

The Effect of Reward System on Service Delivery in Anambra State Civil Service Commission.

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ABSTRACT: The research assesses the impact of reward system on service delivery in Anambra civil service. A survey design was adopted for the study. Quantitative data collected through the questionnaire was analyzed by the use of descriptive statistics using the Statistical Package for Social Sciences (SPSS). Simple random sampling techniques was used for the study. The study adopted correlation and multiple regression analysis to test the hypothesis formulated to guide the study. The result of hypothesis one show that pays reward to the employee can significantly influence employees' service delivery in an organization, especially the civil servants whose salaries and wages are no longer reflective of current economic realities in the State. The study recommend that Government should endeavour to provide employees with adequate pay reward to facilitate the achievement of desired high productivity.

I. INTRODUCTION

Reward system are arguably at the heart of service delivery and employee performance in any organization. This assertion is premised on the understanding that reward systems have the potency of engendering through the stimulation and direction of employees along the path of goal accomplishment (Ejumudo, 2014, cited in Ezenwegbu, Shehu & Akubue 2020).

According to Ezenwegbu, et al (2020) the nature-nurture perspective of explaining the indicators of employee performance underscores the indispensability of reward system as an integral part of organizational environments. In the light of this, it is instructive to assert that well rewarded employees are more likely to feel valued and cherished by their organizations. As a matter of fact, employees are the most critical of all

organizational resources and their capacity to function depends on their inward potentials and the outward environment in which they operate. This nature-nurture perspective of explaining the indicators of employee performance underscores the indispensability of reward system as an integral part of organizational environments. In the light of this, it is instructive to assert that well rewarded employees are more likely to feel valued and cherished by their organizations.

Torrington, (2011) as cited in Ezenwegbu, et al. (2020) describe the importance of workplace rewards as follows;

Reward is clearly central to the employment relationship. While there are plenty of people who enjoy working and who claim they would not stop working even if they were to win a big cash prize in a lottery, most of us work in large part because it is our only means of earning the money we need to sustain us and our families. How much we are paid and in what form is therefore an issue which matters hugely to us (Torrington, 2011, Ezenwegbu, et al. 2020).

The rewards that we apply to both individual and team performances are therefore critical in determining how affective our reward strategy will be. Wilson (2003) describes rewards and their purpose as including systems, programmes and practices that influence the actions of people. The purpose of reward system is to provide a systematic way to deliver positive consequences. Hafiza, (2015) argued that due to the fact that organization has to perform optimally and compete effectively, they must maximize their available resources which human asset is one of the most important of such resources. Armstrong, (2012) stated that a desired goal and target may only be achieved effectively if the workforce get a sense of mutual gain from the organization with the achievement of a defined performance target. Idris,

(2009) reveals that the poor organizational staff performance associated with civil servants could be alleviated if good reward system is in place.

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 to greater performance (Gunu, 2005 as cited in Ezenwegbu, et al. 2020). However, reward that motivates employees may not be the same for everybody. Many researches on reward system finds its basis in the work of Maslow, (1943) who developed the hierarchy of needs theory. The theory indicates that needs are structured hierarchically with the base and self-actualization at the apex. Herzberg, (1966) however identified and differentiated the extrinsic and intrinsic reward and their roles in motivating staff. Velchi (2011) noted; 'extrinsic rewards are usually defined as salary, fringe benefits and working condition in the working place while intrinsic rewards refer to feelings of competence, achievement, responsibility, challenge, accomplishment and the independence that tasks generates. Other research has shown that the impact of reward varies from individual to another, that while some individuals respond more to extrinsic rewards, others respond better to intrinsic rewards. In fact, Fery (2017) argues that once pay exceeds a subsistence level, intrinsic factors are stronger motivators and staff motivation requires intrinsic rewards such as satisfaction at doing a good job and sense of doing something worthwhile. There are mixed findings in the literature to determine which type of reward is more effective in increasing employees' performance. According to Perry (2006), financial rewards are not the most motivating factors as they sometimes show some de-motivating effects among high level employees.

On the other hand, although Perry (2006) found that financial reward is not the most motivating factor and that financial incentives have de-motivating effect among employees, Lotta (2013) insists that financial incentives are indeed very effective in motivating employees. Also, Lotta (2013) lent their own support to the finding when they found in their own study that financial incentives (pay satisfaction dimensions) have significant effect on employee's performance. However, good as these findings appear, it is important to note that in applying financial and non-financial rewards to workers, effective managers must as a matter of necessity realize that different motivators are appropriate for different staff and that different staff will demonstrate differing inherent levels of motivation in setting

their own targets and striving to achieve them (Kida, Mahmud and Nuhu, 2015).

Service delivery is the actual production of a service such as collecting refuse and disposing it or lighting the streets. Ryan (2015) supports this view and suggest that in economic transactions, it is specialized skills and knowledge that are exchanged for money rather than physical resources

As a crucial responsibility of government and government institutions, the public service should deliver services that a society requires to maintain and improve its welfare. Ghatak (2007) as cited in Ryan (2015) argue that public services are a key determinant of quality of life that is not measured in percentage income. The author stressed that service delivery is an important feature of the poverty reduction strategy. Hernandez (2006) opines that services are vital to poverty alleviation and key to realizing the Millennium Development Goals (MDG's) both directly and indirectly, i.e. enhancing the availability and affordability of education, health and empowering women through entrepreneurial and employment creation opportunities.

The problem of service delivery is not unique to any particular country alone; it is a problem that is faced by many countries of the world, especially in Africa and other developing countries. Humphrey (2008) as cited in Akpan (2019) alluded to the fact that, delivery of services has a direct and immediate effect on the quality of the lives of the people in a given community. Poor services can make it difficult to attract business or industry to an area and it will also limit job opportunities for residents.

Hence, as Besley and Ghatak (2007) indicate, improving public service delivery is one of the biggest challenges worldwide. According to Tamrakar (2010) public services should be concerned with what the customers want, rather than with what providers are prepared to give.

Successive Nigerian administrations have pursued one variant of reform or another in the federal civil service since the country's attainment of political independence. Yet, the federal civil service, as an essential organ of the executive arm of the government, still requires more reforms. The problems that instigated the introduction of a series of reforms in the federal civil service in 1999 consequent upon the inauguration of the democratic government included erosion of public service ethics, ageing workforce, poor succession planning, inappropriate organizational structures, unproductive work operations, lack of competent leadership, etc. However, these problems are

currently the same problems facing the federal civil service after 16 years of implementation of reforms by the government of Peoples' Democratic Party (PDP). However, the emergence of a new government with its populist and progressive policy thrust, the rising awareness among civil servants, the global obligation of the Nigerian government to public service reforms, the proven efficacy of the ballot as an instrument for effecting change of government, coupled with the readily available support of donor agencies, which together, have the prospects of creating the right political atmosphere for the implementation of requisite reforms in the Nigerian federal civil service with utmost efficiency and likelihood of success (Tamrakar, 2010 cited in Okwudili, 2015). It is on this note that this study examines the relationship between Reward System and Service Delivery in Anambra State Civil Service.

II. CONCEPTUAL CLARIFICATION

Reward System

Various definitions have been given on reward. Literally, reward is a form of compensation given as a result of a job that has been done or effort put in to achieve a set goal and as such this serves as a motivational factor that encourages an individual to put more energy or commitment into his or her job.

Armstrong (2008) argues that 'reward represents both the intrinsic and extrinsic rewards employees receive for performing their jobs. Intrinsic reward reflects employees psychological mind sets that result from performing their jobs whilst extrinsic reward includes both monetary and non-monetary rewards'.

AnaZodo (2009) is of the view that reward is a 'pay provided by an employer to an employee for services rendered (that is, time, effort, and skill). It includes both fixed and variable pay tied to levels of performance' whereas Carrell (1998: 370) States that 'reward is what employees receive in exchange for their contribution to the organization'. It is notable therefore that 'reward is tied to performance.

Chike-Okoli, (2017) argue that there are varieties of returns that people receive from work and this is categorized into two; namely total reward and relational returns.

Total Reward: These are more transactional in nature and these include pay received directly in cash form (e.g., , merit incentives, cost of living adjustments) and indirectly received as benefits (e.g., pensions, medical insurance scheme like National Health Insurance Scheme in Nigeria) and

other programmes to help balance work and life demands.

Relational Returns: These are psychological in nature and include praise, employment security, learning opportunities and challenging tasks.

Service Delivery

Service delivery as the actual production of a service such as collecting refuse and disposing it or lighting the streets (Municipal research and services centre [MRSC], 1993, in Armstrong, 2013 cited in Ezenwegbu, et al. 2020). Staus (2005) as cited in Ezenwegbu, et al. (2020), supports this view and suggest that in economic transactions, it is specialized skills and knowledge that are exchanged for money rather than physical resources.

III. EMPIRICAL REVIEW

A study by Ezenwegbu, Shehu & Akubue (2020) examined the impact of effective reward system on service delivery in civil service, with particular reference to Anambra state civil service. A cross-sectional survey was adopted for the study. A structured questionnaire developed by the researcher was used to elicit information from the respondents. Quantitative data collected through the questionnaire was analyzed by the use of descriptive statistics using the Statistical Package for Social Sciences (SPSS). Findings from the study show that pay reward and some non-financial rewards such as employee recognition, conducive work environment and staff development are positively and significantly enhanced to service delivery in civil service. The study recommended among others that the government at all levels should endeavour to provide employees with adequate pay incentives to facilitate the achievement of desired high-level service delivery in the civil service as obtains in the private sector of the economy.

Kida, Mahmed and Nahu (2015) did a study on how financial and nonfinancial incentives can be used as tools for motivating employees of libraries in tertiary institutions in Borno State, Nigeria. The result of the study showed that employees perform better when they are motivated or expect to be rewarded later either intrinsically or extrinsically. In a similar vein, Abu-Abdissamad (2013) did a study on the effects of nonfinancial rewards in Nigeria public and private organizations. The findings were that monetization policy of the government in public service had adversely affected the morale of public servants negatively as they felt that they were buying and

maintaining official vehicles for their organizations. The study also revealed that workers are not happy that most of the fringe benefits which use to be a source of encouragement and motivation to them has all disappeared.

In another development, Suleiman (2013) studied workers of selected private and public organizations in Bauchi State of Nigeria to ascertain the causes of poor attitude to work. From the analysis of the responses given by 308 respondents, it was gathered that workers were not being given opportunities for training and development as expected. Job insecurity was another prominent finding from the analysis of data. These among other findings were the major causes of employees' poor attitude to work. Thus, the employees were not happy with the prevailing situation in their workplaces hence the poor performance arising from negative attitude to work.

Okwudili (2015) carried out a study on the effect of non-monetary reward on productivity of employees among selected government parastatals in Abia State, Nigeria using Pearson correlation coefficient analysis on the data collected from the respondents, the value estimated from the analysis indicated that non-monetary rewards and productivity of employees have positive relationship which is significant at 0.05 probability level (2-tailed). The study concluded that higher productivity and efficiency of employees in government parastatals are possible with the effective exploitation of human resource through non-monetary rewards implementation.

Ejumudo (2004) investigated the relationship between pay reward system management and staff performance in Delta State Civil Service. Sample for the study was drawn from target population constituted by civil servants. The findings of the study indicates that the incongruence of the pay reward system of the Delta State civil service and the central guiding principle of fairness, cost of living and moderation, the ingrained culture of poor performance and dysfunctional employee mode of entry have negatively impacted on the performance of the staff. The implication of the finding is that poor performance and low productivity being experienced from the civil servants is a result of poor and lack of adequate pay reward to them.

Ejike (2013) carried out a study on implications of employee recognition in an organization, using a sample of 272 respondents drawn from selected firms in Anambra State. He found from the study that employee recognition as one of the nonmonetary rewards to the employee, has the

capacity to influence the employee for high performance.

According (Armache, 2012) quoting Pope Leo XIII, employers have an obligation to pay just wages to their employees; "Let workers and employers make any bargain they like, and in particular agree freely about wages, nevertheless, there underlies a requirement of natural justice higher and older than any bargain voluntarily struck: the wage ought not to be in any way insufficient for the bodily needs of a temperate and well behaved worker. If, having no alternative and fearing a worse evil, a workman is forced to accept harder conditions imposed by the employer on contractor, he is the victim of violence against which justice cries out".

According to William. (2013), service delivery management involves performance planning at the beginning of the annual business cycle to provide individuals with direction and stretching objectives; performance review throughout the business cycle to ensure objectives remain relevant and good progress is being made, and formal performance assessment at both mid and end-year points. Managers should also be holding regular performance discussions throughout this year enabling performance progress to be informally assessed on a continuous basis.

According to Obikeze and Obi (2004: 24), employees in any organization are human beings and not objects that can be used today and scrapped tomorrow. Therefore, they should be cultivated and developed in order to maximize their performance. It is expected that adequate and comprehensive employee service/welfare programmes such as health service programme (health Insurance policy), on-the-job health measures, safety and accident prevention programmes, work hours/leave programmes which includes annual leave, sick leave, maternity leave (for women) etc. should be developed.

Akpan (2019) asserts that an untrained man in the modern world may be a menace to the society. He is a quack; he knows only the laws of things; he has no idea of (their) why. Hence, if there is any trouble anywhere – breakdown in a machine or a mistake in a ledger all he can do is to fumble and patch up trouble anyhow, leading to a more serious breakdown or greater confusion. Really there is no place for the untrained worker or even the intelligent amateurs in these days of specialized work. It is certain that an unmotivated employee is a threat to the achievement of organizational objectives.

Perry (2006) in his work on financial incentive and employee performance, found that

financial reward is not the most motivating factor and that financial incentives have de-motivating effect among employees, Lotta (2012) insists that financial incentives are indeed very effective in motivating employee. Also, Gunu, (2005) lent their own support to the finding when they found in their own study that financial incentives (pay satisfaction dimensions) have significant effect on employee's service delivery. However, good as these findings appear, it is important to note that in applying financial and non-financial rewards to workers, effective manager must as a matter of necessity realize that different motivators are appropriate for different staff and that different staff will demonstrate differing inherent levels of motivation in setting their own targets and striving to achieve them (Kida, Mahmud and Nuhu, 2015).

IV. METHODOLOGY

The study adopted survey design. Both primary and secondary sources of data were used to generate the data for this study. Quantitative data collected using questionnaire was analyzed by the use of descriptive statistics using the Statistical Package for Social Sciences (SPSS) and presented through correlation and simple regression analysis.

Data Presentation and Analysis

Here, attempt was made to find out the Pearson correlation between employee service delivery in civil service and pay reward, employ recognition, conducive work environment and staff development.

Table 1: Correlation Matrix Correlations

		Pay Reward	Employee Service delivery	Employee Recognition	Conducive work environment	Staff Training and Development
Pay Reward	Pearson Correlation	1	** .817	** .437	** .709	** .449
	sig.(2.tailed)		.000	.00	.000	.000
	N	612	612	612	612	612
Employee service delivery	Pearson Correlation	** .817	1	** .485	** .657	** .481
	sig.(2.tailed)	.000		.000	.000	.000
	N	612	612	612	612	612
Employee Recognition	Pearson Correlation	** .437	** .485	1	** .332	** .171
	sig.(2.tailed)	.000	.000		.000	.000
	N	612	612	612	612	612
Conducive work environment	Pearson Correlation	** .709	** .657	** .332	1	** .378
	sig.(2.tailed)	.000	.000	.000		.000
	N	612	612	612	612	612
Staff Development	Pearson Correlation	** .449	** .481	** .171	** .378	1
	sig.(2.tailed)	.000	.000	.017	.000	
	N	612	612	612	612	612

** Correlation is significant at 0.01 level (2-tailed).

* Correlation is significant at 0.05 level (2-tailed).

Table 1 shows the Correlation Matrix of Pay reward (PRW), employee service delivery

(ESD), employee recognition (ERGN), conducive work environment (CWE) and staff training and

development (STD). The analysis shows that there is strong positive significant correlation between

the dependent variable and the independent variables at 0.01 and 0.05 levels.

Table 2: Model Summary of Employee service delivery, Pay Reward, Employee Recognition, Conducive Work Environment and Staff Development

ANOVA^b

Source of variation	df	Sum squares	Mean square	Fraction	Sig.
Regression	4	25.851	64.63	118.762	.000 ^a
Residual	15	106.730	0.547		
Total	612	366.581			

a. Predictor: (Constant), Pay reward, employee recognition, conducive work environment and staff development.

b. Dependent Variable: Employee Service delivery

From Table 2, it could be seen that the F value is 118.762 and it is significant because the

significance level is =.000 which is less than $p \leq 0.05$. This result implies that overall, regression model is statistically significant, valid and fit. This suggests implicitly that all independent variables are explaining that there is a positive and significant relationship between dependent and independent variables.

Table 3: Summary of Regression Results

Model	R	R. Square	Adjusted R. Square	Standard Error of the estimate
1	0.845 ^a	0.713	0.711	0.73153

a. Predictor (Constant), Pay reward, employee recognition, conducive work environment and staff development.

From Table 3, regression coefficient represented by 'R', show that 84.5 percent

relationship exists between dependent variable and independent variables. The coefficient of determination, $R^2 = 0.713$ shows that 71.3 percent of variation in employee service delivery is explained by the independent variables.

Table 4: Summary of Coefficients of Pay Reward, Employee Recognition, Conducive Work Environment and Staff Development

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (constant)	-.175	.203		-.867	.379
Pay Reward	.617	.058	.623	10.497	.000
Employee Recognition	.175	.051	.453	3.567	.000
Conducive Work Environment	.169	.049	.651	3.098	.003
Staff Development	.113	.059	.514	1.951	.050

a. Dependent Variable: Employee Service delivery

Interpretation of results

We interpreted the regression results in this section as follows: In the above table, regression for pay reward (α_1) = .623 which means that one percent increase in pay reward will increase employee service delivery by 62.3 percent if other variables are held constant. The t value is 10.497 which is significant at 0.000 because significance level is less than $p \leq 0.05$. Hence the alternative hypothesis which suggests that pay reward affects employees' service delivery significantly was accepted.

The regression coefficient (α_2) = .453 which implies that one percent increase in employee recognition will increase employee service delivery in civil service by 45.3 percent if other variables are held constant. The t value is 3.567 which is significant at 0.000 because significance level is less than $p \leq 0.05$. Hence the alternative hypothesis which suggests that employee recognition is positively and significantly related to employee service delivery was accepted.

The regression coefficient (α_3) = .651 which means that one unit increase in conducive

work environment of the employee will increase employee service delivery by 65.1 percent if other factors are held constant. Also, the t value is 3.098 which is significant at .003 because the significance level is less than $p \leq 0.05$. Consequently, the alternative hypothesis which suggests that positive and significant relationship exists between conducive work environment and employee service delivery was accepted.

The regression coefficient (α_4) = .514 and this implies that one unit increase in staff training and development will increase employee service delivery by 51.4 percent if other factors are held constant. Also, the t value is 1.951 which is significant at .050 because the significant level is less than $p \leq 0.05$. Consequently, the alternative hypothesis which suggests that there is a significant relationship between staff development and employee service delivery was accepted while the null hypothesis which suggest otherwise was rejected.

It is also worthy of note that all signing for the coefficients agreed with the prior expectations of $\alpha_i \geq 0$.

Table 5: Multicollinearity Diagnostic between Dependent and Independent variable Collinearity Statistics

Variables	Tolerance	VIF
(Constant)		
Pay reward	.423	2.357
Employee recognition	.817	1.228
Conducive work environment	.491	2.047
Staff training and development	.797	1.255

The above table shows the multicollinearity statistics. The tolerance value less than 0.20 or 0.10 indicate there is a multicollinearity problem (O'Brien and Robert, 2007). In the above table, the tolerance values of all (IV's) are: .423, .817, .491 and .797 which shows that the tolerance level is moderate and good. The

reciprocal of the tolerance is known as the variance Inflation Factor (VIF). The VIF 5 or 10 and above indicates there is multicollinearity problem (O'Brien and Robert, 2007). In the above table, VIF values of (1.V's) are: 2.357, 1.228, 2.047 and 1.255, which shows there is no problem of multicollinearity in the model.

Table 6: Eigen Values, Condition Index and Variance Proportions

Model	Eigen value	Condition Index					
			Constant	PRW	ERGW	CWE	STD
1	4.716	1.001	.00	.00	.00	.00	.00
2	.108	6.567	.12	.07	.19	.31	.03
3	.091	7.158	.03	.02	.44	.02	.51

4	.044	10.101	.69	.17	.18	.23	.32
5	.035	11.234	.21	.78	.22	.47	.19

a. Department Variable: Employee Service Delivery

Eigen values close to 0 indicate dimensions which explain little variance. In the above table, values of 2, 3, 4 and 5 are near to zero which shows little variance in these variable. The condition index summaries the findings as follows: over 15 indicate a possibility of multicollinearity problem and a condition index of over 30 suggests a serious multicollinearity problem. In the above table, values of condition index are in the range of 1.000 to 11.234 which indicate there are an insignificant level of multicollinearity between dependent and independent variables.

V. SUMMARY OF FINDINGS

The result of **hypothesis one** show that pays reward to the employee can significantly influence employees' service delivery in an organization, especially the civil servants whose salaries and wages are no longer reflective of current economic realities in the State. The result is consistent with that of Ejumudo (2004) when he investigated the relationship between pay reward system of the Delta State Civil Service and found that there exist strong and positive relationship between pay reward and employee service delivery. Notably in the study result is that the dysfunctional civil service that has characterized Nigeria's public sector is principally caused by poor or lack of adequate incentive policies from the government to take care of welfare of civil servants.

In the same vein, the result of **hypothesis two** shows that significant relationship exists between employee recognition as one of the non-financial rewards and employee service delivery in civil service. The implication of this is that employees are motivated by recognition because it makes them feel valued and in response, they are aroused to do even better.

The regression result for **hypothesis three and four** suggests that the provision of conducive work environment such as staff quarters, staff buses, free medical service and other fringe benefits including salary advance, is likely to positively influence employees service delivery in civil service. Therefore, the null hypothesis was rejected while the alternative which suggests significant and positive relationship between the two variables was accepted. Monetization policy of the government has worsened the problem of poor incentives confronting the workers. Therefore, it

only the provision of conducive work environment that can ameliorate pocket droppings for civil servants.

Hypothesis five: another area identified as having great influence on the behavior of the workers is training and development and employee service delivery in civil service. Consequently, the null hypothesis was rejected while we accepted the alternative. Employee's job satisfaction is enhanced by not only financial reward but also by non financial reward like training and development because they see it as a means of bridging the gap between what they know and what they are expected to know.

VI. RECOMMENDATION

Pay reward have been found to be very potent in motivating employees to put up better service delivery at their duty posts. Government should endeavour to provide employees with adequate pay reward to facilitate the achievement of desired high productivity.

It is the duty of government at all levels to finds out what actually motivates individual employees most, so that incentives can be effectively applied to achieved enhanced service delivery in civil service.

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