INFLUENCE OF REWARD SYSTEM ON EMPLOYEE PERFORMANCE: A CASE STUDY OF SELECTED MANUFACTURING FIRMS, OSOGBO METROPOLIS IN OSUN STATE

Solomon Ojo Ph.D

Department of Human Resource Development

Faculty of Management Sciences

Osun State University

Abdulmaleek Olawale, Abdulazeez

Department of Human Resource Development

Faculty of Management Sciences

Osun State University

Peter, Blessing

Department of Human Resource Development

Faculty of Management Sciences

Osun State University

ABSTRACT

The study examined the influence of reward system on employee performance among selected manufacturing firms in Osogbo Metropolis, Osun State. The study was a survey which employed ex-post factors design. A total of 150 respondents were selected for the study and this comprised members of the selected manufacturing firms in Osogbo Metropolis, Osun State. Questionnaire was used to collect data from the respondents. The collected data were subjected computerized data and analysis, using the Statistical Package for Social Sciences (SPSS). The findings revealed that reward system significantly influenced employee performance in Selected Manufacturing Firms in Osogbo, Osun State [t(148)=12.37, p<.01]. Salary and wages (a dimension of reward system) significantly influenced employee performance in Selected Manufacturing Firms in Osogbo, Osun State [t (148) = 4.52, p<.01]. Fringe benefits significantly influenced employee performance in Selected Manufacturing Firms in Osogbo, Osun State [t (148) = 2.67, p<.01]. Recognition and appreciation significantly influenced employee performance in Selected Manufacturing Firms in Osogbo, Osun State [t (148) = 3.78, p<.01]. Sense of accomplishment significantly influenced employee performance in Selected Manufacturing Firms in Osogbo, Osun State [t (148) = 3.98, p<.01]. It was recommended that organizations should ensure that they provide the needed motivation, compensation and remuneration that will spur employees to act towards improving their task performance. Also, firms should try as much as possible to recognize and appreciate employees more often as this will make them improve more on their work.

Keywords: Reward System, Employee Performance, Extrinsic Reward, Intrinsic Reward, Manufacturing Firm.

INTRODUCTION

Performance of each employee usually affects not only the employee himself/herself but also a team he/she is working with, department, management and the company. Thus, performance is the fundamental aspect of organisation's success and productivity (Armstrong, 2013). Reward system is the way to increase organisation's productivity and at the same time monitor performance of employees, hence, retaining qualified workforce and attracting new talents (Perry et. al., 2006). Desired performance can only be achieved efficiently and effectively, if employee gets a sense of mutual gain of organization as well as of himself, with the attainment of that defined target or goal. An organization must carefully set the rewards system to evaluate the employee's performance at all levels and then rewarding them whether visible pay for performance of invisible satisfaction.

Rewards is one of the important elements to motivate employees for contributing their best effort to generate innovative ideas that lead to better business functionality and further improvise company performance both financially and non-financially (Ajila and Abiola, 2004). According to Dewhurst (2010), there are other means to reward employees that do not just focus on financial compensation. Some of these include praises employees get from their managers, the opportunity to take on important projects or tasks, and even leadership attention. Much research on leader power has found that supervisor reward power would be positively associated with employee task performance, productivity, satisfaction, turnover, and organizational citizenship behaviors (Jahangir, 2006).

Employee will give their maximum when they have a feeling or trust that their efforts will be rewarded by the management (Bratton & Gold, 1999). There are many factors that affect employee performance like working conditions, worker and employer relationship, training and development opportunities, job security, and company's overall policies and procedures for rewarding employees, etc. Among all those factors which affect employee performance, motivation that comes with rewards is of utmost importance. Motivation is an accumulation of different processes which influence and direct our behavior to achieve some specific goal (Baron, 1983).

Rewards can be extrinsic or intrinsic, extrinsic rewards are tangible rewards and these rewards are external to the job or task performed by the employee (Srivastava et. al., 2001). External rewards can be in terms of salary/ pay, incentives, bonuses, promotions, job security, etc (Ajila and Abiola, 2004). Intrinsic rewards are intangible rewards or psychological rewards like appreciation, meeting the new challenges, positive and caring attitude from employer, and job rotation after attaining the goal (Bandura, 1996).

According to Luthans (2000), there are two basic types of rewards, financial and non-financial and both can be utilized positively to enhance performance behaviors of employees. Financial rewards mean pay-for performance such as performance bonus, job promotion, commission, tips, gratuities and gifts etc. Non-financial rewards are

non-monetary/non cash and it is a social recognition such as acknowledgement, certificate, and genuine appreciation etc. The non-financial rewards is also called materials award (Neckermann & Kosfeld, 2008).

In many manufacturing settings, instead of the reward systems to harmonize the interest of employee and employer by fine-tuning employee interest towards performance, the systems have progressively made parallel the interest of employee and employers. If research is not done to correct this situation, many firms will continue to experience low levels of employee performance, high production cost and low-profit margins (Otieno, 2006). It is on this premise that this study is designed to investigate the influence of reward system on employee performance among selected manufacturing companies in Oshogbo Metropolis, Osun State. Employers are also expected to learn from this study so that they avoid development and selective implementation of haphazard reward systems through creation of highly qualified and sensitive human resource departments that would select, train and equip employees in order to reduce their withholding of effort at their workplace. The study will be useful in creating more convenient and satisfactory rewards for the employees in firms and thereby yielding a higher result in the output.

STATEMENT OF THE PROBLEM

It is a well-known fact that human resource is the backbone of most organizations and other corporate entities due to their enormous strides and accomplishment within the organization. It is however baffling to note that productivity of the organizations has not seen major improvements. These are evident in the poor-quality products and delayed service – delivery and the incessant organizational conflicts such as boycotts and strike actions. Growing evidence suggests that, in developing economies like Ghana, most employees are ill motivated and lack the human resource capacity, the morale and the enabling environment to improve productivity and this is to a greater extent due to the unavailable human resource managers in some organizations to administer employee centered and goal-oriented reward system.

Administering rewards are thought to be a very daunting task managers must perform since managers need to use judgments, diagnosis and the resources available to reward these employees based on performance. This problem stems from the fact that employers have different needs and perceptions, so outcomes such as pay, promotion, a reprimand and so on have different value for different people (Otieno, 2006). Thus, in considering the reward and that time to administer it, a manager has to be astute in considering individual differences but if valued rewards are used to motivate, they have the high possibility of resulting in the exertion of efforts to achieve high levels of performance (Porter, 1968).

Again, intrinsic rewards, which are derived from employee's inner satisfaction for doing work such as responsibility, challenge and feedback do not find their way in most job establishment as everyone's major preoccupation for doing work is to gain much credence to

the fact that, as most employees work for pleasure, others do not view it as a money making venture. More so, most employees like to work in organizations with a much rewarding and recognized employee performance through the administration of rewards as appreciation and motivation for higher performance, thus, efforts expended on task will depend on the value of reward that will follow, (Porter, 1968). Finally, confusion arises in some organizations due to the system of designing and administering fair rewards. Some management may like to base it on merit, whereas others may like to base it on position, hence under no circumstance must a subordinate be rewarded more than a superior. So therefore, this study is set to examine the influence of reward system on employee performance among selected manufacturing firms in Osogbo Metropolis, Osun State.

Objectives of the Study

The broad objective of the study is to examine the influence of reward system on employee performance in selected manufacturing firms in Osogbo Metropolis, Osun State. Specifically, the study attempts to:

i.   determine the influence of salary and wages on employee performance in selected manufacturing firms in Osogbo Metropolis, Osun State.

ii. assess the influence of fringe benefits on employee performance in selected manufacturing firms in Osogbo Metropolis, Osun State.

iii. identify the influence of recognition and appreciation system on employee performance in selected manufacturing firms in Osogbo Metropolis, Osun State.

iv. find out the influence of sense of accomplishment on employee performance in selected manufacturing firms in Osogbo Metropolis, Osun State.

v.   determine the influence of combined reward system on employee performance in selected manufacturing firms in Osogbo Metropolis, Osun State.

Research Hypothesis

The following hypotheses will be tested in this study:

H_{o1}:   Salary and wages will significantly influence employee performance in selected manufacturing firms in Osogbo Metropolis, Osun State.

H_{o2}:   Fringe benefits will significantly influence employee performance in selected manufacturing firms in Osogbo Metropolis, Osun State.

H_{o3}:   Recognition and appreciation system will significantly influence employee performance in selected manufacturing firms in Osogbo Metropolis, Osun State.

H_{o4}:   Sense of accomplishment will significantly influence employee performance in selected manufacturing firms in Osogbo Metropolis, Osun State.

H_{o5}:   Combined reward system will significantly influence employee performance in selected manufacturing firms in Osogbo Metropolis, Osun State.

LITERATURE REVIEW

Empirical Review

Many studies have examined the relationship between reward system and employee performance in various settings. Ermias (2017) conducted a study which sought to investigate the impact of reward system on perceived employee's performance at the National bank of Ethiopia. The study employed the multiple regression analysis method to analyse data collected from respondents. The study findings revealed that there is a positive relationship between monetary and non – monetary rewards with the performance of employees in the bank. In a similar study carried out by Nigatu (2015) in public financial institutions, it was revealed that both financial and non-financial rewards methods when combined are important to increase performance of employees on the job.

In another study, Nnaeto and Ndoh (2018) investigated the impact of motivation on employee performance, it was discovered that there exist a significant relationship between motivating staff and performance of employees. The study which was carried out among employees in Alvan Ikoku Federal College of Education Owerri in Imo State, Nigeria, employed the descriptive research design method. It concluded that unless employee motivation is executed properly, the negative attitude to work of employees will have a negative effect on organisations, managers and supervisors. Bello and Adebajo (2014) in concluding their study posited that salaries, involvement in decision making, housing allowance, transfer allowance, as well as health allowance will enhance and improve teacher's performance in secondary school in Lagos State. The study investigated reward system and employee performance. The study collected data from a sample of 200 teachers in selected public secondary schools and adopted descriptive survey design. The findings of the study revealed that there is a significant relationship between employees' performance and employee in service training, employee package and employee job allowance.

Theoretical Framework

Theory of Reward System

Maslow's Hierarchy of Needs

Maslow (1954) suggested that there are five major need categories which apply to people in general, starting from the fundamental physiological needs and leading through a hierarchy of safety, social and esteem needs to the need for self-fulfillment, the highest need of all. Maslow's hierarchy is as follows:

Physiological: the need for oxygen, food, water and sex; Safety: the need for protection against danger and the deprivation of physiological needs; Social: the need for love, affection and acceptance as belonging to a group; Esteem: the need to have a stable, firmly based, high evaluation of oneself (self-esteem) and to have the respect of others (prestige); and Self-fulfillment (self-actualization): the need to develop potentialities and skills, to become what one believes one is capable of becoming. Maslow's theory of motivation states

that when a lower need is satisfied, the next highest becomes dormant and the individual's attention is turned to satisfying this higher need.

The lower need still exists, even if temporarily dormant as motivators, and individuals constantly return to previously satisfied needs. One of the implications of Maslow's theory is that the higher-order needs for esteem and self-fulfillment provide the greatest impetus to motivation – they grow in strength when they are satisfied, while the lower needs decline in strength on satisfaction. But the jobs people do will not necessarily satisfy their needs, especially when they are routine or de-skilled (Maslow, 1954).. The basis of this theory is the belief that an unsatisfied need creates tension and a state of disequilibrium. To restore the balance, a goal that will satisfy the need is identified and behaviour is therefore motivated by unsatisfied needs (Maslow, 1954).

The greatest value of Maslow's need theory lies in the practical implications it has for every management of organizations (Greenberg & Baron 2003). The rationale behind the theory lies on the fact that it's able to suggest to managers how they can make their employees or subordinates become self-actualized (George & Jones, 2008). This is because self-actualized employees are likely to work at their maximum creative potentials. Therefore, it is important to make employees meet this stage by helping satisfy their needs.

Theory of Employee Performance

The Expectance Theory

It is based on the hypothesis that employees adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. The employees modify their behavior in such a way which is most likely to lead them to attain these goals. The theory underlies the concept of performance management as it is believed that performance is influenced by the expectations concerning future events (Guest, 2011).

The most widely accepted explanations of motivation have been propounded by Victor Vroom. His theory is commonly known as expectancy theory. The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual to make this simple. Expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and shall result into realization of personal goal in form of some reward future events. The theory focuses on three things efforts and performance relationship, performance and reward relationship, rewards and personal goal relationship (Salaman et. al., 2005). This theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. In order for employees to perform in this theory is by making sure each employee's workplace goals and values are aligned with the organization's mission and vision is important for creating and maintaining a high level of motivation. That can lead to higher productivity, improve employee performance, reduce the chances of low employee morale, encourage teamwork and instill a positive

attitude during challenging times.

METHODOLOGY

Research Design

This study was a survey which employed Ex Post Facto Design. The independent variable which was reward system was further classified into salaries and wages, fringe benefits, recognition and appreciation, sense of accomplishment and combined reward system. The dependent variable was employee performance.

Population of the Study

The targeted population of this study consisted of all employees working in Obelawo Plastic Industry(235), Tuns International HoldingsLimited (301), Moye Oil and Petrochemical Products (195), Nigeria Machine Tools (152) and Jafo Global Investment Limited (175). So, the total population to consider is 1058 employees in the above listed manufacturing companies are in Osogbo Metropolis in Osun State.

Sample Size and Sampling Techniques

The sample size for this study constitutes employees in manufacturing companies in Osogbo Metropolis in Osun State and the sampling technique used was convenient sampling technique. With cluster sampling, it is possible to obtain a greater amount of data. The clusters were selected by a simple stratified method, which helped to determine the sample size from heterogeneous states using Yaro Yamen's formula as shown below:

$n = N/ (1 + N (e))2$

Where

n = Sample size expected

e = level of significance

N = population size.

The study also hoped that there would be 95% (i.e. 0.05) chance that the sample was distributed in the same way as the population.

Applying the formula:

Obelawo Plastic Industry (235)

n = 235

e = 0.05

$n = 235/ (1 + 235 (0.05)2$

n = 235/1.5875

n = 148.03

n = 148

Tuns International Holdings Limited (301)

n = 301

e = 0.05

n = 301/ (1 + 301 (0.05)2

n = 301/1.7525

n = 171.75

n = 172

Moye Oil and Petrochemical Products (195)

n = 195

e = 0.05

n = 195/ (1 + 195 (0.05)2

n = 195/1.4875

n = 131.09

n = 131

Nigeria Machine Tools (152)

n = 152

e = 0.05

n = 152/ (1 + 152 (0.05)2

n = 152/1.38

n = 110.14

n = 110

Jafo Global Investment Limited (175)

n = 175

e = 0.05

n = 175/ (1 + 175 (0.05)2

n = 175/1.4375

n = 121.74

n = 122

This means that the researcher shall distribute questionnaires to 683 employees among the listed manufacturing companies are in Osogbo Metropolis in Osun State.

Research Instrument

The research instrument that was used in carrying out this study was a well-structured questionnaire. This is to measure the Influence of reward system on employee performance among manufacturing companies in Oshogbo Metropolis, Osun State. The questionnaire consists of three (3) different sections namely section A, B, and C.

Section A: This section measured the socio-demographic characteristics of the respondents such as: name of the firm, gender, educational background, age group, length of service in organization and the department in the organization

Section B: The Reward System Scale (RSS) developed using the work of Kaplan (2007), Elbir (2006) and Tapınar (2006) was used. The scale contains (15) items measured on a 5-point Likert Scale, namely Strongly Agree (SA) to Strongly Disagree (SD. i.e I think that the reward regulations in the incentive system are fair, the bonuses and extras added yearly to my salary make me feel satisfied, i notice that giving rewards affect the functionality positively and in my opinion, the salaries system and the extra advantages are somehow fair etc. Thus, the scale shall structure in such a way that it centers on salaries and wages, fringe benefits, recognition

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and appreciation, sense of accomplishment and combined reward system.

Section C: This scale measured employee performance. The employee performance scale developed by Nassazi (2012) and THI (2012) was used in this study. The scale includes; efficiency of the work, planning the work, creativity and innovation, has 5 items each, and making efforts comprises 15 items which shall be measure on a 5-point Likert Scale, namely Strongly Agree (SA) to Strongly Disagree (SD). The administration provides those employees who do their work tasks well with an increase in the wages or salaries, I enjoy professional skill or professionalism and technical knowledge required to carry out the work efficiently and I have the ability to plan my work and its accomplishment according to the planned schedule.

Method of Data Analysis

In order to ensure logical completeness, consistency of responses, and reliable analysis, data analysis was carried out with SPSS 21.0 (Statistical Package for Social Sciences 21.0), SPSS was chosen over other statistical software because of its powerful data management, programmability and its accuracy in analysis. The result of SPSS is trusted worldwide and thereby validates research. The Socio-demographic data was analyzed with frequencies and percentages. The research hypotheses were tested with T-test for independent measures.

RESULTS

Frequency Distribution of Respondents' Socio-Demographic Characteristics

The frequency distributions of the socio-demographic characteristics of respondents' socio-demographic characteristics are presented in this section below:

Table 1: Distribution of Respondents by Gender

Gender	N	%
Male	69	46
Female	81	54
Total	150	100

Source: Authors' Fieldwork, 2020

The result in table 1 above revealed that 69 (46%) of the respondents were male while 81 (54%) were female.

Table 2: Distribution of Respondents by Educational Qualification

Educational Background	N	%
SSCE	54	36
OND/DIPLOMA/NCE/A LEVEL	47	31.3
UNIVERSITY DEGREE	25	16.7
POSTGRADUATE DIPLOMA	16	10.7
MASTER DEGREE	8	5.3
TOTAL	150	100

Source: Authors' Fieldwork, 2020

The result in table 2 above revealed that 54(36%) of the respondents were holders SSCE; 47(31.3%) of the respondents were holders of NCE/OND/Diploma; 25(16.7%) were holders of University Degree; 16 (10.7%) of the respondents were holders of Postgraduate Diploma; while 8(5.3%) were holders of Master's Degree

Table 3: Distribution of Respondents by Age Group

Age Group	N	%
18- 35yrs	39	34
36-45yrs	54	30.7
46-59yrs	66	20
60yrs and above	46	15.3
Total	150	100

Source: Authors' Fieldwork, 2020

The result in table 3 above revealed that 51 (34%) of the respondents were within age bracket 18-35yrs; 46 (30.7%) were within age bracket 36-45yrs; 30(20%) of the respondents were within age bracket 46-59yrs while 23(15.3%) of the respondents were within age bracket 60yrs and above.

Table 4: Distribution of Respondents by Length of Service

Length of Service	N	%
0-2yrs	20	13.3
2-5yrs	33	22
5-10yrs	48	32
10-15yrs	26	17.3
15yrs and above	23	15.3
Total	150	100

Source: Authors' Fieldwork, 2020

The result in table 4 showed that 20(31.2%) of the respondents had worked between 0-2yrs; 33(22%) of the respondents had worked between 2-5yrs; 48(32%) of the respondents had worked between 5-10yrs;26(19.0%) had worked between 10-15yrs while 23 (15.3%) of the respondents had worked between 21yrs and above

Table 5: Distribution of Respondents by Job Status

Job Status	N	%
JUNIOR CADRE	58	38.7
INTERMEDIATE CADRE	37	24.7
SENIOR CADRE	30	20
TOP MANAGEMENT CADRE	25	16.7
Total	150	100

Source: Authors' Fieldwork, 2020

The result in table 5 above showed that 58 (38.7%) of the respondents were junior cadre; 29 (14.1 %) of the respondents were temporary staff; 7 (3.4 %) of the respondents were contract staff while 4 (2.9 %) of the respondents were casual staff.

Hypothesis Testing

Hypothesis One

This stated that reward system will significantly influence of employee performance in selected manufacturing firms in Osogbo, Osun State. The hypothesis was tested by T-Test for Independent Measures. The result is shown in table 6 below:

Table 6: A Summary Table of T-Test for Independent Measures showing the Influence of Reward System on Employee Performance in manufacturing firms Osogbo, Osun State

REWARD SYSTEM	N	X	SD	Df	t	P
Higher	78	29.43	9.34			
Lower	72	21.56	7.87	148	12.37	<.01

Source: Authors' Fieldwork, 2020.

The result in table 6 above revealed that reward system significantly influenced employee performance in Selected Manufacturing Firms in Osogbo, Osun State [t(148)=12.37, p<.01] Therefore, the hypothesis one was supported by the result of the study.

Hypothesis Two

This stated that salaries and wages (a dimension of reward system) will significantly influence of employee performance in selected manufacturing firms in Osogbo, Osun State. The hypothesis was tested by T-Test for Independent Measures. The result is shown in table 7 below:

Table 7: A Summary Table of T-Test for Independent Measures showing the Influence of Salaries and Wages (a Dimension of Reward System) on Employee Performance in manufacturing firms Osogbo, Osun State

SALARIES AND WAGES	N	X	SD	Df	t	P
Higher	78	9.67	3.34			
Lower	82	7.44	2.17	148	4.52	<.01

Source: Authors' Fieldwork, 2020.

The result in table 7 above revealed that salary and wages (a dimension of reward system) significantly influenced employee performance in Selected Manufacturing Firms in Osogbo, Osun State [t (148) = 4.52, p<.01]. Therefore, the hypothesis two was supported by the result of the study.

Hypothesis Three

This stated that fringe benefits (a dimension of reward system) will significantly influence of employee performance in selected manufacturing firms in Osogbo, Osun State. The hypothesis was tested by T-Test for Independent Measures. The result is shown in table 8 below:

Table 8: A Summary Table of T-Test for Independent Measures showing the Influence of Fringe Benefits (a Dimension of Reward System) on Employee Performance in manufacturing firms Osogbo, Osun State

FRINGE BENEFITS	N	$\overline{X}$	SD	Df	t	P
Higher	95	8.43	2.87			
Lower	55	6.72	2.34	148	2.67	<.01

Source: Authors' Fieldwork, 2020.

The result in table 8 above revealed that salary and wages (a dimension of reward system) significantly influenced employee performance in Selected Manufacturing Firms in Osogbo, Osun State [t (148) = 2.67, p<.01] Therefore, the hypothesis three was supported by the result of the study.

Hypothesis Four

This stated that recognition and appreciation (a dimension of reward system) will significantly influence of employee performance in selected manufacturing firms in Osogbo, Osun State. The hypothesis was tested by T-Test for Independent Measures. The result is shown in table 9 below:

Table 9: A Summary Table of T-Test for Independent Measures showing the Influence of Recognition and Appreciation (a Dimension of Reward System) on Employee Performance in manufacturing firms Osogbo, Osun State

RECOGNITION AND APPRECIATION	N	$\overline{X}$	SD	Df	t	P
Higher	76	8.70	3.76			
Lower	74	6.08	2.23	148	3.78	<.01

Source: Authors' Fieldwork, 2020.

The result in table 9 above revealed that salary and wages (a dimension of reward system)significantly influenced employee performance in Selected Manufacturing Firms in Osogbo, Osun State [t (148) = 3.78, p<.01] Therefore, the hypothesis four was supported by the result of the study.

Hypothesis Five

This stated that sense of accomplishment (a dimension of reward system) will significantly influence of employee performance in selected manufacturing firms in Osogbo, Osun State. The hypothesis was tested by T-Test for Independent Measures. The result is shown in table 10 below:

Table 10: A Summary Table of T-Test for Independent Measures showing the Influence of Sense of Accomplishment (a Dimension of Reward System) on Employee Performance in manufacturing firms Osogbo, Osun State

SENSE OF ACCOMPLISHMENT	N	$\overline{X}$	SD	Df	t	P
Higher	89	9.06	3.03			
Lower	61	7.22	2.63	148	3.98	<.01

Source: Authors' Fieldwork, 2020.

The result in table 10 above revealed that salary and wages (a dimension of reward system significantly influenced employee performance in Selected Manufacturing Firms in Osogbo, Osun State [t (148) = 3.98, p<.01]

CONCLUSIONS

Based on the findings, it can be concluded that reward system was significantly and positively related to employee performance among selected manufacturing firms in Osogbo Metropolis, Osun State.

RECOMMENDATIONS

Based on the findings of the study, it is recommended that organizations should ensure that they provide the needed motivation, compensation and remuneration that will spur employees to act towards improving their task performance. They should check employees to ensure that they have the required resources to accomplish a task in record time. The firms should as well try as much as possible to recognize and appreciate employees more often; this will make them improve more on their work.

Reward needs to be improved so that employees will actually avoid engagement in counterproductive behaviours, rather they should be encouraged to follow up with attitudes that will improve the performance of the organization in which they work. The organizations also need to ensure that their reward system is such that encourages employees to adapts to changes in a work system or work roles such as solving problems creatively, dealing with uncertain or unpredictable work situations, learning new tasks, technologies, and procedures, and adapting to other individuals, cultures, or physical surroundings. Extrinsic reward system is very important in the organisations that were used in the research work

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