was developed to address the drawbacks of first-generation statistical methods such as Manova, factor analysis, and analysis of variance. Additionally, it is thought to be crucial for evaluating complex models, latent variables, and measurable variables (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014, 2016). A content validity test will also be carried out to evaluate the study instrument's consistency. All the instruments used in the questionnaire were adapted from various sources with suitable internal consistency reliability and validity was confirmed in the literature. Employees from College of nursing sciences Tambuwal sokoto Nigeria was the target population of this study. As part of field survey, 377 questionnaires were distributed to collect data from respondents. The data of work culture, service quality and Performance will be collected through random sampling from the employees. . Nonetheless, from the 377 questionnaires distributed, the researcher only received 228 back. Details on demographic features of the respondents are shown in Table 1

Table 1. Demographic Profile of Respondents

S/N	Characteristics	Frequency	Percentage	Valid percentage
1	Age	20-39 years old.	141	61.8
		40-59 years old.	62	27.2
		60 years and above	25	10.9
2	Marital Status	Married	198	86.8
		Single	30	13.1
3	Work Experience	1-10 years	98	42.9
		11-20 years	105	46
		20 years and above	25	10.9
4	Qualification	SSCE certificate	62	27.1
		Diploma	111	48.6
		Degree	43	18.8

According to Table 1, roughly 61.8 percent of the study population is between the ages of 20 and 39, and 27.2 percent is between the ages of 40 and 59. The percentage of participants who were 60 years of age or older was about 10.9%. 86.8 percent of respondents are married, while 13.1 percent are still single, according to the table. Additionally, the table showed that 42.9 percent of the participants had one to ten years of work experience, 46 percent had eleven to twenty years, and 10.9 percent had twenty years or more. Regarding the respondents' educational backgrounds, the table shows that 27.1 percent have an SSCE, 48.6 percent have a diploma, and 18.8 percent have a first degree.

### **Instruments**

The study examined factors like Work culture and Service Quality as independent variables, while Employee Performance was considered the dependent variable. A five-point item scale was employed to assess the variables, with scale values ranging from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The materials were modified based on earlier research. The researcher performs multivariate analysis with Smart-PLS version 2 to evaluate the model and to test the hypotheses of the study. The PLS-SEM modeling approach allows the researcher to evaluate the complete measurement model and explore relationships with their corresponding measurements (Hair, Black, Babin & Anderson, 2010). Therefore, this study employed PLS-SEM algorithms to assess the measurement and structural models

### **Validity and Reliability of Measures**

As previously stated, the paper utilized PLS-SEM algorithms to evaluate the reliability and validity of constructs through the analysis of the measurement model. The evaluation of reliability and validity of constructs serves as the criteria in PLS-SEM analysis for determining the adequacy of the model fit (Hair, Hult, Ringle, & Sarstedt, 2013). The researcher thus performed a reliability analysis to assess the internal consistency of the measure. The specific outcomes of the validity and reliability analysis, based on Composite Reliability and Average Variance Extracted, are presented in Table 2. The table indicates that the composite reliability for the constructs within the model exceeds the benchmark of 0.70, with values ranging from 0.853 to 0.913 respectively (Hair et al., 2014). Additionally, the Average Variance Extracted (AVE) ranges from 0.541 to 0.538, indicating that the minimum standard of 0.50 is met (Hair, et al., 2013). The importance of the path coefficient (R2) was also shown in the Table. It indicates that the variables accounted for 89.1 percent of the variance in direct relationships. Therefore, it was thought that all the constructs possessed sufficient reliability

**Table 2.** Showing the AVE, CR and R<sup>2</sup>

Constructs	CR	AVE	R2
Work Culture (WC)	0.853	0.547	0.891
Service Quality (SQ)	0.913	0.638	
Employee Performance (EP)	0.853	0.541	

**Table 3.** Latent Variable Correlations and Square Roots of AVE

Constructs	1	2	3
<b>WC</b>	<b>0.936</b>		
<b>SQ</b>	0.736	<b>0.749</b>	
<b>EP</b>	0.761	0.772	<b>0.925</b>

The present research utilized one of the most widely used methods for determining discriminant validity, known as the Fornell and Larcker criterion. This approach is accomplished by contrasting the squared correlations between the constructs with the AVE of each individual construct (Fornell & Larcker, 1981). Table 3 presents the outcomes of the discriminant validity test using the Fornell and Larcker criterion

carried out in this study. The results indicate that the squared correlations for all variables in this study were lower than the AVE as measured by the indicators of the variables. This indicates that both discriminant and convergent validity meet the required standards

### Hypothesis Testing

In evaluating the hypothesis, the present research employed the PLS-SEM bootstrapping technique to assess the significance of the path coefficients. The study proposed that H1. A positive correlation exists between Work Culture t and Employee Performance; H2 indicates a positive correlation between Service Quality and Employee Performance

**Table 4** Summary of Findings and Hypothesis Testing

Hypotheses	Construct	Beta	Standard Error	T Statistics	P-value	Decision
H1	WC -> EP	-0.06	0.03	1.95	0.00	Supported
H2	SQ-> EP	1.03	0.02	35.05	0.00	Supported

### DISCUSSION

The study explored the connection between Work Culture, Service quality and Employee Performance; among the Employees from College of nursing sciences Tambuwal sokoto Nigeria The demographic information of the respondents was analyzed utilizing SPSS software version 23. The PLS-SEM analysis indicated statistical evidence of a positive relationship between the latent variables (WC and EP), (SQ and EP). The results of the research aligned closely with earlier studies concerning the connection between the target variables (Baba, & Ghazali, 2017; Bakhshi & Rani, 2009; Cagliyan, Attar & Derra, 2017; Durrani, Li & Yalalova, 2017; Rezaeizadeh, Monfared, & Ghasemipour, 2015; Yaziciogu & Topalloglu, 2009). This suggests that Work Culture and Service Quality could positively influence the productivity of employees, especially the Employees from College of nursing sciences Tambuwal sokoto Nigeria. This is because employees who feel supported by the organization and are satisfied with their work will easily concentrate on their tasks. This aligns with the argument made by Manouchehri, Branch, and Katoul (2014), who observed that when employees perceive fairness in their treatment, they are likely to demonstrate positive behaviors that foster strong commitment to their work and reduce turnover intentions, ultimately resulting in increased performance within the organizations (Manouchehri, Branch & Katoul, 2014).

### CONCLUSION

The research examined the impact of work culture and service quality on employee performance at the college Health Sciences Tambuwal Sokoto Nigeria. From the 377 questionnaires sent out, only 228 valid responses were collected from the participants. The collected data was examined using Smart PLS-SEM version 2, and empirical findings show solid support for the two hypothesis statements. Building upon previous research, the present study confirmed all hypotheses, indicating that these findings have significant implications for administrators, managers, and policymakers in organizations, emphasizing the need for strict adherence to Quality of service and fairness in almost all organizational processes. Examples include hiring, advancement, relocation, pay, discipline, etc. Furthermore, the study revealed that employees are generally willing to stay and strive for the organization's goals and objectives they feel supported by the organization and are contented with their positions. Drawing from the findings above, the paper advises incorporating an intervening variable like a moderator or mediator into the model. A comparable study should be carried out in other regions of the country to generate findings. Additional studies may also explore private sector organizations

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