THE EFFECT OF REWARD MANAGEMENT ON EMPLOYEE PERFORMANCE IN SELECTED PRIVATE SECTOR ORGANIZATION IN ANAMBRA STATE, NIGERIA

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ABSTRACT
The study examined the effect of rewards management on employee performance in the organization, using selected private sector organizations in Anambra State as the study area. The literature was partitioned into four main sections namely; conceptual review, theoretical framework, theoretical exposition and empirical review. The study adopted descriptive survey design. Statistical tools of analysis include summary statistics of percentages, Pearson correlation and multiple regression analysis. Preliminary results of the study showed that the model is statistically significant given F-value of 16.399 and the significance level of 0.000 which is less than $P \leq 0.05$. The regression coefficient of 0.681 shows that 68.1 percent of relationship exists between the dependent and independent variables. Similarly, the coefficient of determination 'R^2' which has a value of 0.639 shows that 63.9 percent variation in the dependent variable can be explained by the independent variables. Major findings from the study indicate that extrinsic and intrinsic rewards have positive and significant effect on employee performance in the organization. The study concludes that extrinsic and intrinsic rewards motivate employees to put up enhanced performance in their organizations. However, whereas extrinsic rewards appeals more to lower level wage employees, the higher level wage employees appreciate the intrinsic rewards more than the financial rewards. The study recommended among others that the manager should be properly guided while administering rewards so as to achieve efficient and effective results in the process.

Keywords: Effect, Rewards, Management, Employee, Performance

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INTRODUCTION

1.1 Background to the Study

In this era of globalization where business has gone beyond national boundaries and employees are protected by international laws and rules of engagement, reward systems are fast becoming formidable and competitive tools for effective management of firms. The advent of globalization has brought about greater pressure on business management by making it to be proactive, innovative, creative and strategic in order to survive the intense competition in the business environment which now transcends national boundaries (Ezigbo, 2011). Apparently, business management has gone beyond routine processes of mass production with the aim of benefiting from economy of scale to a more sophisticated management approach.

Maximizing the performance of organizations through it's employees is the main issue for an organization (Milkovich et al, 2011). It is a well known fact that plants, machinery and equipment cannot generate the desired output as they have a relatively fixed production capacity. It is only the human resource whose output is subject to a number of motivating factors that can perform and produce as expected. The success of every organization depends not only on the quality of human resource availability but also on the ability to trigger the optimum output from the employees (Pratheepkanth, 2011). Ahindo (2008) opines that success in today's increasingly competitive environment is to a greater extent a function of effective and efficient management of human resources available to the business organization. This calls for the development of a workforce that is motivated to yield the highest possible performance and productivity for the firm towards achieving its goals and objectives.

No matter the level of sophistication of the production lines existing in a manufacturing firm, the effectiveness in the production process will depend on the willingness of the human element to compliment what ever must have been put in place. While machines and robots can be programmed and controlled to consistently produce the same amount of output, upgrade to perform better or replaced if not functioning properly, human beings cannot be programmed and controlled. The level of productivity of human beings is subject to their level of motivation (Bayon, 2013). As it is, employees cannot be replaced like machines or compelled to deliver under adverse conditions. However, when an organization undertakes to satisfy the needs of its employees, it triggers a desire in the employees to return this favour with hardwork and commitment. Even though employees are bound to the organization by terms of a contract, labour union laws where it exists, state and human right regulation, it is left for the management to recognize them or do otherwise. Thus identifying the needs of the employees and answering it is the most effective means of motivation to earn their commitment to the organizational goals and objectives should be the way to go (Chughtai, 2008).

Generally, reward systems are very important to organizations (Maund, 2001). Good reward systems have the ability to attract the right employees, keep them and constantly motivate them to deliver desired performance in the organization (Otieno, 2006).

However, a poorly structured reward system can result in high labour turnover, negative work attitudes (absenteeism, lateness to work, etc) low productivity and generally, laissez-faire attitude at the workplace. It is therefore very important for the management to develop a reward system that will provide positive consequences for contributions to desired performance by employees. It will arouse the desire in the employees to be creative, innovative and performance oriented which will result in high level productivity which will place the organization at a competitive advantage amidst global competition. In the light of the above, the study sets out to determine the effect of rewards (extrinsic and intrinsic) management on employees' performance in selected firms in Anambra State, Nigeria.

1.2 Statement of the Problem

Many organizations are experiencing increasing poor performance from their employees thereby leading to low productivity and output. The situation has been blamed on low motivational factors by some while others feel that management of some organizations have not paid adequate attention to the needs of the employees (labour).While some researchers see the poor employee motivation as a deliberate act, some came out with the finding that many organizations do not know how to motivate their employees to arouse their inner abilities for effective performance (Casey, Hilton and Robbins, 2012; Fornaciari and Dean, 2005). There have also been arguments as to which of the rewards, extrinsic or intrinsic is more effective in driving employees to optimal performance in the organization (Munir, Lodhi, Sabir and Khan, 2016). There is therefore the need to explore how both extrinsic and intrinsic rewards can be utilized to raise the motivational level of employees in the organization to achieve enhanced performance from them.

1.3 Objectives of the Study

The central objective of the study is to examine the effect of rewards management on employees performance in selected private sector organizations in Anambra State, Nigeria. However, the specific objective are to:

(i) Determine the effect of extrinsic reward on employee performance in the organization.

(ii) Evaluate the effect of intrinsic reward on employees performance in the organization.

1.4 Research Questions

The following research questions were raised to guide the study:

(i) What is the effect of extrinsic reward on employees' performance in the organization?

(ii) What is the effect of intrinsic reward on employees' performance in the organization?

1.5 Hypotheses

The following null hypotheses were formulated to guide the objectives of the study and strengthen it's analysis:

(i) Extrinsic reward does not have positive and significant effect on employees' performance in the organization.

(ii) Intrinsic reward does not have positive and significant effect on employees' performance in the organization.

1.6 Significance of the Study

The study has both theoretical and empirical significance. From the theoretical significance perspective, the stock of literature in the related area would be substantially enriched thereby expanding the frontiers of knowledge. On the other hand, the empirical significance stems from the different categories of people that will benefit from the findings of the study. For instance, the managers of organizations would be sufficiently enlightened on how to identify and effectively apply rewards to different categories of workers to achieve better outcomes in terms of performance and outputs. Other people that will benefit from the study are the employees, general public and students/researchers.

1.7 Scope of the Study

The study covers all private sector organization in Anambra State that employed from 20 persons and above, that are duly registered with the Ministry of Commerce in Industry, Anambra State. The issues under investigation are the effects of extrinsic and intrinsic rewards on employees performance in organizations. The time frame is between August, 2019 to November, 2019.

1.8 Limitations of the Study

The study was limited by the uncooperative attitude of some respondents who refused to volunteer information to our team of interviewers. It was also limited by finance which prevented the extension of the sample to cover more businesses. However, with subtle persuasion, we were able to overcome the hardcore respondents.

REVIEW OF THE RELATED LITERATURE

2.1 Conceptual Review

Rewards management can be traced back to the scientific management era where management principles and philosophies actually started, some of which are still relevant today. Rewards management played an important role in the era in the successful and implementation of the philosophy of scientific management. It was said to have started with the American Society of Mechanical Engineers who was the first promoter of management. Although scientific management is not a reward system as stated by Taylor in his testimony before the special committee when he defined what scientific management is not, it is the major concern of scientific management. Scientific management is not a pay scheme for employee neither is it a piece works system. It is not a bonus or premium system neither is it a scheme for paying men but under scientific management, the pay system is simply one of the subordinate elements. However, task and bonuses constituted the most important elements in scientific management. In this era, Taylor pressed on the need for management to develop plans that offer high wages to workers and a relatively low labour cost to employers while fostering individual pay for performance. This was illustrated in a proposed pay system: the piece-rate plan (Taylor, 1947 in Ngwa et al, 2019).

2.1.1 Concept of Extrinsic Rewards

According to Baron (1983) cited in Eshak et al (2016), extrinsic rewards are tangible rewards and the rewards are external to the job or task performed by the employees. They can be in terms of salary or pay, incentives, bonuses, promotion and/or job security. They are also called financial rewards. To Luthans (2000), they mean pay-for-performance such as performance bonus, job promotion, commission, tips, gratuities and gifts, etc. McCormick (1979) defines extrinsic rewards as those that are external to the task of the job such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. He notes that such tangible rewards are often determined at the organizational level and may be largely outside the control of individual manager. In his opinion, other things included in it are competitive salaries/wages, increment in pay, bonuses and such indirect forms of payment.

2.1.2 Concept of Intrinsic Rewards

On the other hand, Thomas (2009) defines intrinsic rewards as non-formal rewards, non-monetary/non-cash which can be in form of social recognition, praise and genuine appreciation. He observes that recognition is to acknowledge someone before their peers for desired behaviour or even for accomplishment. Appreciation, on the other hand, centers on showing gratitude to an employee for his/her action. Such rewards enables the employees to guage themselves and their performance to know whether they are doing well or not (Sarvadi, 2010). Edirisooriyaa (2014) defines intrinsic rewards as the psychological reward that is experienced directly by an employee. He opines that intrinsic rewards steers up the willingness of the employees to use their creativity, abilities and know how in favour of their organizations to achieve optimal performance.

2.1.3 Concept of Employee Performance

The term performance describes how an employee carries out the tasks that make up the job. Good performance results from efforts, ability and direction (Bello and Adebajo, 2014). In the opinion of Ngwa et al (2019), employee performance is an indicator of the capacity of an organization to efficiently achieve organizational goals. It can be evaluated in many ways among which include: the employee's commitment display at work, the employees work values as well as the cohesiveness that employees display in a work environment. It is associated with both quantity and quality of output. Also, it takes into account timeliness of output and presence/attendance on the job efficiency of the work completed and the effectiveness of job completed (Mathis and Jackson, 2009). Therefore, employee performance can be defined formally as the successful completion of a task by an individual or individuals, as layed down and measured by a supervisor of the organization. It entails meeting pre-defined and acceptable standards while efficiently and effectively utilizing available resources within a changing environment. Aguinis (2009) opines that the definition of performance does not include the results of employee's behaviour, but only the behaviours themselves. Performance is all about behaviour or what employees do and not just about what they produce or the outcomes of their work.

2.2 Theoretical Exposition

2.2.1 Extrinsic Rewards and Employee Performance

The literature is fraught with the positive impact of extrinsic rewards on employees' performance in the organization. However, Bard (2006) notes that caution must be exercised while applying extrinsic rewards as a motivation to the employees. In his opinion, it is those within lower level positions in the organization that are more prone to extrinsic motivational factors, than those within the higher level positions. The reason, according to him, is because those within the lower level positions tend to have lower wages than higher level positions, which explains the need for extrinsic rewards that have some form of a monetary component. It can actually lead to an increase in one's base wage, and thus a happier and more productive employee is made.

Merchant (2007) observes that there are three main categories of the financial or monetary part of reward system. They include: performance-base salary-increase which organization pay to their employees after every fixed period of time. It is expected that employees competencies increase over time as a result of experience in longevity. As a result, provisions are made for a small increment in salary after particular periods of time. Merchant (2007) notes that it is called performance base salary increment. Another one is short-time incentive plans. It is a cash bonus given mostly to managerial level staff based on performance measured over a short period of time usually less than one year. The last one is the long term incentive plans. It is a reward that is based on performance measures over time periods longer than a year. By using the plan, a company can reward employees for their great work performance to maximize the firm's long-term value. It also helps to attract and retain good talents to the organization (Merchant, 2007).

Armstrong (2008) posits that rewards play a vital role on increasing the employees' performance in an organization. He further states that it is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standard and competency requirements. To Siti-Nabiha, Thum and Sardana (2012), a reward, especially pay reward, is usually something valuable, such as money. It serves many purposes in the organization. It serves to build a better employment deal, hold on to good employees and to reduce labour turnover rate. The principal goal is to increase employees' willingness to work and perform optimally to enhance productivity and output of the organization. Emeka, Amaka and Ejim (2017) posit that all extrinsic factors enhances the motivation of employees which ultimately influences them positively to perform effectively towards the realization of organizational goals and objectives.

2.2.2 Intrinsic Rewards and Employee Performance

Ali and Ahmad (2009) say non-financial rewards such as achievement, accomplishment feelings, recognition, job satisfaction and praise are some of the intrinsic rewards which enhances employee's commitment and performance to the organization. They opine that intrinsic rewards play vital roles in creating and sustaining commitment among the employees for good performance in an organization. According to Hassan (2011), intrinsic rewards actually fulfill employee's intrinsic factors or motivation and thus motivates him/her for enhanced performance. In his opinion, recognition for a well carried out assignment or duty is one of the strongest factor of motivation intrinsically. This is because from such recognitions, employees always feel a sense of belonging, that his/her contributions are being valued greatly by the organization that he/she is working for (Sajuyigbe et al, 2013).

Irshad (2016) observes that intrinsic rewards are that which are inbuilt in the job itself as a result of successfully completing the task or attaining his goals. He stresses that they are more effective with the higher wage level employees. Ryan (2013) describes employee recognition in an organization as a non-financial reward that arouses inner feeling of satisfaction which gives the employee a sense of belonging that drives superior performance by the employee in the organization. Jenson (2007) remarks that recognition has proved to be more effective in motivating certain classes of employees to better performance. To him, it leads to job satisfaction which all believes is a necessary condition for commitment and consequently better performance in the organization.

2.3 Theoretical Framework

The study uses reinforcement theory as the framework of analysis. The theory is widely associated with B.F. Skinner who proposed that every behaviour is a function of its consequences. The theory is one of the process theories which explain how people become motivated and what they are motivated to do. The theory features three basic components and proper understanding of the components will guide the manager on the most efficacious and strategic application of the theory for achieving desired organizational results. The first component is *Stimuli* and what it does is to create certain awareness in the environment (workplace) for the employee to ensure a certain behaviour. The second component is the *respone* which represents the behaviour that the employee exhibits after interfacing with the stimuli in the environment. The third and final component is the *outcome* which is a direct result of the response exhibited by the actor. Summarily, reinforcement theory suggests that the response a person makes to the stimuli is a function of what he/she expects will happen (Denisi and Griffin, 2011). The employees are the most important assets of the organization. If a manager can through good management strategy earn the loyalty of the workforce, they will definitely see themselves as co-owners in the organization and will surely protect their interest by increasing performance. In application, the manager must identify things that are incongruous with positive stimuli and do away with them so that they will not generate negative responses, which ultimately will lead to negative outcomes. If the manager gets it right (positively) at the 'stimuli' component level, the response and outcome components will at least fairly fall in line. That is to say, the employees will be fair enough to respond accordingly to the positive stimuli found in the work environment. This agrees with Agris (1964) when he stated that where the organization is not managed in such a manner that individual's (employees') needs and goals are incongruent with those of their organization which will result in full integration of individuals with their organization, the individual workers in such organizations would manifest adaptive behaviours such as absenteeism, lateness to work, labour turnover, alienation, slow down and in extreme cases, withdrawal from work.

2.4 Empirical Review

Nnaeto and Ndoh (2018) used Alvan Ikokwu Federal College of Education Owerri, Imo State, Nigeria to investigate the impact of motivation on employee performance. The study used a descriptive survey design. The result indicates that significant relationship exists between staff motivation and staff performance. The study concludes that unless staff motivation is properly executed, organizations and their managers will always suffer employees' negative attitude to work. Similarly, Munir, Lodhi, Sabir and Khan (2016) examined the impact of rewards (intrinsic and extrinsic) on employee performance with special reference to courier companies of Faisalabad City. The study was designed as a descriptive survey. The result shows there is a strong relationship between both types of reward and on employee performance. The study concludes that both intrinsic and extrinsic rewards positively influence employees' performance in the organization. In another study, Bello and Adebayo (2014) examined reward system and employees performance in Lagos State, using selected public secondary schools as the study area. The study adopted descriptive survey design using a sample of 200 people, the study found that significant relationship exists between employees' performance and salary package, employee job allowances and in-service training. The study concludes that adequate salary, allowances in terms of housing, health, hazard, transfer, involvement of teachers in decision making, establishment of teachers' salary in line with other professions, will enhance the performance of teachers in secondary schools in Lagos State.

METHODOLOGY

3.1 Research Design

The design for the study is descriptive survey because the results are meant for generalization about the entire population of interest. Besides, Obasi (2000) states that survey method is always adopted whenever the necessary data cannot be accessed from any statistical records in form of secondary data (Official Statistics).

3.2 Population and Sample Size Determination

The population for the study consists of all registered private sector organization in Anambra State that employed from 20 persons and above. From the directory of industries domiciled in the Ministry of Commerce and Industry, Anambra State, a total of 1,009 businesses of the specified category was identified. Thus 1,009 is the population of the study. From the application of Taro Yameni's Statistical formula, a sample of 286 was determined from the population at an error margin of 0.05.

3.3 Instrument for Data Collection

An item structured instrument designed to reflect the modified five (5) point Likert scale was used to elicit information from the respondents by the researcher. The instrument was validated by experts in questionnaire drafting while the reliability test was conducted through a test re-test method. The reliability test produced coefficients of 0.90 and 0.73 for the first and second research questions respectively with an average coefficient of 0.81 thus showing that the instrument is 81 percent reliable.

3.4 Method of Data Collection and Analysis

The researcher used direct questionnaire distribution approach which afforded him the opportunity of assessing if the respondents actually understood the questionnaire items. The approach also reduced the volume of non-response which often associate with surveys of this nature. Out of the 286 copies of the questionnaire issued out, 251 were completed and returned thus showing a response rate of 87.8 percent which was considered adequate for the study.

The data were analyzed quantitatively through the application of Pearson Correlation and Multiple regression analysis. All tests were carried out at 0.05 level of significance, that being the probability at which we were willing to risk Type I error.

3.5 Model Specification

The model was specified to reflect the functional relationship between the dependent and the independent variables as follows:

$$EP = f(ETR, INR) \qquad (1)$$

Specifying econometrically, we have:

$$EP = \alpha_O + \alpha_1 ETR + \alpha_2 INR + \mu_t \qquad (2)$$

Where:

EP = Employee performance
α_O = The intercept
ETR = Extrinsic rewards
INR = Intrinsic rewards
μ_t = Stochastic error term

And the expected signs or the *a priori* are:

$\alpha_1 > 0$ and $\alpha_2 > 0$

or

$\alpha_{i's} > 0$

DATA PRESENTATION AND ANALYSIS

4.1 Demographic Features of the Respondents

The demographic features were analyzed in this section of the analysis and the features highlighted were: gender, age, educational attainment and length of service. This analysis was carried out to familiarize ourselves with the background information of the respondents and at the same time assess their capacity to effectively discuss all issues relating to reward management.

Table 4.1: Demographic Characteristics of the Respondents

S/N	Demographic Feature		Frequency	Percentage of Total
1.	Gender:	Male	172	68.7
		Female	79	31.3
		Total	**251**	**100.0**
2.	Age Interval:	18 – 27	6	2.4
		28 – 37	37	14.7
		38 – 47	99	39.4
		48 – 57	68	27.1
		58 and above	41	16.3
		Total	**251**	**100.0**

3.	Educational Attainment:			
		WAEC/Equivalent	8	3.2
		OND/NCE	59	23.5
		HND/First Degree	137	54.6
		Masters Degree	44	17.5
		Ph.D	3	1.2
		Total	**251**	**100.0**
4.	Length of Service (in years):			
		Below 5	20	8.0
		5 – 10	49	19.4
		11 – 15	151	60.2
		16 and above	31	12.4
		Total	**251**	**100.0**

The analysis of respondents background shows that 172 representing 68.7 percent of the sample are male and 18 to 57 years is about 83.6 years. Concerning educational attainment, more than 96 percent of the sample have qualifications ranging from OND/NCE and above including Ph.D. Organizational tenure shows that 92 percent of the respondents have been in operation for upward of 5 years and above. Thus showing that the respondents are in a position to effectively discuss all issues pertaining to rewards management in their organizations and their impact on their workers performance.

Table 4.2: Correlation Matrix

Correlation Matrix

Variables		Employee Performance	Extrinsic Rewards	Intrinsic Rewards
Employee Performance	Pearson Correlation	1	.821**	.639**
	Sig. (2-tailed)		.000	.000
	N	251	251	251
Extrinsic Rewards	Pearson Correlation	.821**	1	.405*
	Sig. (2-tailed)	.000		.002
	N	251	251	251
Intrinsic Rewards	Pearson Correlation	.639**	.405*	1
	Sig. (2-tailed)	.000	.002	
	N	251	251	251

** Correlation is significant at 0.05 level (2-tailed).
* Correlation is significant at 0.01 level (2-tailed).

Table 4.2 shows that correlation matrix between the dependent and independent variables. The analysis showed there was no presence of multicollinearity or orthogonal relations in the data.

Table 4.3:**Summary of the Result of Analysis of Variance (ANOVA) for the Model**

ANOVA[b]

Source of Variation	df	Sum of Squares	Mean Square	F-ratio	Sig.
Regression	4	92.820	23.205	16.399	.000[a]
Residual	45	63.678	1.415	-	
Total	49	156.498			

a. Predictor: (constant), Extrinsic rewards and Intrinsic rewards.
b. Dependent variable: Employee Performance

Table 4.3 shows that F-Statistic is 16.399 and it is significant because the probability level of $P \leq 0.05$ is greater than 0.000 significance level. Consequently, we can conclude that with the F-value of 16.399, the model is statistically significant, stable, valid and fit for predictions.

Table 4.4: Summary of Regression Results

Model	R	R.Square	Adjusted R-Square	Standard Error of the Estimate
I	0.681	0.639	0.564	0.51201

a. Predictor: (constant), Extrinsic rewards and Intrinsic rewards.

The summary of regression results shown in Table 4.4 indicates that regression coefficient represented by 'R' has a value of 0.681 and it means that 68.1 percent relationship exists between the dependent and independent variables. Similarly, the coefficient of determination represented by 'R^2' has a value of 0.639 and it means that 63.9 percent variations in the dependent variable can be explained by the independent variables.

Table 4.5: Summary of Regression Coefficients, t-values and the Significance Level

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
1(Constant)	-.063	.205	-	-814	.373
Extrinsic rewards	.617	.053	.711	10.204	.000
Intrinsic rewards	.524	.057	.603	3.725	.000

a. Dependent Variable: Employee Performance

4.2 Test of Hypotheses

The hypotheses formulated to guide the objectives of the study and strengthen the analysis were re-stated and tested in this section of the analysis as follows:

1. H_O: Extrinsic reward does not have positive and significant effect on employee performance in the organization.
   H_1: Extrinsic rewards have positive and significant effect on employee performance in the organization

2. H_O: Intrinsic reward does not have positive and significant effect on employee performance in the organization.

H1: Intrinsic rewards have positive and significant effect on employee performance in the organization.

Interpretation of Regression Coefficients

The coefficient of extrinsic rewards as presented in Table 4.5 is 0.711 and it means that when extrinsic rewards are increased by one unit, employee performance will increase by 7.1 percent if other variables in the model are held constant. The t-value and the probability level corresponding to it are respectively 10.204 and 0.000 thus indicating that the coefficient is significant because $P \leq 0.05$ is greater than 0.000. Consequently, the null hypothesis was rejected while the alternative which suggests that extrinsic rewards have positive and significant effect on employee performance in the organization was accepted.

Similarly, the coefficient of intrinsic rewards is 0.603 and it means that when intrinsic rewards are increased by one unit, performance will increase by 6 percent when other variables in the model are held constant. The t-value of 3.725 and the corresponding probability level of 0.000 shows that the coefficient is significant because 0.000 is less than $P \leq 0.05$. Therefore, we rejected the null hypothesis while accepting the alternative which suggests that intrinsic rewards have positive and significant effect on employee performance in the organization was accepted.

Table 4.6: Eigen Values, Condition Index and Variables Proportion

Model	Eigen Value	Condition Index			Variance Proportion
			Constant		
1	4.518	1.002	.00	.00	.00
2	.106	6.538	.07	.06	.35
3	.084	7.146	.06	.17	.07

a. Dependent Variable: Employee performance

Specifications: eigen values that are close to zero indicates dimension which explain little variance. For condition index when the values are more than 15 for any of the variables, it indicates a possibility of presence of multicolinearity. In the table above, the values of 2 and 3 in the model are close to zero which shows that there are little variance in the model. Concerning the values of condition index, they are in the range of 1.002 to 7.146 thus showing no presence of multicollinearity between dependent and independent variables (O'Brien and Robert, 2007).

4.3 Discussion of Research Findings

The result of the first test of hypothesis showed that extrinsic rewards have positive and significant effect on employee performance in the organization. The finding is in line with the results of Eshak et al (2016) when they found that extrinsic rewards have positive and significant relationship with employees' performance in the organization. Extrinsic rewards which include pay rise, promotion, granting of fringe benefits and allowances, bonuses, etc, are effective ways of motivating employees for optimal performance in the organization. They are also very important for attracting high talented employees and retaining them. Competitive salaries and job security as components of extrinsic reward are very good in attracting employees with necessary competencies which the organizations need to maintain their competitive advantage, particularly in this era of intense competition in business environment which is necessitated by globalization and information communication technology (ICT).

The result of the second test of hypothesis showed that intrinsic rewards have positive and significant effect on employees' performance in the organization. The finding is in line with the results of Ngwa et al (2019) when they found from their study of effect of reward system on employees' performance among selected manufacturing firms in Litoral Region of Cameroon, that there is a positive and significant relationship between rewards system and employee performance in the organization. Intrinsic rewards also known as non-monetary or non-financial rewards, appeals more to employees on higher wage levels, employees who have passed the biological or physiological needs level in 'Maslow's Hierarchy of Needs Theory'. The most important of non-financial rewards are praise and recognition in whatever form they are given. They have been identified as the most efficient intrinsic rewards that enhance employees' performance in the organization.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

Preliminary results from the study indicates that F-Statistic 16.399 and it shows that overall, regression model is statistically significant, stable, valid and fit for predictions. The regression coefficient 'R', has a value of 0.681 and it shows that 68.1 percent relationship exists between the dependent and independent variables. Similarly, the coefficient of determination 'R^2', with a value of 0.639, shows that 63.9 percent of variation in the dependent variable can be explained by the independent variables. The rest of the findings are summarized as shown below:

1. The study revealed that extrinsic rewards have positive and significant effect on employees' performance in the organization.
2. The study found that intrinsic rewards have positive and significant effect on employees' performance in the organization.

5.2 Conclusion

The study examined the effect of rewards management on employees' performance in selected private sector organizations in Anambra State, Nigeria. Findings from the study indicate that both extrinsic and intrinsic rewards have positive and significant effects on employees' performance in the organization. However, it was found further that extrinsic rewards in form of pay rise, bonuses, promotion, extra pay, etc, which are generally known as financial/monetary reward, appeals more to lower wage levels in the organization than the higher wage levels. On the other hand, the higher wage levels appreciates more of intrinsic rewards such as praise and recognition which appeals to their self esteem. Therefore, in administering rewards to the employees to achieve effective performance in the organization, the manager should be properly guided and know what motivates each category of workers most.

5.3 Recommendations

Based on the findings made from the study and the conclusion drawn, the following recommendations were made:

1. Extrinsic rewards have positive and significant effect on all employees in the organization but it is more effective with the lower wage levels therefore managers should administer more of monetary rewards to this category of workers for effective performance to be achieved in the organization.
2. Intrinsic rewards was found to have positive and significant effect on all levels of employees but it appeals more to higher level wage employees. Therefore managers should apply more of intrinsic rewards to the higher wage level employees to achieve enhanced performance from them.

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APPENDIX I

SUREVY INSTRUMENT

Section A
Personal Data
Instruction: (Please tick [√] as appropriate in the boxes provided).

1. Gender: Male [1]; Female [2]
2. Age of the respondent:
   (a) 18 – 27 years [ ]
   (b) 28 – 37 years [ ]
   (c) 38 – 47 years [ ]
   (d) 48 – 57 years [ ]
   (e) 58 and above [ ]
3. Educational attainment:
   (a) WAEC/Equivalent [ ]
   (b) OND/NCE [ ]
   (c) HND/First degree [ ]
   (d) Masters degree [ ]
   (e) Ph.D [ ]
4. Length of Service (in years)
   (a) Below 5 [ ]
   (b) 5 – 10 [ ]
   (c) 11 – 15 [ ]
   (d) 16 and above [ ]

SECTION B: Extrinsic Rewards and Employees' Performance

S/N	Items of the Questionnaire	Alternative Responses					Total
		SA	A	D	SD	UND	
1.	Whenever the management increases salary or wage, we are always happy and increases our productivity						
2.	It is expected that management should pay bonus salary at a given interval quarterly, half						

	yearly or yearly to encourage the employees for better performance						
3.	When management gives promotion as at when due or as an appreciation for excellent performance, employees are motivated to do more.						
4.	Fringe benefits are strong motivators that enhances employees' performance if well administered						
5.	Employees are always expectant of timely payment of allowances and effected, it enhances performance of the employees greatly.						
	Total						

Note: (SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided).

SECTION C: Intrinsic Rewards and Employees' Performance

S/N	Items of the Questionnaire	Alternative Responses					Total
		SA	A	D	SD	UND	
1.	When employees are recognized for job well done, they are motivated to do even better in their future engagements/assignments						
2.	Recognition is a form of empowerment for workers and it increases the motivational level of the employees for greater performance.						
3.	Intrinsic factors are stronger than the extrinsic factors as they motivate the higher wage level employees more than the lower level employees for superior performance.						
4.	Recognizing employees publicly makes them satisfy their esteem needs and it makes them perform satisfactorily.						
5.	Social recognition could be in form of praise and it has an intrinsic value which the employees cherishes most in the organization.						
	Total						

Note: (SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided).

SECTION D: The Development Variable: Employee Performance

S/N	Items of the Questionnaire	Alternative Responses					Total
		VGE	GE	ME	LE	VLE	
1.	To what extent do you think extrinsic rewards can enhance your performance?						
2.	To what extent do you think intrinsic rewards can positively influence employees performance?						
3.	To what extent do you believe lower level wage employees can choose monetary rewards						

	rather than non-financial rewards?						
4.	To what extent do you think higher level wage employees will prefer intrinsic rewards to extrinsic rewards?						
	Total						

Note: (VGE = Very great extent; GE = Great extent; ME = Moderate extent; LE = Little extent and VLE = Very little extent).

APPENDIX II
Reliability Test for the Instrument

The method adopted for determining the reliability of the instrument used in collecting the data is test re-test. Spearman rank order correlation coefficient was used to analyze the responses of the group used in the pilot study. The main aim of reliability test was to measure consistency in opinion and adequacy of the instrument for collecting the data because no survey is better than its questionnaire. The formula for estimating the reliability is given as:

$$r = 1 - \frac{6\sum d^2}{n(n^2 - 1)}$$

Where:

r = Correlation Coefficient to be estimated
n = Number of response options
d = Difference in rank
1and 6 = Constant

The value of the coefficient ranges from -1 to +1

Estimation of Reliability Coefficient for Research Question I

Response Option	Result of 1st responses (x)	Result of 2nd responses (y)	Rx	Ry	Rx – Ry (d)	d^2
Strongly agree	20	20	2	2	0	0
Agree	22	22	1	1	0	0
Disagree	5	5	3	3	0	0
Strongly disagree	2	1	4	5	1	1
Undecided	1	2	5	4	1	1
Total	50	50				2

$$r = 1 - \frac{6(2)^2}{5(5^2 - 1)}$$

$$r = 1 - \frac{12}{120} = 0.90$$

Estimation of Reliability Coefficient for Research Question II

Response Option	Result of 1st responses (x)	Result of 2nd responses (y)	Rx	Ry	Rx – Ry (d)	d^2
Strongly agree	7	5	1	2	-1	1
Agree	5	6	2	1	1	1
Disagree	4	3	3	4	1	2.25
Strongly disagree	2	4	4.5	3	1.5	2.25
Undecided	2	2	4.5	5	0.5	0.25
Total	20	20				5.5

$$\mathrm{r} = 1 - \frac{6(5.5)^2}{5(5^2 - 1)} = 0.73$$