

**REWARD MANAGEMENT SYSTEM ON PUBLIC SECTOR EMPLOYEES: A
FUNCTION OF JOB PERFORMANCE AND WORKERS' WELFARE (A STUDY OF
LAGOS STATE UNIVERSITY, OJO)**

OGUNTUASE RUTH OLAYEMI

**General Studies Department
Crawford University, Igbesa ,Ogun State, Nigeria**

Oguntuaseruth4@gmail.com

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AKINLOTAN JOAN TEMITOPE

**Postgraduate Student, Department of Mass Communication
Lagos State University, Ojo, Nigeria**

olamitokunboakinlotan@gmail.com

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AKINLOTAN RAYMOND ADENIYI

**Social Sciences Department
Crawford University, Igbesa ,Ogun State, Nigeria**

raymondakinlotan@yahoo.com

Abstract

Despite over many decades of substantial theoretical and methodological investigations into the components of job satisfaction, the subject has to date continued to attract considerable attention from theorists, practitioners and academicians alike in both the developed and developing countries. This is not unconnected with the general belief that a just and efficient reward management system enhances workers' morale and improves their effectiveness and performance at the workplace. The descriptive survey research method was used and the study population was made up of academic, non-academic and senior academic staff of Lagos State University. The first hypothesis sought to find out if there was any significant difference between financial and non-financial reward management and workers' effectiveness; and the second hypothesis determined if reward incentive positively affected employee performance. The findings showed that, there is a significant relationship between monetary rewards and employees' performance among LASU (Lagos State University) staff. It also showed that, there was a significant difference between financial and non-financial reward management and workers' effectiveness, and that reward incentive positively affected employee performance. The paper recommended that a well-articulated blue-print on employees reward and motivation should be designed whereby the management would identify the types of incentive schemes and improve funding of the University, among other recommendations.

Keywords: motivation, incentive, performance, reward, employer, employee.

Introduction

Despite over many decades of substantial theoretical and methodological investigations into the components of job satisfaction, the subject has to date continued to attract considerable

attention from theorists, practitioners and academicians alike in both the developed and developing countries.

The sustained interest in this area of sociological research stems from the central importance of job satisfaction in increasing workers productivity which is a function of job performance, efficient manpower resources allocation and utilization (Pareto Optimality) (Davies, 1989). More so, interest in job satisfaction also plays a pivotal role in the moderation of industrial disputes because research has shown that this feeling is related to behavioural outcomes that are counterproductive when it is negative.

Job satisfaction is a critical factor in organizational behaviour. Job satisfaction is an extent to which an employee is pleased or satisfied with the content and environment of his or her work or is displeased or frustrated by inadequate working conditions and tedious job needs (H. Johannsen & G. T Page, 1990). It needs to be understood, monitored, and dealt with so as to avoid some of the potential by-products of dissatisfaction that may haunt organization. Most importantly, a negative feeling towards one's job is a symptom, a clue that something is wrong. It may simply be disenchantment with one's own lot in life, or it may be psychological frustration resulting from a feeling of uselessness because one's job offers no challenge. All these could lead to industrial unrest, low workers productivity, low rate of turnover and absenteeism, poor mental and physical health, high job accidents and all forms of strike actions.

The postulate of a positive relationship between employee motivation and subsequent morale and assumed happiness, dates back to Fredrick Taylor's "scientific management" theory which asserts that identifying of interests between the employer and the employee gives rise to the workman getting what he wants most (high wages) and the employer what he too wants (a low labour cost) (Taylor, 1968). In spite of the much publicised controversy over Taylor's thesis, of much more interest and significance in this study is his awareness of the need to evolve a person-organisation fit, a notion considered to be the essence of job satisfaction studies.

It is however important to note that Herzberg (1966) dichotomised the influence of intrinsic and extrinsic factors in his two factor theory by maintaining that intrinsic factors lead to job satisfaction while extrinsic factors (hygiene) lead to job dissatisfaction. However, management and organisational behaviour researchers equally realised that the satisfaction of one factor at the expense of the other does not produce the desired satisfied and productive worker and have also argued that job satisfaction is important to an organization.

The attempt to understand the nature of workers has preoccupied the attention of the scholars and managers in modern industrial societies. One area that has attracted much research effort is the subjective orientation of workers to work. This has gained more prominence since the publication of the results of Hawthorne's experiments. The subjective experiences or workers deal with such issues as motivation, job satisfaction, work values, work ideology and alienation.

An understanding and proper evaluation of the components of job satisfaction would help to point out the attitude to work of the Nigerian worker which has been a subject of criticism among scholars and other interested parties for some time now.

In a speech at the University of Nigeria convocation of 7th March 1982, ex-president Shehu Shagari described Nigerian workers as *having one of the worst attitudes to work in the world, which is a function of job satisfaction*. He is obviously not the only Nigerian who has talked about the attitude to work of the Nigerian Workers.

Uche (1984:19) once noted that the nonchalant attitude to work (of Nigerian workers) is independent of geopolitical divisions, rural-urban residence, religious affiliation, sex or age but that it is a function of job dissatisfaction. During the 1988 budget address to the nation delivered by the president then, General Ibrahim Babaginda, he reiterated the new attitude to work and said that it was a function of job satisfaction as earlier stated in June, 1986.

While not totally dismissing the findings of some studies on what constitute job satisfaction, I am apt to agree with Oloko (1983), that it is about time more empirical research is done to determine the needs and desires of the Nigerian workers rather than their reward system on neo-colonial assumptions. This particular project is one of such efforts in this direction. A further justification for this study is evident in the fact that all organizations need regular undertaking in order to improve and survive. Without mincing words, experience has indicated that overwhelming number of the Nigerian workers are not satisfied with their jobs (Ejiofor, 1981).

One of the most important mechanisms for motivating employees to contribute their best effort is the reward management system. It induces workers to be more productive to better organizational effectiveness, efficiency and performance. According to Falola, Ibidunni and Olokundun (2014), *financial compensation is the primary, and often, most important means of rewarding employees. Other methods of reward include the commendations that employees receive from their managers, the opportunity to take on newer and greater responsibilities by performing important projects or tasks, and being given leadership roles*. The latter refers to the treatment of the employees by their managers in such a manner that the employees are also considered to be leaders as well. These three motivators constantly appear on most research studies as non financial reward and are excellent means to encourage the employee to work harder and produce better, performance results.

Studies on leadership have found that supervisor's reward power would be positively associated with employee task performance, productivity, satisfaction, turnover, and organizational citizenship behaviors (Adeoye and Elegunde, 2014). Reward system is a significant tool that management can use to direct employee motivation in desired ways. Put differently, reward systems seek to draw people to join the organization to keep them coming to work, and motivate them to perform to high levels. The reward system consists of all organization components – including people, processes, rules and decision-making activities involved in the allocation of compensation and benefits to employees in exchange for their contribution to the organization (Adeoye and Elegunde, 2014).

In today's dynamic work environment systems and processes can be duplicated but the competitive advantage provided by higher rewards and compensations cannot be replicated and forms the differentiating factor. Employees' productivity is a significant determinant of organizational outcomes such as customer satisfaction, retention, competitiveness and profitability. Ayodele and Ezeokoli (2015) have shown that there is a statistically significant relationship between reward and recognition respectively and motivation and satisfaction. Their study revealed that if rewards or recognition offered to employees were to be changed, then there would be a corresponding change in work motivation and satisfaction.

An effective rewards management system makes the employees feel that he/she is valued by the company that he/she is working for. They are also encouraged to work harder and better if they are aware that their well-being will be taken seriously by their employers, and that their career and self development are also being honed and taken care of by their company. This implies that aside working on satisfying their customers, it is crucial that companies also work on identifying the motivators that boost the performance of their workforce and in so doing they make appropriate and sufficient offers for their employees.

Karami, Dolatabadi and Kajaepour (2013) suggest that motivation represents those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed. Since it is the role of managers to successfully guide employees towards accomplishing organizational objectives, it is imperative that they understand these psychological processes. Thus, this study investigates effects of reward management system on employee productivity in the public sector, using the Lagos State University (LASU) as a case study.

Mbah, Mgbemena and Ejike (2015) posit that *"The efficiency and low output that characterizes civil services in Nigeria has occupied public discourse for more than two decades now. Also, comparisons have always been made between private sector employees and the civil servants, in terms of efficiency and productivity with many conceding to the high commitment and efficiency of the private sector employees"*.

This paper is motivated by the spate of complaints by some workers in Lagos State University (LASU) about the unsatisfactory indirect compensation packages. They are often of the opinion that the effort they put in their work is not commensurate with the indirect compensation they receive which largely accounts for their lack of motivation to work hard. In LASU, some workers have opined that they would prefer certain benefits to what they are being offered and therefore should be given the opportunity to make choices or management should augment the benefits available. Some employees also appear not to be aware of what the Administrative and Conditions of Service manual of the University obtain.

Employee do not work for free, the notion of rewarding employee for "a job well done" has existed since the 19th century when piece-work systems (reward based on output levels) were first implemented (Aninkan, 2014). From these piecework systems evolved the traditional merit program (reward based on performance appraisals). Performance based reward emerged in the 1990's when both public and private employers began to lose faith in the traditional merit programs (Eze, 2012). Reward systems have three main objectives: to attract

new employee, elicit good work performance and maintain commitment to the organization. The primary focus of organizational reward and recognition programs is to define the reward schemes and communicate this in a manner that employee clearly understand the link between reward and performance (Jibrin, Ejura and Augustine, 2015).

Perception of rewards has been found to impact on employee/organizational performance such as absenteeism, individual output and organization output (Pratheepkanth, 2012). Therefore, for an organization to treat its employee as its most valuable assets, it has to be knowledgeable about what motivates them to reach their full potential. The argument is that people work well in accordance to what they regard as fair reward. Employees consider whether management has treated them fairly, when they look at what they receive for the effort they have made in comparison to referents.

An employee compares the ratio of his/her input reward to that of another employee. If he/she feels the ratios are similar, he/she is bound to be satisfied with the treatment received and improve current level of performance. If he/she feels inadequately treated, he/she is bound to be dissatisfied and reduce current level of performance (Osamwonyi, Igbinomwanhia and Iyayi, 2012).

Objectives of the study

The objective of this paper is to examine the effect of reward management system on employee productivity in the public sector. Other specific objectives of this paper include:

- (i) To study the relationship between reward management system and employees' morale in Lagos State University.
- (ii) To determine the difference between financial and non-financial reward management and how they affect workers' effectiveness in Lagos State University.
- (iii) To assess the effect of reward system on employee performance in Lagos State University.
- (iv) To identify the problems confronting reward management system and job satisfaction in Lagos State University.
- (v) To find solutions to the problems or reward management in order to increase employees' productivity.

Research questions

This paper will beam a searchlight on the following research questions;

- (i) Is there any relationship between reward management system and employees' morale in Lagos State University?
- (ii) Is there any significant difference between financial and non-financial reward management and how they affect workers' effectiveness in Lagos State University?
- (iii) To what extent does reward incentive affect employee performance in Lagos State University?
- (iv) What are the problems confronting reward management system and job satisfaction in Lagos State University?
- (v) What are the possible solutions to problems of reward management system in promoting employee productivity in the public sector?

Data collection instrument

Data collection was done via the questionnaire method. The questionnaire was structured with close-ended questions. The questionnaire was personally administered by the researchers to the respondents. The procedure enabled the researchers to further explain some content of the questionnaire. The questionnaire was distributed to respondents on working days. Questionnaire copies were retrieved from respondents at closing hours between 4pm – 5pm. Duration of field work lasted for one week.

Brief historical background

The Lagos State University (LASU) was created by the LASU Statute No. 1 of 1983, by the then State Government. The school is the state-owned, apex institution of higher education in Lagos State. It was established as a multi-campus, non-residential university.

The under-listed objectives of the higher institution upon its establishment in 1984 were:

- To serve as the apex of the educational system of the state;
- To provide innovative educational programmes of high standard and relevance for state and national development;
- To serve as a creative custodian, promoter and propagator of the State's social and cultural heritage and resources.
- To act as a vehicle of national development, in general, and to act as an instrument to effectively stimulate the self-development of the State, in particular, through continuing education, applied research, technical assistance, direct consultation, informational services and internship programme;
- To provide innovative educational programmes of high standards regardless of the nature of the degree being pursued, as long as this has importance and relevance for state and national development;
- To provide ready access for citizens of the states in particular to higher education regardless of social origin of income;
- To meet the specific manpower needs of the state;
- To undertake any other activities appropriate for a University of the highest standard, especially such as would enhance the greatest good of the greatest number of people of State.

When LASU began in 1984, it only had three faculties: education, law and humanities and science. In 1995, the university had five faculties namely: education, arts and social sciences, engineering science and law.

Presently, the University has the following faculties: Arts, Education, Engineering, Law, Management Science, Science and Social Science. It also has other college, school and institutes such as the College of Medicine situated at Ikeja Campus, School of Communication, Institute of Education, School of Part Times Studies, etc.

Conceptual Framework

Concept of Reward

Several attempts have been made in the past to define reward. Reward, according to Webster 9th New Collegiate Dictionary, *"is something that is given in return for good or evil done or received and especially that is offered or given for some service or attainment"*. Rewards could be referred to as the total remunerations made available by organization to employees.

The word rewards state the benefits that workers receive from the jobs (Abosede and Adekunle, 2012) and significant elements of employee job attitudes such as organizational, commitment, motivation and job satisfaction. In any organization, rewards play an important role in building and sustaining the commitment among employees that ensures a high standard of performance and attainments of the organizational goals and objectives (Agburu, 2012).

According to the individual-organization exchange theme, individuals enter organizations with specific set of skills, desires and goals and expect in return a decent working environment where they can use their skills, satisfy desires and attain their goals (Wasiu and Adebajo, 2014). Mostly organizations have increased the substantial improvement by entirely complying with the organizational strategy by a well-balanced reward and recognition programs from employee. Reward refers to all categories of financial benefits, tangible services and benefits that an employee receives as part of employment relationship with the organization (Odunlade, 2012).

Generally employees' job description and job specification determines rewards to maintain fairness among employees within an organization and competitive in the market place (Ayodele and Ezeokoli, 2015). Organizational rewards mean all the benefits i.e. financial and non-financial that an employee receives through their employment relationship with an organization (Milkovich & Gerhart, 2011). According to the literature the rewards distinguishes into three main types that individual seek form their organization i.e. extrinsic, intrinsic and social rewards (Audu, 2015).

Extrinsic rewards are the physical benefits provided by the organization such as pay, bonus, fringe benefits and career development opportunities, intrinsic rewards refer to the rewards that come from the content of the job itself and encompass motivational characteristics of the job as autonomy, role clarity and training (Adeoye and Elegunde, 2014). Social rewards arise from the interaction with other people on the job and may include having supportive relationships with supervisor and coworkers.

Mbah, Mgbemena and Ejike, (2015) establish that there is a substantial affiliation between reward and recognition and similarly in employee. Motivation and recognition are offered to employees then there would be a substantial increase in work motivation and satisfaction. Ajila and Abiola (2004) believe that a reward system however has limited meaning that excludes many kinds of inducement offered to people to perform work or to work on to beyond acceptable standards". They further wrote that rewards include:

- (i) Wages and salary payment and merit pay
- (ii) Overtime payment, pay for holiday work or differentiate according to shifts
- (iii) Premium pays for performing dangerous tasks. It is related with wage payments.

Ajila and Abiola (2004) see reward as a price given to employees as an inducement towards their performance or job. It is an addition to payment, which would put a smile on the face of the recipient. Reward, premium or incentive as one would like to call it is bonus payments in kind or cash in exchange for job properly done. They are the inducements which are aimed at motivating the workers and encourage them to work harder.

Zaman and Jamsheed (2011) state that, reward or incentives is used to describe wage payment plan which the wages directly to productivity standard. Some incentives plans tie wages to productivity and profitability of local organization. This definition seems to tie reward to monetary reward alone. The interplay of non-monetary reward in enhancing workers productivity is totally ignored. Reward might be some payoff that is more rapid in eliciting a response smile, acceptance by a peer, receipt of information, covert or overt implication that yo are doing good job a kind or worked or recognition" (Shariq, Mariam andRaza, (2011). Reward can also be seems as *"method used by an organization to provide incentives to its employees"* in organizations term, reward represent two things: Reward as compensation for services rendered and reward as an incentive for great performance.

The concept of reward management system

Reward management is concerned with the designs of appropriate reward structures, policies and procedures in addition to implementing and maintaining the reward procedures in a manner that would promote and enhance individual and corporate effectiveness. Reward management is most successful when it incorporates the goals and the aspirations of the major participant in the management exchange process (Aishatu, 2011). The organization's goals and objectives include growth, profitability and enhanced survival. The individual's goals and objectives include: personal growth and development, security of employment opportunities, improved career prospects and welfare. On the part of the unions, their goals include security of jobs for their members, improved welfare packages and a stronger voice in the conduct of the affairs of the organization (Ashatu, 2011).

Reward management deals with the strategies, policies and processes required to ensure that the contribution of workers in an organization is recognized by financial and non-financial means. It is about the design, implementation and maintenance of reward systems (reward processes, practices and procedures) which aim to meet the needs of both the organization and its stakeholders. The overall objective is to reward people fairly, equitably and consistently in accordance with their value to the organization in order to further the achievement of the organization's strategic goals (Idemobi, Onyeizugbe and Akpunonu, 2011).

Reward management is not about pay and employee benefits. It is equally concerned with non-financial rewards such as recognition, learning and development opportunities and increased job responsibility. Reward management is also concern about the procedures, rules and standards associated with allocation of benefits and compensation to employees (Idemobi, Onyeizugbe and Akpunonu, 2011). It is developed within the framework of the organizations reward philosophy, strategies and policies and contains arrangements in the form of processes, practices, structures and procedures which will provide and maintain appropriate types and levels of pay, benefits and other forms of reward (Jason & Wesson, 2011).

Reward management is based on a well-articulated philosophy – a set of beliefs and guiding principles that are consistent with values of the organization and help to enact them (Olubusayo, Ibidunni and Olokundun, 2014). The philosophy recognizes that, if human capital resource management (HRM is about investing in human capital from which a

reasonable return is required, then it is proper to reward people differentially according to their contribution (i.e. the return on investment they generate). Also the philosophy of reward management recognizes that it must be strategic in the sense that it addresses longer term issues relating to how people should be valued for what they do and what they achieve (Aninkan, 2014). Reward strategies and processes that are required to implement them to have to flow the business strategy (Eze, 2012), reward management adopts a “total reward” approach, which emphasizes the importance of considering all aspects of reward as coherent whole that is linked to other HR initiatives designed to achieve the motivation, commitment, engagement and development of employees (Pratheepkanth, 2012). This requires the integration of reward strategies with other HRM strategies, including talent management and human resources development.

Reward management in most companies is usually shaped by the corporate philosophies established policies and strategies that regulate how the organization’s reward is to be distributed. Reward philosophies reflect a set of beliefs which underline reward strategies that the organization believes would help in achieving the aims and objectives of its reward management efforts. According to Armstrong & Rahman (2012), a reward philosophy normally covers such areas as:

- The extent to which the organization believes that money is a motivator of performance
- The use of non-financial or intrinsic reward such as praise, recognition, enhanced responsibilities and to improved quality working life to enhance performance.
- The extent to which the organization believes that reward should be differentiated among employee on the basis of performance, skills or competence or seniority.
- The extent to which management believes that pay should be driven by market forces.

Aims and objectives of a good reward management system

A good and well-structured reward system should be able to accomplish some objectives or some desirable outcomes which in the final analysis would be able to enhance the attainment of corporate goals and objectives (Jibrin, Ejura and Augustine, 2015). Such desired outcomes would include:

- The ability of the reward system to attract the best skills in the labour market. This means that they pay structure and the total remuneration package must be good enough to attract to the organization individuals with the knowledge, ability and talents required for some specific organization tasks (Osamwonyi, Igbinomwhanhia and Iyayi, 2012).
- The ability to retain valued productive and competent people once they are attracted and employed by the organization. This means that the reward system would not only continue to be attractive to the employee but also the way the reward system is managed and administered continues to win the approval and satisfaction of the employee concerned (Osamwonyi, Igbinomwhanhia and Iyayi, 2012).
- The ability of the reward system to continue to enhance the motivational spirit of the employee such that employee attend to their duties and responsibilities cheerfully, diligently and at the optimum level of performance (Osamwonyi, Igbinomwhanhia and Iyayi, 2012).

- The reward system must be able to stimulate attitudes that are conducive to high job performance, loyalty and commitment to the organization.
- The reward system must provide job satisfaction to the individual employee.
- The reward system must be able to stimulate employee' growth and development which enable the employee to assume more challenging tasks and positions. Besides, the organization must by the reward it offers be able to elicit behaviour behaviour and attitudes consistent with attainment of its objectives (Abosedo and Adekunle, 2012).
- A good reward system must encourage value-added performance by focusing on and rewarding efforts on the part of the employee that are strategically helpful to the organizations (Agburu, 2012). The design and structure of an organization's reward system is expected to have positive impacts on individual behaviour and corporate performance. It would be a serious disaster if after designing and implementing a high profile reward system, problems start to surface and companies now find themselves with compensation systems that have negative impacts (Wasiu and Adebajo, 2014).

The aims of rewarding people according to the value they create are to:

- (i) Align reward practices with business goals and with employee values and needs;
- (ii) Reward the right effort to convey the right message about what is important in terms of behaviours and outcomes;
- (iii) Motivate people and obtain their engagement and commitment;
- (iv) Develop a high-performance culture (Odunlade, 2012).

Features of a reward management system

Reward management is an integral part of an HRM approach to managing people. Reward management should include the following features:

- (i) **Distributive Justice:** Wesson (2011) defines by distributive justice refers to how rewards are provided to people. They will feel that they have been treated justly if they believe that rewards have been distributed in accordance with the value of their contribution, that they receive what was promised to them and that they get what they need.

Procedural justice: Procedural justice refers to the ways in which managerial decisions are made and reward policies are put into practice.

The five factors that affect perceptions of procedural justice are:

- The viewpoint of employees is given proper consideration
 - Personal bias towards employees is suppressed
 - The criteria for decisions are applied consistently to all employees
 - Employees are provided with early feedback about the outcome of decisions
 - Employees are provided with adequate explanations of why decisions have been made.
- (ii) **Fairness:** A fair reward system is one that operates in accordance with the principles of distributive and procedural justice. It also conforms to the 'felt-fair' principle formulated by Masanori (2011). This states that pay systems will be fair if they are felt to be fair. The assumptions underpinning the theory are that:
 - There is an unrecognized standard of fair payment for any level of work,
 - Unconscious knowledge of the standard is shared among the population at work;
 - Pay must match the level of work and the capacity of the individual to do it;

- People should not receive less pay than they deserve by comparison with their fellow workers.

This felt-fair principle has passed into the common language of those involved in reward management (Abosedo and Adekunle, 2012). It is sometimes used as the final arbiter of how a job should be graded, possibly overriding the conclusions reached by an analytical job evaluation exercise (the so-called 'felt-fair test'). Such tests are in danger of simply reproducing existing prejudices about relative job values (Abosedo and Adekunle, 2012).

- (iii) **Equity:** equity is achieved when people are rewarded appropriately in relation to others within the organization (Agburu, 2012). Equitable reward processes ensure that relative ties between jobs are measured as objectively as possible and that equal pay is provided for work of equal value.
- (iv) **Consistency:** A consistent approach to reward management means that decisions on pay do not vary arbitrarily-without due cause- between different people or at different times. They do not deviate irrationally from what would generally be regarded as fair and equitably (Wasiu and Adebajo, 2014).
- (v) **Transparency:** Transparency exists when people understand how reward processes function and how they are affected by them. The reasons for pay decisions are explained at the time they are made. Employees have a voice in the development of reward policies and practices (Odunlade, 2012).
- (vi) **Strategic Alignment:** The strategic alignment of reward practices ensures that reward initiatives are planned by reference to the requirements of the business strategy and are designed to support the achievement of business goals (Ayodele and Ezeokoli, 2015).
- (vii) **Contextual and culture fit:** The design of reward processes should be governed by the context (the characteristics of the organization, its business strategy and the type of employees) and the organization's culture (its values and behavioural norms). Account should be taken of good practice elsewhere, but this should not be regarded as best practice, i.e. universally applicable. Best fit is more important than best practice (Audu, 2015).
- (viii) **Fit for purpose:** The formulation of reward strategy and the design of the reward system should be based on an understanding of the objectives of reward management and should be developed to achieve that purpose (Adeoye and Elegunde, 2014).

Conditions necessary for an effective reward management system

According to Sherif, Salimi, & Khanzadeh (2011), conditions necessary for an effective reward management system are as follows:

- (i) **Identification of individual performance:** The performance of each individual must be measured and identified because each employee has job responsibilities and tasks that can be separated from those of other employees.
- (ii) **Independent work:** individual contributions result from independent work and effort given by individual employees.
- (iii) **Individual competitiveness is desired:** Because individuals generally pursue the individual reward for themselves, competition among employees often occurs. Therefore, independent competition in which some individuals "win" and others do not must be desired.

- (iv) **Individualism stressed in organizational culture:** The culture of the organization must be one that emphasizes individual growth, achievements, and reward. If an organization emphasizes teamwork and cooperation, then individual reward will be counterproductive.

Recommendations

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

- (i) A well-articulated blue-print on employees reward and motivation should be developed and aggressively implemented. Employees promotion should be strictly based on performance profile resulting from periodic performance audit and employee appraisal.
- (ii) Training and development of employees should be carried out with fair consideration to both academic and non-academic staff so as to ensure sound and peaceful organizational climate. Sporting activities and other social interactions such as periodic holiday services, annual get together should be enshrined in the reward programme of the institution.
- (iii) There should be provision of basic infrastructure and the existing ones should be upgraded so as to create a more conducive working environment. The employees should be carried along in core decision making process through effective communication.
- (iv) Funding of the university should be improved so as to enable the institution meet up with her mandate.
- (v) Management should improve on the system of communication with their employees. There should be free flow of information from top down vis-à-vis, and certain unnecessary bureaucratic bottlenecks should be ignored, if the best must be achieved.
- (vi) Management should improve on employee reward system in order to improve the productivity of employees in the organization, such as encouraging employees in both intrinsic and extrinsic reward.
- (vii) Since good reward management is a key determinant of job satisfaction, emphasis should be on making it more effective to employees by providing loans and other schemes that uphold and sustain employees' commitment and dedication to their jobs.
- (viii) Management should identify types of incentive scheme that are most motivating to employees. This should also be based on individual differences and needs. This is because what may motivate one individual may not necessary motivate another.
- (ix) The incentives scheme should be feasible for the organization to implement. Organizations should therefore try to balance material considerations with non-material reinforcements in order to maximize job satisfaction and employees' productivity.
- (x) Management should seek and obtain feedback on how employees perceive incentives. Feedback combined with appropriate incentive schemes will produce the strongest effect on job productivity.
- (xi) Lastly, management should improve on the compensation formula of employees by sending family members of employee for studies abroad on scholarship basis

- as well as taking steps to better the living standard of employees after their days of active services to the organizations through contributory pension schemes.
- (xii) Management must be careful of the following factors to increase the employee motivation by redesigning a reward system. They should provide facilities to enable the employees enhance their motivation and job abilities. Management must intensify the salary scheme of employees. It should be supported to upgrade their standard of living. Further the following non-monetary rewards also should be increased/; holding pay, bonus, pension benefits, overtime pay and proper training and promotion should be given to the staff of this institution in order to make them satisfaction with their job.
 - (xiii) Monetary reward and non monetary reward have significant effect on employees' performance in organizations.

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