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Dysfunctional of Employees Reward System in Organizational Performance in Abia State, Nigeria

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Abstract:

The study was based on motivational theory of equity which sees performance as consequence of fair treatment of employees. We adopted to address the study problems using a descriptive survey design. The population of the study comprises of 200 senior managers, with a sample size 200 was drawn by the use of Taro Yamane's formula of which 186 copies of questionnaire was duly completed and returned and this represents 93% response rate. In line with the study objectives, four hypotheses were formulated and tested using Chi-square analysis through the use of the 16 version of SPSS. The findings revealed significant individual and joint effect of financial and non-financial rewards on performance using analysis with the aid of a multiple regression model and relevant techniques such as analysis of variance (ANOVA) and the student t-test. The study discovered that non-financial reward in comparison to financial reward significantly impacted more on performance. The study recommended that it is high time government knew what propels its workforce to improved productivity. In particular, in-service training, merit-based promotion, recognition, meritorious service awards, recommendation and other forms on non-financial reward were advocated while not forgetting performance-based-incentives.

Keywords: Motivation, equity, performance, employees, workforce

1. Introduction

1.1. Background of the Study

In the area of human resources management, employee motivation has always received attention as organizations aim to provide workable force to withstand competition. An individual effectiveness mainly is determined by several motives e. g., performance assessments, individual inspiration and satisfaction, compensation, training and enhancement, job security, performance, organizational philosophy and environment. Motivation of an employee is one of the policies of leaders to raise efficiency among employees in organizations. Motivated employees actually become more enthusiastic as they work towards achieving desired organizational objectives (Al-Nsor, 2012).

The business culture in Nigeria and internationally since 1980 put a considerable emphasis on personal reward on the basis that highly motivated individuals could transform organizations and societies. However, the 90's have seen companies traumatized and bankrupted by the inappropriate use of remuneration as a motivator (Armstrong, (2013).

Recently, most of the organizations around the corporate world are allocating more to their human resources rather than capital structure, as they believe that employees are the significant base for improving their profitability towards achieving success. This necessitated researchers' current effort towards finding new avenues where an organization can improve its performance.

Performance management is a process by which organizations align their resources, systems and employees to strategic objectives and priorities. To achieve these objectives, the human resource management functions in organizations are designed to maximize employee performance towards employers' strategic objectives. 'Human resource is primarily concerned with the management of people within organizations, focusing on policies and on systems. HR departments and units in organizations typically undertake a number of activities, including employee benefits design, employee recruitment, 'training and development', performance appraisal, and rewarding (e.g., managing pay and benefit systems)' Ajila&Abiola (2004). These activities aim at motivating workers for effective performance.

Therefore, organizations try to manage the performance of each employee, team and process and even of the organization itself. Performance management is a relatively new concept to the field of management. Performance management literature typically starts out with various examinations of the term 'performance'.

Motivation can be a key-contributing factor in employee performance. It is of great importance to an organization to recognize ways in which it can use employee motivation to positively affect employee performance. The methods used

by organizations to motivate employees are essential in determining how they affect employee *performance*. There are both positive and negative motivational tools that may be explored.

This study therefore aims at determining the extent to which motivation can enhance worker performance in Nigeria. It is worthy of academic discourse because over the years supervisors have conducted performance appraisals. Employees have attended training sessions for years. Organization members have worked long, hard hours for centuries. Processes, such as planning, budgeting, sales and billings have been carried out for years in organizations. But all too often, these activities are done mostly for the sake of doing them, not for contributing directly to the preferred results of the organization. All of these activities tend to de-motivate workers rather than motivate them

Recently, organizations have been faced with challenges like never before. Increasing competition from businesses across the world has meant that all businesses must be much more careful about the choice of strategies to remain competitive. Everyone (and everything) in the organization must be doing what they are supposed to be doing to ensure strategies are implemented effectively.

This situation has put more focus on effectiveness, that systems and processes in the organization be applied in the right way to the right things: to achieve results. All of the results across the organization must continue to be aligned to achieve the overall results desired by the organization for it to survive and thrive. Only then it be said that the organization and its various parts are really performing.

Managers see motivation as an essential part of the performance equation at all levels, while organizational researchers see it as a fundamental building block in the development of useful theories of effective management practice.

Motivation is defined as 'an individual's degree of willingness to exert and maintain an effort towards organizational goals' (Banjoko, 2006) In terms of theory, there are many different theories in motivation. Generally, there is always the confusion between the two areas of motivation which are motivation to be in a job and motivation to perform on the job. Both areas are very important for managers.

Previous research efforts concentrated purely on individual motivation, ignoring organizational performance. Therefore, the nature of this study has a great impact on the performance of both employees and their organizations. Performance of an organization, configuration of an employee which develops occupational exceptionality for some definite purpose is remarkably accepted. Organizational performance is theoretical concepts and how an organization is accomplishing outcomes and goals (Aktar et al., 2012).

In this study we assert that performance issues should always be based on behaviours that were actually seen, not on characteristics that employer or someone else senses or intuitively about the employee's personality. Thus, the purpose of this research is to empirically investigate the influence of employee motivation on performance. Herzberg's two-factor theory of motivation at the workplace is the theory on which we anchor this study. It describes the differentiation between these two areas of motivation. In order to understand these differences, the theory distinguishes satisfiers which are the main causes towards whether high or low performance in the workplace from dissatisfiers, if these are absented or perceived as inadequate, these will be the main causes for job dissatisfaction and de-motivate the workers to remain on a job. Empowerment, recognition, rewarding, responsibility and the work itself are examples of motivating factors. Dissatisfiers are all about working conditions, salary, relationship with colleagues, administrative supervision, etc.

Therefore, organizations need to concentrate on performance management- using a variety of human resources management (HRM) tools such as: performance appraisals, rewarding, continuous education, and career development etc. [Armstrong, 2013] because performance management is an approach which can influence satisfiers.

However, in organizations, performance management such as resource-poor settings are often underdeveloped because these sectors usually focus only on supervision or other certain aspect of performance management. Armstrong, (2013); Bates et al, (2010); Ekpudu et al (2014).

The aim of this study is to ascertain the effects of motivation on worker performance in Nigeria focusing on selected firms. To achieve this aim, the following objectives were set: -

- To determine how employees reward system can promote organizational performance in Nigeria?
- To find out the extent motivational factors can lead to high performance of employees of Nigerian organizations?
- To establish the relationship between motivation of employees and performance in Nigerian organizations?
- To find out how Human Resource Management practices can enhance motivation of employees towards high performance in Nigeria?

The scope of this work is limited to the intrinsic and extrinsic motivational factors that impact on worker performance focusing on selected firms in Nigeria.

1.2. Statement of the Problem

Many managers struggle with their reluctance to deal with an employee regarding poor performance or inappropriate behaviour. At a time when many corporations are engaged in unrelenting searches for ways to improve operations and reduce costs, there is one aspect of organizational life that has largely escaped scrutiny: Performance management. Perhaps this is because performance has become an unquestioned fact of life in most large organizations. As with most unquestioned facts, a critical examination can prove beneficial.

The problems we get so giddy about laying at the door of things like founder's syndrome, dysfunctional organizational structure, leadership deficiencies, or lack of innovation are often ill-assigned. We look at everything through the lens of management practice and assume that all problems are business problems and that they all have business solutions, when in fact many of them may be human problems.

Getting negative feedback from a boss can be devastating. The typical organization is a pyramid with the boss at the top and a group of employees underneath. Employees' behaviour is guided by four operating values. Firstly, safety is at

the top of the list for obvious reasons. Second is to operate with a 'warrior's spirit,' which is to say if you are going to do something, do it better than anyone else. Their third value is to operate with a fun-loving spirit, which explains stunts like the flight attendant with the unique peanut distribution strategy. Their fourth value is to have a 'servant's heart.' It is worrisome that Nigerian managers ignore these values yet expect optimum performance from employees. The question is 'how can managers adequately adopt the theories of motivation for effective worker performance in Nigerian'?

To answer the main research question, the following sub-questions were developed: -

- How can employee reward system promote organizational performance in Nigeria?
- To what extent can motivational factors lead to high performance of employees of Nigerian organizations?
- What is the relationship between motivation of employees and performance in Nigerian organizations?
- How can Human Resource Management practices enhance motivation of employees towards high performance in Nigeria?

The following hypotheses were developed to answer the research questions: -

- Employee's reward system cannot promote organizational performance in Nigeria?
- Motivational factors cannot significantly lead to high performance of employees of Nigerian organizations?
- There is no relationship between motivation of employees and performance in Nigerian organizations?
- Human Resource Management practices cannot enhance motivation of employees towards high performance in Nigeria?

1.3. Significance of the Study

This work provides the state of art findings meant for Nigerian economy and other emerging economies. Many research efforts have focused on factors that generally motivate people in the workplace and Policy-makers in emerging economies are using these research findings derived from developed economies to formulate policies. The result of this study provides specific motivational variables peculiar to emerging economies.

Policy-makers, the three tiers of government in Nigeria and other emerging economies will use the findings of this study to formulate, implement and evaluate effective and efficient reward policies and systems.

The study is of immense benefit to entrepreneur because it provides groundwork on knowledge-based motivation principles for good orientation towards workplace performance and worker retention.

Others to benefit from the study include research students, entrepreneurship support agencies and the general public as the study provides data that reveal motivation development indicators in the emerging economies.

This ground breaking study was developed to assist developing countries to improve on standards in order to reduce industrial crisis and failures.

1.4. Limitations of the Study

Like all research studies, this study is not without some prominent limitations. First, in the present study a major limitation is the geographic sample limited to Abia state and Aba in particular. Understanding the empirical versatility of the phenomenon requires further investigation by carrying out the study beyond the city of Aba.

There were some limitations to this study that need to be considered. The study research materials were designed in the first half of last year and relied on design team members memory and retrospective opinions of the process. Although the process was documented using as many team members as possible, a number of the evaluators and some of the contributors to the project were not available due to death, illness or retirement and lack of contact information. We also used a retrospective documentation of the procedures as detailed project development and design planning documents were not available.

This research was carried out within a limited timeframe and budget in order to provide managers and policymakers with quite rapid evidence for decision-making. A significant limitation was our reliance on respondents who had knowledge of the entire organizational environment of the firms under study. We ran the risk of audience bias with the use of an electronic questionnaire. This was rather technologically advanced for the populated respondents.

The reliance on email contact information was challenging with the volatility of email accounts and changing positional responsibilities. Again, refusal on the part of the respondents to release vital information for the study posed a serious challenge. Although the research process was much more time-efficient and user friendly than surface mail options the individual responses we relied on the opinion of specific individuals and, therefore, diverse opinions within the project sites were not represented.

Multiple assessments of the issues in the research with personal interviews of management and employees obviously would have provided a greater depth and observation of interchange of our research focus that would have provided richer ethnographic qualitative data. Such visits would have afforded a firsthand knowledge as to how successful or otherwise these motivational factors have been. The costs involved with this type of approach and time constraint prohibited this choice of method.

The intricacies of translation also challenged the reliability of the translated questionnaires, despite all attempts to produce a reproducible instrument that is consistent across the board. The sample included respondents from the focused organizations operating within different organizational behaviour setting.

2. Review of Related Literature

The essence of this section is to review existing related literature from textbooks, results of research studies, professional journals and data bases/relevant internet websites of the selected focus area.

2.1. Conceptual Framework

2.1.1. Motivation

Motivation has been defined as a mean to move forward for the attainment of desires, and wants. According to Bates et al, (2010) motivation is an influence that powers the conduct and gives track to the performance and motivate the understanding to carry on. This definition determines that in directive to attain certain goals than employee should be content and keen and remain vibrant regarding goals and aims.

Motivation can establish a goal-oriented behavior (Al-Nsor 2012). Bates et al, (2010) stated two aspects of behavior: *energization* and *direction*, which have been studied with regard to motivation. According to Bates et al, (2010), energy in motivation defines a fundamental need, while direction concerns the process of directing action towards satisfaction. In other words, in order to satisfy his or her needs, an individual may take an action to achieve them.

Motivation can also be referred as an inner encouragement to content a hopeless and unwanted needs and boldness to achieve the motivation. This is an effort of heartwarming and nourishing goal-oriented conduct (Chidi, 2014). It is an inner most influence that impulses employees to straining off individual and organizational objectives (Ekpudu et al, 2014). Inspiration has a traditional arrangement linked a kind of influence which increase the efficiency and to enhance and achieve positive goals and objects (Falola et al, 2014).

Early researchers' inspiration articulates motivation as having great impact on organizations. They consider organizations more effective when motivated employees are continually watching in developed prospective to perform their jobs. Motivation of employees ensures the best effort in difficult conditions; ensures employees greatest, safest and creepy tasks that could be done conceivably towards increasing the level of organizational performance.

Meanwhile, work motivation refers to 'a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity and duration' (Ajila et al, 2004). Among various motivational theories, Herzberg (1959) has developed a theory about the factors relating to job attitudes and the effect of these attitudes on work performance.

Herzberg (1959) states that 'In spite of cultural differences, workers around the world tend to demonstrate a tendency toward satisfaction with job intrinsic, and dissatisfaction with extrinsic'. This proposition has been applied in many businesses nowadays. For example, a study by Bratton et al, (2003) noted that in order to motivate employees in a coordinated and goal-oriented way, managers must evaluate the benefits and costs with respect to intrinsic and extrinsic motivation. This evidence proves that intrinsic and extrinsic motivations have the greatest impact towards work performance.

2.2. Theoretical Framework

The concept of performance management is basically linked to the theory of motivation because it is theoretically under-pinned on the theory of motivation. According to Grant et al, (2011) the concept of performance management includes (1) strategic such as long-term goal, (2) integrated such as people management individual or team, (3) performance improvement, (4) continuous development and (5) managing behaviours.

Armstrong (2013) stress that when the best performance is set, it will be a tool which helps managers manage effectively such as if the managers know and understand an expectation of their employees and deliver on these expectations, it will motivate their employees produce high level of performance. This tool also ensures that the managers are aware that their behaviour on subordinates can be impact to the performance.

Performance management is basically managed when a job is defined and it will be ended when an employee leaves the job. To be effectiveness of managing employees' performance the following must be considered for a working performance management system. (Bello et al, 2014; Chidi, 2014; Ejumodo, 2014)

Job description - This should be clear in order to help employees understand the expectations for the position because job descriptions provide a framework of the positions. Education and training in order to produce effective performance, employees should get the necessary information such as job-related, position-related, and company-related information. Compensation and recognition employees should be rewarded for their contributions. It is not only money. Compensation and recognition can be anything that proper for the employees' value, such as promotional or career development opportunities.

2.2.1. Intrinsic Motivation

Researchers define intrinsic motivation in many ways. 'Intrinsic motivation is valued for its own sake and appears to be self-sustained' (Aktar et al, (2012; Arnold (2013)). Motivation is intrinsic if an activity is undertaken for one's immediate need satisfaction (Bello et al, 2014). Intrinsic motivation derives from internal factors and addresses specifically an individual's needs such as growth, social approval, security, etc. (Falola et al, 2014). Therefore, intrinsically motivated people perform a particular task because it is inherently interesting or enjoyable (Grant et al, 2011).

Intrinsically motivated employees desire to perform challenging tasks, in the sense of how the task is to be solved instead of in the sense of being paid for performance. These employees are more proactive in executing diverse tasks. The impact of intrinsic motivation is an undeniable organizational advantage because it lowers transaction costs and raises trust and social capital.

2.3. Extrinsic Motivation

On the other hand, extrinsic motivation refers to an outside source that tends to control the performance of the work (Harunavamwe et al, 2013). A motivated employee performs a particular task because it leads to a separable

outcome (Li (2012). An organization often regards extrinsic motivation as manipulations which include praise, communication, benefit or money (Mbah et al, 2015). Extrinsically motivated coordination in organization is achieved by linking employees' monetary motives to the goals of the organization (Harunavamwe et al, 2013). The most common extrinsic motivation is money. Money is 'a goal which provides satisfaction independent of the actual activity itself' (Malhotra et al, 2017).

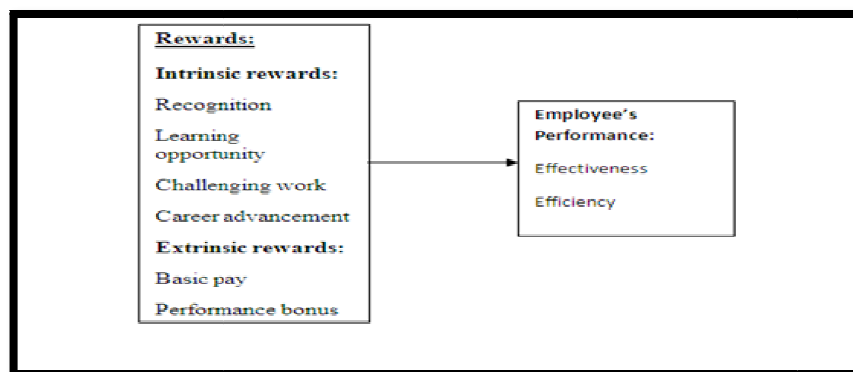


Figure 1: Research Framework on the Relationship of Intrinsic and Extrinsic Reward toward Employees' Performance

Nevertheless, employees could also be motivated through non-monetary rewards, such as feedback. Nnaji-Ihedinmah et al, (2015) proposed that people's behavior can be motivated by achieving value goals. Managers in many organizations are encouraged to give feedback to their subordinates (Mbah et al, 2015). Many organizations increase salaries or bonuses to push up the performance, while others exploit non-monetary compensation.

2.3.1. Employees' Motivation Factors

Organization productivity is influenced by employees' motivation; therefore, managers need to understand what influences employees to reach a high performance (Odetunde 2011). There are several factors that can influence employees' motivation. Puwanenthiren (2011) identify four major variables that influence work motivation: individual characteristics, job characteristics, work environment characteristics, and external environment characteristics.

2.3.2. Individual Characteristics

Essentially every individual has different motives and objectives. By understanding individual characteristics, managers attempt to understand the needs and wants of each of their employees. Thompson (2002) classifies competencies, constructs, expectations, values, self-regulatory plans as a five-factor model of individual characteristics. In summary: competencies concern the abilities and skills of the individual; constructs represent an individual's ability to combine several pieces of information to form an idea; expectations are an individual's belief about how he and others should behave; values concern what individuals believe to be important and self-regulatory plans concern the goals an individual sets and the plans they make to achieve them. A study of Tumwet, (2013) proves that competency is a set of success factor in employee behavior required for an outstanding performance. As noted by Tumwet, (2013) values play a crucial role of human motivation. But there is evidence that expectation to be an important factor influencing employee turnover (Armstrong, 2013).

2.3.3. Job Characteristics

Aktar et al, (2012) describe job characteristics as the aspect of the job which determines its limitations and challenges. Job characteristics have been defined by Organizational sciences as significant influencing factors of employees' motivation. For example, Harunavamwe et al, (2013) proposed a model that can give a useful perspective on the factors affecting job design and motivation. The model states that job characteristics of skill variety, task identity, task significance, autonomy and feedback impact three critical psychological states which are: experienced meaningfulness, experienced responsibility for the outcome and knowledge of the actual results.

This in turn influences work outcomes such as job satisfaction, absenteeism, work motivation, etc. Ghazanfar et al, (2011) model has been proven by a study by Falola et al, (2014). They state that a specific job design influences the attitudes, belief, and feeling of employees. In addition, Grant et al (2011) describe that the model's elements are based in the realm of personal reward and 17 reinforcements. This is furthermore reinforced by studies from Harunavamwe et al, (2013), Falola et al, (2014) and Ekpudu et al, (2014), which state that job satisfaction is an important factor of employees' performance because it reduces turnover, absenteeism and increase organizational commitment, respectively.

2.4. Work Environment Characteristics

An organization where the employees work is likely to impact their motivation: a work environment can influence both the level and the frequency of creative behavior (Ajila et al, 2004). Al-Nsour, (2012) designed a componential model of creativity and innovation in the organization. He proposed three organizational factors in the model: firstly, organizational motivation to innovate, which is a basic goal of the organization, as well as supporting creativity throughout

the organization. Secondly, resources refer to everything that the organization has available to aid work in a specific area intended for innovation, for example, sufficient time for producing new work in the area, and providing training. Thirdly, management practices involve giving freedom and self-determination in the conduct of work, providing challenging, interesting work, giving clear general strategic goals, and bringing employees together in teams according to their skills and work experience.

2.5. External Environment Characteristics

Employees' motivation does not only rely on the environment where they work. There appears to be some evidence that the external environment may also impact employees' motivation. However, in this category an organization cannot directly change employees' motivation (Aktar et al, 2012). They divided external environment characteristics into several major categories: political, economic, technological, demographic and socio-normative.

2.6. Employee Motivation and Performance

Employees' performance is frequently described as a joint function of ability and motivation, and one of the primary tasks facing managers is motivating employees to perform to the best of their ability (Aktar et al, 2012). However, temporary employees are hired on a short term, more contractually defined basis (Al-Nsour, (2012), thus the way of motivating them requires difference approach than for the permanent workforce (Al-Nsour, (2012). This section will observe the relationship between motivation and performance of direct hire temporary employees. There have been a limited number of studies on this research area. Although a study of Al-Nsour, (2012) proposed a model based on Expectancy Theory to explain the motivation of temporary employees, it appears that the model better fits temporary employees working via an employment agency rather than direct hire temporary employees. By contrast, direct hire temporary employees' motivation will be indentified through their reasons in choosing this type of employment. This observation will be based on intrinsic and extrinsic motives and some factors of general employees' motivation. Additionally, some scenarios will be sketched to illustrate the link between direct hire temporary employees' motivation and performance.

2.7. The Link between Worker Motivation and Performance

Motivation and job performance are inextricably connected because every worker has to have some degree of motivation just to go to work in the first place. Many people believe that the most highly motivated employees are the employees who will reach the highest level of job performance.

Consequently, many large firms train supervisors and managers to motivate their employees or develop methods that will enable them to understand the factors that motivate individual employees. To some extent, most employees are motivated by money because people generally work in order to earn money to cover their day-to-day living expenses. Many people work harder if they are given financial rewards, such as commission checks and bonuses for reaching performance levels beyond the basic level that their bosses demand.

Some individuals are motivated by the opportunity to gain promotions or move into more prestigious roles, while other employees are motivated by a fear of failure. In some instances, people are motivated to work hard if they believe that failure to do so will result in them losing their jobs. All of these factors are regularly cited by people who see a correlation between motivation and job performance.

Most companies expect department managers to motivate employees, and managers sometimes set about trying to achieve this by offering financial incentives to employees as well as promotions or additional paid-time off. Many firms use approaches that are based upon research by psychologists, such as Abraham Maslow who developed the Hierarchy of Needs in the 1950s. Using Maslow's list of motivators, managers attempt to match the personalities or needs of their clients with the needs identified by psychologists, and motivate employees by linking their needs with their job performance. Someone with low self-esteem may be motivated by the chance to earn recognition, while someone experiencing financial problems may be motivated by the need to earn the money needed to have a sense of security.

Modern psychologists and behavioural analysts have argued that a leader cannot motivate an unmotivated employee, and that motivation must begin with the employee. Using this rationale, some employees perform poorly at work because they lack motivation. No matter what is tried, bosses cannot raise their level of performance by attempting to use rewards or punitive action as motivators.

Many managers keep track of the actions of employees and the results that those actions generate. Managers look for a correlation between the amount of effort an employee puts forth through actions such as making sales calls, and that employee's sales results as compared with other seemingly less motivated employees. Other variables that an employee cannot control, such as the behaviour of clients, can also impact an employees' performance. While motivation and job performance are linked, even highly motivated employees can experience performance issues at work.

2.8. Theoretical Foundations for the Study

Most of the early reviews of the literature are published by notable industrial psychologists as a consequence, these reviews tend to have emphasized applied individual-level issues, such as employee testing, training, and motivation. However, even at these early stages of development, antecedents of what many consider significant contemporary trends in the HRM domain are defined. For example, Aktaret al, (2012) discussion of situational variables reveals the importance of matching personnel strategies with organizational strategies. Further, Aktaret al, (2012) invite researchers to design measures to assess the relationship between 'individual personalities' and 'company personalities'. These contributions, as well as those provided by organizational theorists some years later (e.g., creation process) cannot be reverse engineered

or easily teased out. This value creation process meets the criteria for a source of sustainable competitive advantage as set forth by the resource-based view of the firm. This argument justifiably focuses academic attention on the competitive imperative to strategically manage the human resources of the firm.

Consequently, a field of inquiry has emerged that actually bills itself as research in strategic human resource management (SHRM). Whereas numerous studies in this area have provided substantial empirical and theoretical contributions to the field of HRM, this area of investigation is still in its infancy, with scholars only recently trying to reach some common theoretical and empirical ground on which to build. Perhaps never before has Aktaret al, (2012) commentary on the fragmented nature of HRM research been more applicable than to this area of work.

Theory X	Theory Y
People basically dislike work and avoid it whenever possible	Most people find work as natural as play or rest and develop an attitude towards work based on their experience with it.
Because most people dislike work, they have to be closely supervised and threatened with punishment to reach objectives.	People do not need to be threatened with punishment; they will work voluntarily toward organizational objectives to which they are committed.
Most people have little creativity. They are not capable of solving problems. Rather, they must be directed.	Most people possess a high degree of imagination, ingenuity and creativity with which to solve organizational problems.
Most people have limited intellectual potential. Contribution above basic job performance should not be expected.	Although people have intellectual potential, modern industrial life utilizes only part of it.

Table 1: Assumptions about Workers According to Theory X and Theory Y

Source: Bates Et Al, (2010)

The core of theories X and Y is that a management philosophy influences the type of work climate the manager endeavors to create and ultimately, how the manager treats people. Frederick Herzberg's two-factor theory developed in (1975) also called hygiene motivator. One set of the theory defines factors that lead to job satisfaction; these factors are called hygiene factors.

- Salary: To prevent job dissatisfaction, a manager should provide adequate wages, salaries, and fringe benefits.
- Job security: Company grievance procedures and seniority privileges contribute to high-quality hygiene.
- Working conditions: Managers ensure adequate heat, light, ventilation, and hours of work to prevent dissatisfaction.
- Status: Managers who are mindful of the importance of hygiene factors provide privileges, job titles, and other symbols of rank and position.
- Company policies: To prevent job dissatisfaction, managers should provide policies as guidelines for behavior and administer the policies fairly.
- Quality of technical supervision: When employees are not able to receive answers to job-related questions, they become frustrated. Providing high quality technical supervision for employees prevents frustration.
- Quality of interpersonal relations among peers, supervisors, and subordinates:
- In an organization with high-quality hygiene factors, the workplace provides social opportunities as well as the chance to enjoy comfortable work-related relationships.

The other set of factors the theory defines is that which produces job satisfaction and motivation called motivators.

- Achievement: The opportunity to accomplish something or contribute something of value can serve as a source of job satisfaction.
- Recognition: Wise managers let employees know that their efforts have been worthwhile and that management notes and appreciates them.
- Responsibility: The potential for acquiring new duties and responsibilities, through either job expansion or delegation, can be a powerful motivator for some workers.
- Advancement: The opportunity to improve one's position because of job performance gives employees a clear reason for high performance.
- The work itself: When a task offers the opportunity for self-expression, personal satisfaction, and meaningful challenge, employees are likely to undertake the task with enthusiasm.
- Possibility of growth: The opportunity to increase knowledge and personal development is likely to lead to job satisfaction.

2.9. The Research Context

Motivation can be classified into two categories. These are non-financial and financial incentives schemes. Non-financial motivation is intangible; it includes advancement, the work itself, responsibility, and recognition, relations with co-workers, company policy and working institutions.

2.10. Financial Incentive Scheme

There are two areas into which financial incentives scheme fall; those of operatives and those of managers. According to Armstrong(2013), incentive scheme for managers includes, extra payments or increase in salaries, fringe benefits covering such items as, car, sickness benefits, free education for managers' children, and free holidays. Others are free lunches, free travel abroad with wife and family, access to newspapers and journals, free interest loan and free medical scheme Armstrong (2013).

2.11. Financial Incentives Schemes to Operatives

Armstrong (2013), gave a list of financial incentives to operatives, which include good holiday pay, extra pay for shift work and uncomfortable, dirty and unhealthy conditions, profit sharing, long service allowances, overtime availability when operatives require it, pension fund contribution by the company, death benefits and dependents, employee's liability insurance and medical facility to operative's family.

A motivated and qualified workforce is crucial to increase organizational performance. Priority programs have a stake in a skilled and motivated workforce. Motivation in the work context is defined as 'an individual's degree of willingness to exert and maintain an effort towards organizational goals'(Banjoko, 2006). The challenge for managers is how to create this kind of motivation. Research has shown that workers and their managers often perceive motivation differently Armstrong (2013). In addition, little is known about the motivational factors that are important for workers in resource-poor settings (Banjoko, 2006).

While there are many theories on motivation (Bratton et al, 2003), two different areas of motivation are often confused: motivation to be in a job and motivation to perform. Both are important, and managers need to understand the impact of their activities on both areas. Herzberg's two-factor theory of motivation at the workplace is used in this study to explain the distinction between these two areas of motivation. It distinguishes satisfiers, which are the main causes for job satisfaction (or motivation to perform), from dissatisfiers, which are the main causes for job dissatisfaction (or demotivation to remain in a job) when absent or perceived as insufficient. Examples of motivating factors are achievement, recognition, responsibility and the work itself. Dissatisfiers include: working conditions, salary, relationship with colleagues, administrative supervision, etc.

An organization needs to influence satisfiers through performance management – the 'measuring, monitoring and enhancing the performance of staff'(Bratton et al, 2003) – using a range of human resources management (HRM) tools such as: job descriptions, supervision, performance appraisals, continuous education, rewards and career development. However, performance management is often underdeveloped in resource-poor settings and published studies are limited, often focusing only on certain aspects of performance management, such as supervision. (Bratton et al, 2003)

Studies to improve staff performance, Nigerian organizations use operational research to identify motivating factors among workers and to determine whether the existing performance management activities are appropriately implemented. The aim was to identify opportunities for improvement of HR activities implemented by managers within the facilities. These studies therefore had a managerial focus, as opposed to a political focus in which power and interests are analyzed.

2.12. Review within the Research Framework

Research findings have hitherto showed that the main motivators of workers were related to responsibility, training and recognition, next to salary. These can be influenced by performance management (job descriptions, supervisions, continuous education and performance appraisal).

Relationship of the variables for this study is as follows: -

2.12.1. Reward Systems

This study involves intrinsic and extrinsic rewards as independent variables. In independent variable extrinsic reward includes three dimensions such as basic pay, merit pay and performance bonus. As for the intrinsic reward, it includes four dimensions such as recognition, learning opportunity, challenging work and career advancement.

2.12.2. Employees' Performance

This study involves employees' performance as dependent variable. In dependent variable employee performance encompasses three dimensions such as productivity, job quality and job accomplishment.

2.12.2.1. Independent Variables

Recognition, learning opportunity, challenging work and career advancement

2.12.2.2. Dependent Variables

Productivity, job quality and job accomplishment

3. Empirical Literature

According to Armstrong (2013) rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement (Aktaret al, 2013)

Aktaret al, (2012) conducted a study in which he examined the relationship between rewards and employee's motivation in commercial banks in Bangladesh. The study focused on four types of rewards of which one was recognition which he tested through Pearson correlation. The results showed that recognition correlates significantly (0.65) with employee work motivation (Aktaret al, (2012).

An empirical study was conducted in Pakistan to measure the impact of reward and recognition on job satisfaction and motivation. 220 questionnaires were distributed and filled by employees of different sectors. The result showed that there exists significant ($r=0.13$, $p<0.05$) relationship between recognition and employee work motivation (Aktaret al., 2012). An empirical study was conducted by (Aktar et al., 2012) to examine the impact of reward and recognition programs on employee motivation and satisfaction. A questionnaire was distributed to 80 employees of Unilever and data was analyzed through SPSS version 16. The results showed that there is a statistically significant ($r=0.92$, $p<0.01$) direct and positive relation between recognition and employee work motivation ((Aktar et al., 2012).

A study was conducted in Bangladesh to examine the job satisfaction among bank employees there. A structured questionnaires survey was used and data was gathered from 4 banks employees, the value of correlation coefficient for recognition was 0.251 which shows that its relationship with job satisfaction is positive. Job satisfaction is directly associated with internal work motivation of employees that enhances as the satisfaction of employees increases (Falola et al, 2014). That is why a study says that deficiency of appropriate recognition and rewarding reduces employee work motivation and job satisfaction.

Hence, administration of organization and institutions should build up the arrangement for giving that rewards and recognition to enhance employee job satisfaction and motivational level ((Aktar et al., 2012). In the study carried out by Belli et al, (2014) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study basically adopted the same method as Herzberg and it shows some support for the influence of motivators on job performance. In another study carried out by Chidi (2014), they also based their research on Herzberg's two-factor theory of motivation, which separated job variables into two group; hygiene factors and motivators.

They made use of sample of 692 subjects to test the validity of two-factor theory and discovered that at higher occupational level, 'motivators' or intrinsic job factors were more valued, while at lower occupational level, 'hygiene factors' or extrinsic job factors were more valued. From this work they concluded that organization that satisfies both extrinsic and intrinsic factor of workers get the best out of them.

Ekpuduet al, (2014) study, which investigated the influence of monetary incentives and its removal on performance, showed that the subjects in the experimental group who receives individual incentives performed better than those in the control group.

The study of Ejumudo(2014) was designed to explore the ability of the investment model to predict job satisfaction and job commitment. The result showed that job satisfaction was best predicted by the rewards and cost value of the job and job commitment on the other hand, was best predicted by a combination of rewards, cost values and investment size.

Mbah et al, (2015) observes that poor remuneration is related to profits made by an organization. Wage differential between high- and low-income earners was related to the low morale lack of commitment and low productivity. Ghazanfar, 2011) blamed the productivity of Nigerian workers on several factors, among them is employers' failure to provide adequate compensation for hard work and indiscipline of the privileged class that arrogantly displays their wealth, which is very demoralizing to working class and consequently reduced their productivity. Judging from all these empirical studies and findings, one may generally conclude that a good remuneration package, which ties financial rewards to individual performance, can be expected to result in higher productivity.

Another study carried out, which is of importance to this research, is that of Fajana (2002). He investigated the correlation between various workers attitudes and job motivation and job performance using 290 skilled and semi-skilled male and female paper workers. The study reveals that highly involved employees who were among intrinsically oriented towards their jobs did not manifest satisfaction commensurate with company evaluation of performance. They depended more on intrinsic rewards as compared to those who were more extrinsic in orientation.

3.1. Theories of Motivation

3.1.1. The Content (Need) Theories

Ekpuduet al (2014), discussed the early theories of motivation which include Hierarchy needs theory, ERG theory, Herzberg Two Factor Theory and Acquired needs theory. Abraham Maslow's Hierarchy of need identifies five levels of human needs: physiological, safety, social, ego, and self- actualization. Lower-level needs must be satisfied first before the next higher-level need since this will motivate employees.

The organization can satisfy its employees' various needs. In the long run, physiological needs may be satisfied by the person's pay check, but it is important to remember that pay may satisfy other needs such as safety and esteem as well. Providing generous benefits that include health insurance and company-sponsored retirement plans, as well as offering a measure of job security, will help satisfy safety needs. Social needs may be satisfied by having a friendly environment and providing a workplace conducive to collaboration and communication with others. Providing promotion opportunities at

work, recognizing a person's accomplishments verbally or through more formal reward systems and job titles are ways of satisfying esteem needs.

Finally, self-actualization need may be satisfied by the provision of development and growth opportunities on or off the job, as well as by work that is interesting and challenging. By making the effort to satisfy the different needs of each employee, organizations may ensure a highly motivated workforce. The important aspect of Maslow's model is that it provides for constant growth of the individual. The theory meets the introduction needs of employees and therefore employees accomplished goals with this need is limited. In the long run, these needs of employees may not be met as the employees rise through the rank and this can be demotivation to the employees.

3.1.2. ERG Theory

ERG theory, developed by Osibanjoet al, 2012, is a modification of Maslow's hierarchy of needs. Osibanjoet al, 2012 proposed that basic human needs may be grouped into three categories; Existence, Relatedness, and Growth. The number of years employees stays in an organization the more its needs keep on changing and this theory recognizes the multiple needs that may be driving employees at a given point to understand their behavior and management can properly motivate them.

3.1.3. Herzberg et al.'s Two Factor Theory

Herzberg two-factor theory is heavily based on need fulfillment because of their interest in how best to satisfy workers. They carried out several studies to explore those things that cause workers in white-collar jobs to be satisfied and dissatisfied. They classified Hygiene Factors as dissatisfied and motivating factors as satisfied. The hygiene factors are company policy and administration, technical supervision, salary, interpersonal relationship with supervisors and work conditions; they are associated with job content. The motivating factors are those factors that make workers work harder and classified them as follows: achievements, recognition, work itself, responsibility and advancement. The employees of an organization can assess its motivational packages and ensure that these motivate them to give out their best and packages that are not satisfied should be disengaged.

3.1.4. Acquired-Needs Theory of David McClelland

Acquired Needs Theory is also known as the Three-Need Theory or Learned Need Theory. According to acquired-needs theory individuals acquire three types of needs as a result of their life experiences. These are need for achievement, need for affiliation and need for power. These reflect that managers in the bank should be recognized and not motivated by money and as such motivated with the necessary power to carry out the bank duty. There is the need to encourage good relationship among staff. All individuals possess a combination of these needs and the dominant needs are thought to drive employee behavior.

3.1.5. Process Theories

Process theories describe the process through which needs are translated into behavior. The two process theories to be considered are equity theory and expectancy theory. Equity theory matches the notions of 'a fair day's work for a fair day's pay'. It really focuses on perceptions of inequality in the output ratio whose effect may be similar to the hygiene factors of Herzberg. Equity and fairness in the workplace have been found to be a major factor in determining employee motivation and job satisfaction. As such, equity theory assumes that one important cognitive process involves people looking around and observing what effort other people are putting into their work and what rewards follow that effort. This social comparison process is driven by our concern for fairness and equity. Puwanenthiren(2011) confirms equity theory as one of the most useful frameworks for understanding and have a role to play in the study of work motivation.

Adams' theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs. Vroom (1964), theory is based on the belief that employee effort will lead to performance and performance will lead to rewards and rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. Skinner's theory simply states those employees' behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated. Therefore, managers should positively reinforce employee behaviors that lead to positive outcomes and negatively reinforce employee behavior that leads to negative outcomes.

According to Bello et al. (2014), expectancy theory is the most comprehensive motivational model that seeks to predict or explain task-related effort. Vroom's expectancy model is based on three key variables: valence, instrumentality and expectancy.

- Valence refers to the feeling about specific outcomes.
- Instrumentality refers to the probability that a particular performance level will lead to a specific outcome.
- Expectancy is the belief that a particular behavior will or will not be successful.

Tumwet(2013) discussed the various theories of motivation. Goal-theory of motivation states that for goals to be effective, managers should consider five factors when designing and implementing goals, namely: Goal difficulty; Goal specificity; Goal commitment; Participation in setting goals; and, Feedback. Managers also need to take into account the perceived value of goals to individual employees as this will influence motivation and behavior, and it will differ from one person to another.

Job enrichment is often cited as an important factor in improving motivation, satisfaction and performance. A comprehensive model of job enrichment features five core job dimensions: Skill variety; Task identity; Task significance; Autonomy and Feedback. The application of integrated people management policy and practices, termed 'bundling' or 'High Performance Work Practices' (HPWPs), namely; High Involvement, Human Resource Practices, and Reward and Commitment, positively influences commitment and job satisfaction, which in turn, encourages positive employee behavior based on free will, i.e., 'discretionary behavior', which in turn produces improved performance.

Pattanayak(2005) notes that employee productivity depends on the amount of time an individual is physically present at a job and also the degree to which he or she is 'mentally present' or efficiently functioning while present at a job. Companies must address both of these issues in order to maintain high worker productivity, and this may occur through a variety of strategies that focus on employee satisfaction, health, and morale. Highly satisfied groups of employees often exhibit above-average levels of the following characteristics: customer loyalty (56%), productivity (50%), employee retention (50%), safety records (50%), and profitability (33%).

The practice of maintaining a collegial, flexible workplace is associated with the second-largest increase in shareholder value (nine percent), suggesting that employee satisfaction is directly related to financial gain. Human resources practices like employee satisfaction, motivation, and punctuality lead to positive financial outcomes. Therefore, for organizations to achieve high performance, the interests of customers and employees should be taken into account e.g., satisfaction, motivation, product, and quality and manpower competence.

3.2. Factors That Motivate Employees to Perform in an Organization

3.2.1. Leadership Style

Leadership style plays an important role in the motivation of workers to performance. The style of leading adopted by a manager can affect the performance of the subordinates. The success of a leadership in influencing subordinates to performance can be affected by certain situational variables like confidence of the subordinates, experience, the need and the perception of the subordinates. It is important that before any leader adopts any style of leadership, he should first of all understand the nature and characteristics of the subordinates since this can affect his performance and the subordinates' perception of the boss. Leadership style can be a source of motivation.

3.2.2. Management by Objective (MBO)

This is one of the most motivational techniques used by management. Its use in the organization has increased since its inception in the 1950s. The program is designed to encompass specific goals, participatively set for an explicit time period with feedback on goals progress. This was advocated in different forms and one of the advocates is Peter Drucker, who first introduced the concept. Drucker (2009) states that the objective of the MBO should be concise statement of expected accomplishment, that is the superior and the subordinates should jointly choose the goals and decide on how they will be measured. Drucker believes that the greatest advantage of the MBO is that it allows the worker to control his productivity. This self-control will result in stronger motivation to do the best rather than just get by it.

Other philosophers of the MBO were Koontz et al. they defined it as a process whereby the superior and the subordinates jointly identifies the common goal, define individual major areas of responsibility in terms of the result expected of him and use these measures as guards for operating the units and accessing the contribution of each of his members. An important factor in Koontz et al view point is for the subordinates and superiors to have an understanding regarding the subordinates' major areas of responsibility. A common feature in Drucker and Koontz et al conceptions of MBO is that MBO can lead to improved motivation of the participants. This is because the superior and subordinates meet to discuss the goals of their department, which must be in line with overall goals of the organization.

The superior and subordinate meet again after the initial goals are established and evaluate the subordinate performance in terms of the goals. With the participation of the subordinates in discussion, establishment and emulation of the organizational goals as specified by MBO, the subordinate will be motivated to contribute his best to the attainment of the goal. MBO gives the subordinates a sense belonging that will motivate them to act.

3.2.3. Job Enrichment

Researchers and analysis of motivation points to the importance of making job challenging and meaningful to the person doing the job. Herzberg et al popularized Job enrichment as motivational technique in their two-factor theory of motivation. Job enrichment is referred to as the vertical expansion of the job which entails giving the individual full control and autonomy over the job he is doing.

Basically, it is increasing the responsibility of a job in order to increase the satisfaction associated with the job. A job may be enriched in the following ways:

- Giving room for selection of jobs where better motivation is more likely to improve performance. The job must be designed to provide opportunities for achievement, recognition, responsibility, advancement and growth. The technique entails enriching the job so that these factors are included.
- Encouraging participation of subordinates and interaction between workers.
- By giving workers a feeling of personal responsibility of their task.
- By taking steps to make sure that people can see how their task contributes to a finished product and the welfare of the enterprise.
- Giving people a feedback on their job performance.

Involving workers in analysis and change of physical aspect of the work environment such as layout of the office or plant, temperature, lighting, and cleanliness also enriches the job. With job enrichment, workers interest in their job may be generated and their level of motivation will be increased.

3.2.4. Job Enlargement

Job enlargement is another technique of motivation. It is referred to as the horizontal expansion of the job. Job enlargement simply makes a job varied by removing dullness associated with performing the job. It means enlarging the scope of the job by adding task without enhancing responsibility. The essence of job enlargement is to prevent monotony, which kills interest and makes the job uninteresting to the workers. Job enlargement can help to motivate people to productivity.

3.2.5. Positive Re-Enforcement

This is another motivational technique used as a means of motivating workers to productivity. Re-enforcement is used to motivate workers to performance by encouraging a desired behavior and discouraging an undesired behavior. Re-enforcement approach to the motivation of workers was first developed by a Harvard psychologist known as B.F. Skinner. This theory was first developed in learning, which entails encouraging desired behavior and discouraging undesired behavior. It can be used to encourage the workers to performance by rewarding a desired behavior. For example, an engineer is given the task of designing a new piece of equipment (stimulus) the engineer exerts a high level of efforts and complete the project in time (response), the supervisor reviews the work and recommend an increase pay for an excellent work (positive re-enforcement). Rewarding a desired behavior entails monetary reward, promotion, recognition and praise. With positive re-enforcement, a behavior desired by the management can be repeated in subsequent times.

3.2.6. Money

Money cannot be overlooked as a means of motivating workers to performance whether in the form of wages, piecework, bonuses, or any other incentive pay that may be given to employees for performance. The influence of money as a motivational technique is a function of the need level of the worker. A worker who is striving to satisfy his physiological needs will value money more than a worker striving to satisfy a self-actualization need. Management should understand the desire of workers before using money as a means of motivating them to performance.

3.2.7. Participation

Participation is another motivational technique which requires that management of any organization should also consult employees on decision affecting them and that they should be given the opportunity to air their own views with regards to such decisions. Researchers have shown that when workers are allowed to have a say in things that affect them in the work place, they tend to be satisfied. This increases productivity and discourages absenteeism. Participation is also a means of recognition. It appeals to the need for affiliation and acceptance. Above all, it gives people sense of accomplishment.

3.2.8. Welfare Schemes

These are facilities provided by the organization, which are in addition to workers' wages or salaries.

3.3. Performance Measurements

Ajila et al, (2004), identify three types of performance measurement. One is the measure of output rates, number of sales over a given period of time, the production of a group of employees reporting to manager, and so on. The second type of measure of performance involves ratings of individuals by someone other than the person whose performance is being considered. The third type of performance measurement is self-appraisal and self-ratings. The adoption of self-appraisal and self-rating techniques are useful in encouraging employees to take an active role in setting his or her own goals. Thus, job performance measures the level of achievement of business and social objectives and responsibilities from the perspective of the judging party (Aktaret al, 2012).

3.3.1. Performance Appraisal

Employees want to know how well they perform on their jobs. A simple statement, almost axiomatic in any organization, yet it has probably caused more controversy, applied research and practical advice than any other assertion in the history of management writing and thinking (Bates et al, 2010). Employees want to know how well they are performing and interested in getting feedback to ensure that they work towards goals of the business. The assessment of employees helps the business to grow, fill in vacant position, prepared employees for training and development. Performance appraisal is a process within the overall performance management process (Aktaret al, 2012), and is defined as 'the evaluation of an individual's work performance in order to arrive at objective personnel decisions' (Aktaret al, 2012).

3.4. Importance of Motivation

The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportion to the personal goals of individuals. Aktaret al, (2012), reported that the manager's job is to ensure

the work done through employees are satisfactory and the employees are self-motivated towards their work rather than just being directed. The managers' involvement is not so much in the motivation of employees rather the employees should motivate themselves to work hard.

The major issue in all services organizations is the motivation of employees whether they are skilled, unskilled or professionals. It is a challenge for today's management in this competitive world to motivate employees to offer efficient and good services that customers expect from them. The employees' motivation, their enthusiastic and energetic behavior towards task fulfillment play key role in the success of an organization. According to Aktaret al, (2012), one of the functions of human resource manager is related to ensuring employees' workplace motivation. The human resource manager's function should be to assist the general manager in keeping the employees satisfied with their jobs.

Another importance of motivation in organization is the goal for the services manager to develop motivated employees and encourage their morale regarding their respective works. The employee work morale is affected by factors such as supervisors, peers, organization, and work environment which can be defined in a sense that the employee has the feeling and is conscious about all aspects of the job. The performance is likely poor if the employee is not satisfied and happy. Workplace dissatisfaction often leads to organization and its employees' poor performance.

3.5. Issues from the Review

The above literature, studies and discussion fully support our hypotheses that

- Employee's reward system promotes organizational performance.
- Motivational factors significantly lead to high performance for employees of organizations
- There is a strong relationship between motivation of employees and performance organizations.
- Human Resource Management practices enhance motivation of employees towards high performance.

The three issues which are addressed in this research are briefly outlined below:

- The first concern is about the capacity of organizations to manage reward systems and incentive schemes within the framework of PM model;
- Second is about the ability of organizations to measure managerial performance objectively, and enhance managerial accountability using good schemes to act as a motivator;
- The third is about the stakeholders' perception of equity of schemes;

The first issue prompts an examination of the capacity of organizations in terms of the existence of a conducive environment for effective management of market-type performance-based reward systems and incentive schemes. The second and third issues are mainly focusing on the characteristics of a successful scheme.

4. Research Methodology

4.1. Research Design

We adopted the descriptive survey design using the primary data collection method. With the aid of a structured close ended questionnaire on a five-point Likert scale as the instrument for data collection, we distributed the copies of the questionnaire to employees working in the selected firms under study.

First an exploratory qualitative study was conducted among managers of the firms. In-depth interviews and group discussions were conducted, in which open questions were used to identify the range of motivating and de-motivating factors and to explore perceptions on performance management, addressing study questions 1 and 2. Workers were selected from all the groups in the firms under study.

Starting with a pilot study this research was conducted using a combination of qualitative and quantitative data collection methods. The main study was undertaken using the survey within case study approach. Both questionnaire and interview techniques were used to examine the key research issues. Field studies and interviews during the case studies provided richer data than can be gained from survey research. Our approach therefore explored causal effects of the variables more closely (Yin, 1994). For the measurement of variables, we acquired the data through questionnaire, copies of the questionnaire were within the area of the study, out of which 100 were duly filled by the respondent for the analysis towards the accomplishment of results for this research. In this respect hypothetical framework was studied to figure out the gap in this study.

4.2. Area of the Study

The study area is Aba in Abia State. Almost all the companies operating in the country have a branch, a plant, a depot, or an outlet in Aba. The city also hosts many companies whose products are distributed all over the country.

4.3. Population of the Study

The study mostly interviewed senior managers in the selected firms. The objective was to gain a senior managerial perspective on the application of market-type performance management systems, performance measurement processes and equity perceptions of performance-pay schemes in a firm context.

Five firms out of the total number of two hundred and twenty (220) firms in Aba were selected. The selected firms had a total work force of two hundred (200). Since the population size was considered small (200), we studied the entire population. Hence, there was no need for sampling and sampling techniques. The interviews used open-ended topic guide questions to elicit as much information as possible, and were recorded (with permission) and transcribed for later analysis. Two different sets of survey questionnaires were sent out to the entire population using electronic mail (e-mail)

facility for cost effectiveness. At first, a total of (186) of these questionnaires were returned, representing a response rate of about 93.0 per cent.

S/No.	Name of Firm	Work Force	No. of Questionnaires Administered	No. of Questionnaires Returned	Response Rate (%)
1	J O UdeagbalaNig Ltd	30	30	27	90
2	Vita foamInd. Nig Ltd	48	48	45	94
3	TonimasNig Ltd	44	44	39	89
4	Aba Malting Plant	42	42	40	95
5	Planet Oil Nig Ltd	36	36	35	97
Total		200	200	186	93

Table 2: Administration of the Questionnaires and Response Rate

Source: Field Survey

We categorized the firms in Aba according to their operational levels. A three-step sampling method was used to select respondents. The number of respondents in each level was based upon the proportion of professionals working in as low, medium or high concentration of workers. When a firm did not have the number of professionals required for the interviews, a neighboring firm was selected, until the total number of respondents was achieved. The interviews were conducted by a team of eight experts, with sound research background and who were not organizational workers, in order to avoid bias in data collection.

Lastly, the results of the survey were triangulated with the results from the interviews and group discussions.

4.4. Method of Data Collection

In this study we used both primary and secondary data.

4.4.1. Primary Data

Primary source of data was through the in-depth interview, with audiotape recording where permission was granted. Furthermore, field-note was taken. Since, some data were sensitive, the privacy, confidentiality of respondents was protected throughout the processes of qualitative data collection. The location for the in-depth interview was the workplace of the respondents.

4.4.2. Secondary Data

Secondary source of data came from published articles from journals, government publications, financial statements of the selected firms as well as related studies on performance management. These secondary data were useful because they helped the researcher analyze and interpret more easily.

In order to assure trustworthiness of data, the sources and methods were triangulated by interviewing firm workers and their managers. Interviews were recorded and immediately transcribed. Data were manually analyzed using data compilation matrices per respondent group, describing the data per study question. Quality of data collection was assured through providing confidentiality and through the interviewers – experienced researchers – who developed the research and conducted the interviews.

The results of this qualitative study were used to design a cross-sectional and descriptive survey for the workers. The survey consisted of interviews using copies of a questionnaire with two components:

- A scoring table on the parameters of the independent variables to be tested (*recognition, learning opportunity, challenging work and career advancement*) thereby addressing all the study questions. The parameters scored were derived from the qualitative study.
- Closed questions to identify the range and extent of performance management activities. The selection of variables was based on commonly used HRM tools and the results of the qualitative study – for example: *productivity, job quality and job accomplishment, supervision and performance appraisal*.

Data were not disaggregated for the private sector, due to the small number of staff employed. Even if these numbers were greater, triangulation would not be useful, as it is likely that there is variation in the HR policies and activities of the different private sector employers.

4.5. Method of Data Analysis

The completed transcripts were analyzed using the Statistical Package for Social Science (SPSS) version 16.0 computer program to determine recurring themes. Quotes gathered from the interviewees during case studies have been used to give meaning to the results. The technique of analysis was both theoretical and statistical in nature. With regard to theory, it was purely descriptive, comparative and analytical grounds and presented in tables after due collection. The statistical method used was the simple percentage method which measures the relationship between two variables. This method presented in tabulator form is very simple in measuring two variables and yields good result. Then Chi-square was used for test of hypotheses to get results.

4.6. Validity & Reliability of Instrument

To ensure reliability and validity of the survey measures, some of the measurement scales were based on instruments for which reliability and validity had already been tested in other studies such as the Likert scales. Reliability was also tested using Cronbach's Alpha which provided an estimate of the internal consistency of the questionnaire by ensuring that our instrument measures the same constructs over repeated measures. This was to enable us avoid the problem of splitting the test into halves due to multiple ratings. Some of the questions were replicated from prior studies to ensure content validity while face validity was assessed through the pilot survey itself.

The quality of data collection was assured by guaranteeing anonymity of the interviewees, training and supervision of interviewers by an experienced researcher and by pre-testing the questionnaire. These mechanisms aimed, among other considerations, to avoid bias and socially acceptable answers.

Pre-testing was not entirely rigorous, resulting in inconsistent interpretation of two motivation-related variables: 'training' and 'management'. 'Training' is especially problematic, as it is unclear to what extent training, for which firm workers often receive an allowance, is perceived as income generation or as an opportunity to upgrade knowledge and skills. Management is a wide concept: for instance, some firm workers perceive 'reporting' or 'administration' as management, whereas others do not consider these as management activities. Some caution is therefore needed in interpreting the results relating to these two variables.

5. Data Presentation, Analysis and Results

Data set here was generated through a well-structured 5-point Likert scale questionnaire to permit its analysis with the aid of a multiple regression model using relevant techniques such as analysis of variance (ANOVA) and the student t-test. Hence, the results were interpreted in the bid to answer the research questions and make decisions on the stated hypotheses as well as discussion of results in line with the major issues of the study.

5.1. Data Presentation

As already indicated, the data set was generated through a well-structured questionnaire covering the topical issues of motivation and workers' performance as employed in the study. Relevant responses were gathered and therefore summarized in Table 3.

S/No.	Rs	Mf	Em	Mp	Workperf
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Table 3: Data Set on Motivation Explanatory Variables Namely Rewards System, Motivation Factors, Employee Motivation, Management Practices as the Dependent Variable

5.1.1. Hypotheses Testing

The hypotheses to be tested state as follows;

- Employee's reward system cannot promote organizational performance in Nigeria?
- Motivational factors cannot significantly lead to high performance of employees of Nigerian organizations?
- There is no relationship between motivation of employees and performance in Nigerian organizations?
- Human Resource Management practices cannot enhance motivation of employees towards high performance in Nigeria?

Dependent Variable: WORKPERF				
Included Observations: 186				
Variables	Coefficients	Std. Error	t-Statistic	Prob.
C	18.373	6.070	3.027	0.004
RS	24.071	0.165	1.428	0.670
MF	11.198	0.283	9.700	0.000
EM	12.122	0.142	0.957	0.794
MP	6.111	0.165	5.398	0.000
		SUM OF SQUARES	DF	
	Regression	8.830	5	
	Residual	85.113	64	
	Total	93.943	69	
R-SQUARE	0.904			
F-statistic	81.328			
Prob(F-statistic)	0.000000			

Table 4: Least Square Regression Analysis

Source: Extract from the Least Square Analysis

From Table 4 Above, the Model for the Relationship Is Stated Below as Follows

$$WORKPERF = 18.373 + 24.071MR + 11.198IWC + 12.122GLS + 6.111WS + 2.411TM$$

(0.0000)(0.1240) (0.0124) (0.1584)(0.0256)

Note: the p-values are in parenthesis

From the results of the OLS, it is obvious that the constant parameter (β_0) is positive at 18.373. This means that if all the independent variables are held constant, workers' performance (WORKPERF) as a dependent variable will grow by 18.373 units in annual-wide basis.

5.2. Significance of the Model (F-Statistic Test)

The F-test checks for the statistical significance of the model built for this study. It is performed on a two-tailed test of 1% and at 5% significance levels. The null hypothesis (H_0) for the test is stated as the model is not statistically significant. To reject the hypothesis, F-statistic (F-cal) must exceed F-critical (F-tab). From the analysis in Table 4 above, F-tab at (5, 64) degree of freedom is 3.34 and 2.53, respectively for 1% and 5% levels of significance (*obtained from statistical table*) and F-cal is 81.328 at a probability value of less than 1% (0.00000). It is therefore deduced that $F\text{-cal} > F\text{-tab}$; thus, H_0 is rejected. This implies that the model is statistically significant and it adequately captures the relevance of motivation on workers' performance.

5.3. Test for Individual Significance (Student t-test)

The t-test is used to test the significance of each of the independent variables used in the model. It is used to validate or nullify each of the five hypotheses. The decision rule is stated as follows:

Reject H_0 if t-statistic calculated is greater than $t_{\alpha/2(n)}$ (t-critical) at 5% significance level.

5.4. Test of Significance of Reward System (RS) Variable

The result of the least square in Table 4 above showed that in a two-tailed test, the probability value of monetary reward is 0.670, is greater than the 5% or 0.025 critical probability benchmark of the study. This necessitated the acceptance of the hypothesis '*Employee's reward system cannot promote organizational performance in Nigeria*'. Moreover, the analysis showed that direct relationship exists between monetary reward and workers' performance (WORKPERF) in line with the *a priori* expectation. It further revealed that a unit change in monetary reward will cause the workers' performance to change by 24.071 units.

5.5. Test of Significance of Motivational Factors (MF) Variable

The relationship between improved working condition and workers' performance as tabulated in 4.2 above confirmed that a direct (positive) relationship is found between improved working condition and workers' performance. That means that a unit increase in improved working condition will increase the workers' performance by 11.198 units. In addition to this, the probability value of motivational factors is 0.0000 (0.00000%) is less than the critical probability value of 0.01. We therefore nullify the hypothesis that '*motivational factors cannot lead to high performance of employees of Nigerian organizations*', and conclude that *motivational factors can lead to high performance of employees of Nigerian organizations*, improved working condition has a significant effect on workers' performance.

5.6. Test of Relationship between Motivation of Employees and Performance in Nigerian Organizations (EM) Variable

With reference to the Table 4 and model 4.1 above proved that motivation of employees (EM) has a direct relationship with workers' performance (WORKPERF). This result is arrived at given that the probability value of the variable which is 0.794 is greater than the 5% or 0.025 significance level standard. Thus, we accept the hypothesis that '*there is no relationship between employee motivation and worker performance in Nigerian organizations*'. Furthermore, it was also evidenced in the model that a unit increase in worker motivation caused a rise in workers' performance by 12.122 units.

5.7. Test of Significance of Management Practice (MP) Variable

The coefficient of the proxy as shown in Table 4 and equation 4.1 above is positive in line with the theoretical expectation of the study. Quantitatively, it represents that a unit increase in good management practice will grow workers' performance by 6.111 units. On the other hand, the analysis clearly showed that good practice by management a significant effect on workers' performance. This decision is arrived at since the 1% critical probability value (0.000) is less than the 0.005% probability value of the variable. The hypothesis that '*Human Resource Management practices cannot enhance motivation of employees towards high performance in Nigeria*', is therefore rejected with the conclusion that *Management practices* have no significant effect on workers' performance.

6. Discussion of Results

The co-efficient of determination (R^2) is 0.904 indicates that there is a very strong positive linear relationship between the dependent variable and the explanatory variables. It also shows that 90.4% of the variation in workers' performance (WORKPERF) is explained by the explanatory variables for the period under consideration. The remaining 9.6% variation in the workers' performance (WORKPERF) is explained by other exogenous variables that are excluded in the models (error term). This implies that the coefficients are high as 90.4%. Therefore, the model is good fit as only less than 9.6% of systematic variation is left unaccounted for. Also, a look at the adjusted R-squared value of 89% indicates that after removing the effect of insignificant regressors (explanatory variable), about 89% variation in the workers' performance (WORKPERF) is still accounted for by the explanatory variables. Therefore, the model is robust and possesses goodness of fit.

7. Conclusion and Recommendations

7.1. Summary of Findings

The focus of this study was to investigate the impact of motivation on workers' performance among manufacturing concerns in Aba, Abia State. Four objectives and four hypotheses formed the basis for the following findings;

- Employee's reward system cannot promote organizational performance in Nigeria?
- Motivational factors cannot significantly lead to high performance for employees of Nigerian organizations?
- There is no relationship between motivation of employees and performance in Nigerian organizations?
- Human Resource Management practices cannot enhance motivation of employees towards high performance in Nigeria?

7.2. Conclusion

Based on the findings of this study, the following conclusions were reached:

First, the result of the least square in Table 4 from a two-tailed test showed the probability value of reward system as 0.670 which is greater than the 5% or 0.025 critical probability benchmark of the study. This necessitated the acceptance of the hypothesis that *employees reward system cannot promote organizational performance in Nigeria*. Moreover, the analysis showed a direct relationship between monetary reward and workers' performance (WORKPERF) in line with the *a priori* expectation. It further revealed that a unit change in monetary reward will cause the workers' performance to change by 24.071 units. This result corroborates previous studies

Secondly, the relationship between motivational factors and employee performance in Nigeria as tabulated in 4.2 confirmed that there is a direct (positive) relationship between motivational factors and workers' performance. That suggests that an increase in the motivational factors will cause increase in workers' performance. In addition to this, the probability value of motivational factors is 0.0000 (0.00000%) that is less than the critical probability value of 0.01 enabled us to nullify the hypothesis that *'motivational factors cannot lead to high performance of employees of Nigerian organizations thereby concluding that motivational factors can lead to high performance of employees of Nigerian organizations* since improved working condition has a significant effect on workers' performance.

Thirdly, Table 3 and model 4.2 shows that motivation of employees (EM) has a direct relationship with workers' performance (WORKPERF). Given the probability value of the variable at 0.794 which is greater than the 5% or 0.025 significance level, we accept the hypothesis that *'there is no relationship between employee motivation and worker performance in Nigerian organizations*. Furthermore, evidence in the model shows that an increase in employee motivation caused a rise in workers' performance.

Finally, the coefficient of the proxy as shown in Table 3 and equation 4.2 is positive in line with the theoretical expectation of the study. Quantitatively, this shows that an increase in good management practice will enhance workers' performance. On the other hand, the analysis clearly showed that good practice by management has a significant effect on workers' performance because the 1% critical probability value (0.000) is less than the 0.005% probability value of the variable. Therefore, the hypothesis that *Human Resource Management practices cannot enhance motivation of employees towards high performance in Nigeria* is rejected with the conclusion that *Management practices* have significant effect on workers' performance in Nigeria.

7.3. Recommendations

The findings of this study therefore, bring to the fore the need for the following recommendations

- Management of organizations should improve on their reward system with a view to promoting performance of
- Management should make maximum use the various motivational factors available to them for high performance of employees.
- Management should have proper understanding of the relationship between motivation and employee performance for effectiveness and efficiency.
- Good human resources management practices must be in place to enhance motivation of employees towards high performance in Nigerian organizations.
- There should be more emphasis placed on the use of training program as a motivation factor alongside monetary reward and good leadership style.
- In the same vein, good welfare packages should be put in place in order to encourage workers to perform better.

8. Areas for Further Study

The limitation is being considered in relation to the natural explanation to which the researcher has limited the study and the active choices to limit the study area that is financial motivation as a determinant of performance. In this study we have considered limitation in line with the research objective. We believe that with the changing nature of the work force, recent trends in development, information and technology, the issue of financial motivation becomes important as one of the most important assets in an organization.

This study is limited to existing theories and models, and their influence and limitation on performance enhancement. By considering the financial and non-financial aspect of motivation on employees' performance and relating

them to existing theories and models, further research efforts could expand the frontiers of the existing body of knowledge in this area.

Current research efforts focus on the extraneous forces surrounding organizations in terms of competition. This research considers the inside forces as a starting point. Ideally, a study of all the explanatory variables outside the organizations will be considered appropriate in order to capture the interactive influences of other variables thereby coming up with holistic and generally more acceptable results of financial motivation and performance.

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