THE COLOSSUS OF REWARDS AND MOTIVATION ON EMPLOYEES PERFORMANCE IN KOGI STATE UNIVERSITY, ANYIGBA

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ABSTRACT

Human resource is unarguably the most important asset in any organization considering its pivotal role in strategically and aggressively pursuing the objectives of the organizations especially in the 21st century. However, their performance largely depends on the reward mechanism being aligned by the organization to induce the employees to motivate them towards improved productivity and performance. The research effort in this article is geared towards exploring the impact of rewards and motivation on performance of employees in Kogi State University, Anyigba. The paper elicits data from both primary and secondary sources. More so, the researcher obtained sample of 325 out of the total population of 1,744 using the Yaro Yamana statistical technique while the data were analyzed using the simple percentage, frequency table, mean score and spearman rank order correlation technique. The paper revealed that reward and motivation is salient to improved performance and effective service delivery. Thus, recommends that, both monetary and non-monetary rewards should be sustained and reviewed periodically.

Keywords: Reward, Motivation, Performance, Employees

Introduction

The reality of globalization in making the world a global village has its unique challenges in every facets of society. Okojie (2009) observed that the organizations of today is beset with challenging organizational factors that stimulate the dynamism of workplace hence leading to constant drive for excellence and global competitiveness. For every organization to remain relevant in this 21st century, they must not only sustain their performance but must constantly appraise its methodological techniques so as to meet up with the challenges of stiff competition and to also have an edge above its competitors.

Rewards refer to all forms of financial returns, tangible services and benefits which employees receive as part of an employment relationship (Baratton, 1999). The employees reward is significant as it propelled the performance since human aspects of management as noted by Carnegie (1975) is significant as it is the workforce that guarantees the success or determines the failure of organizations hence, rewarding employees goes beyond accomplishing the social contract between the employees and the organizations but it is also a conscious and strategic effort in pursuing the fortunes of the organizations.

The concept of motivation as noted by Yalokwu (2006) is at the very heart of every organization and motivation is not a behavior, it is a complex internal state which cannot be observed directly but affects employee's behavior. Though, Mathis and Jackson (1982) opined that motivation is an emotion or desire operating on a persons will and causing that person to act, Page (2008) noted that motivation is the process that accounts for an individual's intensity, direction and persistence of effort towards the attainment of goals. Consequence upon these concepts, motivation is a strategic and wholistic instrumentality targeted at organizational efficiency, improved productivity, conducive working environment and tool for safety net in solving global competitiveness.

Though, Ajila and Abiola (2004) noted that reward package influences employees performance, the ideology of employees reward have been narrowed down to finances alone, as in most cases the employees viewed reward and motivation only to increased pay packages, salaries and allowances etc hereby misconceiving the concept, intent and purpose. This thereby militates against employee's performance and this is the thrust of this paper.

Statement of the Problem

The socio-economic development of any nation largely depends on its human resources (both skilled, semi-skilled and unskilled). However, these human resources must be efficient and productive to compete favourably in the global scene. Alao and Monisola (2011) argued that for human resources to be productive, they must be adequately reward through various motivational techniques.

The liberalization of unionism in Nigeria has propelled agitations and consequent approval of one form of reward or the other in recent time. However, Aminu (2010) noted that these rewards were mostly associated with cost of living rather than efficiency and excellence service. Consequently, reward systems have not been fully utilized in Nigerian universities and even the little tools being utilized have been misconceived. It is against this backdrop that this research is being carried out.

Gap in Literature

Knowledge is lacking regarding the impact of rewards and motivation on productivity with particular focus on the employees of Kogi State University, Anyigba. More so, other papers have not been able to appraise the skewness of reward and motivation of academic and non-academic staff, thus creating a gap that need to be filled by means of empirical study.

Objectives of the Study

This research is basically aimed at exploring the impact of rewards and motivation on employee's performance. More so, the paper shall review the various motivational tools being utilized in enhancing productivity and the challenges and prospects of rewards and motivation to employee's productivity shall be discussed. Finally, a critical review on the skewedness of reward and motivation between academic and non-academic staff in the institution and how it affects their productivity shall be carried out.

Statement of Hypotheses

The following null hypotheses were formulated and tested in the study.

Ho1: There is no significance relationship between employees reward, motivation and productivity.
Ho2: Pay package is not the only reward and motivational tools for the employees.
Ho3: Training and development of employees do not enhance their performance.

Significance of the Study

This paper will be of utmost significance to the management of Kogi State University, Anyigba as it will serve as blue-print in rewarding and motivating its employees. More so, union leaders and employees will find this paper relevant as it discusses the salient issues that borders on their welfare and performance. In addition, researchers who may wish to carryout similar research topic will find this paper very useful as it will serve as a literature material. Finally, the recommendation of this paper will help the government and other relevant agencies towards enhancing productivity and improving the socio-economic fortunes of the nation.

Conceptual Framework

Banjoko (1996) sees human resource management as the management function involving various activities designed to foster effectiveness of an organizations workforce in achieving its objective. Thus, human resource management strategically focuses on the people, needs, expectations, values, drive, goal, aspirations and overall organizations desires. More so, human resource management is the conscious and holistic effort targeted towards sourcing, retaining and motivating the workforce of an organization with the principal aim of enhancing productivity, professionality, innovativeness, resourcefulness and improved performance (Marchington and Wilkinson 2007).

Reward is seen as an external agent administered when a desired act or task is performed, that has controlling and informational properties (Marlisa and Wan 2012). Page (2008) defined reward as something that increases the frequency of an employee's action that propelled improved productivity and service delivery. More so, Mehmood (2013) argued that rewards play a significant role on increasing employees reward and changes the behavior of dissatisfies employees. The reward is a pivotal determining factor in motivating the employees on one hand and propelling their performance on the other hand hence Agwu (2013) sees the principal reward system as pay and further noted that

other reward packages include: bonuses, pension scheme, subsidized meal, medical facilities, training, promotion and assigning of special duties to the employees.

Romando (2007) noted that the word motivation is coined from the Latin word "movere" which implies to move therefore defined motivation as an internal drive that actuates behaviour and gives direction. More so, Petermode (1991) defined motivation as a prepotent state that energizes and guides behaviours while Newstrorom (2011) reviewed motivation as a set of internal and external forces that cause an employee to choose an appropriate course of action and engage in certain behaviour. More so, Nohria, Groysberg and Lee (2007) provide four major indicators of employee's motivation such as: engagement, commitment, satisfaction and turnover. However, motivation of employees is one of the major challenges most organizations are confronted with this, is largely due to the dynamics of individual behavioural pattern. Consequently, lack of adequate motivation poses serious constraint to employee's productivity. By and large, employee's productivity is significant to the socio-economic development of the nation and also serves as the key determinant to reaching the global sense hence the reward and motivation of employees cannot be over-emphasized.

The Impact of Rewards and Motivation on Employees Performance

Paarsch and Shearer (2000) observed that reward and motivation of employees significantly affects their performance and various tools such as pay, promotions, training, job security etc serves as reward which motivates employees for better performance since reward and motivation goes beyond financial inducement, it is pertinent to say that there are divergent tools which can be used to induce the employees for greater performance.

Pawlowski (2005) noted that what motivates employee (a) may be different from what motivates employee (b) therefore the organization must identify and stipulate the various mechanisms that could enhance employee's performances. Furtherance to this, reward and motivation has been identified as the salient tools in actuating the performance of employees however, The Financial Regulation of the Federal Republic of Nigeria (2009) Article 1519 revealed that there are reward packages not covered by most organizations. And while this causes disparity in pay packages, the performance of employees are greatly affected. Therefore, reward and motivation of employees has significant role in enhancing performance and must be vigorously and holistically addressed to create a balance in reward, motivation on one hand and performance on the other hand.

Finally, policies and programmes relating to rewards and motivation when equitably approached enhanced overall productivity and address disparity within an organization.

Types of Reward

Reward is broadly categorized into intrinsic and extrinsic rewards. Ajils (1997) noted that the intrinsic rewards borders on the job itself which the employees find pleasurable as a result of successfully completing the tasks while extrinsic rewards are usually financial or tangible.

For the purpose of emphasis the table 1 shows the concepts variables and indicators of types of rewards:

Table 1: Types of Reward

Concept	Variable	Indicator
Extrinsic rewards	i. Pay ii. Bonus iii. Benefits iv. Promotion	Salary scale based on job categorization. Rupees (amount an employee gets from his contribution. Rupees (amount an employee receives for his contribution. Number of promotion per year.
Intrinsic Rewards	i. Recognition	Employee attitudes regarding fairness in appraising his performance.
	ii Career advancement	Possibility of carrier advancement opportunities (High or Low).
	iii. Responsibility	Given responsibility are matched with the employee capabilities.
	iv. Learning opportunity	Availability and support from organization to learn (High or Low).
Employees performance	i. Employee productivity	Whether the employee productivity is increased or decreased with changes of the employee rewards.
	ii. Job accomplishment	Achievement of assigned targets within the given duration.

Source: Dharmasiri and Wickramasinghe (2006); Pretheepkanth (2011)

Research Design

Research design is the blue-print used by a researcher to collect and analyze data for the study so as to provide answers to the research questions and hypotheses of the study (Arionik, 2004). Therefore, the research used the cross – sectional research design to evaluate the impact of rewards and motivation on the performance of employees in Kogi State University, Anyigba.

Research Population

The population of study consists of individuals, organizations, households or geographical areas in which the researcher seeks information about which the generalization of the study applies (Asika, 1991). The target population of this study is made up of all the academic, senior non-academic and junior non-academic staff of Kogi State University, Anyigba. The total population of this study is 1,744 which include 618 academic, 431 senior non-teaching and 695 junior non-academic staff.

Sample/Sampling Procedure

Sampling procedure describes the method used in delineating the sample size from the population of the study. The population of the study is large hence, it will be difficult if not impossible to reach the entire respondents therefore the researcher shall sample the opinion of some respondents using the Yaro Yamani statistical technique:

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

where:

n = sample
N = population
1 = constant
e = error margin

Consequently,

$$\frac{1744}{1 + 1744(0.05)^2}$$
$$\frac{1744}{1 + 1744(0.0025)}$$
$$\frac{1744}{1 + 4.36}$$

$$\frac{1744}{5.36}$$

$$n = 325$$

Study Area

Kogi State University was established in 1999 by Prince Abubakar Audu, the former Governor of the State. At the time of its establishment, it was known as Kogi State University, it was named Prince Abubakar Audu University in 2002 and later renamed Kogi State University in 2003. Professor S.K. Okwute was the pioneer Vice Chancellor (2000 – 2005), later Late Professor F.S. Idachaba became the Vice Chancellor between (2005 – 2008) and currently Professor Hassan S. Isah is the Vice Chancellor. Kogi State University commenced academic activities in April 2000 in six faculties such as: Agriculture, Arts and Humanities, Law, Management Sciences, Natural Science and Social Sciences, presently comprising about 30 Departments. The university also established the School of Post-graduate Studies and Centre for Pre-Degree and Diploma Studies. It started with student population of 700 and currently has about 23,000 students. The university has the total staff strength of 1,744 which include 618 academic, 431 senior non-academic and 695 junior staff, of the academic staff, 131 are professors, 59 Readers and 145 senior lecturers.

Method of Data Collection

The main research instrument of the study was the questionnaire. It was most appropriate to this study since it was aimed at evaluating the effect of reward and motivation to productivity. Accordingly, Employees Reward and Motivation Questions (ERMQ) were used to collect primary data from the respondents. The questionnaire was designed using the modified likert 5-point scale. The modified likert 5-point scale was used to compute the total and mean score. And the technique is expressed thus:

Very High Extent (VHE)	= 5
High Extent (HE)	= 4
Moderate Extent (ME)	= 3
Very Small Extent (VSE)	= 2
None at all (NA)	= 1

The questionnaire design was designed into 4 sections. Section A was the demographic information of respondents, section B was on employee's reward and motivation profile, section C was on the extent of productivity resulting from rewards and motivation while section D was test of hypothesis.

Method of Data Analysis

Appropriate statistical tools were employed to analyze the data of this study. The statistics consisted of simple percentages, frequencies and means score. To analyze the data and answer the research questions, the descriptive statistics of simple percentages, frequencies and means score were adopted. The hypotheses were tested with the use of spearman rank order correlation co-efficient which is expressed thus:

$$rs = 1 - \frac{6\sum d^2}{n(n2-1)}$$

where

rs = spearman rank order correlation co-efficient

d^2 = summation of squared differences between x and y variables

n = number of ranked subjects.

Table 2: Demographic Information of Respondents

S/No	Variable	Option	Frequency	Percentage (%)
1	Age (in years)	18 – 25	23	7%
		26 – 33	47	14%
		34 – 41	94	29%
		42 and above	161	50%
		Total	325	100%
2	Gender	Male	209	64%
		Female	116	36%
		Total	325	100%
3	Religion	Christianity	184	57%
		Islam	137	42%
		Others	04	1%
		Total	325	100%
4	Marital Status	Singe	75	23%
		Married	236	73%
		Divorced	08	2%
		Widowed	06	2%
		Total	325	100%
5	Educational Qualification	O'Level	30	9%
		ND/NCE	59	18%
		HND/B.Sc	120	37%
		M.Sc/Ph.D	95	29%
		Others	21	6%
		Total	325	100%
6	Employment Status	Academic	115	35%
		Non-Academic	210	65%
		Total	325	100%
7	Length of service (in years)	1 – 10	224	69%
		11 – 20	50	15%
		21 – 30	31	10%
		31 – 35	20	6%
		Total	325	100%

Source: Field Research (2015)

Most of the respondents are of age 42 years and above with a total of 161 (50%) as shown in table 2, while 94 (29%) are between the ages of 34 – 41years, 47 (14%) are between the ages of 26 – 33 years while 23 (7%) are between the ages of 18 – 25 years. More so, most of the respondents are male with a total of 209 (64%) while 116 (36%) are female. The religion background of the respondents shows that most of the respondents are Christians with a total of 184 (57%), 137 (42%) are Muslims while 4 (1%) are of other religions. Most of the respondents are married with a total of 236 (73%), 75 (23%) are single, 8 (2%) are divorced while 6 (2%) are widowed.

The academic qualification of the respondents shows that most of the respondents have HND/B.Sc respectively with a total of 120 (37%), 95 (29%) have M.Sc/Ph.D respectively, 59 (18%) have ND/NCE respectively, 30 (9%) have O'Level while 21 (6%) have other qualifications. More so, most of the respondents are non-academic staff with a total of 210 (65%) while 115 (35%) are academic staff. Finally, 224 (69%) have been working between the period of 1 – 10 years, 50 (15%) have been working for the period between 11 – 20 years, 31 (10%) have been working between 21 – 30 years while 20 (6%) have been working between 31 – 35 years.

Table 3: Employees Reward and Motivation Profile

S/No	Variables	VHE 5	HE 4	ME 3	SE 2	VSE 1	NA 0	TS	X
1	Enhanced salaries and wages	157 (785)	131 (524)	22 (66)	4 (8)	9 (9)	2 (0)	1392	4.28
2	Job security	157 (785)	109 (436)	44 (132)	4 (8)	9 (9)	2 (0)	1370	4.22
3	Timely promotion and career prospects	166 (830)	65 (260)	72 (216)	13 (26)	7 (7)	2 (0)	1339	4.12
4	Good working condition	109 (545)	177 (708)	17 (51)	11 (22)	7 (7)	4 (0)	1333	4.10
5	Training and development	131 (655)	89 (356)	92 (276)	7 (14)	4 (4)	2 (0)	1305	4.02
6	Health and safety	133 (665)	111 (444)	46 (138)	24 (48)	7 (7)	4 (0)	1302	4.01
7	Inter-personal relationship with colleagues	87 (435)	65 (260)	83 (249)	63 (126)	18 (18)	9 (0)	1088	3.35
8	Effective communication	83 (415)	65 (260)	74 (222)	55 (110)	35 (35)	13 (0)	1042	3.21
9	Letter of commendation	76 (380)	92 (368)	50 (150)	42 (84)	39 (39)	26 (0)	1021	3.14
10	Special welfare scheme	112 (560)	176 (704)	18 (54)	11 (22)	6 (6)	2 (0)	1346	4.14
11	Assigning of special tasks	150 (750)	128 (512)	24 (72)	9 (18)	10 (10)	4 (0)	1362	4.19
12	Sport and social development	63 (315)	74 (296)	7 (21)	94 (188)	85 (85)	2 (0)	905	2.78

Source: Field Research (2015)

The table above shows the employees reward and motivation profile. The total and mean scores revealed that enhanced salaries and wages is the major tool in rewarding and motivating employees with the totals score of 1392 and mean score of 4.28 followed by job security which gives the total of 1370 and mean score of 4.22. More so, assigning of special tasks is the third ranking tool in employees reward and motivation giving a total of 1362 and mean score of 4.19. The next is special welfare scheme with the total of 1346 and mean score of 4.14 followed by timely promotion and career development which gives a total of 1339 and mean score of 4.12. The next tool is good working conditions which gives the total of 1333 and mean score of 4.10. More so, the next factor is training and development which gives a total of 1305 and mean score of 4.02 followed by health and safety with the total of 1302 and mean score of 4.01. The next tool is inter-personal relationships with colleagues which gives a total of 1088 and mean score of 3.35. The tenth tool is effective communications which gives the total of 1042 and mean score of 3.21 while the eleventh tool is letter of commendation with the total of 1021 and mean score of 3.14. Finally, sport and social development is the least tool used in rewarding and motivating employees as it gives the total of 905 and mean score of 2.78.

Table 4: Extent of Productivity Resulting from Reward and Motivation of Employees

Responses	Frequencies	Percentage (%)
Very High Extent	166	51%
High Extent	124	38%
Moderate Extent	15	5%
Small Extent	11	3%
Very Small Extent	2	1%
None at all	7	2%
Total	325	100%

Source: Field Research (2015)

The table 4 above shows that 166 (51%) of the respondents indicated that reward and motivation influences productivity to a very extent, 124 (38%) said it was to a extent, 15 (5%) said it was to a moderate extent, 11 (3%) said to small extent, 2 (1%) said to a very small extent while 7 (2%) said none at all. The implication is that reward and motivation of employees influences productivity.

Test of Hypothesis

Test statistic: Spearman Rank order correlation is appropriate.

Responses	Observation	Rx	Observation	Ry	∂(Rx-Ry)	∂^2
Very High Extent	166	6	131	6	0	0
High Extent	124	5	89	4	1	1
Moderate Extent	15	4	92	5	-1	1
Small Extent	11	3	7	3	0	0
Very Small Extent	2	1	4	2	-1	1
None at all	7	2	2	1	1	1
Total	325		325			$\sum\partial^2=4$

Source: Field Research (2015)

$$rs = \frac{6\sum\partial^2}{N(n^2-1)} = 1 - \frac{6(4)}{6(6^2-1)}$$

$$rs = \frac{1-24}{210} = 1 - 0.11 = 0.89$$

$$Z\,cal = rs = \sqrt{n-1} = 0.89$$
$$\sqrt{5} = 0.89 \times 2.24 = 1.99$$

Hence, there is a perfect correlation.

Decision

We reject (Ho) since rs coefficient is 0.89 hence, there is relationship between employees reward, motivation and productivity.

Discussion of Findings

Based on the foregoing analysis, it was discovered that there is a direct relationship between employees reward, motivation and productivity. In other words as these variables increases the productivity profile also increases. These findings is in agreement with Paarsch and Shearer (2000) who observed that reward and motivation of employees significantly affect their performance and various varying tools are used to reward and induce the employees ranging from salaries and wages, bonuses, promotion, training and development etc.

The study also revealed that human resources is the most important resources of any organization and largely contributes to the socio-economic development of any society. More so, competing with the global trend of mobilizing and utilizing a sound and reliable intellectual capability requires constant exploring of various variables that will reward and motivate the employees towards improved productivity.

More so, as Ajils (1997) noted that extrinsic rewards such as: pay, bonuses, benefits and promotion differs from intrinsic rewards such as: recognition, career advancement, responsibility and learning opportunity hence employees reward, and motivation goes beyond non-financial benefits to employees and requires sound managerial judgement of organization to be able to identify, apply and interpret employees actions and inactions towards enhancing their productivity and creating a sound and an egalitarian organizational atmosphere.

Conclusion

Reward and motivation of employees are enduring pre-disposition to organizational productivity. This was revealed from the empirical evidence and feedback from the respondents. Though, the study noted that financial reward induces employees but other financial rewards greatly enhance productivity. Therefore, employee's self-worth, conducive working environment and safety also guarantee productivity.

Recommendations

On the account of these findings, the following suggestions are recommended to create a virile socio-economic atmosphere in organizations through a well-motivated workforce.

1.   A well-articulated blue-print on employees reward and motivation should be developed and aggressively implemented.
2.   Employees promotion should be strictly based on performance profile resulting from periodic performance audit and employee appraisal.
3.   Training and development of employees should be carried out with fair consideration to both academic and non-academic staff so as to ensure sound and peaceful organizational climate.
4.   Sporting activities and other social interactions such as periodic holiday services, annual get-together should be enshrined in the reward programme of the institution.
5.   There should be provision of basic infrastructure and the existing ones should be upgraded so as to create a more conducive working environment.
6.   The employees should be carried along in core decision making process through effective communication.
7.   Funding of the university should be improved so as to enable the institution meet up with her mandate.

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