

## Reward System and Performance of Employees of Telecommunication Firms in Kogi State, Nigeria

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### Abstract

*The study examined the impact of reward system on the performance of employees of the Telecommunications Firms in Kogi State, Nigeria. The objective of the study was to ascertain the effect of the company's reward system on the performance of the employees. To achieve the study objectives, a survey research design was employed and data was gathered from a sample of 190 management and staffs of the company using a five point likert scaled questions. The data gathered were descriptively and parametrically analyzed. Descriptively, tables, percentages and mean scores were used to reduce the data into comprehensible form. Parametrically, multiple linear regressions were conducted to test the hypotheses of the study. The hypotheses tested, revealed a positive and significant relationship between the telecommunication Firms' reward system and employee performance. Based on the findings, the study recommended that the management of Telecommunications companies in Kogi State, Nigeria should link reward with performance and promptly review their reward systems in line with current trends and value of money so as to continue motivating their staff for superior performance.*

**Keywords:** Reward system, performance, employee engagement, telecommunication firms

### Introduction

Rewards and performance are two interrelated concepts. Rewards drive performance which will lead to the achievement of the objectives of an organization. The level of employees' commitment and achievement of organizational goals is a measure of the effectiveness of any reward system. Globally driven organizational environment, requires committed and highly motivated employees as the basic tool that organizations need to compete and excel in the market place. Thus, it was submitted that the performance of any organization is the performance of its people (Lawrence, 1972). Reward systems are the inducement mechanisms that Managers employ to drive employees towards the goal of the organization. The reward systems may come in diverse forms and ways. It could be financial incentives or non-financial incentives. According to Grant, (2018) incentives transform employees into developing organizational citizenship self-driven behavior that are instrumental to goal driven and achievement.

As posited by Pierce (2013) for reward system to be effective, it has to be sensitive to changes in the economy and circumstances of work environment so as to capture employee motivation and desire to excel at all time. It must be able to fuel the desire of employees to want to perform and pursue service excellent in the work place (Danish & Usman, 2016). Employers get more of the behaviour that they reward, not actually what they assume they will naturally get from employees (LeBouef, 1989). Thus, when employees surpass their target or exceed their standard, they expect to be rewarded immediately so as to link reward with performance. By doing this, employees directly connect reward with work behaviour and the higher performance they have attained (Torrington & Hall, 2016, LeBouef, 1989).

It is a fact that a good reward systems have the ability to attract the right employee, retain them and constantly motivate them to deliver superior performance at all times. Equally, a poorly structured reward system has the consequences of paving way for labour turnover, poor productivity and a general lackadaisical attitude toward work (Otieno, 2006 & Uchenna et al, 2021). Globalization competitiveness has brought more pressure on organizations and its Managers to be forward looking, proactive, creative and innovative and create a reward platform that will help keep, sustain and develop their vital resources which is the employee. This has become imperative because the human capital or employees are the defining success of an organization. Making employees willing and enthusiastic to work towards organizational goals is the primary responsibility of the Management of an organization (Candy, 2015).

To this end, Osioma and Audu (2022) submitted that the success of an organization on a global competitive arena is a function of the effectiveness of the Management of its human resources. Best strategy and appropriate organizational architecture do not insure organizational effectiveness. Organizational effectiveness can be achieved through motivation of organizational members. “While machines and robots can be programmed and controlled to consistently produce the same amount of output, upgrade to perform better or replace if it did not function properly, humans cannot be programmed and controlled”. The level of productivity of employees among other things is a function of motivation (Bayon, 2013; Osioma & Audu, 2022). This study, therefore, is to investigate reward system and employee performance of telecommunication Firms in Kogi State, Nigeria

### **Statement of the Problem**

Rewards are one of the major drivers of performance in human organizations. Hence reward and performance are two inseparable concepts in the achievement of organizational goals. Since human beings are the major drivers of organizational goals, how to make them willing instrument become a matter of significant debate in organizational management. Thus, in management literature, one of the tools that make humans a willing tool for the attainment of organizational goal is motivation. Motivation theories posit that a behavior that is rewarded would most likely to be repeated. This expression is found in the theories of reinforcement, equity, Maslow and others. It is geared towards understanding how man’s innate knowledge, skills and abilities can be explored willingly and enthusiastically toward achieving organizational goals.

Armed with the knowledge of these theories, management of commercial and non-commercial organizations came up with diverse reward systems that can propel employees to work conscientiously toward achieving the goals of organizations. The reward systems include but not limited to such things as payment of salary, appreciation, employee bonus, and health services among others. These theories and its application notwithstanding, poor performance of employees of organizations especially of telecommunication Firms in Kogi State are still common place. This calls to question the efficacy of these theories in propelling human organizations towards goal attainment. Hence, this study to investigate the workability of these theories, and if actually they are working, why are organizations applying reward systems not able to propel their employees to higher performance. This question the study is set to answer.

Based on the research problem stated above, the study intends to answer the following questions, objectives and test the following hypotheses

- I. Is there any relationship between salary and employee performance of telecommunication companies in Kogi State.
- II. What is the relationship between bonus and employee performance of telecommunication

companies in Kogi State.

- III. How does appreciation relate to employee performance in telecommunication companies in Kogi State.

The study is set to achieve the following objectives:

- I. Investigate the nature of relationship between salary and employee performance of telecommunication companies in Kogi State.
- II. Determine how bonus influences employee performance in telecommunication companies in Kogi State.
- III. Evaluate the nature of relationship between appreciation and employee performance of telecommunication companies in Kogi State.

### **Hypotheses**

The study will verify the following hypotheses

**H<sub>1</sub>:** Salary has no relationship with employee job performance of Telecommunication companies in Kogi State.

**H<sub>2</sub>:** There is no significant relationship between bonus and employee performance of telecommunication companies in Kogi State.

**H<sub>3</sub>:** Appreciation has no relationship with performance of employee of telecommunication companies in Kogi State.

### **Conceptual Review**

#### **Concept of Reward System**

Reward system is a payment given to employees and it represents the mechanisms through which employees are galvanized to work towards achieving strategic goals of the organization (Okwuise and Ndudi (2023). Anku,et.al, (2018) submit that, “reward systems consist of integrated processes and practices which are combined to ensure that the reward management is carried out effectively to the benefit of the organization and the people who work in it”. Equally reward system is defined as the process of developing and implementing strategies, policies and systems which help an organization to achieve its objectives by obtaining and keeping the people, it needs and increasing their motivation and commitment. Johnson (2010, Flippo, 1980) outlines the goals of reward system to include attract, retains and motivate employee to support the attainment of the organization’s strategic and short-term objectives. The goal of a well-developed rewards system is to ensure that requisite skilled, competent, committed, able and well-motivated work force requires, to pursue and achieve the expectations of the organization are made available at all times.

Reward systems have different parts and structures depending on the need of the organization employing the reward system. What every organization regards as its goals are the parameters that are expected to be built in the reward system to ensure that desired behaviors are rewarded while undesired ones are discouraged. This requires a breakdown and restructuring of organizational goals into understandable and measurable behaviors and performances.

There are different types of reward systems. The first include the monetary part which is the most common part of every reward system. Although, it is not necessarily the most vital part of the reward

system, yet it has a high motivating influence on employee performance. The monetary part of a reward system includes but not limited to the following:

**Salary-increase based on performance:** This reward system is based on the performance of the employee. It comes in form of salary and wages which are often paid to employees after a fixed period of time usually monthly or weekly as well as daily. This reward system is premised on the belief that employee competencies increase over time as a result of experience and training. Normally, provisions are made for annual increment in salary to commensurate with experience and training (Merchant, 2017).

**Incentive plans:** It can be short and long. Short term in nature inducement offered to managerial level of staff in recognition of their exceptional performance and it comes in cash and bonus usually covers a small period of time and most often it covers long period of time depends on the objective the organization intends to achieve. It helps to attract and retain key talented persons in an organization (Flippo, 1980; Merchant, 2017).

Apart from the monetary reward, there is a non-monetary part which is non-cash in nature and includes rewards scope to achieve and exercise of responsibility, career opportunities, health care, learning and development, career progression, the intrinsic motivation provided by the work itself. A word clothed in appreciation and recognition for an excellent job done is form of non-monetary part of a reward system (Jaghult, 2015). However, an effective reward system must encompass the monetary and non-monetary components (Amstrong, 2017).

Rewards systems can either result in intrinsic motivation or personal growth motivation. Intrinsic motivation is the type that comes from within the individual, a feeling of being proud of something, feeling content and happy by something that you have done or you are doing. On the other hand, personal growth motivation is the type that is brought to you by another person or an organization (Kaplan & Atkinson, 2016). Furthermore, extrinsic rewards can be monetary or non-monetary. The monetary part is usually a variable compensation which is separated from the salary. It is received as an outcome of extraordinary performance. Its goal is to motivate employee to an extraordinary level of performance.

### **Concept of Salary**

Braton and Gold (2016) and Flippo (1980) submitted that basic salary is a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for productivity. Surbhi (2015) also defined salary as a fixed amount paid to the employees at regular intervals for their performance and productivity whereas wages are the hourly-based payment given to employees on the basis of work finished in a day. He further argues that Salaried persons are generally said to be doing “white collar office jobs” whereas the wage person are said to be doing “blue collar labour job” which implies that an individual is engaged in the unskilled or semi-skilled job and is drawing wages on a daily basis. One purpose of a person as an employee of a company is to earn income in the form of wages or compensation. Received wages is basically meant to meet the immediate needs of the employees such as food, clothing and housing (Kanzunnudin, 2017).

Agburu (2016) argues that for the purpose of salaries and wages in Nigeria, wages should not only be adequate but they must also show some element of equity on all sides. Anything short of a fair and equitable wage or reward can quickly attract the wrath of employees. As a direct financial

rewards, wages and salaries are the most needful factor by the employees, thus they take a centre stage in the scheme of things as far as rewards for work is concerned.

### **Bonus**

Investopedia (2016) defined bonus as an additional compensation given to an employee above his/her normal wage. A bonus can be used as a reward for achieving specific goals set by the company, or for dedication to the company. Heathfield (2016) held that bonus pay is compensation over and above the amount of pay specified as a base salary or hourly rate of pay. The base amount of compensation is specified in the employee offer letter, in the employee personnel file, or in a contract. Employers can distribute bonus pay randomly as the company can afford to pay or the amount of the bonus pay to be paid can be specified by contract document bidding the employer and the employee. Bardot (2014) asserted that bonus is a payment which is backward-looking and usually discretionary or at least not expected as a right employee(s). A decision is made to pay it to one, a group or all employees, based on criteria decided by management to reward past achievements, such as reaching a specific profit or some important milestones for the organization, or in a totally discretionary manner.

Romanoff (2018) defined bonus as a single payment made at the end of the performance period typically a year to reward extraordinary effort or achievement while incentive is a tangible or intangible reward that is designed to motivate a person or group to behave in a certain way. He further stressed that incentives differ from bonuses in that incentives define both what needs to be accomplished, what the employee will receive in return for accomplishing it. As a result, incentives have greater behavioral and motivational impact.

### **Appreciation**

Appreciation is defined as gratitude that is meaningful and valuable to an employee for a milestone accomplishment (Sansone & Sansone, 2015). There are many definitions of gratitude that has been defined by scholars and views on the relationship between gratitude and appreciation. However, while agreeing to the relationship between gratitude and appreciation, McCraty and Childre (2014) argued that appreciation does not contain negative feelings. It is a means of thanking someone for a particular work done or for a particular achievement. The authors posited that appreciation has an energetic quality that expressed an extraordinary feeling of thankfulness from one person to another person. Fagley (2016) argues that gratitude is another aspect of appreciation and it includes such things as rituals and it is considered as a higher-order construct. Most of the employers truly appreciate their employees through the word of mouth by saying "thank you" for their hard work in the organization. Apart from that, appreciation can be classified into public thanks, the team thanks, private or verbal thanks and written thanks. These kinds of appreciation will make employees feel valued and thereby increase the level of organizational citizenship and engagement (Perry, 2016).

Appreciation is an "expression of thankfulness for extra effort done by the employee in an organization". It represents a non-financial recognition of the effort of employees for work done. According to William (2017), the significance of appreciation is to encourage the employees and to encourage others to do the same. Appreciation can be done through formal or informal and it is an effective way that does not have cost. However, an appreciation or gratitude should not be done or relying on a formal event organized by the organization as it can create a border and unhelpful to maintain employee's performance in the organization (Kouzes & Posner, 2017).

Porath, Gerbasi and Schorach (2015) argued that a sincere thank you from the employer will create a good environment that will increase productivity in the organization and also improve social network between the employer and employees. Feedback that is into positive criticism is necessary for employee's development. It is significant to create a positive workplace culture. Positive feedback also motivates employees to function as a member of a team (William, 2017).

### **The concept of Employee Performance**

Employee performance or productivity is a core concept within work and organizational psychology (Sonnetag & Frese, 2012). Elger (2017) for instance, defined the term performance as “the undertaking of complex series of actions that integrate skills and knowledge to produce a valuable result; and a performer as an individual or a group of people engaging in a collaborative effort”. From this definition, employee performance can therefore be defined as an activity engaged by the employee to produce a viable or valuable outcome. Shahzadi, (2014) describe employee performance to involve the quality and quantity of output, present at work, accommodative and helpful nature and timeliness of output. Organizational performance can take any of the dimensions of financial performance, market performance, shareholder value among others (Okwuise & Ndudi, 2023)

Employee performance and productivity can be conceptualized into two distinctive but interrelated dimensions action or behavioural aspect, and an outcome aspect (Sonnetag & Frese, 2016; Edna et al, 2021). The action or behavioural aspect pertains to what the individual does at work that is relevant towards achieving the organizational goals, while the outcome aspect relates to the consequences of result pertaining to active behaviour or action. The implication therefore is that Organizations are in need of employees possessing both attributes which involves the capacity to meet up with the job demands and tailoring their efforts in such a way as to deliver products and services that enables the organization to actualize its objectives. Performance is also important for the individual who in turn accomplishes the job tasks assigned to him in an organization; it can be a source of satisfaction to the employee, prompting the feelings of mastery and pride. On the other hand, low performing employees will generally feel a sense of dissatisfaction which inevitably leads to low performance.

### **Empirical Review**

Okwuise and Ndudi (2023) studied reward systems and organizational performance. The objective of the study was to investigate the influence of reward system on employee performance in organizations. To achieve the study objectives, survey research design was adopted and data gathered from 367 staff members of Delta State University through questionnaire designed in five points Likert scale. The data gathered were analyzed descriptively and hypotheses tested using multiple regression. The result of the analysis revealed a significant influence of reward systems on employee performance.

Ogenna and Uju (2020) examined wages and salary administration and employee performance in selected government ministries in Anambra State. The objective of the study was to investigate how wages and salaries, bonus, fringe benefits affect employee performance. To achieve the study objective, a survey research design was adopted and a total of nine of government Ministries in focus. The population of the study was 1920 employees of the selected Ministries out of which 374 employees were sampled for the study. The instrument for data collection was the questionnaire and analyzed using descriptive statistics such as simple percentages, tables and mean scores. The hypotheses formulated for the study were tested with multiple regressions. The study discovered that

wages and salaries have a significant positive effect on employee performance and that bonus also has a significant positive relationship with employee performance.

Also, Olurotimi, Norida and Norhidayu (2016) studied the psychological impact of recognition and appreciation on job satisfaction and job performance of IT employees in Malaysia. The objective of the study was to determine the psychological influence of recognition and appreciation on job satisfaction and performance of IT employees. To achieve the study objective, an exploratory and descriptive research design was employed and questionnaire was the instrument of data collection. Data gathered were analyzed using descriptive statistics such as tables, frequencies and graphical illustrations. The structural Equation Model (SEM) was used to test the hypotheses of the study. The study found a significant relationship between recognition and appreciation and employee job satisfaction and performance.

Bello and Adebajo (2014) investigated reward system and employee performance in selected public Schools in Lagos State. The objective of the study was to examine the place of reward system on employee performance. Data for the study were gathered from selected Secondary Schools in Lagos State. To achieve the study objective, descriptive research design was adopted and 200 questionnaires were randomly administered to 10 sampled Secondary Schools in Lagos State. The hypotheses of the study were tested using linear regression. The study found a significant relationship between employee's performances, salary package, and employee allowances in the public sector in Lagos State.

Yulia (2019) examined the impact of reward system on employee performance in Normet limited, Finland. The objective of the study was to investigate the impact of rewards system on employee performance in Normet. To achieve the study objective, both qualitative and quantitative data collection approach was used to gathered data through online questionnaire and interview. The questionnaire was administered on 91 respondents and interview conducted on 8 members in the managerial cadre. Data collected was analyzed using SPSS software and hypotheses tested using frequency analysis, correlation and regression. The data obtained through interview was analyzed and interpreted using manual thematic technique. The study discovered a strongly and positively correlation between reward system and employee performance. The study further discovered from the interview conducted that a combination of extrinsic and intrinsic rewards ensures increase and maximization in overall employee's performance.

Felix, Zirra and Charles (2020) investigated reward system as a strategy to enhance employees' performance in an organization. The objective of the study was to investigate how reward system influences employee low productivity behavior and how this behavior is often changed by reward to improve performance in organizations. To achieve the study objective, a descriptive and exploratory research design was employed. The study was administered through constructive analysis from different articles that were premised on reward system. The study found a positive relationship between rewards and employee's performance, productivity and staff retention.

Equally, Gunawan and Amalia (2015) studied wage factor and the quality of working life needs so as to improve employees' performance. The aim of the study was to examine the effect of wages on employee performance as moderated by the quality of work life. Primary data was collected through questionnaire and a stratified sample of 100 employees of a manufacturing company was the sample used for the study. Data gathered was analyzed using simple linear regression and moderated

regression analysis. The study found a significant negative effect of quality of work life on the wages and employee performance.

Idemobi, Ngige, and Ofili (2017) examined the impact of reward systems on organizational performance. The study aimed to achieve several specific objectives: to determine the effect of an organization's reward system on employee performance; to explore the relationship between the reward system and employees' attitudes toward work; to investigate the correlation between the reward system and job satisfaction; and to analyze the link between the reward system and employee commitment. Data for the study was collected using a questionnaire and analyzed through the chi-square test of independence. The results indicated that the reward system of an organization significantly affects employee performance. Additionally, a significant relationship was found between the reward system and employees' attitudes toward work. Furthermore, a correlation exists between the reward system and job satisfaction. The study concluded that reward systems have a substantial impact on employees' attitudes toward their work. It recommended enhancing organizational reward systems to increase employee satisfaction and suggested that organizations develop reward policies that are competitive within their industry.

Onuorah, Okeke, and Ibekwe (2019) conducted a study to investigate the effects of compensation management on employee performance in Nigerian organizations. The focus was on examining how performance-based compensation, competency-based compensation, and equity-based compensation influence employee performance. They reviewed relevant conceptual, theoretical, and empirical literature to inform their research, which was grounded in Human Capital Theory and Expectancy Theory. The study employed a descriptive survey research design and was carried out in Anambra State. The population consisted of 257 public secondary schools in the region. Using the Taro-Yamane formula, a sample of 220 employees was selected from this population. Data was collected using a structured questionnaire, which was validated for content. To ensure reliability, the instrument was trial-tested on a randomly selected representative sample of 20 employees from public schools in Anambra State. For data analysis, Z-tests were utilized to test the null hypotheses at a significance level of 0.05. The findings indicated that equity-based compensation did not have a significant negative effect on employee performance in Nigerian organizations. Similarly, competency-based compensation and performance-based compensation also did not show any significant negative effects on employee performance.

A study conducted by Ozutku (2012) on Turkish manufacturing firms showed a positive result of non-financial rewards such as appreciation and has a significant effect on employee performance. Ejumudo (2014) studied pay reward system management and staff performance in Nigeria: using the Delta State Civil Service as a focus. The data used in this study were collected from both primary and secondary sources. The primary data were gathered through focus group discussions, while the secondary data were sourced from relevant textbooks, journals, and government documents. The findings reveal that the mismatch between the pay reward system in the Delta State civil service and the central principles of fairness, cost of living, and moderation, along with an ingrained culture of poor performance and dysfunctional employee recruitment practices, has negatively affected staff performance. The study offers several important recommendations, including the necessity for a fair, moderate, and dynamic pay reward system that reflects the current cost of living in society. Additionally, it calls for the dismantling of the culture of poor performance and the implementation of a merit-based approach to employee recruitment.

Onuegbu, and Ngige, (2018) identified organizational rewards system and its effects on employees''



performance in selected polytechnics of South-East Nigeria. The data utilized in the study were obtained from both primary and secondary sources. The primary data were derived from questionnaire and interviews from focus group discussions, the secondary data were obtained through questionnaire from the sample of 210 (employees of the selected polytechnics respondents determined at 5percent level of significance for sample error, using Eastman Kodak's sample size for inventory population was selected from a population of 10,972 employees using stratified random sampling technique. Pearson Product-Moment Correlation Coefficient of determination and alienation was conducted to test the correlation between organizational rewards and employees performance. Student t- distribution was employed to test the significant levels of the facets of intrinsic and extrinsic rewards variables. The results of the study reveal that employee rewards policy significantly affects organizational performance as two of the three null hypotheses were rejected at ( $p < 0.05$ ). The last hypothesis was accepted at less than critical values of 5% showing that extrinsic rewards and employees' performance are not significantly correlated. The study recommended that reward packages should be valuable to employees and based on realistic, reliable standards.

## **Theoretical Framework**

### **Reinforcement and Expectancy Theory**

Gerhart, Minkoff, and Olsen (2015) reinforcement theory posits that a behavior that is rewarded states is more likely to occur in the future (Thorndike's Law of Effect). Aswathappa (2017) asserted that a behavior which has a rewarding experience is likely to be repeated. The implication for remuneration is that high employee performance followed by monetary reward will make future employees' performance more likely. Buchan (2015) suggests that behavior can be modified if individuals receive the reward at the time they exhibit the desired behaviors. An important assumption in this theory is that rewards can become an acquired right if they are delivered on a regular basis.

This study proposes from a theoretical and empirical perspectives that when management implements a reward system that aligns employee performance with rewards, it can enhance employee performance and increase their willingness to excel within the organization. As a result, this approach could lead to a reduction in staff turnover and absenteeism, while also improving customer relations and decreasing customer complaints.

### **Methods**

This study adopts a descriptive research design as it describes relationship that exists between variables (Independent and Dependent). The data were collected using structured questionnaires designed in five point likert scale distributed to the target respondents who are the management staff and employees of the telecommunication companies in Kogi State. The population of the study was made up of 195 staff and management for the focused organization randomly selected from management and staff of the organization. A total of 190 questionnaires were completed and returned which form the basis for analysis. Data collected were analyzed using descriptive and parametric statistical tools such as tables, mean scores and percentages while multiple regressions was conducted to test the hypotheses.

For the validity and reliability of the research instruments, a factor analysis was conducted and the results are in the table 1 below.

**Table 1**

Variables	K M O	Bartlett's test of sphericity	Eigen-value	Variance explained	Cronbach's Alpha
Salary	.776	Significant	1.516	72.3%	.794
Bonus	.551	Significant	2.74	68%	.808
Appreciation	.778	Significant	1.781	78.9%	.764

### Data analysis and results

This section presents the results of data analysis carried out

Descriptive statistics of respondents

**Table 2 Gender of Respondents**

Gender	Frequency	Percentage	Cumulative Percentage
Male	140	72.9	72.9
Female	50	26.1	100
Total	190	100	-

Source: Field Survey, 2025

The table shows the gender of respondents. From the table, 140 respondents representing 72.9% are male while 50 respondents made up of 26.1% are female. This shows that majority of the respondents are male

**Table 3 Religion of Respondents**

Religion	Frequency	Percentage	Cumulative percentage
Islam	120	63.2	63.2
Christian	60	31.6	94.8
Traditional	10	5.2	100
Total	190	100	-

Source: Field Survey, 2025

From the table above, 120 respondents were Muslims representing 63.2% while 60 respondents are Christian comprised of 31.6%. The remaining 10 respondents made up of 5.2% were traditional believers. The response shows that majority of the respondents are Muslims.

**Table 4 Marital status of Respondents**

Marital status	Frequency	Percentage	Cumulative percentage
Married	60	31.6	31.6
Single	40	21	52.6
Divorced	60	31.6	82.4
Widowed	30	15.8	100
Total	190	100	-

Source Field survey, 2025

Table 4.1.3 presents the marital status of the respondents. In the table, 60 respondents representing 31.6% are married while 40 respondents made up of 21% are single. Also, 60 respondents comprised of 31.6% are divorcees with 30 respondents made up of 15.8% are widows. Thus, it can be concluded that majority of the respondents are married and divorcees respectively.

**Table 5 Department of respondents**

Department	Frequency	percentage	Cumulative percentage
General Administration	41	21.6	21.6
Human Resources	30	15.8	37.4
Finance	39	20.5	57.9
Customer service	30	15.8	73.7
Others	50	26.3	100
Total	190	100	

Source: Field Survey, 2025

**Table 4.1.4** describes the department to which respondents belong. 41 respondents serve in the administration department of the organization and made up of 21.6% while the human resource department has 30 respondents representing 15.8% with Finance department having 39 respondents which comprised of 20.5%. The Customer service department and other departments not specifically named have 30 and 50 respondents made up of 15.8% and 26.3% respectively. The implication of this is that respondents are fairly distributed across the departments of the organization.

**Table 6 Length of Service of Respondents**

Length of service	Frequency	Percentage	Cumulative percentage
1-5 years	40	21.1	21.1
6-10 years	45	23.7	44.8
11-15 years	35	18.4	63.2
16-20 years	30	15.8	79
21 above years	40	21	100
Total	190	100	

Source: Field Survey, 2025.

Table 4.1.5 shows the length of service of respondents with the organization. The table revealed that 40 respondents made up of 21.1% are within the ranges of 1-5 years' experience while 45 respondents made up of 23.7% have served the organization between 6-10 years. Also, 35 respondents representing 18.4% have served in the organization for the period of between 11-15 years and 30 respondents comprised of 15.8% have served for a period of between 16-20 years. Respondents with more than 20 years of experience serving the organization represent 21%. In all, it can be deduced from the analysis above that there is spread of mix of experiences of respondents in the organization.

**Table 7 Literacy level of respondents**

Literacy level of respondents	Frequency	Percentage	Cumulative Percentage
WASSCE/ GCE	60	31.6	31.6
NCE/ ND	70	36.8	64.8
HND/ BSC/ BED	40	21.1	89.5
POST GRADUATE	20	10.5	100
TOTAL	190	100	100

Source: Field Survey, 2025

Table 4.1.6 reveals the literacy level of respondents. From the table, 60 respondents comprised of 31.6% hold WASSCE and GCE Ordinary level while 70 respondents made up of 36.8% hold National Certificate of Education. Also, 40 respondents made up of 21.1% hold First Degree or its equivalents and 20 respondents comprised of 10.5% hold a postgraduate certificate. The table

revealed that majority of the respondents hold National Certificate of Education and National Diplomas.

### Multiple regression analysis results

Multiple regression analysis was conducted to determine the impact between reward system as proxies by salary, bonus and health services and employee performance as the dependent variable. The results of the regression as presented in tables 8 and 9 revealed that the explanatory variables: Salary, Bonus, and Appreciation accounted for 43.4% of the variance in employee productivity ( $R^2 = .434$ ,  $F(3, 186) = 47.481$ ,  $P < 0.05$ ). Table 10 showed that the three independent variables: Salary, Bonus and Appreciation contributed positively and significantly to the regression model. In specific terms, the outcome of the regression showed a positive and statistically significant influence of salary on employee performance  $\beta .316$ ,  $P < 0.05$ , Bonus,  $\beta .087$ ,  $P < 0.05$  and  $\beta .378$ ,  $P < 0.05$  for appreciation respectively.

**Table 8 : Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.659 <sup>a</sup>	.434	.425	.327	1.809

a. Predictors: (Constant), Appreciation, Bonus, Salary

b. Dependent Variable: Performance

**Table : 9 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.254	3	5.085	47.481	.000 <sup>b</sup>
	Residual	19.919	186	.107		
	Total	35.173	189			

a. Dependent Variable: Performance

b. Predictors: (Constant), Appreciation, Bonus, Salary

**Table 10: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.875	.285		3.071	.002
	Salary	.316	.130	.268	2.433	.016
	Bonus	.087	.085	.085	1.021	.308
	Appreciation	.378	.121	.347	3.129	.002

a. Dependent Variable: Performance

### Discussion of Findings

Based on the data analyzed in the preceding pages and the results of the hypotheses tested, the study revealed the following about rewards system and employee performance in telecommunication companies in Kogi State:

The first hypothesis revealed a positive and significant relationship between salary and employee performance. This is evidenced by the regression analysis where  $\beta .316$   $P < 0.05$ . This means that reward system through the payments of salary has a significant impact on employee job performance. This finding corroborated the work of Idemobi, Ngige and Ofili (2017) which concluded that reward systems through salary have significant effects on workers attitude to work.

The Second hypothesis revealed that bonus system has positive influence on employee performance in telecommunication companies in Kogi State. This is evidenced by the regression analysis where  $\beta .087$ ,  $P < 0.05$ . This means that reward system through bonuses has a positive influence on employee performance. This finding is also in agreement with the work of Ejumudo (2014) who examined

reward system and staff performance in Nigeria using the Delta State Civil Service and discovered a significant and positive relationship.

From the result of hypothesis 3 tested, it shows that there is a significant relationship between appreciation and employees' productivity. This finding is in agreement with the findings of Onuorah, Okeke and Ibekwe (2019), which revealed that appreciation enhances employee's performance in Nigerian Breweries Plc, Kaduna.

### **Conclusions**

From this study, it is observed that organizational reward stands as a pillar to employee performance. A well-defined reward systems have the ability to attracts the right employees, sustain, and retain them and constantly motivate them to deliver superior performance. A poorly designed reward system can lead to high employee turnover, low productivity, and a general lack of motivation among staff. It is therefore important for the management of the telecommunication companies to develop a competitive reward system that links reward with performance. This will transform marginally and passive employees into top-performer with a burning desire to be creative, innovative and performance oriented. It is a sure way to drive the organization to achieve its goal and develop capacity to be a global competitor.

### **Recommendations**

Based on the findings of the study, the following recommendations were made:

- i. The management of the focus telecommunication companies should install performance-based rewards and pay competitive salaries and wages to their employees as and when due. This is a sure way to motivate employees to be committed to the course of the organization.
- ii. The management of telecommunication companies should do more to encourage the payment of bonuses to employees, and such bonuses should link reward with performance.
- iii. Management of the telecommunication companies should encourage the organization of yearly awards, prizes to recognize outstanding workers with a view to motivate employees to put in their best.

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