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REWARD SYSTEM AND ORGANIZATIONAL PERFORMANCE IN THE MANUFACTURING INDUSTRY IN SOUTH-SOUTH NIGERIA

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Abstract

This study was carried out to investigate reward system and organizational performance in the manufacturing industry in South-South Nigeria. It has an empirical study of five selected manufacturing firms in South-South, Nigeria. A survey research design was adopted and primary data was used to collect data by administering a set of questionnaires to 257 management staff of selected manufacturing companies from Rivers, Delta and Bayelsa States respectively. The findings of the study revealed that reward system had a significant effect on organizational performance. The hypotheses formulated were tested using the simple linear regression, Pearson product moment correlation co-efficient and the chi-square method. It was concluded that reward system should be a match with the organizational performance so that employees would perform their roles with high spirit in the manufacturing industry. It was recommended that organizations like the manufacturing companies should implement appropriate reward system that would improve the performance of their employees. Inclusive measures to be taken are market rate analysis, financial and non-financial rewards which would boost the morale of workers to perform well.

Keywords: Reward System, Organizational Performance, Organizational Commitment, Employee Performance, Financial Rewards, Non-Financial Rewards.

1. Introduction

This research investigates reward system and organizational performance in the manufacturing industry in South-South, Nigeria. Rewarding employees is associated with the motivation of the workforce of organization for better performance (Kitoito, 2014). It is observed that reward have positive impact on the employee`s health and workplace safety. It is one of the factors that sought increase in employee`s engagement in the workplace, which is the key element in the workplace performance (Furtado, Aquino and Meira, 2012). It is the concern of organizations all over the world to practice effective human capital strategy so as to enhance productivity. It is necessary for employee productivity to be utilized increasingly in organizations like the manufacturing firms in South-South, Nigeria in relation to organizational performance. Employees in modern organizations are virtually considered as the most important assets in the manufacturing industry.

In the developed countries, organizations recognize employees as the important assets that need high consideration in promotion (Lawler and Worley, 2011).
The motive behind the use of reward to employees is that the motivated employees become satisfied in terms of fulfilling their wants, financially and non-financially. Failure to do so would make the employees to be tempted to leave the organization (Azasu, 2009, Kitoito, 2014). Employees prefer receiving intrinsic rewards in terms of praise and recognition for certain work accomplishment and actualization, while others employees are happy with extrinsic reward, in terms of salaries, bonuses, and incentives offered to employees (Sajuyigbe et al, 2013). It is highly noted that in the manufacturing industries, workers prefer the extrinsic rewards than the intrinsic rewards.

The managers should have due recognition of their employees in terms of high reward as a result of better performance in the assigned jobs to the employees which are measurable to the organizational performance in manufacturing sectors (Jones and Culbertson, 2011, Aktar, Sachu and Ali 2012). It is explicit that the workforce to be rewarded should meet a desired standard that should be accepted by the organization.. It is obvious that rewards play vital role in the success of an organization (Pulako and Leary, 2011).

In the light of the foregoing, it is appropriate to study reward system and organizational performance in the manufacturing industry in South-South, Nigeria. This research work would help to verify if there is a match with reward system and organizational performance of employees in the workforce of manufacturing industry, and also proffer solutions on how employees would be rewarded adequately as a result of their performance in the organization. The manufacturing companies to be used in this research work are five selected companies. There are two manufacturing companies selected from Port Harcourt, Rivers State, two manufacturing firms from Delta state, and one manufacturing company from Bayelsa state. All these states are all located in South-South, Nigeria.

Statement of the Problem

Organizations find it difficult to implement the reward system that would improve the organizational performance of its employees and this hinders them in not achieving their missions and visions.

Employees in different organizations are becoming increasingly aware that reward systems are not adequately applied and this has led to low productivity. Over the years, most of the Nigerian industries have been faced with strategies on how to apply the appropriate reward system that would motivate their employees for higher organizational performance. This has led to the low morale of the employees in the production of goods and services and this has resulted to the moribund of most manufacturing industries in Nigeria. To this effect, this study attempts to empirically analyze reward system and organizational performance in the manufacturing industry in South-South, Nigeria.

Objectives of the study

The entire objectives of the study are to examine reward system and organizational performance in the manufacturing industry in South-South, Nigeria.

The specific objectives include to:

1. Identify the relationship between market rate analysis and organizational commitment in the manufacturing firms in South-South, Nigeria.
2. Examine the relationship between financial rewards and organizational performance in the manufacturing firms in South-South, Nigeria.
3. Determine the relationship between non-financial rewards and employee performance in manufacturing industry in South-South, Nigeria.

Research Questions

1. What is the relationship between market rate analysis and organizational commitment in manufacturing industry in South-South, Nigeria?
2. Do financial rewards relate with organizational performance in the manufacturing industry in South-South, Nigeria?
3. How do the non-financial rewards relate with employee performance in the manufacturing industry?

Research Hypothesis

H1: There is significant relationship between market rate analysis and organizational commitment in the manufacturing industry in South-South, Nigeria.

H2: There is significant relationship between financial rewards and organizational performance in the manufacturing industry in South-South, Nigeria.

H3: There is significant relationship between non-financial rewards and employee performance in the manufacturing industry in South-South, Nigeria.

Significance of the Study

The study would provide a deep comprehension of the appropriate reward system required to be adopted by the manufacturing firms that would influence employee work performance.

The planners of human resource reward system would facilitate the implementation of the required reward strategies within the organization to enhance work performance. The study would also help the manufacturing companies to have a focus on the purpose and benefits of rewarding their employees in commensurate with organizational workforce performance.
Finally, the study would contribute to the body of knowledge in the field of reward system in the manufacturing sector and other sectors of the economy that would foster the employee organizational performance.

2. Review of Related Literature -Theoretical Framework

Conceptual Framework of Reward

Rewards can be classified as tangible or intangible. They are the awards granted to the employees on the basis of tasks performed, which meet or exceed the expectations initially established. They are also classified as praise granted in public by virtue of achievements widely approved in the context of organizational culture (Furtado et al, 2012).

Kitoito (2014) explains that reward is compensation which an employee receives from an organization for the exchange of the services offered by the employee or as the return for the work performed. It is also referred to as the collection of brain structures that would control and regulate behaviour by reducing pleasure. (Ajila and Abiola, 2012).

Reward System

Furtado et al (2012) state that it is worth stressing that reward systems are designed with the objectives of increasing organizational productivity and the process of rewarding the employees who have achieved the expected level of performance in the organization.

The reward system of an organization has repercussions on motivating work when the workers are rewarded in a tangible manner (cash bonuses, salary increase) or in an intangible way (praise or public recognition), because they have demonstrated behaviours that are considered to be desirable for the organization.

Kitoito (2014) explains that the systems of reward can be classified as intrinsic or extrinsic. Intrinsic reward systems are inherent in the job, in which the individual enjoys as a result of completing the task successfully to enable the employees to attain the organizational goals and their personal goals.

The extrinsic reward systems emanate from the external source, and they are tangible in relation to the tasks performed by the employees. Extrinsic rewards include pay, work condition, fringe benefits, security, promotion, and control of service, salary incentives, bonuses and work environment (Badrinarayan and Tileka, 2011)

There is need for an organization such as the manufacturing industry to determine the reward systems to offer at the organizational level, rather than the individual managers administering the policies.

Armstrong (2012) states that reward systems consist of interrelated processes and practices which ensure that reward management is carried out effectively to the benefit of the organization and the employees who perform the tasks.

Reward system consists of six major elements. They include:

Base pay

The basic rate is the amount of pay (the fixed salary or wage) that constitutes the rate paid for the job. It may be varied according to the grade of the job of the workers in relation to internal and external relativities of the organization. The internal relativities may be measured by some form of job evaluation, while the external relativities are assessed by tracking the market rates.

Contingent pay

It is the additional financial reward that is related to performance, competence, contribution and skill of the employees in the organization .The payments may be consolidated with base pay. If such payments are not consolidated, they are described as variable pay.

Employee benefits

Employee benefits include pensions, sick pay, insurance cover for company cars and a number of other pecks. They consist of elements of remuneration and other forms of cash pay which include the provisions enabling the employees to be strictly remunerated in relation to annual holidays.

Non-financial rewards

They are rewards which do not involve any direct payments, but arise from the work itself. Achievement, autonomy, recognition, scope to use and develop skills, training, career development opportunities and high quality leadership are the types of non financial rewards.

Performance Management

Armstrong (2012) explains that performance management processes are associated with individual performance in terms of contribution expectations and assess performance provided for regular constructive feedback and result in connection to performance, improvement, learning and personal development.

Total reward

Manus and Graham (2003) state that total rewards are all types of rewards; direct and indirect rewards, intrinsic and extrinsic rewards. Each aspect of reward, namely, base pay, contingent pay, employee benefits and non-financial rewards are linked together and are treated as an integrated and coherent whole.

Market rate analysis

Market rate analysis is the process of identifying the rates of pay in the labour market for comparable jobs so as to make decisions on levels of pay within the organization. Market rate analysis is conducted in order to produce data on the levels of pay rate and benefits for similar jobs in comparable organizations. It is used to determine the extreme market pricing or the maintaining of competitive rates of pay and benefit of deciding on pay ranges in a grade and pay structures.

The market rate analysis is used to obtain vital, accurate and representative data on market rates. It strives to compare the type and size of job roles of different organizations. It helps to obtain information for appropriate update and interpret data that require action. Market rate analysis ensures that the levels of pay are competitive and it relevant to track market rates for jobs within the organization, particularly those that are vulnerable to market pressures especially in manufacturing companies because of scarcity factors. Market rate analysis is also referred to as benchmarking.

Job evaluation schemes are used to determine internal relativities, but they cannot price the jobs. The levels of the pay rate are subject to market forces that have to be taken into consideration in terms of fixing the rates for particular jobs. There are some specialized jobs that may not be subject to the same external pressures, but it is important to know the effect the market rate has on the structure before deciding on the internal pay differentials that reflect on the levels of skills and responsibilities of the employees in the organization.

Organizational Commitment

Cohen (2003) states that commitment is a force that binds an individual to a course of action that is relevant to more people in an organization. A committed employee performs well and is anticipated to be adequately rewarded. Organizational commitment is a state in which employees identify themselves with a specific organization and its goals and intend to maintain membership in the organization (Miller, 2003). Morrow (1993) explains that organizational commitment is exemplified by attitude and behaviour. The attitudes of the employees reflect their feelings such as attachment, identification and loyalty to the organization.

Reichers (1985) states that organizational commitment in terms of behaviour is only visible when organizational members are committed to existing groups within the organization. The organizational members are bound by their actions and beliefs that sustain their activities and their own involvement in the organization.

Meyer and Allen (1997) apply the tri-dimensional model to conceptualize organizational commitment which include affective, continuance and normative commitments. The affective commitment is the employee's emotional attachment, identification and involvement in the organization. The workers, who are committed to the organization on an affective basis, would continue to work and the organization would definitely reward them financially and non-financially. Continuance commitment relates to the employee's developed organizational commitment to an organization because of the financial rewards attached in the work process. On this basis, the employee associates working for the organization as a result of economic benefits obtained. The normative commitment is the work ethics and implicit responsibilities of the employee in the organization. The organizational staff exhibits a sense of responsibility to continue to work in a particular organization. The employees ought to be encouraged and motivated, especially when they perceive that their contributions are valued and appreciated by the organization.

Employee Performance

Vroom (1964) concurs that work performance in organizations is a combination of individual ability and motivation where ability is the individual capability to complete tasks in a stable trait. Robbins (1978) explains that employee performance is the capacity to achieve an objective or goal of the organization. In the manufacturing companies and other viable organizations, performance is associated with timeliness, quality and quantity of output, work efficiency and effectiveness, attendance and presence of the job (Mathis and Jackson, 2009). It has been observed that employee performance occurs when a task is accomplished on the criteria set by the organization or the manager, and it is assessed on prescribed acceptable standards when the available resources are efficiently and effectively utilized in a changing environment. Performance is linked with the behaviour of the employees, but it is not about work outcomes or what the employee generates.

Perceived performance of employees denotes the general belief about contribution and behaviour of organizational progress. Employee performance has three factors that are attributed to the employee who exhibits good performance than others. The determinants include motivation, declarative knowledge and procedural knowledge (McCloy, Campbell and Gudeck, 1994). Carlson, Kacmar, Wayne and Grzywacz (2006) state that the five practices of human resource management influence on performance include morale, recruitment package, competitive compensation, performance appraisal, training and development.

Organizational Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). (Richard et al, 2009). Organizational performance encompasses three specific areas of firm's outcomes:

(a) Financial performance (profits, return on assets, return on investment etc).
(b) Product market performance (sales, market shares, etc).
(c) Shareholder return (total shareholder return, economic value added.

Specialists in many fields are concerned with organizational performance which include strategic planners, operations, and finance, legal and organizational development. Organizational performance is the ultimate dependant variable of interest for researchers concerned with any area of management (Devinney et al, 2010). This broad contrast is vital in allowing managers to evaluate firms' overtime and compare them with rivals. Organizational performance is the most important criterion in evaluating organizations, their actions and environments.

Yang (2008) explains that performance of individuals in the workplace cannot be verified. He asserts that organizations can use direct bonuses and rewards based on individual performance, if employee performance is noticeable. Gavrea et al (2012) emphasize that organizations have important roles in our daily lives and therefore successful organizations represent a key ingredient for developing nations. Continuous performance is the focus of any organization because it is only through performance that organizations are able to grow and progress. Organizational performance is one of the most important variables in the management research and arguably the most important indicator of performance.

Theoretical Framework

Several motivation theories have particular relevance to the designing of reward system on organizational performance in manufacturing industry and workforce sectors of the economy. The theories suitable for this research work include Edward Deci, expectancy and Equity.

Edward Deci Theory

Dessler (2011) observes that Edward Deci relied too heavily on extrinsic rewards. Deci found out that extrinsic rewards could at times detract a person from intrinsic motivation. Managers should be cautious in devising incentive pay for highly motivated employees, least they get detracted from the desire they have to do with the job out of a sense of responsibility.

Expectancy theory

Ezigbo (2011) explains that the expectancy approach to motivation was developed by Victor H. Vroom. The expectancy theory postulates that an employee`s level of motivation depends on three basic beliefs: expectancy, instrumentality and valence.

Dessler (2011) observes that a person`s motivation to exert some level of effort depends on three things:

The person`s expectancy in terms of probability and that his or her effort will lead to performance.
Instrumentality or the perceived connection, if any, between successful performance and actually obtaining the rewards is very crucial.

Valence represents the perceived value that the person attaches to the reward. In Vroom`s theory, motivation is a product of three things: motivation = (E x 1 x V), where E represents expectancy, I stands for instrumentality and V for valence. If I or V is zero, or inconsequential, there will be no motivation.

Equity theory
The equity theory focuses on an individual's feeling of how fairly one is treated in comparison with others. It is based on the belief that individuals are motivated to maintain a fair or equitable relationship between themselves and others and to avoid relationships that are unfair or inequitable. The equity theory is based on the comparison of two variables: input and outcome. Input represents what an individual contributes to an exchange. Outcome is what an individual receives from the exchange. The consequences of inequity, is that inequity causes tension within and among individuals. (Hellriegel et al, 2010).

Empirical Review
Many researchers have studied reward system and organizational performance both within Nigeria and other countries of the world.
Some of the recent studies in this field would be analyzed.
Kitioko (2014) studied the impact of reward system on organizational performance in commercial banks of Mwanza city in Tanzania. The results of the research revealed that majority of the employees were not happy with the level of salary increment given to them, but were satisfied with the level of bonuses. Employees were satisfied with the way promotion was carried out. The intrinsic rewards improved their work performance. Workers recognition had more effect on workers motivation and performance compared to the annual family day. Informal recognition through the use of words such as ''thank you'', ''well done'' and ''you are a star in the organization'' were powerful motivation tools used on the employees to improve their work performance of the commercial banks in Mwanza city.

Muogbo (2013) studied the impact of employee motivation on organizational performance. The study showed that the kind of motivation given to workers in the organization has a significant influence on worker's performance. This in line with equity theory which emphasized that fairness in the remuneration package tends to produce higher performance of workers. The findings agreed with the work of Berjum et al (2004) which showed that the employees who received individual incentives performed better than those who did not receive. The workers exhibited productive work behaviour whenever they obtained their rewards that were contingent with their workplace performance.

Furtado et al (2012) studied improving organizational performance through reward systems. Their findings revealed that reward mechanisms aimed to strengthen behaviour that should be repeated. The achievement of the goals of productivity and quality may be rewarded with a bonus or some kind of extra premium. Reward systems are intended to attract, retain and motivate people. For a reason to be motivated, employees give value to the result. They need to believe that additional effort will lead to better performance and better performance will result in some form of recompense or better results.

Aktar et al (2012) examined the impact of intrinsic rewards and the extrinsic rewards on employee performance in twelve commercial banks of Bangladesh. The study found out that each factor within both extrinsic and intrinsic rewards were highly significant factors which affected employee's performance. In contrast, the study conducted by Yasmeen, Farooq and Asghar (2013) on the impact of rewards on organizational performance in Pakistan revealed that there were insignificant and weak relationship between salary, bonus and organizational performance. The findings observed that there existed moderate strong relationship between promotion and organizational performance.

Quresh, Zaman and Shah (2010) in their research on the Pakistan cement industry found out that there was a direct relationship between extrinsic rewards, intrinsic rewards and the employees' performance. The findings of the study identified that recognition techniques used in cement factories were good for the maximum performance of the employees.

3.0 Methodology

This research work adopted survey method and design. The area of research consisted of Rivers, Delta and Bayelsa States, Nigeria. The states were selected because of their suitability in the sector. The population consisted of 450 employees from five selected manufacturing companies. The Gordon formula was used for the determination of sample size of 257. Data for the study were collected mainly from primary source through questionnaires that were self determined. The answered options for the questionnaires were utilized using the five point Likert scale with SA- Strongly Agree, A – Agree, U – Undecided, D – Disagree and SD – Strongly Disagree.

Table 1: Studies for the Population of the Employees of five manufacturing Companies

No.	Manufacturing Companies	Population	Sample
1	First Aluminum Plc	120	68.53
2	Demcok Paints Plc	110	62.83
3	Olite Manufacturing Co Limited	90	51.40
4	Master Care Paper Mill Industries	80	45.68
5	Kadmon Printing Company	50	28.56
	Total	**450**	**257**

Source: Human Resource Departments of Selected Companies (2020)

4. Analysis, Results and Discussions

Out of the two hundred and fifty seven (257) questionnaires administered, only two hundred and twenty (220) representing 85.6% were returned and found good for the data analysis.
The demographic information of the respondents of the selected five manufacturing companies were male staff (77.3%). It was also revealed that majority of the respondents in

the organizations were of middle and low level managerial positions (80.6%) which made the study more meaningful in responses, since the issues relate to the employees with regard to reward system and organizational performance in the work place.

The respondents were mostly from the operational (40%) and purchasing and supply (27.5%) departments. This gives us a true representation to justify the key roles of employees in terms of performance and reward system.

Hypotheses Testing

Three hypotheses were formulated and tested using simple linear regression, Pearson correlation coefficient and least square method. Hypothesis one was tested with simple linear regression, hypothesis two with the Pearson product correlation coefficient method, while hypothesis three was tested with the least square test. SPSS was used to analyze the various tests.

Hypothesis 1

Ho: Market rate analysis does not have positive effect on organizational commitment in the manufacturing industry in South-South, Nigeria

H_1: Market rate analysis has positive effect on organizational commitment in the manufacturing industry in South-South, Nigeria

In testing this hypothesis, data presented in table 1 were tested using simple linear regression. The result of the regression analysis on market rate analysis and organizational commitment in the manufacturing industry in South-South, Nigeria are shown in:

Table 2 a Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.916[a]	.839	.759	3.365	1.937

a. Predictors: (constant), Market rate analysis
b. Dependent Variable: Organizational Commitment

Source: SPSS Analysis of Field Data 2020

Table 2 b ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	118.095	1	11.890	10.427	0.001[a]
Residual	22.652	2	1.326		
Total	140.750	3			

a. Predicator: (Constant) Market rate Analysis
b. Dependent Variable: Organizational commitment

Source: SPSS Analysis of Field Data 2020

Table 2 c Coefficients

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig. P
(Constant)	17.423	43.228		4.031	0.001
Market rate Analysis	.972	3.312	.916	4.031	0.001

c. Dependent Variable: Organizational Commitment
Source: SPSS Analysis of Field Data 2020

Tables 2 a and 2 b shows that the analysis of variance of the fitted regression equation are significant with F value of 10.427; this is an indication that the variation explained is not due to chance. Since the p-value (0.001) is less than 0.05, it shows a statistically significant positive effect between the variables at 95 percent confidence level. Therefore, the null hypothesis of no significant effect is rejected. Thus, market rate analysis has positive effect on organizational commitment. The R^2 statistic in Table 2a indicates that the model as fitted explains 83.9 percent of the total variability in conflicts resolution. In other words, 83.9 percent of the total variability in conflicts resolution can be explained by negotiation and mediation. The value of R^2 = 0.839 shows that negotiation and mediation are good determinants of conflicts resolution. The standardized coefficients (Beta) value of 0.916 in Table 2c reveals that the independent variable is statistically significant at 0.05 significant level. The null hypothesis is therefore rejected and the alternative hypothesis accepted. Thus we conclude that market rate analysis has significant positive effect on organizational commitment in the manufacturing industry in South-South, Nigeria.

Hypothesis 2

Ho: Financial rewards do not have positive effect on organizational performance in the manufacturing industry in South-South, Nigeria

H_1: Financial rewards have positive effect on organizational performance in the manufacturing industry in South-South, Nigeria

Table 3: Correlation Matrix on the Relationship between Financial Rewards and Organizational Performance

		Financial rewards	Organizational Performance
Financial Rewards	Pearson Correlation	1	.926**
	Sig. (2-tailed)		.000
	N	220	220
Organizational Performance	Pearson Correlation	.926**	1
	Sig. (2-tailed)	.000	
	N	220	220

Source: SPSS Analysis of Field Data 2020

Table 3 is the Pearson correlation coefficient matrix of the relationship between financial rewards and organizational performance showing the correlation coefficient, significant values, and the number of cases. The correlation coefficient shows 0.93. This value indicates that correlation is significant at 0.05 level (2tailed) and it implies that there is a relationship between financial rewards and organizational performance ($r = .93$). However, the computed correlations coefficient is greater than the table value of $r = .195$ with 220 degrees of freedom (df. = n-2) at alpha level for a two-tailed test ($r = .71$, $p < 0$ .05). Since the computed $r = .93$ is greater than the table value of .195 we reject the null hypothesis and conclude that there is significant positive relationship between financial rewards and organizational performance in the manufacturing industry as reported in the probability value of ($r =.93$, $p < 0.05$).

Hypothesis 3

Ho: Non-financial rewards do not have positive effect on employee performance in the manufacturing industry in South-South, Nigeria

H$_1$: Non-financial rewards have positive effect on employee performance in the manufacturing industry in South-South, Nigeria

Table 4: Chi-Square Tests

	Non Financial Rewards	Employee Performance
Chi-Square	25.640	3.901
Dif	220	4.
Asymptotic. Sig	3.901	1.000.

Source: SPSS Analysis of Field Data 2020

This table exhibits the calculated hypothesis of the Chi-square (x2) above. The result showed that the calculated figure is greater than the tabulated figure (x2Calc =25.64 > x2Tab = 3.90). Thus, we reject the null hypothesis and accept the alternative which shows that non financial rewards have significant positive effect on employee performance in the manufacturing industry in South South, Nigeria.

Conclusion and Recommendations

The study examined reward system and the organizational performance in the manufacturing industry in South-South, Nigeria. This study has proven that the market rate analysis significantly affected organizational commitment; financial rewards have significant impact on organizational performance, while non financial rewards significantly affected the performance of the employee in the manufacturing industry. The implementation of these measures would increase the input of the employees and subsequently enhance their satisfaction.

In view of the findings and conclusion of the study, the following recommendations were proposed for reward system on organizational performance in the manufacturing industry in South-South, Nigeria:

1. There should be appropriate implementation of reward system. This is to ensure that employees should have better perception of their work and the employers they work for, which would lead to increased productivity and profitability.
2. Market rate analysis should be applied in terms of assessing the performance of the employees. There should be comparison of the pay of the employees in a particular organization and employees from other organizations.
3. All the necessary ingredients of financial rewards should be given to the employees as a measure of encouraging the employees to improve on their performance.
4. Employees should be rewarded for the value they create on their jobs.
   They should be encouraged to be more creative, innovative and entrepreneurial in discharging their duties.
   Non financial rewards like recognition, autonomy, meaningful work and work environment should be accorded to the employees.

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