

AN ASSESSMENT OF THE INFLUENCE OF EXTRINSIC REWARDS ON INTRINSIC MOTIVATION AND PERFORMANCE OF SENIOR NON- TEACHING STAFF OF FEDERAL COLLEGE OF EDUCATION ZARIA (2005- 2010)

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Abstract

One of the crucial and perplex functions of Human resource managers is motivating employees towards greater productivity or performance. However, understanding what actually motivates employees has been a problem. This was the case among senior non- teaching staff of Federal College of Education, Zaria where high rate of apathy to work as been identified. This paper examines the influence of extrinsic reward on the intrinsic motivation of the workers specifically as it affects their work performance. The study no doubt will help the College management in understanding the intricacy of the diverse needs of their staff and to take the best decision on how to tackle the problem. The study is purely a survey research and data were collected on the field. The data were analysed using simple frequency count and percentages. The major finding of the study is that financial related rewards constitute the most important or vital motivator among the staff. The study also highlights the instrumental effect linking financial rewards to performance. The paper concludes that extrinsic reward is a vital tool for achieving intrinsic motivation among the survey group to achieve higher performance. The study further validates the fact that financial rewards still dominate or remain the most attractive source of motivation among employees in Nigeria and many other developing nations. The paper therefore among others recommends that adequate measure should be put in place to restructure the pay packages and other emoluments of the staff which is seen as unfair and inadequate.

Keywords: Management, motivation, organisation, performance, reward, staff

1.0 INTRODUCTION

1.1 Background to the Study

Managing people at work is an integral part of the management process. Thus, to understand the critical importance of people in the organization is to recognize and appreciate the fact that the human element and the organization are synonymous. Motivating employees through reward is required with a view to ensuring that they do what they have to do in order to achieve both their goals and objective(s) for joining the organization and those of the organization (Shadare, 2009).

Rewards, according to McCormick and Tiffin (1979), can either be intrinsic or extrinsic. Intrinsic rewards arise from rewards that are inherent in the job that an employee does and enjoys doing as a result of successfully attaining his set goals. On the other hand, extrinsic rewards are those that are external to the tasks such as salary, work environment, job security, promotion, etc., the rewards of which are often determined at the organizational level and often largely out of the control of individual managers.

Internal rewards, often intangible, are those that can be referred to as psychological, an example of which include the opportunity to use ones abilities, a sense of challenge and achievement, appreciation from superiors, positive recognition, being treated in a caring and considerate manner, etc.

An employee that is internally motivated , according to Ajila (1997), will be committed to his work to the extent to which it (the job) contains tasks that are rewarding to him as opposed to an externally motivated employee who will be committed to his job only to the extent that he gains or receives external rewards for the job.

Commenting on the role that compensation plays in motivating people to join an organization, stay and work effectively, Fajana (2006) opines that motivation is what makes people to act or behave in a certain way. Ajila (1997) further suggested that for an individual employee to be motivated in a work situation there must be a need(s) for which the individual must perceive the possibility of satisfying through some reward. Good compensation (reward) has been found over the years, to be one of the policies that organizations can adopt in order to enhance the performance of their workers and consequently increase their (organizations) productivity. With the current global economic trend, most employers of labour have, according to Ajila and Abiola (2000), has realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success or failure of the organization. An organization must know who its outstanding workers are, those that need additional training and those that do not contribute to the efficiency and welfare of the company or the organization.

In Nigeria, Today, more than ever before, Nigeria and her several institutions, both private and public, are beset with an array of problems that have proved intractable and far from being remedied. A quick glance at the Nigerian public service will reveal the politicization of the hierarchy of the Civil Service, lack of financial accountability and probity, perpetual breakdown of discipline, general decline of efficiency and effectiveness, etc. These problems had been closely related to the issue of low motivation of civil servants. The high level of indifference and apathy to job or duty, frequent strike actions and other agitations by public servants could be traced to the issue of staff welfare which consequently has grossly affect effective service delivery in many government institutions in Nigeria, including Federal College of Education, Zaria.

1.2 Statement of the Problem

The problem of poor motivation and the resultant low productivity among the Senior Non-Teaching staff of the Federal College of Education, Zaria has become very endemic and consequently making it one of the serious concerns, in view of the negative impacts that it (poor motivation) has on service delivery.

However, inspite of the effort of the College Management towards motivating its staff through pay increases, in-service training programmes, prompt payments of salaries etc, and the performance of Senior Non-Teaching staff in the College is still tardy coupled with lateness to

work, etc. The question is what could be responsible for the above? Does the College management have an understanding of what will actually motivate the employees for better performance? Could it be that the wrong form of motivation is being applied by the management of the school? What are the motivating strategies to be adopted on staff in the College? These questions informed the need for this study.

It is against this backdrop that this paper seeks to investigate into the effects of rewards (compensation) on the performance of Senior Non-Teaching staff of Federal Colleges of Education, Zaria between 2005 and 2010.

1.3 Objective of the paper

The objective of the paper is to assess the influence of extrinsic and intrinsic rewards as a motivating factor to enhance the performance of Senior Non-Teaching staff of Federal Colleges of Education, Zaria between 2005 and 2010. The study also seeks to:

- i. Examine the relationship, if any, between extrinsic (financial) reward and intrinsic motivation of Senior Non-Teaching staff in Federal College of Education, Zaria.
- ii. Determine the relationship between rewards and job performance of Senior Non-Teaching staff in Federal College of Education, Zaria.

1.5 Hypotheses

The hypotheses for the study are as follows:

- i. The higher the level of extrinsic rewards, the higher the level of intrinsic motivation and performance of Senior-Non Teaching staff of Federal College of Education, Zaria.
- ii. The higher the level of intrinsic rewards the higher the intrinsic motivation level and performance of Senior-Non Teaching staff of Federal College of Education, Zaria.

1.4 Scope of the study

The paper focuses on the influence of both extrinsic and intrinsic reward on the performance of Senior Non-Teaching staff in Federal College of Education, Zaria, between 2005 and 2010.

1.6 Significance of the Study

The College management have in recent times been confronted with a perplexity and a paradox. The problem has been the high rate of laxity, lack of commitment and other vices of indiscipline prevalent among the staff, especially the senior non-teaching staff of the College. It was assumed that this category of staff have been overworked, thus the management recruited more staff as a solution to these problems. However, despite the mass recruitment of staff by the College management these problems still persist and even more prevalent than before. This paradox has no doubt spurred the study as it will help in understanding another side of motivation. The study will no doubt help the College management to understand the complexity of workers' needs so as to take the best possible decision in ameliorating these problems.

Other practitioners or management of organisations, especially those facing similar problems will find the work useful. Also, students and other researchers will find the study useful as they can draw inferences from it. It could also serve as a secondary material to them, especially in the review of literatures and empirical studies.

1.6 Methodology

1.6.1 Research Design

The survey research method was adopted for the study. The method involves the use of self designed questionnaire, interview and observation to assemble data from the respondents. In otherworld, the researcher was on the field to collate first hand information on the subject matter. The method was preferred in order to make reference to phenomena as they exist in real life and because it's relatively more economical in terms of cost and time.

1.6.2 Sources and Instrument for Data Collection

Data for the study were generated from both primary and secondary sources. Primary data was sourced using self designed questionnaires administered on all the categories of staff (i.e. senior and junior staff) of the College.

The questionnaire is a closed-ended question that was designed by the researcher. The questionnaire comprised of three sections with section 'A', comprising items on the demographic data of respondents such as age, sex, rank, qualification etc. Section 'B' is comprised of Five (5) items which sought to elicit information on the relationship between extrinsic rewards and the internal motivation and performance of Senior-Non Teaching staff of the College. Section 'C' also contains Five (5) items on the relationship between intrinsic rewards and the motivation and performance of Senior-Non Teaching staff of the College. The responses of the subjects were scored using the Likert Scale as follows:-

Strongly agree -5

Agree -4

Strongly disagree-3

Disagree -2

Undecided -1

Furthermore, some of the management staff and Union executives were also interviewed. The secondary data were sourced from textbooks, circulars, journals, internet websites, and minutes of committee meetings.

1.6.3 Population and Sample Size

The subject for the study was all the 256 Senior Non-Teaching staff that are distributed into five service Departments; Bursary, Estate, Health Services, Registry and Internal Audit of the Federal College of Education, Zaria out which 100 were randomly selected as sample for indebt analysis (studies) using the simple random sampling method, a sampling design which allows equal representation and selection of samples (Asika, 2008).

1.6.4 Method of Data Analysis

The primary data generated was presented and analyzed using tables and simple percentages. The Content analytical method was used in analysing the secondary data collected.

2. Literature Review

2.1. Definition of Motivation

Motivation is a psychological feature that induces an organism to act towards a desired goal and elicits, controls, and sustains certain goal- directed behaviours. It is psychological because is a driving force that emanates from the inner mind in form of action or re-actions to achieve a

desire or purpose. Thus Luthans (1964) defines motivation as a process that starts with a psychological deficiency or need that activates a behaviour or drive that is aimed at a goal incentive.

At the organisational level, Dubin (1956) defines motivation as the complex of forces starting and keeping a person at work in an organisation. It is the force that energises behaviour, gives direction to it, and underlies the tendency to persist (Ogunbameru, 2004:159). Here, motivation constitutes those incentives (financial and non- financial) that provoked an employee to use his energy, skill and talent to achieve organisation objectives. Motivation puts an employee in the right frame of mind and high spirit to contribute his quota in achieving organisational objectives.

2.2 Sources of Motivation

There are two sources of motivation as originally identified by Herzberg *et al* (1959) and these are Intrinsic and Extrinsic motivation. Intrinsic motivation refers to the self-generated factors that influence people to behave in a particular way or move in a particular direction. Deci (1975) classifies intrinsic motivation as behaviours that individuals engage in to seek out challenging situations or to overcome challenges. In the workplace, these behaviours are triggered by inherent job factors such as responsibility, i.e. feeling that the job is important and control over ones' resources, autonomy (freedom to act), capacity to use and develop skills and abilities, interesting and challenging work and opportunities for advancement.

Extrinsic motivation, according to Leonard *et al* (1995), is that which derives from external sources-what management does to or for workers to make them produce the desired behaviours that will lead to the attainment of organizational goals. This includes rewards such as increased pay, promotion, praise or it could be punitive actions such as disciplinary action, withholding pay or criticism. Extrinsic motivators are believed to have immediate and powerful effect but which may not be necessarily last long. Intrinsic factors, on the other hand, are believed to be concerned with psychological satisfaction which a person derives from work and hence are likely to have a deeper and long-lasting effect, since they are inherent in individuals and are not imposed from outside.

In this study, extrinsic motivation is conceptualized as that which derives from external sources as denoted by what management does to or for workers to make them produce the desired behaviours that will lead to the attainment of organizational goals. Factors such as salaries, fringe benefits, promotion with pay and other sundry cash-based allowances and financial incentives will be used to represent extrinsic rewards in this study.

Intrinsic reward on the other hand, is conceptualized as the psychological satisfaction derived from the performance of the job itself. According to De Charmes (1968) in Deci, (1975), the individual derives satisfaction and enjoyment from the work feels rewarded simply by performing the task, with no external control regulating the behaviour. Intrinsic rewards in this study will be represented with factors such as creative and challenging work, feeling of accomplishment, recognition for achievement, responsibilities and opportunities for self-development and self-actualization.

2.3 The Need for Motivation at work

Most individuals seek satisfaction from life, particularly in line with the five (5) basic needs identified by Maslow (1943) and a good of the satisfaction of these needs is derived from work.

Cole (1999) observed a variety of factors which determines the performance of workers at work. Among these factors are employees' knowledge and skills, nature of the task, the technology in use and organizational environment. He went further to declare that these factors working alone do not enough to bring out the best in a worker. For an employee to work in a particularly desirable way and a given amount of effort and a given amount enthusiasm, he needs to be motivated (Ojikutu, 2007). It is one thing for a worker to possess the necessary knowledge and skills that are desirable for adequate performance, but it is his level of motivation that determines the extent to which he will be willing to place his knowledge and skills at the disposal of others and even more, to discountenance the effects of the obstacles and difficulties in doing so. Hannagan (1995) corroborated this by saying that the key to effective work performance lies in an understanding of human motivation.

There is also the need for an organisation to stay alive or remain on- going. The only means by which an organization can stay alive within the present day environmental dynamics is through high level performance which can only be obtained through the development and maintenance of a crop of motivated workers. Bratton and Gold (1999) also corroborated this by observing that increased organizational effectiveness arising from high performance efforts of workers ensures organizational survival. In addition, some important societal goals such as employment and growth are also attained.

Lindner (1998) also contributed by declaring that motivated employees help the organizations to survive since motivated employees are more productive. Employee motivation also, in the long run, tends to be a cost-saving device for the organization. This is because the training of a well motivated employee will be effectively applied and this, in turn, through increased productivity, will, considerably, reduce the need for hiring additional manpower.

Fashoyin (1997) underscored the need for organizations to motivate their employees when he declared that the motivation of a motivated workforce to commit itself and maintain uninterrupted and effective operations must be seen as an important factor in the promotion of productivity for economic growth. In today's economic environment, the worker becomes, even more, an important agent in mobilizing all factors of production towards achieving a competitive advantage. He went further to hinge the development of a dedicated and committed workforce, aimed at the achievement of productivity and corporate growth, on the fashioning of a labour policy that is designed to promote a cooperative work environment and one which recognizes workers as partners in problem-solving and decision making.

In the light of the foregoing, it is important for managers, in order to be effective, to understand what motivates their workers within the context of the role they perform. This implies giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership, the work itself and the organizational context within the work is carried out. Of all the functions that a manager performs, motivating employees is arguably the most complex and this, according to Bowen and Radhakrishna (1991), is due to the fact that what motivates employees is different and also changes constantly.

2.4 Staff preferences regarding rewards

There is relatively little information available concerning the types of rewards that civil servants value. However, some studies undertaken which provide some information include a survey of attitudes of senior managers in the public and private sector in Canada carried out in 1986 (Jabes

and Zussman, 1988). The second was a survey of employees in the Australian Public Service undertaken in 1992 (Task Force on Management Improvement pay schemes (OECD, 1997).

Jabes and Zussman undertook a comparison of managerial attitudes to rewards in the public and private sectors in Canada. They found that in both sectors, intrinsic rewards were valued equally highly among all managers. However, there were significant differences regarding extrinsic rewards. Public sector managers placed a lower value on these than their private sector counterparts. Senior managers in both sectors, but particularly in the public sector, were also found to perceive rewards to be fairer than did those lower down the hierarchy they also tended to be more satisfied with the system. In general, private sector managers were happier with the fairness of the reward systems than were public sector managers. Drawing from these findings, Jabes and Zussman (1988) suggested that there is a need to create a climate in public sector organizations which is “visibly and objectively intrinsically satisfying... The provision of public recognition frequently and immediately after appropriate performance, the opportunity to be assigned to important and powerful committees, are ways of reinforcing task variety through assignment which require new knowledge and skills are some means to consider”.

2.5. Relationship between Motivation and Performance

Burney, et al (2007) opines that the level of performance of employees relies not only on their actual skills but also on the level of motivation that each person exhibits. The directing function according to Asika (1995) has two related methods. One, according to him, influences the subordinates in the desired direction while the second method seeks to influence the level of motivation of the subordinates to perform in order to achieve the goals of the organization. Essentially, directing is a process that involves influence and motivation in a complex relationship where the employees are influenced to a level of activity which propels them to attain organizational goals.

Rewards as an aspect of behaviour, according to Asika, form the basis of reinforcement theories pioneered by Thumbdike and Skinner who argue that behaviour can be determined by its expected outcomes. This implies that the sustenance of behaviour is caused by consequences of the behaviour itself.

Ajila (1997) is of the opinion that an intrinsically motivated employee will be committed to the extent to which the job inherently contains tasks that are rewarding to him/her, as opposed to an extrinsically motivated employee who can only be motivated to perform his duties if he perceives that he can directly gain from or receive external rewards for his job.

Nwachukwu (2004) opines that Nigerian workers are said to have a poor attitude to work which result in poor performance and, by implication productivity. In the same vein, Eze (1981) observes that many achievement oriented, shrewd observers of Nigerian people at work have always come out with a common impression that generally, Nigerian workers are lazy slow, sleepy, reluctant to act, unconcerned and deceitful in their approach... lack the zeal, the briskness and momentum to hard working people, and generally dislike to hear anybody talk about efficiency, dedication, honesty, competence, determination and productivity- and of which characterize achievement people in production oriental society.

Although the description above may appear to too strong, the situation that the author is attempting to portray is real. Thus, efforts will have to be made to uncover and deal with the causes, principal among which is to poor remuneration (reward) system employed in Nigeria

where there is hardly any correlation between the effort expended as an employee and the reward that he receives.

2.6 Rewards framework for improved performance

There is a range of possible rewards which are available to promote improved performance. Figure 1 below categorizes rewards in a framework. Derived from work of Wholey (1983), this framework illustrates a range of rewards that can be used in a civil service context. Some of the rewards are aimed at the individual, others at teams or sections of the organization. Also, some of the rewards are financial incentives in that they have a direct financial impact on an individual or team, whilst others are intangible incentives, largely focused on intrinsic rewards.

Table 1: A Rewards Framework for Improved Performance.

	Individual-based rewards	Organisational/team-based rewards
Intangible Rewards	<ul style="list-style-type: none"> • Personal Recognition • Removal of Constraints • More interesting/ challenging assignments • Delegation of authority/ responsibility • Career planning and development 	<ul style="list-style-type: none"> • Public Recognition • Removal of constraints • Delegation of authority • Challenging new project • Team based awards
Financial Rewards	<ul style="list-style-type: none"> • Performance Recognition - Increments - Performance related pay • Promotion • Staff suggestion schemes 	<ul style="list-style-type: none"> • Team based awards • Discretionary use of savings/user chargers • Allocation of discretionary funds

Wholey, 1983: Table 9.1, 184.

3. Theoretical bases of the Study

This study is anchored on the Expectancy theory of Motivation as propounded by Vroom (1964). The main premise of the theory is that individual's behaviour is formed not on objective reality but his or her subjective perception of the reality. To him, motivation is a function of values of effort- performance and performance rewarded. Vroom proposes that people are motivated by how much they want something and how much likely they are to get it. Motivation leads to efforts and efforts combined with employee's ability together with environmental factors interplay to determine performance. This performance in turn leads to various outcomes, such of which has associated values called Valence.

According to Vroom three factors i.e. Expectancy, Instrumentality and Valence combined to create a driving force, which motivates an individual to put in an effort, achieve a level of performance, and obtain rewards at the end. These three key factors are based on individual's perception of the situation. The factors are further defined thus:

- **Expectancy-** this is the extent of the individual's perception, or belief that a particular act will produce a particular outcome.

- Instrumentation is the extent to which the individual perceived the effective performance which leads to a desire reward.
- Valence is the strength of the belief that attractive rewards are potentially available.

Therefore, Expectancy theory emphasizes the role of individual perception and feelings (expectations of particular results) in determining motivation and behaviour.

Thus, its suitability as the theoretical bases of this study cannot be over- emphasise. The study assesses the influence of extrinsic rewards (i.e. pay increment, allowances, promotion etc) on the intrinsic motivation and performance. The Expectancy theory assumed that motivation is a function of value of efforts- performance and performance rewarded.

Here the study examine the influence of external rewards such as salary increments, allowances promotion etc on the attitudes, and perceptions of FCE, Zaria Senior non- teaching staff to their duties and accepting greater responsibilities for high productivity which could lead to higher performance and rewards. This could be vice-visa. The above aim of the study is in line with Vroom Expectance theory which assumes that three factors, that is Expectancy, Instrumentality, and Valence combine together to create a driving force, which motivates an individual to put in an effort, achieve a level of performance, and obtained rewards at the end.

Thus, the study hypothesized that “The higher the level of extrinsic rewards, the higher the level of intrinsic motivation and performance of Senior-Non Teaching staff of Federal College of Education, Zaria”.

4.0 Data Presentation and Analysis

In this section, the data collected (i.e. both primary and secondary) were presented and analysed simultaneously according to the variable under discussion. As an insider the 250 questionnaires administered were returned. The researcher personally administered and collected the questionnaires from respondents.

The first is on the preferences of the respondents for financial rewards for performance. This include, prompt payment of salary, cash award for outstanding performance, cash in lieu for annual leave, and appropriate payment of other financial benefits.

Here the study examined if there is any relationship between prompt payment of salaries and employees performance in FCE, Zaria. The result is presented in Table 1 below.

4.1 Preference for Financial Rewards for Performance

Table 1: Relationship between prompt payment of salaries and Performance

Response	Freq	Percentage (%)
Strongly Agree	172	68.8
Agree	74	29.6
Strongly Disagree	Nil	Nil
Disagree	4	1.6
Undecided	Nil	Nil
TOTAL	250	100

Source: Questionnaire

From the analysis of the responses in Table 1 above, 68% of our sampled population strongly agreed that if their salaries were paid promptly they would be motivated to perform their duties better while 29.6% agreed that the prompt payment of their salaries would enable them to perform their jobs better as opposed to only 1.6 who opined that the quality of their performance had nothing to do with the prompt payment of their salaries.

This shows that extrinsic rewards (prompt payment of salaries) given to workers in FCE, Zaria has a significant influence on their performance.

Table 2: Preference for cash award for outstanding Performance

Response	Freq	Percentage (%)
Strongly Agree	102	40.8
Agree	140	56
Strongly Disagree	3	1.2
Disagree	5	2
Undecided	Nil	Nil
TOTAL	250	100

Source: Questionnaire

From Table 2 above, 56%(140) and 40.8(102) of our respondents agreed and strongly agreed, respectively, that they would be encouraged to performed their duties better if cash rewards or salary increases were given to them for their outstanding performances as opposed to 1.2% and 2% who disagreed and strongly disagreed, respectively, that they would prefer cash rewards for their outstanding performances.

The findings agree with the works of Berjum and Lehr (1964) which showed that subjects who received individual incentives performed better than those who did not receive and that workers exhibited productive work behaviour when rewards were made contingent upon their performance.

Table 3: The Relationship between Financial Security and Workers' Performance

Response	Freq	Percentage (%)
Strongly Agree	185	74
Agree	60	24
Strongly Disagree	2	1
Disagree	3	1.2
Undecided	Nil	Nil
TOTAL	250	100

Source: Questionnaire

From Table 3 above, almost all our respondents agreed that their most important goal as workers was to have financial security as exemplified by 185(74%) and 60(24%) respondents who strongly agreed and agreed, respectively.

The revelation above is consistent with the work of Kulkarni (1983) which shows two extrinsic factors; adequate earnings and job security as the most important considerations as opposed to the value that would be placed on intrinsic rather than extrinsic job factors.

Table 4: Preferences for cash in lieu of Annual Leave

Response	Freq	Percentage (%)
Strongly Agree	102	41
Agree	125	50
Strongly Disagree	15	6
Disagree	8	3.2
Undecided	Nil	Nil
TOTAL	250	100

Source: Questionnaire

From Table 4 above, 102 (41%) the respondents strongly opined that they would be motivated to perform their jobs better if their annual leaves were commuted to cash as well as also agreed by 50% (125) of the respondents. On the other hand, 8(3.2%) disagreed with the fact that they would be motivated to perform their jobs better if they would be given cash in lieu of their annual leaves.

This suggests that when staffs are denied the opportunity of enjoying their leave periods their motivational levels decrease and consequently a decline in the quality of their work outputs.

Table 5: Relationship between appropriate payment of Financial Benefits and Performance

Response	Freq	Percentage (%)
Strongly Agree	200	80
Agree	46	18.4
Strongly Disagree	1	0.4
Disagree	3	1.2
Undecided	Nil	Nil
TOTAL	250	100

Source: Questionnaire

From Table 5 above, 246 (98.4%) the respondents agreed that they would perform their jobs better if their financial benefits were correctly and timely paid to them as opposed to 1.6% of the respondents that responded in the negative.

The work of Akerele (1991) can also be said to have corroborated the findings of this work. He observed that poor remuneration in relation to profits made by organization, wage differentials between high and low income earners among other things contributed to low morale, lack of commitment and low productivity.

Another work that this findings can be said to have corroborated is the work of Eze (1985) whose investigation on Nigerian management personnel shows that 90 percent of managers in his sample regarded their work as a means to end. And this ends was interpreted to include money, material possessions etc and the reason may be that workers need to take care of themselves, their families and other dependents and provide themselves other basic needs of life.

4.2 Preference for Non-Financial Rewards for Performance

Here the researcher examined the relationship between non-financial rewards and staff performance in FCE, Zaria. The areas examined include, the challenges jobs, praise and

commendation, self- actualization, assignment to important committee, and being treated with respect.

Table 6: Relationship between challenging Jobs and Performance

Response	Freq	Percentage (%)
Strongly Agree	19	7.6
Agree	69	27.6
Strongly Disagree	120	48
Disagree	39	15.6
Undecided	3	1.2
TOTAL	250	100

Source: Questionnaire

From Table 1 above, 159 (75.6%) of the sampled population were totally disagreed with the fact that if their tasks were challenging and that if they were accorded a sense of responsibility, they would be motivated to perform jobs better as opposed to 88% that responded positively to the fact that if they were assigned to challenging tasks they would be encouraged to perform their jobs better.

On the other hand, 3 respondents (1.2%) were undecided on the effect of challenging tasks on their job outputs.

Table 7: Relationship between Praise and Commendation and Job Performance

Response	Freq	Percentage (%)
Strongly Agree	8	3.2
Agree	3	5.2
Strongly Disagree	120	48
Disagree	106	42.2
Undecided	3	1.2
TOTAL	250	100

Source: Questionnaire

From Table 2 above, 226(90.2%) of our respondents were opposed to the idea that praise and commendation from the superior officers and colleagues was sufficient motivation for them to perform their duties. On the other hand, 11(8.4%) of the respondents agreed that praise and commendation would encourage them to perform their jobs effectively while 3(1.2%) of the respondent were undecided on the effect that praise and commendation would have on their performance.

Table 8: Relationship between Self-Actualization and Job Performance

Response	Freq	Percentage (%)
Strongly Agree	86	34.4
Agree	98	39.2
Strongly Disagree	34	13.6
Disagree	28	11.2
Undecided	4	1.6
TOTAL	250	100

Source: Questionnaire

From Table 8 above, 74% which represents 184 respondents of our sampled population opined that they valued their self-development and self-actualization than financial security and rewards as opposed to 24.8% who were of the view that they placed more emphasis on financial rewards than they did on personal development and self actualization. On the other hand, 1.6% of the sampled population was undecided.

Table 9: Relationship between assignment to Important Committees and Job Performance

Response	Freq	Percentage (%)
Strongly Agree	26	10.4
Agree	53	21.2
Strongly Disagree	98	39.2
Disagree	60	24
Undecided	13	5.2
TOTAL	250	100

Source: Questionnaire

From Table 9 above it can be deduced that 79 respondents (31.6%) agreed that if they were assigned to very important committees in the College, they would be motivated to perform their jobs better) as opposed to 158(63.2%) of the sampled population who responded in the negative while 13 (5.2%) respondents were undecided.

Table 10: Relationship between being treated with respect and Job Performance

Response	Freq	Percentage (%)
Strongly Agree	20	8
Agree	35	14
Strongly Disagree	154	61.6
Disagree	38	15.2
Undecided	3	1.2
TOTAL	250	100

Source: Questionnaire

From Table 10 above, 192(76.8%) of the sampled population disagree with the idea that fair treatment and respect from superior officers and colleagues were sufficient encouragement for them to perform their jobs better. On the other hand, 55(22%) of the respondents were of the

contrary opinion that fair treatment and respect are sufficient enough to motivate them to perform their jobs better.

4.2. Discussions of Findings

The results underscore the importance of financial rewards as important motivators of workers. More importantly, the results highlight the instrumental effect linking financial rewards to performance.

The first hypothesis, which states that, there is a significant relationship between extrinsic reward and workers performance, was accepted. This shows that extrinsic rewards given to workers in an organization have a significant influence on the workers performance. This is in line with Equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers (Adams, 1965).

The findings also agree with the work of Berjum and Lehr (1964) which show that subjects who received individual incentives performed better than those who did not receive and that workers exhibited productive work behaviour when rewards were made contingent upon their performance. The work of Akerele (1991) can also be said to have corroborated the findings of this work. He observed that poor Remuneration in relation to profits made by organization, wage differentials between high and low income earners among other things contributed to low morale, lack of commitment and low productivity.

Another work that this finding can be said to have corroborated is the work of Eze (1985) whose investigation on Nigerian management personnel shows that 90 percent of managers in his sample regarded their work as a means to end. And this ends was interpreted to include money, material possessions etc and the reason may be that workers need to take care of themselves, their families and other dependents and provide themselves other basic needs of life.

The second hypothesis which states that “there is significant relationship between intrinsic rewards given to workers and their performances” was rejected. This finding suggest that there is no significant relationship between intrinsic rewards such as praise, recommendation etc. received by workers and their performance.

The findings of this study have a contrary view to the finding of Deci (1972) who emphasized the importance of intrinsic reward in influencing workers performance. He believed that workers do not like to feel that they are performing their task for money. However, this study has been able to refute this fact and demonstrate the importance of extrinsic rewards like money as a viable predictor of performance. The findings of Egwuridi (1981) has also supported this research work, because his hypothesis that low income workers will be intrinsically motivated was not confirmed and the expectation that high income workers will place a greater value on intrinsic reward than low income workers was also not confirmed. This shows clearly the extent of value placed on extrinsic rewards.

Based on the foregoing, it can be said that it is pertinent for employers of labour to know the kind of rewards that they can use to influence their employees to perform well on a job. In other word the relevance of motivational factors depends not only on its ability to meet the needs of the employees, but also that of the organization as well.

5.0 Conclusion and Recommendations

The importance of reward in the day-to-day performance of workers’ duties cannot be over emphasized, especially when it comes to being rewarded for a job done. It is a well-known fact

that human performance of any sort is improved by increase in motivation. Going by the findings of this study, it can be easily inferred that workers reward package matters a lot and should be a concern of both the employers and employees in view of the fact that financial rewards are veritable stimulants of the motivation of workers.

The results obtained from the hypotheses showed that workers place great value on the different rewards given to them by their employers. Hence, when these rewards are not given, workers tend to express their displeasure through poor performance and non-commitment to their job. It is therefore imperative for the organization to consider the needs and feelings of its work force and not just overlook them in order to safeguard industrial harmony, because "a happy worker they say is a productive worker". Having stressed the importance of a good remuneration policy on the performance of workers and the different kinds of reward that can influence workers to perform better on a job, the following recommendations are made:

Employers of labour should be more committed to put in place appropriate incentive plans that will encourage workers to be more purposeful and improve their performance.

Employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees.

The major limitation of this study is that the data collection process was difficult as the respondents were not fully convinced on the reason behind the research work. Asking them or giving them questionnaire to fill was seen as a plot to lay off staff. One of the authors being a management staff further accentuates their suspicion. But the researchers were able to convince them that it is just a mere academic exercise aimed at contributing to knowledge.

It is very pertinent at this juncture to suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organisations as a case study.

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