

**THE ROLE OF REWARD MANAGEMENT IN
ORGANIZATIONAL PERFORMANCE
(A STUDY OF UNIVERSITY OF NIGERIA NSUKKA)**

BY

**EZE CHIDINMA A.
PG/MBA/11/60194**

**DEPARTMENT OF MANAGEMENT
FACULTY OF BUSINESS ADMINISTRATION
UNIVERSITY OF NIGERIA
ENUGU CAMPUS**

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TITLE

**The Role of Reward Management in Organizational
Performance
(A Case Study of University of Nigeria Nsukka)**

By

**Eze Chidinma A.
PG/MBA/11/60194**

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**Department of Management
Faculty of Business Administration
University of Nigeria
Enugu Campus**

Supervisor: Dr. E.K. Agbaeze

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APPROVAL

This thesis has been approved for the Department of Management, Faculty of Business Administration, University of Nigeria, Enugu Campus.

Dr. E.K. Agbaeze
Project Supervisor
Date _____

Dr. C.A. Ezigbo
Head of Department
Date _____

External Examiner

Date _____

CERTIFICATION

I, **Eze Chidinma A.**, a Postgraduate student in the Department of Management, Faculty of Business Administration, University of Nigeria, Enugu Campus with Registration Number **PG/MBA/11/60194** certify that the work contained therein is original and has not been submitted in part or full for any other Diploma or Degree in this or any other institution.

Eze Chidinma A.
PG/MBA/11/60194

DEDICATION

This research is specially and specifically dedicated to God Almighty for His infinite love, mercies, provision, protection and guidance on me throughout my career in this institution.

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To God my greatest inspiration be all glory for my successful completion of this project work and the program given a tasking and challenging terrain under which I pursued it. To God, I owe a debt of appreciation to my God-given supervisor Dr. E.K. Agbaeze who tolerated my inadequacies going extra mile to inconvenience and deny himself privacy to ensure that I graduate. A disciplined man and a rare breed of supervisor who made personal contributions to ensure success of this work. Dr. may God bless you real good.

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ABSTRACT

This research assessed the role of reward management in organizational performance with special reference to University of Nigeria Nsukka in Enugu State. The research tried to examine the role of reward management in enhancing organizational performance of University of Nigeria Nsukka and to formulate remedies as to how to enhance its effectiveness and efficiency in its management and administration. To achieve the above research objective, four research hypotheses have been advanced to include that there is no positive relationship between monetary rewards and employees performance among staff in University of Nigeria Nsukka; that there is no significant relationship between non-monetary reward and employee's performance among staff in University of Nigeria Nsukka; that there is no positive relationship between reward and employee motivation among staff in University of Nigeria Nsukka and that there is no positive relationship between total reward system and job satisfaction of the staff in University of Nigeria Nsukka. The study uses the survey research method. The population of the study constitutes of academic and administrative staff of University of Nigeria Nsukka. The findings of the study include that; there is a significant relationship between monetary rewards and employees performance among University of Nigeria Nsukka Staff; that there is a significant relationship between non-monetary rewards and employees performance among staff in University of Nigeria Nsukka. Based on the findings of this project, it was concluded that; both monetary and non-monetary rewards have significant effects to the staff performance in University of Nigeria Nsukka. Further, that there is a significant relationship between reward system and job satisfaction of employee. It was recommended that a more comprehensive study can be extended to all private and public tertiary educational institutions to ensure that better generalizable findings can be achieved.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Employees are the most valuable asset to an organization and they play an important role in preserving the successful image of organization. Employee performance is the main factor in ensuring that the organization is run smoothly and successfully. Good employee performance will improve the organization performance. To maintain a good employee performance, a suitable performance management is needed. According to Hermann (2007:42), a performance management is defined as a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization.

Performance management requires all managers to ensure that all of their employee activities and outputs are congruent with the organization's goal and therefore help the organization to gain a competitive advantage (Aguinis,

2009:22). Organization that have a good performance management will have many advantages such as increased self-esteem, clear mind regarding their organizational goals, increased motivational and others (Allen and Kilmann, 2001:110).

Managing employees' reward appropriately is an important factor as a return for their contributions or performance to organization. According to Adam Equity Theory (1963), less reward may result to the decreasing of employees' performance such as high number of absenteeism, as well as lack of interest in doing task that is not included in their job description. In other word calculative in whatever task given to them, not focus on their job which is also the decreasing resulted in job quality. The theory also propagate that the reduction in employees' performance could happen whenever they felt that their contributions were not fairly rewarded. In other words, rewards can influence employees' performance.

Employer or organization should reward the positive performance. Reward will motivate the employees and

when the employee motivation increased, it's also will increase the employee performance. In addition, employee performance also can be enhanced through a continuous and interactive process to help departments and teams achieve business goals and to help employees to improve their performance. Increased in employees performances will increase the organization performance.

This research work deals extensively with the role of reward management on organizational performance with specific reference to University of Nigeria, Nsukka, Enugu State.

The former Nigerian college of Arts, Science and Technology, Enugu, was incorporated into the University in 1961, and its buildings now form the Enugu Campus (200 hectares) of the University located in the heart of Enugu, the administrative capital of Enugu State of Nigeria. Enugu is a modern city, accessible by air, rail and road. The faculties of Business Administration, Environmental Studies, Law and Medical Sciences are located at the Enugu Campus.

The Teaching Hospital (UNTH) attached to the University is presently sited at Ituku - Ozalla (25 kilometres) South of Enugu on a 500 hectare site. It also hosts the Faculty of Dentistry and Health Sciences and Technology.

1.2 STATEMENT OF THE PROBLEM

Personnel administration is very pivotal to the growth and wealth creation of any organization. Personnel administration is said to be good if it can reward and motivate its employees to enable them to put in their best performances in the organization. Some of the problems associated with total reward system include the followings:-

- a)Bad and depressed economic condition in Nigeria makes it difficult to fully implement a total reward system. The employers usually cite poor economic conditions as their excuses. On the other hand, the employee who knows his worth usually cite his contributions to the growth of the organization as his reason for the demand for a better condition.

- b) There is criticism that organizations in Nigeria particularly Universities miss the most important component of reward, which is the low-cost; high-return ingredient to a well-balanced reward system. Studies that have been conducted on the topic indicate that the most common problem in Nigerian Organization is that they miss the most important component of reward as stated above.
- c) Fear of losing one's job makes it possible for him to demand for an improvement in his working conditions. Some workers may know their rights but they cannot demand for them for fear of losing their jobs.
- d) Most employers of labour in Nigeria disregard labour laws and edicts, sometimes; this situation leaves the dejected employee with no other condition/option than to accept what is offered to him, otherwise he will face unemployment consequences. There were some cases where employees were fired for not accepting paltry reward (compensation).

1.3 OBJECTIVES OF THE STUDY

The main objective of the study is to examine the role of reward management on organizational performance with specific reference to University of Nigeria, Nsukka (UNN).

Specific objectives of the study include the followings:-

- i) To examine the relationship between monetary rewards and employees' performance in an organization.
- ii) To examine the relationship between non-monetary reward and employees' performance in an organization.
- iii) To determine if there is a relationship between reward and employee motivation.
- iv) To determine if there is a relationship between the total reward system and job satisfaction of the staff of University of Nigeria, Nsukka.
- v) To determine the factors that facilitate the role of reward management on organizational performance in UNN.

vi) To make recommendations based on the findings of this study as to how to enhance the role of reward management on organizational and employees' performance.

1.4 RESEARCH QUESTIONS

This research is conducted to examine the role of reward management on organizational performance with specific reference to University of Nigeria, Enugu Campus.

The research questions are posed as follows:-

- i) Do monetary rewards influence employees' performance among staff in UNN.
- ii) Do non-monetary rewards influence employees' performance among staff in UNN.
- iii) Is there a positive relationship between reward and employee motivation?
- iv) Is there a positive relationship between total reward system and job satisfaction of the staff in UNN?
- v) What factors facilitate the role of reward system/management on organizational performance?

1.5 RESEARCH HYPOTHESES

Subsequent to the aforementioned objectives and research questions, the following hypotheses have been formulated and shall be subjected to a suitable empirical statistical test.

Hypothesis I

Ho:There is no positive relationship between monetary rewards and employees' performance among staff in UNN.

Hi:There is a positive relationship between monetary reward and employees' performance among staff in UNN.

Hypothesis II

Ho:There is no significant relationship between non-monetary reward and employees' performance among staff in UNN.

H2:There is a significant relationship between non-monetary reward and employees' performance among staff in UNN.

Hypothesis III

Ho:There is no positive relationship between reward and employee motivation among staff in UNN.

H3:There is a positive relationship between reward and employee motivation among staff in UNN.

Hypothesis IV

Ho:There is no positive relationship between total reward system and job satisfaction of the staff in UNN.

H4:There is a positive relationship between total reward system and job satisfaction of the staff in UNN.

1.6 SIGNIFICANCE OF THE STUDY

The significance of the current study lies in its theoretical and practical contribution as follows:

- i)It will make a significant contribution to the body of knowledge on non-monetary and monetary rewards and provide useful suggestions in terms of designing a better reward program and strategies to University of Nigeria, Nsukka Enugu State and other organization in Nigeria".

- ii)The study is also important in the sense that it is aimed at sensitizing policy makers and planners to have a comprehensive view in total reward system in our Universities, public and private organization.
- iii)The study is important because it will serve as a reference point for both present and future researchers who intends to carry on similar study.

1.7 SCOPE OF THE STUDY

This research is limited to staff in University of Nigeria, Nsukka in Enugu State. This is due to time constraint which made the researcher unable to cover other universities. For this study, the researcher only focused on the group respondents from executive level and above and in non-academic division. The numbers of respondents that involve within this research are 364 persons. The respondents were identified using stratified random sampling.

1.8 LIMITATION OF THE STUDY

Every research work is subjected to certain limitations.

In this study, the limitations include:

1. Time Constraints

Time affected the study. The time given for the completion of this study is limited. Therefore, the study was not able to cover wider area.

2. Finance

Financial constraint also pose a big threat in this study. The researcher would've wanted to cover order areas but due to financial constraint.

3. Uncompromising attitudes of respondents, especially in releasing vital information to the researcher to enable her.

1.9 DEFINITION OF TERMS

! Extrinsic Rewards

This is outcomes supplied by the organization and includes salary, status, job security and fringe benefits.

! Intrinsic Rewards

This is personally satisfying outcome; and they includes feelings of achievement and personal growth.

! Non-Monetary Reward

They range from small merchandise rewards to certificates of appreciation.

! Monetary Reward

These are tangible returns which includes cash compensation such as bonus, increment; short term incentive, long-term incentive and other benefits such as income protection, allowances and others.

! Reward Management

It deals with the design, implementation and maintenance of reward processes and practices that are geared to the improvement of organizational, team and individual performance.

! Reward

Can be defined as something given or received in recompense for worthy behaviour or in retribution for evil acts. It can also be defined as the return for

performance of a desired behaviour; positive reinforcement.

Basic Types of Reward

! Extrinsic Rewards

Satisfy basic needs survival, security pay, conditions, treatment.

! Intrinsic Rewards

Satisfy higher needs; esteem, development.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

This chapter reviewed concept and studies related to the study. This is done under the following sub-heading; concept reward management, overview of employees rewards, empirical review and summary of the chapter.

2.2 CONCEPT OF REWARD MANAGEMENT

Rewards are an ever-present and always controversial feature of organizational life. Hartie (1995; 82) says that reward is an important part of the feedback loop in performance management. Money is not necessarily the only reward. He says that a reward will only have a positive effect if the individual values the reward and the reward is appropriate to the effort that was put in and to the achievement. Hartie (1995;82) mention a wide range of types of reward:-

- praise
- promotion

- individual business
- merit pay
- team business
- prizes, and
- special awards.

According to Armstrong (1999; 567) reward management processes are conceived with the design, implementation and maintenance of reward systems geared to the improvement of organizational, team and individual performance. Hellrie get of all, (1999; 489) says that to be motivators, rewards must be aligned with the things they that people value. The reward can be determined by simply asking employees what things want. Employees will vary in their response, because some employee value monetary reward, where other value scheduling flexibility, especially training and development opportunities. some people sees that the jobs as a sources of a pay cheque and nothing else. Others derive great pleasure from their jobs and association with co-workers. The subject of organizational rewards includes, but goes far beyond, monetary compensation.

Reward management is also concerned with those non-financial rewards that provide intrinsic and extrinsic motivation. Intrinsic motivation is achieved by satisfying individual needs for achievement, responsibility, variety, change, influence in decision-making and membership of a supportive team. Extrinsic non-financial motivation provided directly by the organization is achieved by recognition, skills, development and learning and career opportunities. According to Hartie (1995; 198) individual differences in what employees desire and find motivating, forces managers to recognize these individual differences and managers should think about reward more broadly than just pay-linked options.

According to Satisfaction Compensation programme for growing Companies (1997) recognition and celebration of achievement can build on job satisfaction felt by team members. It is mentioned that there are ways to recognise successful performance. The following ways to recognise successful performance are:-

- always stop to commend accomplishment
- deliver praise and reward publicly
- deliver recognition in a personal and honest manner
- ask the employees for their reward preference
- reward timeously and,
- strive for a clear, well communicated rewards system.

To understand reward management and all the aspects thereof, It is important to give a brief description and explanation of the total reward process. It is only when one understand the total reward process that one can understand the various reward systems and model and how one can use them collectively and to customize a model that will suit a specific company needs and how they can assist to achieve company's a goals and objectives.

2.2.1 The Total Rewards Process

According to Armstrong (1999; 574) rewards process based on reward philosophies and strategies and contain the arrangement of policies; guiding principles, practices structures, and procedures which are devised and managed

to provide and maintain appropriate types and levels and pay, benefit and other forms of reward. Reward management is a process that is integrated with all aspect of human resource management and much provide a number of important levers for improving the performance and commitment. Armstrong (1999;574) illustrate the reward system with its various reward management strategies and policies as can be seen in figure I

They figure show that reward management strategies and policies are driven by corporate and human resource management strategies. These strategies and policies provide guidance on the process required in four main areas:-

- non- financial reward satisfy individual needs for challenges, responsibility, influence decision making, variety, recognition and career opportunities;
- Employee benefit satisfy employees' needs for personal security and provide remuneration in forms other than pay, which meet other needs and may be tax efficient.
- Pay structure which, by combining the result of market surveys (which also contribute to decisions on benefit level) and job evolution, defined equitable and competitive levels of pay, pay relatives (differentials) and pay progression limited
- The measurements and management performance; which measure performance in relation outputs and inputs leads to the design and operation of pay- for-

performance schemes and continuous and development and training programmes,

Total reward management can play a major role in all aspects of the operation of an organization if one implements and applies it properly and for the right reasons. The next section focuses on the types of rewards that can be considered when designing a reward scheme.

2.2.2. Types of Rewards

The various types of organisational rewards are in abundance. Kretzner et al (1999; 250) say these rewards can vary from subsidised lunches to stock options, from boxes of chocolates to golf club membership. The most common form of reward is pay and benefits, but there are less obvious social and physical rewards. Social rewards can include a simple praise and recognition. Psychic rewards are more from the inside, and include personal feelings of self esteem, self satisfaction, and accommodation. Despite the fact that reward systems vary widely, it is possible to identify and integrate some common components Kretzner et al (1999:

249) refer to a general model of organisational, reward system that can be seen in figure 11.

Figure 11:A General Model of Organisational Reward Systems.

Source: Kreiner et al (1999:250), Organizational Behaviour. 1st European ed. Berkshire: McGraw-Hill Publishing Company.

The model focuses on four important components;

- types of rewards-extrinsic rewards include- financial, material, and social rewards because they come from environment and psychic rewards also called intrinsic reward because they are self granted
- Four rewards norms profit maximization (objective of each party is to maximise its net gain, regardless of

how other party fares) equity (rewards should be allocational proportionate to contributions, equality reward all parties equally, regardless of their comparative contributions, and need distribute reward according to the employees' needs, rather than according to their contribution. Distributive criteria- performance/results (quality and quantity of performance); performance/action and behaviour (consideration) types of job, nature of the work, quality level in hierarchy), and -desired outcomes- attract attended people, motivate and satisfy them, and reward them in a way that enhance personal growth and development.

An employee who works to obtain extrinsic rewards such as money or praise, is said to be extrinsically motivated. One who works to derive pressure from the task itself- or experience a sense of competence or self-determination is said to be intrinsically motivated.

i. Intrinsic rewards

Hellriegel et al (1999:488) describe intrinsic rewards as personally satisfying outcomes, and they include feelings of achievement and personal growth. According to Kreitner et al (1999:250) psychic rewards are intrinsic rewards because they are self-granted.

ii. Extrinsic Rewards

Hellriegel et al (1999:488) say an extrinsic reward are outcomes supplied by the organization, and includes salary, status, job security and fringe benefits. One can compare these rewards to the job context items that Herzberg called integrative factors. According to Kreitner et al (1999:250) an alternative typology for organisational reward is the distribution between extrinsic and intrinsic rewards: financial, material and social rewards qualify as extrinsic rewards because they come from the environment.

iii Monetary rewards

According to Newton and Devis (1999; 167) money has been always important to employees for the following reason:-

- because of the goods and services that it will purchase
- because it can be regarded as status symbol; and
- because it represent to employees what their employers thinks of them.

Newston et al (1997:168) says a useful way of to think about money is for applied it to some of the motivational models. The following application is mentioned:

- ! money is measure of employee's compliments
- ! in the Herzberg model, pay is viewed primarily as a hygiene factor, although it may have short term motivational value.
- ! pay satisfies the lower order needs Maslow's physiological and security needs or Alderfer's existence needs), and

! employees want additional rewards for successful performance which they attribute to their ability and skill.

According to Armstrong and Murlis (1994:37) financial rewards need to be considered from three points of view:

! the effectiveness of money as a motivator

! the reasons why people are satisfied or dissatisfied with their rewards, and

! the criteria which should be used when developing a financial reward system.

The researcher believed that money is important to people because it satisfies a number of their most pressing wants/needs. Money is significant for people not only for what it can buy also as a highly tangible method of recognizing their worth. Armstrong and Murlis (1994:39) say that although pay can motivate, to achieve lasting motivation, attention has also to be paid to the non-financial motivators.

The individuals' values, needs and employment conditions will influence the reactions towards reward

policies and practices. According to the authors other factors that may affect satisfaction or dissatisfaction with pay include the degree to which:

- ! individuals feel that their rate of pay or increase is fair;
- ! rewards are commensurate with the perceptions of individuals about their ability, contribution and value to the organization, and
- ! individuals are satisfied with other aspects of their employment their status, promotion prospects, opportunity to use and develop skills and relationships with their managers.

As mentioned above, to be continually motivated, attention should also be paid to the non-financial motivators.

Non-Monetary Rewards

Non-monetary rewards are more varied and unique than monetary rewards and other major advantages. They help meet employees' needs for recognition, growth and responsibility and most can be relatively inexpensive. In the organization, non-monetary rewards range from small

merchandise rewards to certificates of appreciation. The technical requirements are equally varied, ranging from rewards with no documentation (certificates of appreciation) to rewards requiring management's signature (external rewards) before being submitted to the employees. (Office of Human Resources Management, 2002).

According to Spangenberg (1994:229) a survey was conducted by the America Productivity Centre where 99.9 percent of respondents said that recognition for a job well done is important or very important" as a motivational factor. In this survey it was ranked above competitive salary and pay for performance. Armstrong and Murlis (1994:40) say that non-financial rewards can be focused on the needs most people have and they include the following five needs:-

a) Achievement

Armstrong and Murlis (1994:40) define the need for achievement as the need for competitive success measured against a personal standard of excellence. The motivation to achievement can be increased

through processes such as job design, performance management and skill or competency-based pay schemes.

b)Recognition

One of the most powerful motivation is recognition and it is necessary, because people need to know not only how well they have achieved their objectives, but also that their achievements are appreciated. Praise is probably the most common way of giving recognition, but there are other forms of recognition such as long service awards, status symbols of one kind or another; sabbaticals and work related trips abroad, all of which can be part of the total reward process. The importance recognition is defined by Armstrong and Murlis (1994:41) as a key part of the value set of the organization and this would be reinforced of education, training and performance appraisals.

c)Responsibility

According to Armstrong and Murlis (1994:41) responsibility is one of the most effective ways of

motivating people. People need to be made responsible for their own work and to be rewarded accordingly. Individuals are motivated when they are provided with the means to achieve their goals, increased responsibility, which motivates, people, will be determined by the way the job is designed and the use of performance management processes.

d)Influence

According to Armstrong and Murlis (1994:41) people can get motivated by the drive to exercise power. McClelland's research established that although the need for power is as important to some people as is the need for achievement, the need for affiliation has always present. The organization can provide motivation by empowering people by putting them into situations where their views can be expressed, listened to and acted upon.

e)Personal Growth

According to Hellriegel et al (1999:466), self-fulfilment or self-actualization is the highest need and therefore

the ultimate motivator. Maslow defines self-fulfilment as the need to develop potentialities and skills. Although people will search for these opportunities, the organization should clarify the scope for growth and development within the company to give the individual the opportunity to achieve his potential within that specific company.

Many companies and organizations feel that employee compensation is the dominating factor in employee satisfaction. Fortunately, there is a more cost effective way to improve productivity, that will significantly improve the "bottom line", William M. Mevcer, Inc. found in surveying 206 medium-sized to large companies in 1998 that in organizations with higher employee turnover, compensation was the most common reason given for dissatisfaction. However in companies with very low turnover, 40% of the respondents perceived emotional factors (work satisfaction, good relationships with managers and other employees) as completely motivating their retention as compared to 21% attributing financial factors (satisfaction with compensation

and benefits), as completely motivating their retention. It is important to note that compensation and benefits satisfy the two lowest needs of Maslow's hierarchy of needs, while the emotional factor satisfy. The three upper needs of the hierarchy. It is therefore important that management creates an environment in the workplace that will make employees feel better about themselves, will raise their self-esteem, and will make the company a place where they would like to spend most of their time (increasing employee satisfaction, 1999).

Taking the above-mentioned views into consideration, the researcher believes that there are opportunities in non-monetary rewards that need to be explored that could motivate people to improve performance and could lead to companies achieving their objectives. When management makes decisions on what types of rewards to implement, they should take into consideration what the aims of the reward are.

Rewards Aims

According to Kreitner et al (1999:252) a good reward system should attract people to the organization, and they have joined it should motivate them and satisfy their needs. Armstrong (1999:576) says that reward management is to support the attainment of the organization's strategic and shorter term objectives by helping to ensure that it has the skilled, competent, committed and well-motivated workforce it needs.

Armstrong (1999:577) says that the aims of a reward system should be looked at from an organization's and an employee's point of view. He further identifies the following organization's aims of reward management.

- !pay a significant part in the communication of the organization's values, performance, standards and expectations.
- !encourage behaviour that will contribute to the achievement of the organization's objectives and reflect the "balanced score-card" of key performance drivers;

- ! Underpin organization change programmes concerned with culture, process and structure;
- ! Support the realization of the key values of the organization in such areas as quality, customer care, teamwork, innovation, flexibility and speed of response, and
- ! provide value for money-no reward initiative should be undertaken unless it has been established that it will add value, and no reward practice should be retained if it does not result in added value.

Armstrong (1999:577) also identifies the following employees' aims of reward management;

- ! the organization should treat the employees as stakeholders who have the right to be involved in the development of the reward policies that affect them;
- ! the organization should meet their expectations that they will be treated equitably, fairly and consistently in relation to the work they do and their contribution; and

! the organization should be transparent they should know what the reward policies of the organization are and how the policies will affect the employees.

Reward Criteria

Although Armstrong (1999:640) refers to criteria for contingent pay when he mentions five golden rules for successful contingent pay schemes. The researcher believes that they could be made applicable to rewards in general.

These five rules are as follows:-

- ! targets and standard of performance should be clearly identified for employees.
- ! employees should be in a position to influence the performance by changing their behaviour and decisions;
- ! the level of rewards should meet the level of effort required and the communication of the rewards should be positively handled
- ! the reward scheme should be easy to understand, and
- ! the reward should follow the required performance as quickly as possible.

Armstrong and Murlis (1994:40) say the criteria for assessing the effectiveness of financial reward practices as means of motivation are listed as follows:

- ! they are internally equitable and externally competitive;
- ! direct motivation only takes place if the rewards are worthwhile; if they are specifically related to fair, objective and appropriate performance measures, if employees understand what they have to achieve, and if their expectations on the likelihood of achieving the reward are high, and employees understand the reward system, how they benefits from it and how the organization will help to develop the skills and competencies they need to receive the maximum benefit.

2.3 EMPIRICAL REVIEW

The role of Reward Management on Organizational Performance:-

Downsizing and organizational performance; A review of the literature from a stakeholder perspective in Hong Kong, Kammeyer et al (2001: 269) observed that scholars studying downsizing and performance often concentrate on one aspect of the phenomenon at a time without addressing the totality of factors influencing organizations.

The result is that some proclaim improvements from cost training and strategic focus, while others assert deterioration in performance due to employee resentment and negative societal reactions. This review integrates desperate findings using the stakeholder theory of the organizations, developing a model relating organizational actions to stakeholder evaluations and reactions; which ultimately affect profitability and survival. Research propositions are developed based on evidence from a wide variety of literature bases, including organizational behaviour management, sociology, finance, and medicine. Additionally, implications of this model for future theory and research regarding organizational downsizing are developed.

"Reward practices and organizational performance in Tennessee", Allen and Helms (2002:19) observed that many current reward practices have not been studied to determine whether their rewards are related to organizational performance. This article describes a study undertaken to explore the relationship between reward practices and organizational performance. The findings suggest that a small group of reward practices is linked to greater perceived organizational performance. Suggestions for manager as well as recommendations for further research are provide.

In another related study on "Employee perceptions of the relationship between strategy, rewards and organizational performance in Dalton State College", Allen and Helms (2002:200) in their study explores the relationship between organizational strategy, reward practices, and firm performance. Researchers have not extensively investigated this potentially important topic. This study presents some initial empirical evidence that supports the notion that different types of reward practices

more closely complement different generic strategies and are significantly related to higher levels of perceived organizational performance.

"Islam Hadhari's Principles and Reward Management Practices; A Conceptual Study in Malaysian Private Organizations", Zulkiflee et al (2011:2162) in their study opines that many best practice models exist that describe successful approaches to reward management which influence by the cultural, legal, organizational and administrative challenge's in Islamic world. Thus, the decision in setting and designing reward programs in raising productivity through human effort has always been controversial, studies that were undertaken in numerous countries have shown varying degrees of success of such practices. Even though there is a substantial amount of foreign literature on this subject, there is a paucity of information concerning the extent of such application in Malaysia. As Malaysia is a predominantly Muslim country, Islam, through national culture influences organizations. This study is an attempt to provide further insights into the

theory and practice of reward management in the local context as Malaysia is implementing Islam Hadhari's principles in the country. The study adopts a qualitative approach. A tentative research model is developed first, based on an extensive literature review. The qualitative field study they is carried out to explore the perceptions of reward management in the Malaysian private organizations from the Islamic perspective.

Twelve Malaysian private organizations of various sizes are studied via interviews with key personnel. The study will also contribute theoretically and practically by providing direction and suggestions in designing and implementing the reward programs for the private organizations in the Malaysian environment.

"The Impact of reward and recognition programs on employee's motivation and satisfaction: A co-relational study", Ahmad (2008:67) in his study highlighted the impact of reward and recognition programs on employee's motivation and satisfaction. The study was conducted from October till December, 2008. The sample chosen for the

study is 80 employees of UNILEVER companies. The factors affecting satisfaction were identified; payment, promotion, working condition, personal. As analysis showed immense support for positive relationship between reward and employee satisfaction. All these results are statistically significant thus providing rigor and generalizability in research. The exploratory study suggests for the positive relationship between reward and satisfaction.

"Individual attitudes, organizational Reward System and Patenting Performance of R & D Scientists and Engineers in Munich", Lee et al (2006:595) in their study observed that the interactive process perspective of innovation suggests that the innovation performance of individual R & D scientist or engineers (RSEs) is influenced by a nexus of interaction between individual attributes and organizational characteristics. While numerous empirical studies have investigated the effects of various sets of individual and organizational antecedents on the innovation performance of individuals, few have examined the interaction effects between the two. This study addresses

this gap in the literature by providing empirical evidence on the interactive effect of the attitudes of individual RSEs and the organizational reward system on the patenting performance of these RSEs.

In another related study on "The Bonus as Hygiene Factor' the Role of Reward Systems in the high performance organization in the Netherlands", Waal et al (2011:1) in their study, observed that the on going debate about the effects of bonuses on managers' performance and the role of reward systems in organizations has still no led to a unanimous conclusion among academics and practitioners. Those in favour of bonuses state that applying bonuses and putting emphasis on monetary rewards increases productivity and organizational performance, while those against bonuses claim that use of bonuses and monetary rewards leads to counter productive results. A key question often overlooked in the discussion is; how important is handing out bonuses for an organization to become and stay successful for a longer period of time? This study describes the results of research into the characteristic of

"High performance organization" (HPOs) and the role of bonuses and reward systems in creating and maintaining HPOs. The research result shows that the use of bonuses or implementation of certain types of reward systems have neither a positive nor a negative effect on organizational performance. This may be explained by the fact that reward systems are hygienic factor for an organization. If an organization does not have an appropriate reward system (whether or not including bonuses) it will run into trouble with its employees and have difficulty improving its performance. If it does a situation which employees expect and consider to be normal. It can start working on becoming an HPO.

"A case study of performance appraisal in a small public sector organization". The gaps between expectations and experience in UK", Mooney (2009:3) in his study sets out to identify the gaps between expectations and experiences of performance appraisal in a small sector organization. The document explains how passenger focus, the rail watchdog, has undergone a successful corporate

transformation from the previous federal network of regional committees into a new credible consumer body. The organization has a new vision, and robust business planning processes have been introduced. However, there is a need to improve performance management through a new performance appraisal system. The overall purpose of the research is to assess the gaps between expectations and experiences in order to inform a new system.

The literature review explains the background to the development of performance and its measurement in the public sector. It includes a detailed analysis of thinking on performance appraisal. The literature review concludes that performance appraisal can greatly benefit organizations, but appears to not be delivering in many cases. A conceptual model is developed to frame the empirical research.

The research takes the form of a case study, and the findings were collated through qualitative interviews. A focus group was conducted, which framed the issues of concern and these were explored in much more detail through semi-structured interviews. The findings revealed

that there was a high level of understanding from staff of the need for performance appraisal. The largest gap between expectations and experiences lay in the current system, with respondents particularly concerned about the lack of training and over simplistic documentation. Non-measurement of competencies was also a concern. Respondents were generally positive about recent experiences of appraisal. The findings suggest that motivated managers have made the system work for them, despite concerns about process, and respondent believe farmers is generally achieved. More attention is required to appraise team effort. There was little appetite for a system that links appraisal to financial reward.

The conclusions of the research have informed the main recommendation, to develop a new system that is much more comprehensive, and incorporates training and guidelines, that new system should be developed through engagement with staff.

Tsai (2010:1) in his study on "Reward and incentive compensation and organizational performance: Evidence

from the semi-conductor industry in Taiwan", noted that the link between reward and incentive compensation and organizational performance has attracted increasing research interest in recent years. This study examines that link by testing two sets of hypotheses; organizational performance is positively associated with (1) the use of reward and incentive practices, such as profit related payment schemes, employee share ownership schemes, project sharing schemes and group performance related pay schemes; and (2) the effective use of reward and incentive compensation practices. The hypotheses were tested empirically using data collected from interviews with 25 HR managers and surveys of 21 senior operations managers and 1129 employees in Taiwanese semiconductor companies. The results of the statistical analysis demonstrate that companies using profit related payment schemes out perform other companies; and the effective linking of reward and incentive compensation to employee performance is positively related to organizational performance.

"Reward system and its impact on employee motivation in commercial bank of Sri Lanka Plc, in Jaffna District", Pratheepkanth (2011:2) in his study noted that increasingly, organizations are realizing that they have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employee. Establishing the balance is one of the main resource to reward employees. Organizations that follow a strategic approach to creating this balance focus in the three main components of a reward system, which includes, compensation, benefits and recognition. Studies that have been conducted on the topic indicates that the most common problem in organizations today is that they miss the important component of Reward, which is the low-cost, high-return ingredient to a well-balanced reward system. A key focus of recognition is to make employees feel appreciated and valued. Research has proven that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be

innovative. The aim of this study is to investigate whether rewards and recognition has an impact on employee motivation. A biographical and work motivation questionnaire administered to respondents. The results also revealed that staff, and employees from non-white racial backgrounds experienced lower levels of rewards, different factors that motivate employees. Notwithstanding the insights into the research, results need to be interpreted with caution since a convenience sample was used thereby restricting the generalizability to the wider population.

"Relationship Between Rewards and Employees Motivation in the non-profit organizations of Pakistan", Nadia et al (2011:327) in their study empirically examined the relationship between rewards and employee's motivation in the non-profit organization of Pakistan. Employees of three organizations (PERRA, World Vision and SUNGI Development Foundation) working in Khyber Pakhtonkhuwa Province of Pakistan were taken as sample of the study. Self designed questionnaire was used for data collection. 125 questionnaires were distributed and 107

were returned, hence the response rate was 85.6%. The data was analyzed using the techniques of rank correlation coefficient and multiple regression analysis. All the findings were tested at 0.01 and 0.05 level of significance. The result concludes that there is a direct relationship between extrinsic rewards and the employee's motivation. However, intrinsic rewards found an insignificant impact on employee motivation.

In another related study on "incremental effects of reward on creativity in Newark", Eisenberger and Rhoades (2001:736) in their study examined 2 ways reward might increase creativity. Firstly reward contingent on creativity might increase extrinsic motivation. Studies 1 and 2 found that repeatedly giving preadolescent students reward for creative performance in 1 task increased the creativity in subsequent task. Study 3 reported that reward promised for creativity increased college students' creative task performance, second, expected reward for high performance might increase creativity by enhancing perceived self-determination and, therefore, intrinsic task

interest. Study 4 found that employees' intrinsic job interest mediated a positive relationship between expected reward for high performance and creative suggestions offered at work. Study 5 found that employees perceived self determination mediated a positive relationship between expected reward for high performance and the creativity of anonymous suggestions for helping the organization.

"Influence of extrinsic and intrinsic motivation on employees' performance in Oyo State", Akanbi (2000:1) in his study investigated the influence of extrinsic and intrinsic motivation on employees performance. Subjects for the study consisted of one hundred workers of Flour Mills of Nigeria Plc; Lagos. Data for the study were gathered through the administration of a self designed questionnaire. The data collected were subjected to appropriate statistical analysis using Pearson Product Moment Correlation coefficient, and all the findings were tested at 0.05 level of significance. The result obtained from the analysis showed that there existed relationship between extrinsic motivation and employees performance, while no relationship existed

between intrinsic motivation and employees performance. On the basis of these findings, implications of the findings for future study were stated.

Egwurdi (1981:4) also investigated motivation among Nigerian workers using a sample of workers of high and low occupational levels. The hypothesis that low income workers will be intrinsically motivated was not confirmed and the expectation that higher income worker will place a greater value on intrinsic job factors than low income workers was also not confirmed. This shows clearly the extent of value placed on extrinsic job factors. Akerele (1991:50) observed that poor remuneration is related to profit made by organization. Wage differential between high and low income earners was related to the low morale, lack of commitment and low productivity. Nwachukwu (1994:38) blamed the productivity of Nigerian workers on several factors, among them is employer's failure to provide adequate compensation for hard work and the indiscipline of the privileged class that arrogantly displays their wealth, which is very demoralizing to working class and

consequently reduced their productivity of Nigerian workers on several factors, among them is employer's failure to provide adequate compensation for hardwork and the indiscipline of the privileged class that arrogantly displays 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 tier 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 Wood (1974:217). He investigated the correlation between various workers attitudes and job motivation and performance using 290 skilled and semi-skilled male and female paper workers. The study revealed that highly involved employees. Who were more intrinsically oriented towards their job did not manifest satisfaction commensurate with company evaluations of performance. They depended more on intrinsic rewards as compared to those who were more extrinsic in orientation. Also in a related study, Kulkarni (1983:) compared the relative

importance of ten factors such as pay, security, etc. which are extrinsic to the job, and other intrinsic factors like recognition self-esteem responsibility etc among 80 white collar employees. And it was hypothesized that higher value will be placed on intrinsic rather than extrinsic job factors. Data was obtained through personal interview in which individuals were asked to rank each factor according to its importance. The result did not uphold the hypothesis and it shows two extrinsic factors adequate earnings and job security as the most important. Also, it was found that there were no consistent trend between the findings of this study and similar studies using blue-collar workers, except in ranking of adequate earnings and job security. The above are empirical works carried out by different researchers in the areas of rewards and organizational performance. However, the question is what magnitude of performance variation can rewards both extrinsic and intrinsic induce taking into consideration the argument and counter argument on the consequences of trying rewards to performance.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

The term methodology is a system of explicit rules and procedures in which research is based and against which claims of knowledge are evaluated (Ojo, 2003:22). Therefore this section focused on the research techniques adopted and used for this study.

3.1 RESEARCH DESIGN

The survey research design method was used in this study. It involves using a self-designed questionnaire in collecting data from the respondents. This method was chosen in order to make reference to phenomena as they exist in real life and it is relatively economically in terms of time and resources.

3.2 AREA OF THE STUDY

The area or location of the study is University of Nigeria Nsukka in Enugu State. Enugu is a modern city, accessible by air, rail and road.

3.3 SOURCE OF DATA

Data for this study were collected through primary and secondary sources.

Primary sources - Here, the researcher employed oral interview and structured questionnaire using the research hypotheses as the main focus.

In the secondary sources - the researcher made use of information collected from secondary sources of data like textbooks, management journals, company's publications, internet materials and other related materials. This was done to help support the findings.

3.4 POPULATION OF THE STUDY

Oyesiku (2005:14) described the population of any work as the entire group of people, events or things of interest that the researcher wishes to investigate. It therefore follows that unless the total population is explicitly defined before the actual work, it is difficult, if not impossible, to evaluate the adequacy of the selected sample.

Consequently, the population of this study comprised of academic and administrative staff of University of Nigeria, Nsukka. There are about 4,000 staff as recorded by the establishment units of University of Nigeria, Enugu Campus.

3.5 SAMPLE SIZE DETERMINATION

The sample size is very necessary for a clear understanding of the population in question. Therefore, given the total population to be 4,000 staff, the researcher adopted the Yamane Yaro formula for finite population (Yamane, 1973:723). The formula is stated below as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where

n = the required sample size

N = total population

e = error margin

l = constant

$$\begin{aligned}
 n &= \frac{4,000}{1 + 4,000(0.05)^2} \\
 n &= \frac{4,000}{1 + 4000(0.0025)} \\
 n &= \frac{4000}{n + 10} \\
 n &= \frac{4,000}{11} \\
 n &= 364 \text{ staff}
 \end{aligned}$$

3.6 SAMPLING TECHNIQUE

A simple random sampling was used to select 364 staff from both the academic and administrative staff. The simple random technique was used to ensure equal opportunity participation of members in the population and to prevent unnecessary bias in the selection process. The total sample size is 364. This cuts across gender, marital status, educational qualification, income level, length of service, management level etc.

3.7 INSTRUMENT OF DATA COLLECTION

The researcher employed the use of structured questionnaire and oral interview which she administered on the selected respondents. The questionnaire was designed in such a way to obtain relevant information from the respondents. The questions in the questionnaire were framed and revolves around the four research questions and research hypotheses that were formulated for this study. More importantly, the questionnaires is prepared cautiously to ensure that respondents are not misunderstood. `A' looked at personal data of respondents ranging from gender, age, marital status, educational qualification etc, while section `B' took care of respondents perception on the role of reward management in organizational performance with specific reference to University of Nigeria. Thus information was got using five ratings ranging from strongly agree, agree, strongly disagree, disagree and undecided.

3.8 VALIDITY OF RESEARCH INSTRUMENT QUESTIONNAIRE

Validity ensures that the instrument measures what it has intended or designed to measure. The instrument used in this research work is specifically structured questionnaire.

To ensure validity, the draft of the research instrument was presented to experts in the field of research who made amendments and necessary corrections pertinent to the research work. The instrument was then presented to the supervisor for final correction and vetting.

3.9 RELIABILITY OF TEST INSTRUMENT

To test the reliability of the data collection instrument, a pilot study which entails administration of instrument executed among small portion was conducted to pretext study schedule. The essence of this was to realize or get the same result it's practiced over and over under the same condition which may be validated in the course of the study. The research instrument was pre-tested on 10 staff

of University of Nigeria, Enugu Campus choosing five from each management cadre.

3.10METHOD OF DATA ANALYSIS

In the course of this study, the entire questionnaire was collected and analyzed based on simple percentages. After all these, the hypotheses formulated were tested with the aid of chi-square non-parametric techniques which is an estimation of hypothesis testing normally used when comparing the observed distribution of data with the expected distribution.

The chi-square is preferred as it shows how the hypotheses conform to the result of the questionnaire. Also, the chi-square is a representation of the finding of the research.

Also, the chi-square test of goodness of fit test with formula below:

$$X^2 = \frac{\sum(O - E)^2}{E}$$

Where

O = Observed distribution

E = Expected distribution
 Σ = Summation notation
EVC = $\frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Data perse do not convey significant meaning or information unless they are subjected to statistical application or other forms of quantitative or qualitative treatment, which result in synthesizing of information.

Thus, this chapter attempts to present the primary data gathered for this study through questionnaires administered to both the academic and the administrative staff of University of Nigeria Nsukka in Enugu State.

Also included in this chapter is the computation; analysis and interpretation of data and the testing of hypotheses using simple frequencies, percentages, chi-square and other common statistical tools.

It is pertinent to note, however, that the data presented and analyzed, subsequently were those considered relevant to the testing of hypotheses generated.

Table 4.1: Allocation and Return of Questionnaire

Presented below were summaries of the allocation of sets of questionnaire and the returns therefrom.

Details	No. Given Out	No Received	No. Not Returned	Percentages %
		300	-	84.4%
Staff	364	-	64	15.6%
Total	364	300	64	100%

Source: Field Survey, 2012.

From the above table, it was found that out of a total number of three hundred and sixty four (364) questionnaires distributed, a total of three hundred (300) questionnaires representing 84.4%, were distributed to respondents and returned back, while a total of sixty four (64) questionnaires representing 15.6%, were not returned by the respondents.

4.2 RESPONDENT'S CHARACTERISTICS AND CLASSIFICATIONS

This segment of the research deals with the frequency and percentages distribution of respondents and discussion of bio-data of respondents with such variables as sex, age, educational qualification, marital status or professional qualification, income level and management cadre etc.

Table 4.2.1: Distribution of Respondents by Sex

Sex	Frequency	Percentages
Male	170	57%
Female	130	43%
Total	300	100%

Source: Field Survey, 2012.

From the above table, it was found that 170 representing 57% respondents are males while 130 representing 43% respondents are female staff. Data evidence suggest that the male staff dominate the overall staff strength of University of Nigeria Nsukka in Enugu State.

Table 4.2.2: Marital Status of Respondents

Sex	Frequency	Percentages
Married	220	73.3%
Single	50	16.7%
Divorced	30	10%
Total	300	100%

Source: Field Survey, 2012.

Summing up all responses in the above table, it was found that 220 representing 73.3% respondents are married staff, 50 representing 16.7% respondents are single staff, while, 30 representing 10% respondents are single staff, while, 30 representing 10% respondents are divorced staff. Data evidence indicates that majority of the staff are responsible married men and women.

Table 4.2.3:Age Distribution of Respondents

Age	Frequency	Percentages
18 - 30 yrs	50	16.7%
31 - 45 yrs	100	33.3%
46 - above	150	50%
Total	300	100%

Source: Field Survey, 2012.

While in the above table, it was found that 50 representing 16.7% respondents falls between the ages of 18 - 30 years, 100 representing 33.3% respondents falls between 31 - 45 years, while 150 representing 50% respondents - falls between the ages of 46 years and above. Data evidence suggest that respondent between 46 years and above dominate the institutions workforce.

Table 4.2.4: Respondents Distribution Based on Educational Qualification.

Educational Qualification	Frequency	Percentages
FSLC	10	3.3%
WASC/GCE	20	6.7%
OND/NCE	40	13.3%
HND/B.Sc	80	26.7%
Others	150	50%
Total	300	100%

Source: Field Survey, 2012.

From the above table, it was found that 10(3.3%) respondents are FSLC staff, 20(6.7%) respondents are WASC/GCE holders, 40(13.3%) respondents are OND/NCE diploma holders, 80(26.7%) respondents are HND/B.Sc degree holders, while 150(50%) respondents possesses other related educational qualification not mentioned in the above table. Data evidence suggests that members of the staff had varying educational qualification.

Table 4.2.5:Income Distribution of Respondents

Income Level	Frequency	Percentages
High	50	16.7%
31 - 45 yrs	100	33.3%
46 - above	150	50%
Total	300	100%

Source: Field Survey, 2012.

From the above table, it was found that 50(16.7%) respondents indicate high income, 150(50%), respondents indicate average income, while 100(33.3%) respondents indicate low income. Data evidence shows that those who earn's average income dominates the staff strength of the University.

Table 4.2.6: Respondents Distribution by Management Level

Management Level	Frequency	Percentages
Top	50	16.7%
Middle	150	33.3%
Low	100	33.3%
Total	300	100%

Source: Field Survey, 2012.

The highest frequency in the above table is 150 representing 50% respondents, this is followed by 100 representing 33.3% respondents, while 50 representing 16.7% respondents are low management level. Data evidence suggests that those from the middle management cadre dominates the staff strength of the university.

Table 4.2.7. Respondents distribution by length of service

Length of Service	Frequency	Percentages
Length of Service	60	20%
Less than 5 years	90	30%
Less than 10 years	150	50%
Above 11 years	150	50%
Total	300	100%

Source: Field Survey, 2012.

From the above table, it was found that 60(20%) have spent less than 5 years with the institution, 90(30%) respondents have worked less than 10 years, while 150(50%) respondents stated above 11 years. Data evidence suggest that majority of the respondents had spent above 11 years old or staff.

4.2 DATA PRESENTATION AND ANALYSIS

According to research questions

In this section, data collected from questionnaire will be analyzed according to research questions stated earlier in Chapter 1.

Table 4.2.8.: Responses of Respondents on whether they receive a work basic salary

Options	Frequency	Percentages
Strongly Agree	150	50%
Agree	80	26%
Undecided	40	13.3%
Strongly Disagree	20	6.7%
Disagree	10	3.3
Total	300	100%

Source: Field Survey, 2012.

With a view of ascertain whether respondents receive a work basic salary in the above table, respondent's views

were further enquired. It was found that 150 representing 50% responds strongly agreed, 80(26.7%) respondents agreed, 40(14.3%) respondents were undecided in their resolve to the above - question, 20(6.7%) and 10(3.3%) respondents strongly disagreed respectively data evidence shows that majority of the respondents (staff) received a work basic salary.

Table 4.2.9: Responses of staff on whether their cost of living adjustment sufficient ought to support their living standard

Options	Frequency	Percentages
Strongly Agree	150	50%
Agree	80	26.7%
Undecided	20	6.7%
Strongly Disagree	40	13.3%
Disagree	10	3.3
Total	300	100%

Source: Field Survey, 2012.

Summing up all responses above, it was found that 150 representing 50% respondents strongly agreed, 80 representing 26.7% respondents agreed, 20(6.7%) respondents were undecided or unequivocal to the above question, 40 (13.3%) respondents indicate strongly disagreed, while 10 (3.3%) respondents disagreed. Data evidence suggests that staff cost of living adjustment sufficient enough to support their living standard.

Table 4.2.10:Whether current salary reflects the market trend

Options	Frequency	Percentages
Strongly Agree	120	40%
Agree	80	26.7%
Undecided	50	16.7%
Strongly Disagree	30	10%
Disagree	20	6.6%
Total	300	100%

Source: Field Survey, 2012.

From the above table, it was found that 120(40%) respondents strongly agreed, 80(26.7%) agreed, 50(16.7%) were undecided, 30(10%) respondents strongly disagreed, while 10(3.3%) respondents disagreed. Data evidence suggests that staff's current salary reflects the market trend.

Table 4.2.11: Whether their take home pay is reasonable

Options	Frequency	Percentages
Strongly Agree	140	46.7%
Agree	70	23.3%
Undecided	40	13.3%
Strongly Disagree	30	10%
Disagree	30	10%
Total	300	100%

Source: Field Survey, 2012.

Summing up all responses in the above table, it was found that 140 (46.7%) respondents strongly agreed

70(23.3%) respondents agreed, 40(13.3%) respondents were undecided 30(10%) and 30(10%) respondents strongly disagreed and disagreed respectively. Data evidence suggest that their take home pay is reasonable.

Table 4.2.12: Whether staff performance bonus reflects their productivity in their organisation

Options	Frequency	Percentages
Strongly Agree	150	50%
Agree	80	26.7%
Undecided	20	6.7%
Strongly Disagree	30	10%
Disagree	20	6%
Total	300	100%

Source: Field Survey, 2012.

From the above table, it was found that 150 representing 50% respondents strongly agreed that performance bonus reflects their productivity in their

organisation, 80 representing 26.7% respondents agreed, 20 representing 6.7% respondents were undecided to the above question, 40 representing 13.3% respondents strongly disagreed, while 20 representing 6.7% respondents disagreed. Data evidence indicate that staff performance bonus reflects their job quality in their organisation.

Table 4.2.14: Responses of staff as to whether they enjoy their allowances

Options	Frequency	Percentages
Strongly Agree	150	50%
Agree	70	23.3%
Undecided	40	13.3%
Strongly Disagree	20	6%
Disagree	20	6%
Total	300	100%

Source: Field Survey, 2012.

From the above table, it was found that 150 representing 50% respondents strongly agreed with the above assertion that staff enjoy their allowances, 70 representing 23.3% respondents agreed, 40 representing 13.3% respondents agree undecided or equivocal in their resolve to the above question, 20 representing 6.7% respondent strongly disagreed, while 20 representing 6.7 respondents disagreed. This goes to show that respondents enjoy their allowances.

Table 4.2.15: Responses of staff on whether they get the recognition they deserve when they do a greater job

Options	Frequency	Percentages
Strongly Agree	150	47%
Agree	90	30%
Undecided	20	6.7%
Strongly Disagree	30	10%
Disagree	20	6.7%
Total	300	100%

Source: Field Survey, 2012.

The highest frequency in the above table is 140 representing 47% respondents who strongly agreed that they get the recognition they deserve when they do a greater job, this followed by 90 representing 30% respondents that agreed, 20 representing 6.7% respondent were undecided, 30 representing 10% respondents strongly disagreed, while 20 representing 6.7% respondents disagreed. data evidence suggests that staff get the recognition they deserve whenever they do a great job.

Table 4.2.16: Responses of staff on whether they have chances of getting ahead on their job.

Options	Frequency	Percentages
Strongly agree	160	53.3%
Agree	80	26.7%
Undecided	10	3.3%
Strongly disagreed	35	11.7%
Disagree	15	5%
Total	300	100%

Source: Field Survey, 2012.

From the above table, it was found that 160 representing 53.3% respondents strongly agreed, so representing 26.7% respondents agreed, 10 representing 3.3% respondents were undecided, 35 representing 11.7% respondents strongly disagreed, while 15 representing 5% respondents disagreed. Data evidence shows that they have chances of getting ahead on their job.

Table 4.2.17: Whether promotion and transfer are done fairly

Options	Frequency	Percentages
Strongly agree	170	56.7%
Agree	70	23.3%
Undecided	20	6.7%
Strongly disagreed	20	6.7%
Disagree	20	6.7%
Total	300	100%

Source: Field Survey, 2012.

From the above table, it was found that 170 representing 56.7% respondents strongly agreed, 70 representing 23.3% respondents agreed, 20 representing 6.7% respondents were undecided, 20 representing 6.7% respondents strongly disagreed, while 20 representing 6.7% respondents disagreed. Data evidence shows that promotion and transfer were done fairly.

Table 4.2.18: Responses of staff on whether there is any possibility of growth in their organization.

Options	Frequency	Percentages
Strongly agree	150	50%
Agree	100	33.3%
Undecided	10	3.3%
Strongly disagreed	30	10%
Disagree	10	3.3%
Total	300	100%

Source: Field Survey, 2012.

While in the above table, it was found that 150 representing 50% respondents strongly agreed, 100 representing 33.3% respondents agreed 10 representing 3.3% respondents were undecided, 30 representing 10% respondents strongly disagreed, while 10 representing 3.3% respondents disagreed. Data evidence shows that there is possibility of growth in their organization.

Table 4.2.19: Responses of staff on whether the challenging task given by organization can improve their job quality.

Options	Frequency	Percentages
Strongly agree	150	50%
Agree	80	26.7%
Undecided	20	6.7%
Strongly disagreed	30	10%
Disagree	20	6.7%
Total	300	100%

Source: Field Survey, 2012.

Summing up all responses above, it was found that 100 representing 33.3% respondents strongly agreed, 150 representing 50% respondents agreed, 10 representing 3.3% respondents were undecided, 30 representing 10% respondents strongly disagreed, while 10 representing 3.3% respondents disagreed. Data evidence suggests that staff accomplishments and good works were recognized by their organization.

Table 4.2.21: Responses of staff on whether organization's reward inspired them to improve on their job quality.

Options	Frequency	Percentages
Strongly agree	180	60%
Agree	80	26.7%
Undecided	10	3.3%
Strongly disagreed	20	6.7%
Disagree	10	3.3%
Total	300	100%

Source: Field Survey, 2012.

From the above table, it was found that 180 representing 60% respondents strongly agreed, 80 representing 26.7% respondents agreed, 10 representing 3.3% respondents were undecided, 20 representing 6.7% respondents strongly disagreed, while 10 representing 3.3% respondents disagreed. Data evidence suggests that organization's reward inspired them to improve on their job quality.

Table 4.2.22: Whether staff believe that better reward will give a better productivity.

Options	Frequency	Percentages
Strongly agree	150	50%
Agree	100	33.3%
Undecided	10	3.3%
Strongly disagreed	30	10%
Disagree	10	3.3%
Total	300	100%

Source: Field Survey, 2012.

From the above table, it was found that 150 representing 50% respondents strongly agreed, 100 representing 33.3% respondents agreed, 10 representing 3.3% respondents were undecided, 30 representing 10% respondents strongly disagreed, while 10 representing 3.3% respondents disagreed. Data evidence suggests that staff believe that better reward will give a better productivity.

Table 4.2.23: Responses of staff on whether monetary rewards influences employees performance among UNN Staff.

Options	Frequency	Percentages
Strongly agree	180	60%
Agree	80	26.7%
Undecided	10	3.3%
Strongly disagreed	20	6.7%
Disagree	10	3.3%
Total	300	100%

Source: Field Survey, 2012.

With a view to ascertain whether monetary rewards influences employees performance among staff of University of Nigeria, Nsukka in Enugu State in the above table, respondent views were further sought for. It was found that 180 representing 60% respondents strongly agreed, 80 representing 26.7% respondents agreed, 10 representing 3.3% respondents were decided, 20 representing 6.7% respondents and 10 respondent and 10 representing 3.3% respondents strongly disagreed and disagreed respectively. Data evidence suggest that monetary rewards influences employees performance among staff of University of Nigeria, Nsukka (UNN).

Table 4.3.24: Responses of staff on whether non-monetary rewards influence employees performance among staff in University of Nigeria, Nsukka (UNN) in Enugu.

Options	Frequency	Percentages
Strongly agree	150	50%
Agree	100	33.3%
Undecided	10	3.3%
Strongly disagreed	30	10%
Disagree	10	3.3%
Total	300	100%

Source: Field Survey, 2012.

Summing up all responses in the above table, it was found that 150 representing 50% respondents strongly agreed, 100 representing 33.3% respondents agreed, 10 representing 3.3% respondents were undecided, 30 representing 10% respondents strongly disagreed, while 10

representing 3.3% respondents disagreed. The emergent data suggest that non-monetary rewards influences employees performance among staff in University of Nigeria, Nsukka (UNN).

Table 4.2.25: Whether there is a positive relationship between reward and employee motivation.

Options	Frequency	Percentages
Strongly agree	150	53.3%
Agree	100	33.3%
Undecided	20	6.7%
Strongly disagreed	20	6.7%
Disagree	10	3.3%
Total	300	100%

Source: Field Survey, 2012.

From the above table, it was found that 160 representing 53.3% respondents strongly agreed, 100 representing 33.3% respondents agreed, 20 representing

6.7% respondents were undecided, 20 representing 6.7% respondents strongly disagreed, while 10 representing 3.3% respondents disagreed. Data evidence suggests that there is a positive relationship between reward and employee motivation.

Table 4.2:26:Whether there is a positive relationship between total reward systems and job satisfaction of the staff in University of Nigeria, Nsukka (UNN).

Options	Frequency	Percentages
Strongly agree	170	56.7%
Agree	80	26.7%
Undecided	10	3.3%
Strongly disagreed	20	6.7%
Disagree	20	6.7%
Total	300	100%

Source: Field Survey, 2012.

From the above table, it was found that 170 representing 56.7% respondents strongly agreed, 80 representing 26.7% respondents agreed 10 representing 3.3% respondents were undecided, 20 representing 6.7% respondents strongly disagreed, while 20 representing 6.7% respondents disagreed. Data evidence shows that there is a positive relationship between total reward systems and job satisfaction of the staff in University of Nigeria, Nsukka (UNN) in Enugu State.

4.3 TESTING OF HYPOTHESES

In this section, the four hypotheses formulated and analyzed in this section, shall be tested using the chi-square statistical tool.

Hypothesis One

Ho:There is no positive relationship between monetary rewards and employees performance among staff in University of Nigeria, Nsukka in Enugu State.

Hi:There is a positive relationship between monetary rewards and employees performance among staff in

University of Nigeria, Nsukka in Enugu State.

Table 4.2.23: Test of Hypothesis I

	Observed Frequency (O)	Expected Frequency (E)	Residual (O - E)	(O - E) ²	$\frac{(O - E)^2}{E}$
Strongly agree	180	60	130	16,900	282
Agree	80	60	20	400	7
Undecided	10	60	-50	2500	42
Strongly disagreed	20	60	-40	1600	27
Disagree	10	60	-50	2500	42
Total	300	300			400

Decisions

Reject H_0 where calculated X^2 is greater than the X^2 tabulated, otherwise accept H_1 .

$$\text{Calculated } (X^2) = \frac{\sum(O - E)^2}{E} = 400$$

Degree of freedom d.o.fⁿ

Where n = number of rows

Therefore, d.o.f. = 5 - 1 = 4

Tabulated (X^2) at 0.05 level of significance, tabulated X^2 for 4 degrees of freedom is 9.488.

Decision

Since the calculated X^2 is greater than the tabulated X^2 , we reject the H_0 and accept H_1 .

This suggests that, there is a positive relationship between monetary rewards and employees performance among staff in University of Nigeria, Nsukka (UNN) in Enugu State.

Hypothesis Two

H_0 : There is no significant relationship between non-monetary reward and employees performance among staff in University of Nigeria, Nsukka (UNN), Enugu State.

H_1 : There is a significant relationship between non-monetary reward and employees performance among staff in University of Nigeria, Nsukka (UNN), Enugu State.

Table 4.2.24: Test of Hypothesis II

	Observed Frequency (O)	Expected Frequency (E)	Residual (O - E)	(O - E) ²	$\frac{(O - E)^2}{E}$
Strongly agree	150	60	90	8100	135
Agree	100	60	40	1600	27
Undecided	10	60	-50	2500	42
Strongly disagreed	30	60	-30	900	15
Disagree	10	60	-50	2500	42
Total	300	300			261

Decision:

Reject H_0 where calculated X^2 is greater than the X^2 tabulated, otherwise accept H_1 .

$$\text{Calculated } (X^2) = \frac{\sum(O - E)^2}{E} = 261$$

Degree of freedom d.o.f

Where n = number of rows

Therefore, d.o.f. = $5 - 1 = 4$

Tabulated (X^2) at 0.05 level of significance, tabulated X^2 for 4 degrees of freedom is 9.488.

Decision

Since the calculated X^2 is greater than the tabulated X^2 , we reject H_0 and accept H_1 .

This indicates that there is a significant relationship between non-monetary rewards and employees performance among staff in University of Nigeria, Nsukka (UNN) in Enugu State.

Hypothesis Three

H_0 : There is no positive relationship between reward and employee's motivation among staff in University of Nigeria, Nsukka (UNN).

H_1 : There is a positive relationship between reward and employees motivation among staff in University of Nigeria, Nsukka (UNN).

Table 4.2.25: Test of Hypothesis III

	Observed Frequency (O)	Expected Frequency (E)	Residual (O - E)	(O - E) ²	$\frac{(O - E)^2}{E}$
Strongly agree	160	60	100	10,000	167
Agree	100	60	40	1600	27
Undecided	20	60	-40	1600	27
Strongly disagreed	20	60	-40	1600	27
Disagree	10	60	-50	2500	42
Total	300	300			290

Decision:

Reject H_0 where calculated X^2 is greater than the X^2 tabulated, otherwise accept H_1 .

$$\text{Calculated } (X^2) = \frac{\sum(O - E)^2}{E} = 290$$

Degree of freedom d.o.f

Where n = number of rows

Therefore, d.o.f. = 5 - 1 = 4

Tabulated (X^2) at 0.05 level of significance, tabulated X^2 for 4 degrees of freedom is 9.488.

Decision

Since the calculated X^2 is greater than the tabulated X^2 , we reject H_0 and accept H_1 .

This indicates that there is a positive relationship between reward and employees motivation among staff in University of Nigeria, Nsukka (UNN) in Enugu State.

Hypothesis Four

H_0 : There is no positive relationship between rewards system and job satisfaction of the staff in University of Nigeria, Nsukka.

H_1 : There is a positive relationship between total rewards system and job satisfaction of the staff in University of Nigeria, Nsukka.

Table 4.2.26: Test of Hypothesis IV

	Observed Frequency (O)	Expected Frequency (E)	Residual (O - E)	(O - E) ²	$\frac{(O - E)^2}{E}$
Strongly agree	170	60	110	12,100	202
Agree	80	60	20	400	7
Undecided	10	60	-50	2500	42
Strongly disagreed	20	60	-40	1600	27
Disagree	20	60	-40	1600	27
Total	300	300			305

Decision:

Reject H_0 where calculated X^2 is greater than the X^2 tabulated, otherwise accept H_1 .

$$\text{Calculated } (X^2) = \frac{\sum(O - E)^2}{E} = 305$$

Degree of freedom d.o.f

Where n = number of rows

Therefore, d.o.f. = 5 - 1 = 4

Tabulated (X^2) at 0.05 level of significance, tabulated X^2 for 4 degrees of freedom is 9.488.

Decision

Since the calculated X^2 is greater than the tabulated X^2 , we reject H_0 and accept H_1 .

This suggests that there is a positive relationship between total rewards systems and job satisfaction among staff in University of Nigeria, Nsukka (UNN) in Enugu State.

CHAPTER FIVE
SUMMARY OF FINDINGS, IMPLICATION OF THE STUDY,
CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY OF FINDINGS

Based on analyzed data, the findings in this study are as follows:

- i) Majority of respondents (60%) strongly agreed that there is a significant relationship between monetary rewards and employees performance among staff in University of Nigeria, Nsukka (UNN) in Enugu State. This is evidenced in the first hypothesis tested in which the X^2 calculated at 400 is greater than X^2 tabulated at 9.488.
- ii) Majority of respondents (50%) strongly agreed that there is a significant relationship between non-monetary reward and employees performance among staff in University of Nigeria, Nsukka (UNN) in Enugu State. This also is evidenced in the second hypothesis tested in which X^2 calculated at 261 is greater than X^2 tabulated at 9.488.

- iii) Furthermore, the research results reveals that there is a positive relationship between reward and employees motivation among staff in University of Nigeria, Nsukka (UNN). This is evidenced in the third hypothesis tested in which the X^2 calculated at 290 is greater than X^2 tabulated at 9.488.
- iv) Finally, it was revealed that there is a positive relationship between total rewards system and job satisfaction of the staff in University of Nigeria, Nsukka (UNN). This is evidenced in the fourth hypothesis tested in which the calculated X^2 at 305 is greater than X^2 tabulated at 9.488.

Based on the above research outcomes the researcher can then state the implications of the study, conclusions and recommendations respectively.

5.2 IMPLICATIONS OF THE STUDY

The study conducted is very important because it had an implications to the following parties:

5.2.1 Organization

Due to the nature of this study, it will help the private and public organizations to have better understanding about the importance of reward in the performance of employees in both the both the public and private organizations. This can help them to prevent or at least minimize turnover from employees. Furthermore, by giving reward to the employees, it will improve the employee satisfactions. It will enable organizations to improve the performance of their organization. As a result both public and private organizations will provide better product or output and this also can increase their project.

5.2.2 Employees

As regards to the employees, it will increase the employees, it will increase the employee job satisfaction and this will improve their job performance. Employee are becoming more energetic, confident, loyal to the organizations because they feel that they are an important assets to the organization.

5.3 CONCLUSIONS

This study examines the role of reward management in organizational performance with specific reference to University of Nigeria, Nsukka in Enugu State. This study result has covered the objectives that was stated earlier in chapter one. First objective is to examine the relationship between monetary rewards (basic pay, merit/cost of living and performance bonus) and employee performance among academic and administrative staff in University of Nigeria Nsukka (UNN).

The second objective is to examine the relationship between non-monetary rewards (recognition, learning opportunity, challenging work and career advancement) and employee rewards among academic and administrative staff in University of Nigeria, Nsukka (UNN).

The third and fourth objectives are to determine if there is a relationship between reward and employee's motivation and to examine if there is a relationship between the total reward system and job satisfaction of staff in UNN respectively.

The results in this study shows that both monetary and non-monetary rewards have significance effects to the staff/employee performance. Furthermore, that there is a positive relationship between reward and employees motivation and also between the total reward systems and job satisfaction of employee. These results had been shown in data analysis such as in Chi-square test of hypothesis.

5.4 RECOMMENDATIONS

Monetary reward and non-monetary reward give a significance effect to the employees' performance in organizations. In this study, only seven variables were employed to examine the role of reward management on organizational performances. There are other variables that are not included in this study but these other variables may be able to give a better effect to the employee performance in organizations. It is recommended for further or future research to include these other variables especially for the variable that are not included in this study.

In this study, the researcher only focuses on the employee performance in organizations. Therefore, other effects and relationship should be explored such as turnover, motivation employee satisfaction and others. This factors might also influence employee's behaviour in the organizations.

Furthermore, a more comprehensive study can be extended to all private and public tertiary educational institutions to ensure that better generalizable findings can be achieved.

Employees should be trained according to the present content of the environment.

Management must be careful in the following factors to increase the employee motivation of the employees by redesigning the reward system.

They should provide facilities to enable the employees in order to enhance their employees motivation, 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 be increased:

- Holding pay
- Bonus
- Pension benefits
- Overtime pay
- Proper training and promotion also to be given to the staff of this institution in order to make them satisfaction with their job.

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APPENDIX

Department of Management
Faculty of Business Administration
University of Nigeria,
Nsukka, Enugu State.

24/6/2012

Dear Respondent,

**QUESTIONNAIRE ON THE ROLE OF REWARD
MANAGEMENT IN ORGANIZATIONAL PERFORMANCE:
A STUDY OF UNIVERSITY OF NIGERIA, NSUKKA.**

I am an MBA student with the above department currently conducting research work on the above topic. It is in partial fulfilment of the requirement for the award of Masters in Business Administration (MBA).

I will be glad if you would assist in filling the attached questionnaire to enable me carry out this study successfully. I promise to treat your responses with utmost confidentiality use them for academic purposes only.

Thanks for your cooperation.

Yours faithfully,

**Eze A. Chidinma
PG/MBA/60194**

QUESTIONNAIRE

Instruction:Some of the questions contain response alternative. You are expected to tick any alternative of your choice.

SECTION `A' PERSONAL DATA

1.What is your sex?

- a) Male
- b) Female

2.What is your marital status?

- a) Married
- b) Single
- c) Divorce

3.What is your age?

- a) 18 - 30 years
- b) 31 - 45 years
- c) 46 - above

4.What is your qualification?

- a) FSLC
- b) WASC/GCE
- c) OND/NCE
- d) HND/B.Sc
- e) Others

5.What is your income per annum?

- a) High
- b) Average
- c) Low

6.Management level

- a) Top
- b) Middle
- c) Low

7.Length of service

- a) Less than 5 years
- b) Less than 10 years
- c) Above 11 years

**SECTION `B`
GENERAL RESEARCH QUESTIONS**

Instruction: Tick where appropriate

8. Do you receive a worth basic salary?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

9. Is your cost of living adjustment sufficient enough to support your living?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

10. Does your current salary reflects the market trend?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

11. Is your take home pay reasonable?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

12. Is your performance bonus reflects your productivity in organization?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

13. Does your performance bonus reflect your job quality in organization?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

14. Do you enjoy your allowances?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

15. Do you get the recognition you deserve when you do a great job?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

16. Do you feel you have chances of getting ahead on your job?

- a) Strongly disagree
- b) Disagree

- c) Undecided
- d) Agree
- e) Strongly disagree

17. Are promotion and transfer done fairly?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

18. Is there any possibility of growth in your organization?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

19. Do you think the challenging task given by organization can improve your job quality?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

20. Are your accomplishments and good works recognized by your organization?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

21. Does the reward you receive reflect your job quality?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

22. Does your organization's reward inspired you to improve your job quality?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

23. Do you believe that better reward will give a better productivity?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

24. Monetary rewards influences employees performance among staff in UNN?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

25. Does non-monetary rewards influence employees performance among staff in UNN?

- a) Strongly disagree
- b) Disagree

- c) Undecided
- d) Agree
- e) Strongly disagree

26. Is there a positive relationship between reward and employee motivation?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

27. Is there a positive relationship between total reward systems and job satisfaction of the staff in UNN?

- a) Strongly disagree
- b) Disagree
- c) Undecided
- d) Agree
- e) Strongly disagree

28. What would you suggest as a way forward?
Specify
