REWARD MANAGEMENT AND EMPLOYEE PERFORMANCE IN SELECTED MANUFACTURING FIRMS IN ENUGU STATE

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Abstract
The research focused on reward management and employee performance in selected manufacturing firms in Enugu State. This study aimed at identify the extent to which extrinsic reward affects employee performance in the organization, as well as to ascertain the extent intrinsic reward affects employee performance in the organization. The data collected from respondents through questionnaire were analyzed with tabular presentation and percentage. The population of the study was 2821 people while the sample size of 350 was obtained using Taro Yamane formular and Mario Boley sampling technique and special package for social science (SSPS) statistical and T-Test normal distribution tools were used to analysed the data. The major finding revealed that extrinsic reward aimed at maintaining and motivating employee performance in the organization. It was also found out that constant payment of monthly salary enhance employee performance in the organization, it was also found out that fringe benefits, money, promotions attracts and retain suitable employees in the organization and it was found out that employee who are intrinsically rewarded tends to work at high level of productivity and strive to develop professionally. Therefore extrinsic reward system have a significant positive effect on employee performance in the organization and also intrinsic reward have a significant positive effect on employee performance in the organization. In conclusion, from the data analysed it was established that extrinsic reward aids in motivating, maintaining, attract and retain skilled employee in their organization. Also that constant payment of monthly salary enhance employee performance in the organization. Moreover, fringe benefits, money, promotions attracts and retain suitable employees in the organization. Intrinsically rewarded employee works at high level of productivity and strive to develop professionally and a well managed non-financial reward stimulates employee performance towards top performance in the organization. Organizations should manage their reward system effectively in order to reduce employee turnover in the workplace. The major recommendation for high performance from the employee, the organization should pay their employee as an when due and also provide adequate equipment and provide good physical working conditions in the workplace. The organization should provide crèche facilities for nursing mothers who are employees of the organization to enable them concentrate in their duties in the organization and also the organization should provide soft loan facility to their employee in order to lessen the economic hardship of their employees.

Keyword: Reward management, extrinsic reward, intrinsic reward, and membership based reward and employee performance.
Introduction
Organizations are in global competition to retain their market share in the market, and use effective rewards system to attract, retain and motivate their employees. It was believe that reward is one of the important tools used by the organization to attract, retain and motivate its employee. Any reward system that fails to motivate employees is considered to be an ineffective reward system. Employees need money for their daily needs and that is why they subject themselves to work in order for organization to reward or compensate them at the end of the month. Any organization that does not have the interest of its workers welfare is said to be working towards failure.

Organizations use different types of rewards to motivate their employees for desired performance in order to achieve organizational objectives. These types of rewards are extrinsic and intrinsic reward, financial and non-financial reward, performance based reward as well as member-based reward.

In This global age, every organization needs to have competent and motivated employees, as to gain wider market coverage therefore it is important for organizations to find out what motivates their employees so that employees can give their best to the organization. (Onuegbu & Ngige 2018).

Human resource managers seek to design reward system that facilitate achieving the organization strategic goals and meet the goals of individual employees (Bratton & Gold 1999).

Asaju & Yarie (2017) in their study on assessment of the extrinsic rewards on intrinsic motivation and performance of senior non-teaching staff of federal college of education Zaria (2005-2010) positively support this study. The authors contend that finance related rewards constitute the most important or vital motivator among the staff. The study also validates the fact that financial rewards still dominate motivation among employees in Nigeria and many other developing countries. Olori & Edem (2017) also investigated intrinsic reward strategies and employee performance in Nigeria’s Microfinance Industry. It was found that the non-monetary rewards or intrinsic rewards employees receive in microfinance banks influence their performance through quality output and effective customer service. The study also indicated that intrinsic rewards should be a key strategy in motivating employees.

Transif (2012) studies relationship between intrinsic rewards and job satisfaction. A comparative study of public and private organization. The research focused on employing the relationship between intrinsic regards and job satisfaction for employees of service sector. The work examined the level of employee’s job satisfaction for intrinsic rewards such as task autonomy, task significance, task involvement opportunities to learn new things and recognition of public & private banking sector employees. The findings indicated that the intrinsic rewards such as task autonomy, task significance, task involvement, opportunities to learn new things and recognition are important antecedence to job satisfaction for the employees of service sector organization.

Moreso, bari, Arif and Shoaib (2013) investigated impact of non-financial rewards on employee attitude and performance in the workplace. A case study of business institutes of Karachi. The study aimed at finding the impact of non-financial reward on employee attitude and to get information about the factors which affect their performance at workplace. The
findings showed that feedback to employees, freedom, career development plan and valuation of employees learning programmes, open and comfortable work environment and good supervisory relations, all these factors positively impact employees attitude and performance in the work place. The study is of the view that adequate reward by organization enhanced employee performance.

Lotta (2012) states that financial incentives are indeed very effective in motivating employees. Gunu (2005) maintains that employee reward can either be financial or non-financial; or both. What is important is that an employee is adequately compensated for his efforts and such practice actually induces him for greater performance. Moreso, reward that motivate employees may not be the same for everybody.

Schuler (1998) Employee Performance (what an employee does or does not do) influences an organizational productivity and its competiveness. Fortunately, what employee do can be measured and evaluated, particularly their job performance and absenteeism. Job performance describes how well an employee performs his or her Job, while absenteeism refers to whether the employee is there to do the work. Performance can be measured by employee’s job-related: (1) Output for example, the number of shelves stocked by the shelf stockers at the grand union grocery stores, or the number of welding machines assembled by Lincoln electric workers (2) behavior in terms of working together co-operatively in teams (3) attitudes eg the willingness on the part of the workers at general electric (GE) to the flexible and adaptable or the friendliness.

It is on this ground that this study investigates the relationship between reward management and employee performance in the manufacturing firms in Enugu State.

1.2 Statement of the Problem
Reward encompasses pay, remuneration and compensation, therefore reward strategy should be devised and developed to meet organizational and employee needs (Pilbeam and Corbridge, 2002). Some organizations mismanage their reward system thereby resulting to so many problems that lead to poor productivity and employee performance.

There are frequent employee turnover in organizations due to poor remuneration by employers, thereby resulting to loss of skilled workers. These dissatisfied employees seek for enhanced pay in other organizations. Irregular payment of workers’ salaries leads to demotivation of employees, this leads to poor employee performance in the organization. Bad and harsh economic condition in Nigeria makes it difficult for some organizations to adequately remunerate their employees.

Most organizations in Nigeria do not follow employment legislation, disregard labour laws and edicts as a yard stick for rewarding their employees. These affected employees work in a state of acrimony. Moreover, due to high level of unemployment in Nigeria, employees are compelled to take whatever is offered to them by their employers.
Many researchers have researched on reward management but they have not worked on these manufacturing firms under study. Therefore the researcher decided to study reward management and employee performance with a view to find out how these firms reward their employees for high performance.

1.3 Objectives of the Study
The broad objective of the study is to ascertain the effect of reward management on employee performance in selected manufacturing firms in Enugu State. The specific objectives are to:
1. identify the extent to which extrinsic reward affects employee performance in the organizations understudy.
2. ascertain the extent to which intrinsic reward affects employee performance in the organizations understudy.

Hypotheses
1. Ho: Extrinsic reward system have no significant positive effect on employee performance.
2. Ho: Intrinsic reward system have no significant positive effect on employee performance.

Significance of the Study
The study will help the business owners to learn how to reward their employees effectively, thereby motivating them to put their best performance for the progress of their organization.
The study will serve as a literature for further studies for students and researchers.
Also, it will educate the general public on the benefits of equitable reward management.
It will help the government to compel organization to comply with employment legislations.

Scope of the Study
The scope of the study is on reward and employee performance as it affects the selected manufacturing firms, in Enugu State Nigeria, at 2019 which involved; Aqua Raffa Coy Enugu, Innoson Nig. Ltd, Hardis & Dlomedas, AC Drugs, Herbertex Nig. Ltd, Nigeria Breweries, Coca Coal Bottling Coy, and Juhel Pharmaceutical Nig. Ltd.

Unit Scope will be- The study centered on CEO’s and employees of the selected manufacturing firms, in Enugu State.

Review of Related Literature
Conceptual Framework: Reward Management
Mathis & Jackson (2004) states that rewards can be both intrinsic and extrinsic. Intrinsic rewards often include praise for completing a project or meeting performance, objectives. Other psychological and social effects of compensation reflect the intrinsic type of rewards. Extrinsic rewards are tangible and take both monetary and non-monetary forms. Tangible
Components of a compensation program are of two general types. With direct compensation the employer exchanges monetary rewards for work well done. Employers provide indirect compensation like health insurance to everyone simply based on membership of the organization. Base pay and variable pay are the most common forms of direct compensation. Indirect compensation commonly consists of employee benefits.

Base Pay
The basic compensation that an employee receives, usually as a wage or salary, is called base pay. Many organizations use two base pay categories, hourly and salaried, which are identified according to the way pay is distributed and the nature of the jobs. Hourly pay is the most common means of payment directly calculated on the amount of time worked. In contrast, people paid salaries receive consistent payments each period regardless of the number of hours worked.

Benefits
Many organizations provide numerous extrinsic rewards on an indirect manner. With indirect compensation, employees receive the tangible value of the rewards without receiving actual cash. A benefit is an indirect reward - health insurance, vacation pay, or retirement pensions - given to an employee or group of employees as a part of organizational membership, regardless of performance.

La Belle (2005) in Ibrar & Khan (2015) is of the view that different employees have different needs about rewards. Some employees consider that cash is sufficient to fulfill their needs and some others want material – incentive...like car, house and prefer holidays and some prefer non-material incentives. Public sector employees much prefer extrinsic factors than intrinsic factors such as pay as more important than private sector employees (Maidani 1991).

These two basic rewards (financial and non-financial) can be utilized positively to increase the performance of employees. Financial reward mostly consists of pay for performance such as job promotion, bonus, commission, gifts and so on and non-financial rewards mostly consist on social recognition, appreciation, and work responsibility. (Luthans 2000) in Ibrar & Khan (2015).

The importance of reward management is heightened by its important role in enhancing employee performance. As a result a special area of concern for human resource managers has been the reward management and with special emphasis to its effect on employee performance (Baptiste 2008). Efforts have therefore been made by human resources management theorists to try to establish the relationship between reward management and employee performance in various sectors of the economy. Expectation are built into the employment relationship, the starting point of which from the reward point of view, is an undertaking by an employee to provide effort and skill to the employer, in return for which the employer provides the employee with a salary or a wage, this then raises the performance of the employee whose expectations would have been met (Armstrong & Taylor 2014).

Compensation and Employee Performance
Ivancevich & Glueck (1989) contends that high performance requires much more than employee motivation. Employee ability, adequate equipment, good physical working conditions, effective leadership and management, employee health and other conditions all help raise employee performance.
levels. But employee motivation to work harder and better is obviously an important factor. And most compensation experts believe that if pay is tied to performance, the employee produces a higher quality and quantity of work.

Not everyone agrees with this, some researchers argue that if you tie pay to performance you will destroy the intrinsic rewards a person gets from doing the job well. These are powerful motivators too. But the research behind these concerns has been limited to only a few studies. The importance of money to employees varies among individuals. And if the organization claims to have an incentive pay system and in fact pays for seniority, the motivation effects of pay will be lost.

Some theories disagree over whether pay is a useful mechanism to motivate and satisfy employees. Because of individual differences in employees and jobs, it seems more fruitful to redirect this research to examine

1. The range of behaviours that pay can affect positively or negatively.
2. The amount of change pay can influence.
3. The kind of employees that pay influences positively and negatively.
4. The environmental conditions that are present when pay leads to positive and negative results.

The point is that, although compensation in the form of pay for performance has interactive appeal, it is extremely difficult to perfectly fit a pay for performance system together. Developing a system that employees consider as showing that pay is tied to performance requires a number of managerial skills. First, managers must be able to allocate pay on the basis of merit. Any merit pay increase must be meaningful, not a token, if it is to be motivational.

Second, managers must be willing to specifically discriminate among subordinates, in terms of rating and rewarding performance. Third, the pay system must be communicated at the time of employment in terms of initial pay, expected long-term progression, and adjustments. This information should be communicated by the manager, who informs the employee as well what performance levels are required to obtain the pay increases. Finally, managers must have the ability to discuss the pay for performance linkage with subordinates.

One reason that organization have failed to the pay and performance for their employees is that it requires quite a bit of work, effort and commitment by management. A more simplified strategy is to conduct business as usual or to not work on creating a pay for performance perception among subordinates. The first step in the direction of creating pay for performance work culture is to develop performance evaluation systems that are considered equitable meaningful and comprehensive by managers and employees.

Organizations now are facing employee retention challenges. The various forms of behaviour and attitude disposition which organizations require of its employees in order to achieve set goals depends on the kind of rewards and incentive package the organization is willing to offer. Sometimes, rewards are not simply expressed in the monetary form, but it also includes
those difficult to measure in monetary currencies. There are various elements of these intrinsic rewards available in organization which increases satisfaction and overall job productivity of employees like job involvement, participation in decision making task significance and recognition (Onuegbu & Ngige 2018).

Reward is one of the important tools for organization to motivate its employees at workplace or in the organization. In this global age, every organization needs to have competent and motivated employee, so that organization can sustain in the market or in the business therefore it is important for organization to find out what motivates its employees so that employees can give their best to the organization. (Onuegbu & Ngige 2018).

Human resource managers seek to design reward system that facilitate achieving the organization strategic goals and meet the goals of individual employees. (Bratton & Gold [1999].

All workers, including volunteers who donate their time to worthy causes expect to be rewarded in some way for their contributions.

Reward may be defined broadly as the material and psychological payoffs for doing something. These payoffs can have an immense impact on how long and hard someone works. A person who is please with the consequences of work is likely to put forth more effect than someone who feels short changed or cheated in some way.

Managers have found that job performance and satisfaction can be improved by properly administered rewards. Today, rewards vary greatly in both type and scope depending on ones employer and geographical location.

A prime objective of effective people resourcing is to have the right people, in the right place, at the right time, doing the right thing. This cannot easily be achieved without the right and reward strategies for the organization. Pilbeam and Corbridge (2002). Reward encompasses pay, remuneration and compensation. It represents a portfolio of managerial practices where financial and non-financial elements are flexibly directed at enabling and rewarding employees who add value in the interests of competitive advantage. Reward is used as an holistic term to reflect a more dynamic and a more flexible approach.

Reward strategy should be devised and developed to meet organizational and employee needs (Pilbeam & Corbridge 2002). Robbins S.P (1982) is of the view that organization, then use rewards to motivate people. They rely on rewards to motivate job candidates to join the organization. They certainly rely on rewards to get employees to come to work and perform effectively once they are hired.

Bratton J. & Gold J. (1991) contends that reward refers to all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship. Reward is the centre piece of the employment relationship.

The objectives of a compensation system is to create a system of rewards that is equitable to the employer and employee alike, so that the employee is attracted to the work and motivated to do a good job for the employer. (Ivancevich, Glueck 1989).
Employee performance
Schuler (1998) Employee Performance (what an employee does or does not do) influences an organizational productivity and its competitiveness. Fortunately, what employee do can be measured and evaluated, particularly their job performance and absenteeism. Job performance describes how well an employee performs his or her Job, while absenteeism refers to whether the employee is there to do the work. Performance can be measured by employee’s job-related: (1) Output for example, the number of shelves stocked by the shelf stockers at the grand union grocery stores, or the number of welding machines assembled by Lincoln electric workers (2) behavior in terms of working together co-operatively in teams (3) attitudes eg the willingness on the part of the workers at general electric (GE) to the flexible and adaptable or the friendliness.

The impact that job performance and absenteeism can have on productivity and the competitive strategy of an organization is now widely recognized. Major quality improvement and quality of work life programs at many large corporations such as Chrysler, general electric etc have aimed at increasing productivity and achieving improved quality through reducing absenteeism and improve employee performance.

Employee performance is the quality that can be measured by percentage of work output, customer satisfaction that can be measured by the number of loyal customers and customer feedback. Also, timeliness, measured in terms of how fast work is performed by the employee when given a certain task, absenteeism or tardiness observed when employee absent themselves from work and achievement of objectives measured when an employee has surpassed their set targets, they are then considered to have performed well to achieve objectives (Hakala 2008: Armstrong 2010).

Performance is measured in terms of some output produced such as the quality or quantity of job, job design and others. Job performance should be considered as a significant in order to achieve the organizational objectives (Gerhart & Milkovich 2002). Performance is measured through performance indicators that many include achievement of targets, timeliness among others. It can be seen that employees individuals performance has an impact on the organization wider objectives and it is thus imperative that every employees performance should be managed. This process of performance includes group assessment and peer reviews as well as written reports (Hellriegel et al 2004). In recent years performance management systems have become more important because managers are under constant pressure to improve the performance of their organization (Holloway, Francis & Hinton 1999).

Theoretical Framework
This work is anchored on Maslow’s Hierarchy of Needs (Robbins (1982). The choice of Maslow’s Hierarchy of Needs theory is that it takes into consideration employee motivation in order to induce better performance in the workplace. He hypothesized that within every human being there exists a hierarchy of five needs. These needs are (a) physiological: includes hunger, thirst, shelter, sex, and other bodily needs.

2. Safety: Includes security and protection from physical and emotional harms.
3. Love include affection belongingness; acceptance and friendship
4. Esteem: Includes internal esteem factors such as self-respect autonomy and achievement and external esteem factors such as status, recognition and attention.

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5. Self-actualization: The drive to become what one is capable of becoming: includes growth, achieving one’s potential’ self-fulfillment. As each of these needs becomes substantially satisfies, the next needs becomes dominant from the stand point of motivation, the theory would say that although no need is ever fully gratified a substantially satisfied need no longer motivates.

Maslow separated five needs into higher and lower levels. Physiological and safety needs were described as lower-order needs; and love esteem and self-actualization as higher-order needs.

The differentiation between the two orders was made on the premise that higher-order needs are satisfied internally, whereas lower-order needs are predominantly satisfied eternally by such things as money, wages, union contracts, tenure and pleasant working conditions.

Maslow’s hierarchy of needs theory has received much recognition particularly among practicing managers.

**Empirical Review**

Eze (2012) investigated the role of reward management in organizational performance. A study of university of Nigeria, Nsukka. The study examined the role of reward management in enhancing organizational performance of university of Nigeria Nsukka. The specific objectives of the study are to examine the relationship between monetary reward and employees performance in an organization and to examine the relationship between non-monetary reward and employee’s performance in an organization. The study was conducted in Nigeria. The study used survey research method of which questionnaire were administered to the sample drawn from the population of the study. The data collected were analysed with chi-square (X2) and the findings reveals that there is a significant relationship between monetary rewards and employee performance among university of Nigeria Nsukka staff and there is a significant relationship between non-monetary rewards and employee performance among staff in university of Nigeria Nsukka.

Mba, Mgbemena & Ejike (2015), investigated effective reward management and employee performance in civil service: A study of Anambra State civil service. The study examined the impact of effective reward system as a tool for employee performance in civil service using Anambra State as a case study. As specific objectives the study examined the relationship between employee performance and pay reward, employee recognition, conducive work environment and staff development. The study was done in Nigeria using survey design and questionnaire to collect the data and Pearson correlation coefficient and multiple regression analysis statistical tool was used to analysed the study. The population of the study was 1481 senior civil servants identified through the nominal roll of various ministries. The study found that pay reward and some non-financial rewards of employee recognition, conducive work environment and staff development are positively and significantly related to employee performance in civil service.

Mandong (2017) investigated rewards and employees job satisfaction of selected out sourced service providers in Jos, Plateau States Nigeria. The main objective of the study is to examine the relationship between rewards and employees job satisfaction of selected outsourced service providers in Jos. The study was conducted in Nigeria and a survey research design was adopted and the population of the study was 541 employees of 5 selected out sourced service provider in Jos. Questionnaire was used for data collection while simple regression analysis and Pearson product moment correlation test were used to analyzed the data.
finding revealed that pay \((R^2 = 0.665, P < 0.005)\), fringe benefits \((r = 0.747, P < 0.05)\) Recognition \((R^2 = 0.558, P < 0.05)\) Promotion \((R^2 = 0.683, P < 0.05)\) and Job security \((R^2 = 0.711, P < 0.05)\) have positive significant effect on employees job satisfaction of selected outsourced service providers in Jos, Plateau State.

(4) Ezigbo & Court (Retrieved on 10/4/19) studied the effect of monetary and non-monetary rewards on the employees performance in manufacturing firms in River State, Nigeria. The study investigated the motivational implications of monetary and non-monetary rewards in the performance of manufacturing organizations in River State, Nigeria. The study was done in Nigeria and was conducted using cross sectional design. The population of the study was 1417 employees from Nigeria Engineering works (New) PLC. A sample of 312 respondents was drawn through proportionate stratified sampling, questionnaire was used for data collection and the data was analyzed with chi-square statistical tool. The study found that monetary and non-monetary reward had significant positive effect on employee performance.

5) Oyira, Ella, Nkamare, Lukpata, Uwa & Mbum (2015) (Retrieved on 20/4/19) investigated the effect of reward system among health care workers performance: A case study of university of Calabar teaching hospital Calabar, Nigeria. The objective of the study are to determine the relationship between monetary reward and the health care workers performance and to determine the relationship between non-monetary reward and health care workers performance. The study was conducted in Nigeria. The population of the study was 277 workers of UCTH. The study adopted a mix-method approach, questionnaire and chi-square statistical tool. The finding revealed that monetary reward had a positive impact on employees performance and also that monetary rewards are tools of growth and development in an organization.

6) Nnaji-Ihedinmah & Egbunike (2015), studied the Effect of Rewards on Employee Performance in organizations. A study of selected Commercial Banks in Awka Metropolis. The main objective of the study is to determine whether a relationship exists between rewards system and employee performance. The study was conducted in Nigeria and the population of the study was 95 (ninety-five) employees from eight banks located in Awka. The researchers used questionnaire, regression technique and two way Anova to analyzed the study. The findings indicated the presence of a relationship between rewards and employee performance and that there is a significant difference on the effects of intrinsic and extrinsic rewards on employee performance.

Methodology
The researcher used a survey research method to carry out the research because survey research isolates individuals, groups of individuals, institutions or community for study. Also case study employs a variety of data gathering techniques such as questionnaire, observation and interview etc. it is also useful in providing relevant background information.
The main research instrument to be used for this research is the questionnaire copies of which will be administered to the members of the organization. Moreso to the use of the above methods, observation techniques will equally be used in order to ascertain the practical existence of facts that will be gathered through the questionnaire.

Area of Study
The study was conducted at selected manufacturing firms in Enugu State Nigeria
Population of the Study
Population is the finite or infinite collection of objects under study. The expected population size \( N \) is 2821.

Sample Size and Sampling Technique
A sample is defined as a group of objects selected from a population for study for the purpose of making generalization about the population from which the sample has been drawn.

The sample size was derived using Taro Yamane formula below.

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

Where

- \( n \) = Sample
- \( N \) = Population
- \( e \) = Margin of error

Therefore to derive \( n \)

\[
\frac{2821}{1 + 2821 (0.05)^2} = \frac{2821}{1 + 2821 (0.005)} = \frac{2821}{350.43} = 80.5 = n = 350
\]

Method of Data Collection
The Data was collected with questionnaire and observation. 350 copies of questionnaire will be distribute to the respondents.

Validation Test of instrument
Validity is the ability of a measurement instrument to measure what it was supposed to measure and is therefore concerned with the quality of the research

Reliability Test of instrument
Reliability test was carried out on the instrument. Test retest method will be used by the researcher to determine the reliability of the instrument.

Data Presentation and Analysis

4.2 Test of Hypotheses
T-test normal distribution was used to measure the strength of the association between the variables used.

The t-test statistic were used to determine/testing the significance of an observed correlation coefficient. The correlation coefficient only shows the degree of relationship between variables;

\[
t = \frac{r \sqrt{n-2}}{\sqrt{1-r^2}}
\]
Where
\[ n = \text{sample size} \]
\[ r = \text{the coefficient of correlation} \]
\[ n-2 = \text{degree of freedom} \]

**Test of Hypothesis One**

**Statement of Hypothesis One**

**Statement of Hypothesis One**

Ho: Extrinsic reward system has no significant positive effect on employee performance

<table>
<thead>
<tr>
<th>Table 4.6: Item statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item statistics</td>
</tr>
<tr>
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<td>4.6.5</td>
</tr>
<tr>
<td>4.6.6</td>
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**Source: Field Survey 2019; SPSS 16.0 Output**

<table>
<thead>
<tr>
<th>Table 4.11: One-Sample Test for Extrinsic reward system and employee performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>T</td>
</tr>
<tr>
<td>Test Value = 0</td>
</tr>
<tr>
<td>Promotions from my employer motivates me as well as enhance my performance in the organization</td>
</tr>
<tr>
<td>36.277</td>
</tr>
</tbody>
</table>

**Source: SPSS 23.0 Output**

**Decision Rule**

Interpret the results. Compare the P-value to the significance level stated earlier. If it is less than \( \alpha \), reject the null hypothesis. If the result is greater than \( \alpha \), fail to reject the null hypothesis. If you reject the null hypothesis, this implies that your alternative hypothesis is correct, and that the data is significant. If you fail to reject the null hypothesis, this implies that there is no significant difference between the sample data and the given data.
Result
The result on Table 4.11 shows the influence of Extrinsic reward system on employee performance \((t = 36.277; \text{ df } = 286; P < 0.05)\). The respondents have higher agreement on the items on the influence of Extrinsic reward system on employee performance.

Decision
Extrinsic reward system have a significant positive effect on employee performance

Test of Hypothesis Two
Statement of Hypothesis Two
Ho: Intrinsic reward system has no significant positive effect on employee performance

Table 4.7: The extent intrinsic reward impact on employee performance in the organization

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<th>Maximum</th>
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<th>Mean</th>
<th>Std. Deviation</th>
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</tr>
</tbody>
</table>

Source: Field Survey 2019; SPSS 16.0 Output

Test of Hypothesis Two
Statement of Hypothesis Two
Ho: Intrinsic reward system have no significant positive effect on employee performance

Table 4.12: One-Sample Test for the influence of Intrinsic reward system and employee performance

<table>
<thead>
<tr>
<th></th>
<th>Test Value = 0</th>
<th>t</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
<th>Mean Difference</th>
<th>95% Confidence Interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having self-actualization as a result of working in my organization enhance my performance in the workplace</td>
<td>34.889</td>
<td>286</td>
<td>.000</td>
<td>2.27912</td>
<td>2.1508</td>
<td>2.4075</td>
</tr>
</tbody>
</table>

Source: SPSS 23.0 Output

Result
The result on Table 4.12 shows the influence of Intrinsic reward system on employee performance \((t = 34.889; \text{ df } = 286; P < 0.05)\). The respondents have higher agreement on the items on the influence of intrinsic reward system on employee performance. The null hypothesis is therefore rejected.
Decision
The statistical significance indicates that Intrinsic reward system have a significant positive effect on employee performance

Discussion of Results
In objective 1, as well as its research question and hypothesis, that is to identify the extent to which extrinsic reward affects employee performance in the organization. It was found that extrinsic reward system have a significant positive effect on employee performance. It was observed that organization use rewards to motivate employee. They rely on rewards to motivate job candidates to join the organization. It was observed from the views of respondents that extrinsic rewards are tangible and take both monetary and non-monetary forms.

It was also observed that organization promotions and increase the salaries of their employees in order to motivates them for top performance. This idea is in line with the principle objective of reward management to maintain or improve levels of employee performance. Employees seek rewards that will satisfy their individual needs.

In objective 2, as well as its research question and hypothesis, that is to ascertain the extent to which intrinsic reward affects employee performance in the organization. It was found that intrinsic reward have a significant positive effect on employee performance. It was observed that intrinsic reward is internal to the person in that it is something that you have to offer yourself and is driven by personnel interest or employment in the work. It was observed that having or attaining self-actualization as a result of working in an organization enhance the employee performance in an organization. It makes an employee to be devoted as well as working for general good of the organization.

Summary of Findings
The researcher in line with objective 1 of study found that extrinsic reward aimed at maintaining and motivating employee performance in the organization. It was also found that constant payment of monthly salary enhance employee performance in the organization. It was also found that fringe benefits, money, promotions attracts and retain suitable employees in the organization.

In relation to objective 2 it was found out that having self-actualization as a result of working in an organization enhance the employee performance in an organization because intrinsic reward is internal to the person in that it is something that you have to offer your self. It was found that employee who are intrinsically rewarded tends to work at high level of productivity and strive to develop professionally.

Conclusion
From the data analyzed, it has been established that organization use extrinsic reward to motivate, attract and retain skilled employee in their organization. More so, intrinsic reward is internal to the person in that it is something that you have to offer yourself and is driven by personal interest. Therefore having self-actualization as a result of working in an organization enhance the employee performance in the workplace. The use of membership-base reward as a motivational tool makes administration of reward equitable in the organization. It was agreed that fringe benefit motivates the employee for top performance in the organization.
Recommendations

Based on the outcome of this research the following recommendation were made

1. For high performance from the employee, the organization should pay their employee as an when due and also provide adequate equipment, good physical working conditions in the work place.

2. In line with non-financial reward the organization should provide crèche facilities for nursing mothers who are employees of the organization to enable them concentrate in their official duties in the organization.

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