

**THE EFFECT OF REWARDS ON EMPLOYEE PERFORMANCE: A STUDY OF
THE KOGI STATE CIVIL SERVICE**

BY

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CERTIFICATION

This is to certify that this research work has been read and approved by the undersigned on behalf of the Department of Public Administration, Institute of Finance and Management (IFMS), Kwara State Polytechnic, Ilorin as meeting the requirement for the award of Higher National Diploma in Public Administration.

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ACKNOWLEDGEMENTS

ABSTRACT

This research dealt with the influence of rewards on workers performance in an organization. Employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. Subjects for this study consisted of one hundred workers of Kogi State Civil Service. The data for the study were gathered through the administration of a self-designed questionnaire. The data collected were subjected to appropriate statistical analysis using Pearson Product Moment Correlation Coefficient, and all the findings were tested at 0.05 level of significance. The result obtained from the analysis showed that there existed relationship between extrinsic rewards and workers performance while no relationship existed between intrinsic rewards and workers performance. On the basis of these findings, implications of the findings for future study were highlighted.

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CHAPTER ONE

INTRODUCTION

As a result of the powerful force of technology, which is driving the world towards a converging commonality, we have seen various changes in the world's economic expansion. One of the changes that bring the most challenge not only to the international firm but also the domestic one is the emergence of a global market. In order

to be successful in the long term, managing people is one of the most crucial tools for a global business in today's competitive world. Specifically, for an international organization, human resource becomes a more and more important factor to reach its goal. The word "Human Resource Management (HRM)" has been used widely and increasingly in recent decades as a vital approach to create a successful organization, however the more worldwide the firm, the greater the complexity of the international HR requirement. In order to maximize the benefit from the performance of the employees, the employer must develop strategies to manage and improve their human resources so that they can perform their best. To create an effective strategy, the employer needs to understand that there are many factors that affect the employee's behavior within the organization. One of the key factors that has an impact on the performance of an individual in the organization is their rewards. Thus, this report will focus on the rewards of the individual within a contemporary organization. This report will enable the employer to answer why it is their responsibility to reward the employees and explain how to improve and maximize the efficiency of their staff's performance.

1.1 BACKGROUND OF STUDY

Many organizations are suffering from lack of good remuneration which is one of the policies an organization can adopt to increase their workers performance and thereby increase the organizations productivity. This could create problems in terms of affecting the growth of the organization. With the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success of the

organization. The performance of employees in any organization is vital not only for the growth of the organization but also for the growth of individual employee.

1.2 STATEMENT OF PROBLEM

Attempts had been made to solve the problem facing the organizations in terms of how an employer can reward his employees to motivate them within the context of the roles they perform. The problem of satisfying employee need in an organization as in other institution in an organization as in other institution in the country usually gives rises to non-cooperative attitude of the workers in organization setting. Some of the complains are that of lack of fringe benefits, Trust and acceptance sense of belonging feedback, recognition, promotion, security, transportation etc. which gives rise to reluctantness of workers, nonchalant attitude of workers, lateness to work, absences to work and strike action.

The statement of problem includes the following: -

- Can workers be rewarded through award for efficient performance?
- Can rewarding workers scheme such as recognition and promotion be capable of motivating workers?
- Can sense of belonging be a means of encouraging the workers?
- If workers are highly rewarded are their possibilities for highly productivity?

1.3 OBJECTIVE OF STUDY

The purpose for this project is to give the proper information about the influence of rewards in workers performances as an essential ingredient for enhanced productivity. An employer is so much concerned with what it can get out of employees in terms of best

job performance and profit ability. As a result, little attention is paid to reward the employee to motivate him in order to avoid dissatisfaction. An employer cannot do his job without knowing how to reward his workers in order to motivate them.

- To review theories of reward
- To examine the effect of reward in an organization
- To know what you will use to reward the workers, how and when to reward them.
- To find out the various benefit and scheme that motivate the workers and to know the effect of these benefit and science.
- To make recommendation so that management can make use of them to motivate workers for the achievement of organizational goals etc.

1.4 HYPOTHESIS

H₀ Increase in salary and bonuses increases performance

H₀ The working environment of an organisation influences working performance

H₀ Abundant opportunity grows and develops oneself in an organisation influence employee

1.5 SIGNIFICANCE OF STUDY

The study is primarily designed to ascertain and assess the influence of rewards on workers performance in an organization.

The research will be useful for graduates and undergraduates in the university especially in the faculty of management and other related fields and off course, managers since the information is based on ways of making workers more beneficial to the organizations or firms where the work

It will also help in identifying other ways, by which workers can be motivated apart from salaries and wages.

1.6 SCOPE OF STUDY

This project tends to research into the various benefits and schemes provided to workers in addition to balances and wages in any organization.

This will help us to know the effects of these benefit whether they serve as rewarding tool motivate the workers because it is obvious that people have different needs and wants and would want these needs to be satisfied at different time.

1.7 LIMITATION OF STUDY

This research work will be limited to effectiveness and importance of reward and how the staffs are motivated to influence their working performance for good in Kogi State Civil Service.

1.8 BRIEF HISTORICAL BACKGROUND OF KOGI STATE

The state was created in 1991 from parts of Kwara State and Benue State. Igala is the majority ethnic group in the state. The state as presently constituted, comprises the people of the Kabba Province of Northern Nigeria.

1.9 DEFINITION OF TERMS

A Rewards: Is the monetary and non-monetary return provide to employers in exchange for their times, talents, efforts and results. It involves the deliberate integration of five key elements that effectively attract, motivate and retain the talent required to achieve desired business results.

- The five key elements are:

- Compensation
- Benefits
- Work – life
- Performance and Recognition
- Development and career opportunities.

Total rewards strategy is the art of combining these five elements into tailored packages designed to achieve optimal motivation for a total rewards strategy to be successful; employees must perceive monetary and non-monetary rewards as valuables.

COMPENSATION

Pay provided by an employer to an employee for services rendered (i.e., time effort and skill). Compensation comprises four core elements:

- Fixed pay:** Also known as base “base pay”. It is nondiscretionary compensation that does not vary according to performance or result achieved. It usually is determined by the organization’s pay philosophy & structure.
- Variable pay:** Also known as “pay at risk”. It changes directly with the level of performance or results achieved. It is a one – time payment that must be re-established and re-earned each performance period.
- Short term incentive pay:** A form of variable pay. It is designed to focus and reward performance over a period of one year or less.
- Long-term incentive pays:** A form of variable pay. It is designed to focus and reward performance over a period longer than one-year typical forms include stock options, restricted stock, performance, shares, performance units and cash.

Benefits

Programs an employer uses to supplement the cash compensation that employees receive.

These programs are designed to protect the employee and his or her family from financial risks and can be categorized into the following three elements.

Social Insurance

- i. Unemployment
- ii. Workers' compensation
- iii. Social Security
- iv. Disability (Occupation)

Group Insurance

- i. Medical
- ii. Dental
- iii. Vision
- iv. Prescription drug
- v. Life insurance
- vi. AD & D insurance
- vii. Disability
- viii. Retirement
- ix. Savings
- x. **Pay for time not worked:** These programs are designed to protect the employees' income flow when not actively engaged at work.

- i. At work (breaks, clean-up time, uniform changing time)
- ii. Away from work (vacation, company holidays personal days etc.)

B Work – Life

A specific set of organizational practices, policies, programs, plus a philosophy, which actively supports efforts to help employees achieve success at both work and home. These are seven major categories of organizational support for work – life effectiveness in the workplace. These categories encompass compensation, benefits and other HR programs. In combination, they address the key intersections of the workers, his or her family, the community and the workplace. The seven major categories are:

- i. Work place flexibility
- ii. Paid and unpaid time off
- iii. Health and well being
- iv. Caring for dependents
- v. Financial Support
- vi. Community Involvement
- vii. Management Involvement / Cultural Change Intervention.

C. PERFORMANCE

A key component of organizational success, alignment of organizational, team and individual performance is assessed in order to understand what was accomplished and how it was accomplished. Performance involves the alignment of organizational, team and individual effort toward the achievement of business goals and organization success performance planning.

Is a process whereby expectations are established linking individual with team and organizational goals. Care is taken to ensure goals at all levels are aligned and there is clear line of sight from performance expectations of individual employees all the way up to organization organizational objectives and strategies set at the highest level of the organization.

Performance

Is the manner of demonstrating a skill or capacity.

Performance feedback

Communicates how well people do a job or task compared to expectations, performance standards and goals. Performance feedback can motivate employees to improve performance.

D Recognition

Acknowledge or goes special attention to employee actions, efforts, behaviour or performance. It meets an intrinsic psychological need for application for one's efforts and can support business strategy by reinforcing certain behaviors (e.g. extraordinary accomplishments) that contribute organizational success. Whether formal or informal, recognition programs acknowledge. Employee contributions immediately after the fact. Usually without predetermined goals or performance levels that the employee is expected to achieve. Awards can be cash or non-cash (e.g., verbal recognition, trophies, certificates, plagues, dinners tickets etc).

The value of recognition plans are:-

- i. They reinforce the value of performance improvement.
- ii. Faster continued improvement, although it is not guaranteed.

- iii. They formulize the process of showing appreciation.
- iv. They provide positive and immediate feedback
- v. They faster communication of valued behaviour and activities.

E. Development

A set of learning experiences designed to enhance employees applied skills and competencies; development engages employees to perform better and leaders to advance their organization strategies.

F. Career Opportunities

A plan for an employee to advance their own career goals and may include advancement into a more responsible position in an organization. The organization supports career opportunities internally so that talented employees are deployed in positions that enable them to deliver their greatest value to their organization.

Development and Career opportunities include the following: -

- i. Tuition assistance
- ii. Corporate Universities
- iii. New technology training
- iv. Attendance at outside seminars, conferences vital education etc.
- v. Self – development tools and techniques.
- vi. On the job learning; rotational assignment at a progressively higher level.
- vii. Sabbaticals with the express purpose of acquiring specific skills, knowledge or experiences.

2) Coaching / Mentoring

- i. Leadership training

- ii. Access to experts' information networks – association memberships, attendance and / or presentation at conferences outside of one's area of expertise.
 - iii. Exposure to resident exports
 - iv. Formal or informal mentoring programs; in or outside one's own organization.
- 3. Advancement**
- i. Internships
 - ii. Apprenticeship with experts.
 - iii. Overseas assignment
 - iv. Internal Job Postings
 - v. Career ladders and pathways
 - vi. Succession planning
 - vii. Providing defined and respectable “on and off ramps” throughout the career life cycle.

CHAPTER TWO

LITERATURE REVIEW

According to Mc.Cormick and Tiffin (1979), rewards can be either intrinsic or extrinsic. An intrinsic reward stems from rewards that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or obtaining his goals.

While extrinsic rewards are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of services, the work environment and conditions of work. Such tangible rewards are often determined at the organizational level, and may be largely outside the control of individual managers.

Intrinsic reward on the other hand are those rewards that can be termed “psychological rewards and examples are opportunity to use one’s ability a sense of challenge and achievement receiving appreciation positive recognition, and being treated in a caring and considerate manner. An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization.

Also, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichment etc. And, in some ways, such assessment is based on objective and systematic criteria which includes factors relevant to the person’s ability to perform on the job. Hence, the overall purpose of performance evaluation is to provide an accurate measure of how well a person is performing the task or job assigned to him or her. And based on this information decision will be made affecting the future of the individual employee.

Kayode et al says that interest in effective use of rewards to influence workers performance to motivate them began in the 1970s. So, the performance of workers has

become important due to the increasing concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This attitude is also a social concern and is very important to identify problems that are obtained in industrial settings due to nonchalant attitudes of managers of managers to manage their workers by rewarding them well to maximize their productivity. All efforts must be geared towards developing workers interest in their job so as to make them happy in giving their best to their work, this will ensure industrial harmony. In view of this, this study attempts to identify the influence that rewards have on workers performance in order to address problems arising from motivational approaches in organizational settings.

Another study craned out which is of importance to this research is that of wood (1974). He investigated the correlation between various workers attitude and job motivation and performance wing 290 skilled and semi-skilled male and female paper workers. The study revealed that highly involved employees who revealed that highly involved employees who were more intrinsically oriented towards their job did not manifest satisfaction commensurate with company evaluation of performance. They depended more on intrinsic in orientation.

The relative importance of ten factors such as pay security etc was compared which are extrinsic to the job, and other intrinsic factors like recognition, self-esteem, responsibility etc among so white-collar employees. And it was hypothesized that higher value will be placed on intrinsic rather than extrinsic job factors. Data was obtained through personal interview in which individuals were asked to rank each factor according to its importance. The result did not uphold the hypothesis and it shows two extrinsic

factors adequate earnings and job security as the most important. Also, it was found that there was no consistent trend between the findings of this study and similar studies using blue-collar workers, except in ranking of adequate earnings and job security.

The above are empirical works carried out by different researchers in the areas of reward and performance. However, the question to what magnitude of performance variation can rewards both extrinsic and intrinsic induce taking into consideration the argument and counter argument on the consequences of trying reward to performance.

An intrinsically motivated individual according to Ajila (1997) will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. And an extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job. He further suggested that for an individual to be motivated in a work situation there must be a need, which the individual would have to perceive a possibility of satisfying through some reward. If the reward is intrinsic to the job, such desire or motivation is intrinsic. But the reward is described as external to the job, the motivation is described as extrinsic.

THE NATURE OF MOTIVATION IN ORGANIZATION

Motivation is the set of forces that cause people to choose certain behaviours from among the many alternatives open to them.

2.2 MOTIVATION AND PERFORMANCE

An employee's performance typically is influenced by motivation. Ability and the work environment, some deficiencies can be addressed by providing training or altering the environment, motivation problems are not easily addressed.

Motivation is important because of its significance as a determinant of performance and its intangible nature.

2.3 HISTORICAL VIEWS OF MOTIVATION

Evolution can be traced from scientific management, through the human relations, movement, to the human resource approach.

Science Management

The assumptions of scientific management were that work is inherently unpleasant for most people and the money they earn, is more important to employees than is the nature of the job. They are performing.

Human Relations Movement

This school of thought emphasized the role of social processes in organizations and assumed that the need for belongingness and the need to feel useful are more important than money in motivating employees.

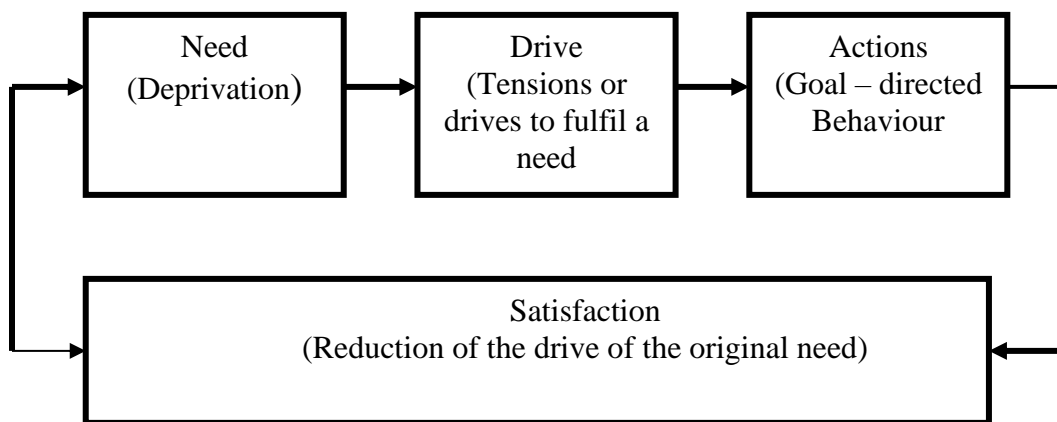
Human Resource Approach

This view assumes that people want to contribute to organizational effectiveness and are able to make genuine contributions. The organizations responsibility is to create a work environment that makes full use of available human resources.

The human resource approach guides most thinking about motivation today, but three integrative approaches conceptualize motivation more completely. Need-based, process – based and reinforcement – based approaches.

2.4 NEED BASED APPROACHES TO MOTIVATION.

Need-based approaches to motivation focus on what motivates employees to choose certain behaviours as shown on the diagram.



Two need-base approaches are need hierarchies and the dual – structure approach.

NEED HIERARCHIES

Two of the most popular need hierarchs are Abraham Maslow’s hierarchy and Clayton Alderfer’s ERG theory motivation

MASLOWS THEORY

Maslow’s hierarchy of needs assumes that people are motivated to satisfy five levels of needs:

- Physiological
- security
- belongingness

- esteem and
- Self-actualization

The hibernation arrangement suggests that the five levels of needs arranged in order of increasing importance, starting with physiological needs. According to the theory, when needs at one level are satisfied, they are no longer motivators and the individual “moves up” the hierarchies to satisfy needs at the next level. Maslow’s view of motivation provides a logical framework for categorizing needs, but it does not supply a complete picture.

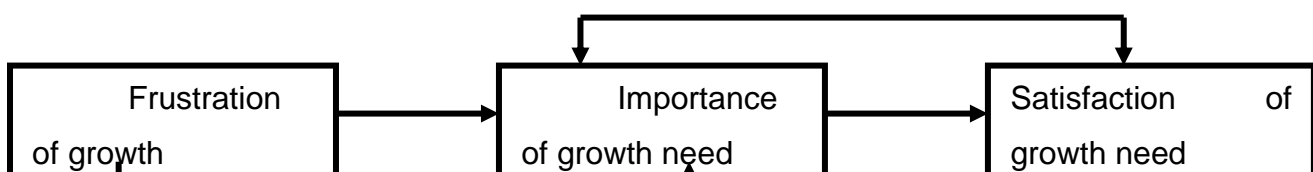
ALDERFER’S ERG THEORY

Alderfer developed the ERG theory of motivation in response to Criticisms of Maslow’s hierarchy. ERG stands for existence, relatedness, and growth needs ERG theory. Existence needs are satisfied by food and water pay fringe benefits and working conditions. Relatedness needs are satisfied by relationship with co-workers, superiors’ family and friends. Growth needs cover the need to advance & develop.

As with Maslow’s theory, assumes that motivated behaviour follows a hierarchy, but it has two important differences.

- ERG theory suggests that more than one level of needs can cause motivation at the same time;
- ERG theory has a frustration regression element that suggests that if needs remain unsatisfied at some high level, the individual will become frustrated, regress to a lower level, and begin to pursue lower – level needs again.

Need frustration _____ Desire or strength _____ Need satisfaction



The Dual – Structure A

The Dual Structure approach was developed by Frederick Herzberg and is often referred to as the two-factor theory.

Herzberg's studies of accountants and engineers led him to suggest that entirely different sets of factors are associated with satisfaction and with dissatisfaction. Motivation factors; relating to the job itself, result – in feelings ranging from satisfaction result – in feelings ranging from satisfaction to non-satisfaction.

Hygiene factors, relating to the work environment, result in feelings ranging from dissatisfaction to no dissatisfaction.

ACQUIRED NEEDS

Other need – based prospective on motivation focus on acquired needs: the needs for achievement, affiliation, and power. This approach is concerned not about the ordering of needs but rather about the needs themselves.

David McClelland first identified the need for achievement, which reflects an individual's desire to do something more effectively than in the past. The need for power is the desire to be influence in a group and to control one's environment.

PROCESS-BASED APPROACHES TO MOTIVATION

These approaches to motivation are concerned with how motivation takes place. They focus on why people choose certain behavioural options to fulfil their needs and how they evaluate their satisfaction after they have attained their goals. Two useful process-based approaches are expected theory and equity theory.

2.5 IMPLICATIONS FOR MANAGERS

Nadler and Lawler suggest how managers can apply the basic ideas of expectancy theory. Managers should first determine the outcomes each employee is likely to want. Then they should decide what kinds and levels of performance are needed to meet organizational goals, making sure that the desired levels of performance are attainable. Managers then need to ensure that desired outcomes and desired performance are linked.

Finally, the rewards need to be large enough, and the total system needs to be equitable.

EQUITY THEORY

Equity theory, developed by J Stacy Adams, suggests that once an individual has chosen an action that is expected to satisfy his or her needs. The individual assesses the

equity or fairness of the outcome Equity is an individual's beliefs that he or she is being treated fairly relative to the treatment of others.

Three attitudes are possible: an individual may feel equitably rewarded, under rewarded, or over rewarded. When individuals feel under rewarded or over rewarded, they will do something to reduce the inequity. The single most important thing to remember about equity theory is that if rewards are to motivate employees, they must be perceived as being equitable and fair.

REINFORCEMENT-BASED APPROACHES TO MOTIVATION

These approaches to motivation explain the role of rewards as they cause behaviour to change or remain the same. Behaviour that results in rewarding consequences is likely to be repeated. Expectancy theory and reinforcement theory are similar in that both consider the processes by which an individual chooses behaviours in a particular situation. However, expectancy theory focuses more on behaviour choices, and reinforcement theory focuses more on the consequences of those choices.

REINFORCEMENT CONTINGENCIES

Reinforcement contingencies are the possible outcomes that an individual may experience as a result of his or her choice of behaviour. There are four of these: positive reinforcement, avoidance, punishment, and extinction.

- Positive reinforcement is a reward or a positive outcome after a desired behaviour is performed; it serves to strengthen behaviour.
- Avoidance occurs when the individual chooses a behaviour to avoid unpleasant consequences it can strengthen desired behaviour.

- Punishment is unpleasant consequences used to weaken undesired behaviour.
- Extinction is ending undesired behaviour by ignoring and not reinforcing it.

2.6 PROVIDING REINFORCEMENT

There are four approaches to providing reinforcement.

- A fixed – interval schedule provides reinforcement at fixed intervals of time regardless of behaviour.
- A variable interval schedule provides reinforcement at varying time Intervals.
- A fixed – ration schedule gives reinforcement after a fixed number of behaviours regardless of the time that has elapsed between behaviours.
- A variable – ration schedule varies the number of behaviours needed for each reinforcement and is most powerful schedule for maintaining desired behaviours.

2.7 EFFECTS OF ORGANIZATION REWARDS:

Organization rewards can affect individual attitudes behaviours, and motivation.

Edward Lawler describes four major generalizations about employee attitudes towards rewards.

- Employee satisfaction is affected by comparison of the rewards receive with those received by others.
- The system recognizes that different people have different needs and chooses different ways to satisfy those needs.
- Performance – based systems:

Organizational reward systems have traditionally either a fixed salary or hourly rate system or an incentive system. Fixed rewards can be tied directly to performance through

merit pay systems, whereby people get different pay raises at the end of the years depending on their overall job performance. Many organizations are experimenting with various kinds of incentive systems, which attempt to reward employees in proportion to their accomplishments. Four popular incentive systems include profit sharing, gain sharing, lump-sum bonuses and pay for knowledge.

INTERVENTION FOR ENHANCING MOTIVATION

Three motivational interventions are behaviour modification, the modified workweek and work redesign.

- Behaviour modification is a technique for applying the concepts of reinforcement in organizational settings.
- A modified workweek can be any work schedule that does not conform to a traditional eight – hours a day, five – days a week design. Some alternatives include the compressed workweek, flexible work schedule, working at home and job sharing.
- Changing the nature of people's job is being used as a motivational technique. Any of the alternatives to job specialization- job rotation, job enlargement, job enrichment, the job characteristics approach, autonomous work groups – could be used as part of a motivational program.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Research methodology is the systematic process used for generating, collecting and analyzing the data required in this research. During this process how, who and where to collect information from, what to use in doing so and describes to the readers and users of the research report, how the selected research report, how the selected research instrument was actually put into operation to generate the needed information.

3.1 SOURCES OF DATA

There are two major sources of data used to carry out this research work and they are the Primary and Secondary data.

3.1.1 Primary Source of Data

These were gathered from the staff of Kogi State Civil Service to solve the problem at hand by the use of interviews, observation, questionnaire etc.

3.1.2 Secondary Sources of Data

This implies the information which is not originated by investigator but obtained from some other sources. The information is based on what others have recorded. The reference materials made use of were textbooks, handouts, magazines publications, etc.

3.2 PERSONAL INTERVIEW

This is a process whereby relevant information is gathered through dialogue between the interviewed and the interviewer. The questionnaire administered but was made used of in the write up.

3.3 QUESTIONNAIRE

The questionnaire was designed after a thorough review of adequate, current and competent textbooks which deal with the research topic. The questionnaire was designed in an attempt to fully accommodate all the components of the issue raised in the hypothesis. The questionnaire used for the study is made up to 45 questions. This was divided into three sections comprising of section one with 8 questions section two 20 questions and section three with 17 questions.

Section one of the questionnaire contains 8 of respondent personal data, section two contains 20 questions which were general questions which relate to the topic of study while last or third contain 17 questions which were based on the topic of study in which the respondent has to tick the one that is most appropriate.

The question was designed in such a way that alternative answer was provided for the respondents in section three, the liker scale was used.

The number of questionnaires distributed where 50. The questionnaire enables the researches to be able to analyse the research hypothesis. Out of the 50 questionnaires distributed the required number were duly completed 36.

3.4 TEXT BOOK

This research enables through consultation of many textbooks in order to enrich the knowledge on the subject matter and to verify the data collected from various means and also the review of several authors on the topic of study.

3.5 RELIABILITY AND VALIDITY

In order to establish the reliability of this instrument, a pilot study was carried out on a sample of twenty (20) staff of Kogi State Civil Service, using a test-retest method. The result of the reliability test was 0.52 showing that the instrument is reliable. In confirming the validities of the instrument, face and content validities were ensured. The instrument was given to professionals in the area of organizational psychology for proper scrutiny and elevation.

3.6 SUBJECT

Subjects for the study were one hundred employees of Kogi State Civil Service, Abuja. These subjects were drawn randomly from the different departments for sample. The simple random sampling is a basic sampling design, which allows equal representation and selection of samples.

The selection of the subjects was done in such a way to include all categories of worker (senior staff and junior staff) and it cuts across gender. This was done in

anticipation that such a sampling of subject will provide the necessary variety of information required of the study.

3.7 RESEARCH INSTRUMENT

The instrument used in this study is a close – ended questionnaire that was designed by the researchers. The questionnaire comprises three (3) parts or sections: with section “A” comprising eight (8) items seeking demographic data such as age, sex, status, level of education etc. section “B” consists of ten (10) items, which sought to collect information about the relationship between extrinsic reward and workers performance. Section C contains ten (10) items on workers perception of intrinsic reward and its relationship to their performance.

3.8 PROCEDURE

The subjects were given the questionnaire in their place of work. Instruction on how to fill the questionnaire was given. Confidential treatment of information was assured. With regard to the scoring of responses the first section of the questionnaire needs no score attached to it, since the information required are bio-data of the subject. The second and third section that is “B” and “C” were ranged from 5-1 point scale in the following pattern.

- Strongly agree - 5
- Agree - 4
- Partially agree - 3
- Disagree - 2

- Strongly Disagree - 1

Evaluation and Analysis of Data: This deals mainly with the breakdown of the data collection through various method described in earlier chapter. This is necessary because it gives meaning to the data. And it is from this analysis of data that conclusion and recommendation will be derived from the test of hypothesis will also be conducted in this chapter in order to know the statistical significance for the purpose of analyzing data, simple statistical description of percentage are used. They are tabulated, showing the number of responses and the corresponding 55 percentage for each alternative.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

This deals mainly with the breakdown of the data collection through various methods described in earlier chapter. This is necessary because it gives meaning to the data. It is from this analysis of data that conclusion and recommendation will be derived. The test of hypotheses will also be conducted in this chapter in order to know the statistical significance for the purpose of analyzing the data collected based on the responses received from the questionnaires which were completed and returned.

4.1 ANALYSIS OF QUESTIONNAIRE

To give an idea of the depth and width of coverage the analysis of the questionnaire is presented in the following tables below:

Table 1: Length of Service

Options	Frequency of responses	Percentage of responses (%)
1-5 years	36	45
6-10 year	24	30
11 years and above	20	25
Total	80	100

Source: Fieldwork 2025

The above table shows that 20 employees of the Kogi State Civil Service (25 per cent) have worked for 11 years and above while the remaining percent have just worked for a maximum of 20 years.

Table 2: Sex

Sex	Frequency of responses	Percentage of responses (%)
Male	44	73
Female	16	27
Total	60	100

Source: Fieldwork 2025

The table above shows that male workers in the Kogi State Civil Service in question are 73% while 27% are female.

Table 3: Do you think pay is a motivator?

Options	Frequency of responses	Percentage of responses (%)
Yes	45	56
No	35	44
Total	80	100

Source: Fieldwork 2025

From the above data, it is clear that just a small percentage of the respondents opined that 'pay' is a motivator. So 'pay' could be a motivator to some, while it is not for others.

Table 4: How would you rate the effect of existing relationship and working conditions on workers productivity?

Options	Frequency of responses	Percentage of responses (%)
Heightens	74	93
Reduces productivity	6	08
Total	80	100

Source: Fieldwork 2025

74 of respondents (93%) agree that a good working relationship and working conditions contribute immensely to workers productivity. This is to conclude that one should not rule out the effect of a good working condition.

Table 5: Religion

Respondents	Frequency of responses	Percentage of responses (%)
Christianity	34	57
Islam	26	43
Other	Nill	Nill
Total	60	100

Source: Fieldwork 2025

From the above table it could be seen that 57% of the workers are Christian while 43% are Muslim.

Table 6: Would you say that a cordial employer/employee relationship will result in improved productivity.

Respondents	Frequency of responses	Percentage of responses (%)
Yes	77	96
No	3	4

Total	80	100
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Source: Fieldwork 2025

The table above shows that majority of the respondents agreed that this statement is basic, hence it should be held in high esteem.

Table 7: Would you say that an increase in salary will motivate you to work harder and produce more?

Options	Frequency of responses	Percentage of responses (%)
Yes	46	58
No	34	42
Total	80	100

Source: Fieldwork 2025

The table above shows that 46 respondents (58%) agree that increase in salary is a motivator and could make them work harder, hence productivity would increase.

Table 8: My performance depends on the satisfaction of my needs by the Kogi State Civil Service

Options	Frequency of responses	Percentage of responses (%)
True	80	100
False	Nil	Nil
Total	80	100

Source: Fieldwork 2025

The table above shows that Basic needs of people have to be met to bring out the best in them. Therefore, productivity cum performance could be improved upon if employees' needs are satisfied.

Table 9: Does the Kogi State Civil Service involve the employee in decision making

Options	Frequency of responses	Percentage of responses (%)
Yes	74	92
No	6	08
Total	80	100

Source: Fieldwork 2025

This table shows that in Kogi State Civil Service that employee's opinion are sought in the decision making process.

Table 10: Educational qualification

SSCE	Frequency of responses	Percentage of responses (%)
OND/NCE	20	33
HND/B.Sc	16	27
MBA/M.Sc/Ph.D	10	17
ICAN/GB	8	13
Others	6	10

Total	60	100
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Source: Fieldwork 2025

Table v shows that 33% has SSCE while 27% has OND/NCE 13% post graduate and 10% has professional certificate which make the effective running of the Kogi State Civil service

Table 11: How would you consider your pay in relation to the satisfaction of your basic human needs?

Options	Frequency of responses	Percentage of responses (%)
Highly adequate	5	6
Fairly adequate	25	31
Not adequate	50	63
Total	80	100

Source: Fieldwork 2025

This table shows that the employees are not satisfied with the pay rise.

Table 12: What has kept you working with the Kogi State Civil service?

Options	Frequency of responses	Percentage of responses (%)
Job enrichment	24	30
Opportunity to grow	54	03
Others	Nill	nill
Total	80	100

Source: Fieldwork 2025

This table shows that the respondents believe in a job that gives one the opportunity to grow and develop oneself. Job enrichment, as a factor, is not left out. This shows that the content of a job also plays a significant role in increasing performance.

Table 13: Does your job motivate you?

Options	Frequency of responses	Percentage of responses (%)
Yes	70	87
No	10	13
Total	80	100

Source: Fieldwork 2025

This table shows that the nature of one's job has something to do with performance. Majority of the respondents opined that their jobs are sources of inspiration to them.

Table 14: Do you think that productivity / performance could only be increase by increase in salary?

Options	Frequency of responses	Percentage of responses (%)
Yes	12	15
No	68	85
Total	80	100

Source: Fieldwork 2025

The table above shows that 68 respondents (85%) say that productivity cum performance could not only be increased by increase in salary. That shows that increase in salary has nothing to do with increase in productivity, but if it has, it is going to be minimal.

Table 15: Is a good working environment prerequisite for an improvement in performance?

Options	Frequency of responses	Percentage of responses (%)
Yes	78	97
No	02	03
Total	80	100

Source: Fieldwork 2025

This table shows that 78 respondents (97%) responded positively by agreeing that a good working environment is a prerequisite to improve in performance.

Table 16: Do you think that benefits like medical allowance, dressing allowance and lunch allowance, merit award can boost workers moral?

Options	Frequency of responses	Percentage of responses (%)
Yes	80	100
No	-	-
Total	80	100

Source: Fieldwork 2025

This table shows that when workers are being given their allowances as supposed that it motivates them very well.

Table 17: Do you think that a good working environment enhances working efficiency, job satisfaction and dedication to the job?

Options	Frequency of responses	Percentage of responses (%)
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Yes	80	100
No	-	-
Total	80	100

Source: Fieldwork 2025

This table shows that environment matters in any work one is involved in. If workers have a good environment to perform their job, it would definitely bring out the best in them.

TABLE 18: Do you think that productivity and performance level could be aggravated if workers are motivated.

Options	Frequency of responses	Percentage of responses (%)
Yes	78	97
No	02	03
Total	80	100

Source: Fieldwork 2025

This table shows that productivity and performance are functions of motivation. If workers are not motivated using the necessary motivators, they might not bring out their best.

4.2 TESTS FOR HYPOTHESIS

This section deals extensively with the static testing of the hypothesis formulated for this study and also interpreting the result making use of Pearson Product Moment Correlation Coefficient.

Hypothesis 1

Can increase in salary influence workers performance?

Null Hypothesis (xo): Increase in salary and bonuses increases performance.

Alternative hypothesis (xi): Increase in salary and bonuses do not increase employees' performance.

Table 1:

Question numbers	Favrouable	Unfavoruable	Total
No xiv	12	-	-
No xii	46	34	80

Table 11: Number of favourable responses

Question numbers	Favrouable	Unfavoruable	Total
Favourable	12(29)	49(29)	58
Unfavourable	68(51)	35(51)	102
Total	80	80	160

Source: Fieldwork 2025

$$\chi^2/C = \frac{(12-29)^2}{29} + \frac{(46-29)^2}{29} + \frac{(68-51)^2}{51} + \frac{(34-51)^2}{51}$$

$$9.96 + 9.96 + 5.66 + 5.66$$

$$\therefore \chi^2/c = 31.24$$

$$\text{Degree of freedom} = (r-1)(c-1) = (2-1) = 1$$

$$\therefore \chi^2_{0.05} = 3.84$$

Decision: From the above calculations, the calculated chi-square is greater than the critical values, hence the null hypothesis should be rejected, and while the alternative

hypothesis that states that increase in salary and business do not lead to an increase in employee's performance.

Hypothesis II

The relevance of working environment in influencing workers performance.

Null Hypothesis (x₀): The working environment of an organization influences working performance.

Alternative Hypothesis (x₁): The working environment of an organization does not influence workers performance.

Table II

Question numbers	Favourable	Unfavourable	Total
No xv	78	2	80
No iv	74	6	80
No vi	77	3	80
Total	80	80	160

Decision Rule: If $\chi^2/c > x_{20.05}$ rejects the null hypothesis of otherwise accept the null hypothesis.

$$\text{Chi - Square} = \chi^2 = E (O_i - E_i)^2$$

Where o_i – observed value, E_i - Expected value.

Table IV

	Question numbers	Favourable	Unfavourable	Total
Favourable	78(76.33)	74(76.33)	77(76.33)	229
Unfavourable	2(3.67)	6(3.67)	3(3.67)	11

Total	80	80	80	160
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$$\begin{aligned}
X^2/c &= \frac{(78-76.33)^2}{76.33} + \frac{(74-76.33)^2}{76.33} + \frac{(77-76.33)^2}{76.33} \\
&+ \frac{(2-3.67)^2}{3.67} + \frac{(6-3.67)^2}{3.67} + \frac{(3-3.67)^2}{3.67} \\
&= 0.037 + 0.071 + 0.006 + 0.76 + 1.479 + 0.122 \\
&= 2.48
\end{aligned}$$

The degree of freedom = $(2 - 1)(3 - 1) = 1 \times 2 = 2$

\therefore 2 while critical value of 5% level of significance is 5.99

Decision: The calculated value is less than the critical value hence; the null hypothesis should be accepted while the alternative hypothesis is rejected.

Hypothesis 3

How opportunities to grow and develop oneself could influence employees.

Null Hypothesis (x₀): Abundant opportunities to grow and develop oneself in an organization influence employee.

Alternative Hypothesis (x₁): Abundant opportunities to grow and develop oneself do not influence employees on their own.

Table V

Question numbers	Favrouable	Unfavoruable	Total
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Qviii	80	0	80
Qx ii	78	2	80

Table Vi: No of favourable responses

	Qvii	Qxii	Total
Favourable	80(79)	78(79)	158
Unfavourable	0(1)	2(1)	2
Total	80	80	80

Source: Fieldwork 2025

$$\chi^2/c = \frac{(80 - 76.33)^2}{79} + \frac{(78 - 79)^2}{79} + \frac{(0 - 1)^2}{1} + \frac{(2-1)^2}{1}$$

$$\chi^2/C = 0.013 \times 0. + 1$$

$$= 1.025.$$

Chi square $\chi^2_{0.05}$ – Critical value from the table at 5% level of significance.

$$\text{Degree of freedom} = (r - 1) \times (C-1) = (2-1) = 1$$

$$= \chi^2_{0.05} = 3.84$$

Decision: The above calculation shows that the calculated Chi – Square is less than the critical value ($\chi^2_{0.05}$). Therefore. The Null hypothesis is accepted.

CHAPTER FIVE

SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

The major discussion so far was on how the organization in question Kogi State Civil Service can influence the workers performance through reward, flinger's performance through reward, fringe benefit, incentive training etc. This section of the research work brings to an end the search fair knowledge about the influence of reward in workers performance in Kogi State Civil Service.

5.1 SUMMARY OF FINDINGS

In other to find out the impact of reward in workers performance or to know how rewards motivates workers the questions was used to gather data on this.

To ensure that the aims and objectives of this study were achieved researched received related literature on the influence reward in workers performance, how the workers can be motivated which include financially, fringe benefits, training etc.

The summaries of major finding indicate that extrinsic rewards cabs adopt to increase the workers performance and thereby increase the organizations productivity.

Also training and promotion as a non – financial incentive schemes prepares staff or employee to work and help increase their status give to their employer and to themselves

One can conclude that employee's welfare schemes in any organization depend on the following – level of basic salary, cost and ability to provide the services in along time, fringe benefits survey, government legislation and guidelines, level of taxation, collection bargaining management philosophy and attitude, labour market condition and types of industry.

Finally, employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate retain and satisfy their employees. The findings of this study can be a handy tool which could be used to provide solution to individual conflict that has resulted from poor reward system.

It is very pertinent at this juncture to suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations. Due to limited time and scope, this study is restricted to just one organization. It is important for further studies to be carried out in order to do justice to all the factors that influence workers performance.

With the constraints identified above, the ability to generalize the result of this study is restricted.

5.2 CONCLUSION

The important of reward in the day – day performance of worker’s duties cannot be over emphasized especially when it comes to being rewarded for a job done. It is a well – known fact that human performance of any sort is improved by increase in motivation. Going by the findings of this study, it can be easily inferred that workers reward package matters a lot and should be a concern of both the employers and employees.

The results obtained from the hypotheses showed that workers place great value on the different rewards given to them by their employers. Hence, when these rewards are not given, workers tend to express their displeasure through poor performance and non – commitment to their job. It is therefore imperative for the organization to consider the

needs and feelings of its work force and not just over look them in order to safe guard industrial harmony, because “a happy worker they say is a productiver worker”.

Having stressed the importance of a good remuneration policy on the performance of workers and the different kinds of rewards that can influence workers to perform better on a job, this study can therefore be seen as a call for employers’ sense of commitment to put in place appropriate incentive plan that will encourage workers to be more purposeful and improve their performance.

5.3 RECOMMENDATION

With such a rapid moving economy, a shortage of qualified workers and plentiful business opportunities, the topic of the type of reward that can influence workers performance, has become extremely important to the employer as motivation has a great impact on the way employees perform in an organization. To ensure a good system of motivation the following should be incorporated into the organization.

- The company should understand what motivates his employees within the context of the roles they perform.
- There must be a comprehensive good system of motivation which provide for the satisfaction of all needs.
- The company should make sure that the workers are promoted as at when due.
- A company should know the adequate utilization on ways and method of rewarding his workers so that they will be motivated.
- There must be peace and harmony at the place of work which make the workers to be more committed to their job.

- The management should get familiar with its staff so as to know the objectives of its staff.
- The management should always allow the subordinate the opportunity of being involved in the decision making where they are affected.

I believe that this will go very far in influencing the workers performance in an organization for good.

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