**Effect of Organizational Reward System on Employee Service Delivery in Public Institutions in South East Nigeria**

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| *Abstract**The study examined effect of organizational reward system on employee service delivery in Public Institutions in South East, Nigeria. The research design utilized a descriptive research approach. Data collected for the study were presented with descriptive statistic using tables, mean, standard deviations while the one-sample t-test was used to test the hypotheses. The study revealed that Organizational reward system had a significant effect on employee productivity in public institutions in South East, Nigeria, that organizational reward system did have a significant effect on employee innovation and creativity in public institutions in South East, Nigeria and that organizational reward system had a significant effect on employee team work and collaboration in public institutions in South East, Nigeria. The study therefore recommends that organizational reward systems exert a significant and positive influence on employee performance in Public Institutions in South East, Nigeria.*  | ***Journal of Policy and Development Studies (JPDS****)* *Vol. 16 Issue 2 (2024)**ISSN(p) 1597-9385**ISSN (e) 2814-1091**Home page**htttps://www.ajol.info/index.php/jpds* ***ARTICLE INFO:******Keyword****:**Organizational reward system, service delivery, Public Institutions.****Article History******Received:*** *26th July 2024****Accepted:****29th September 2024**DOI:*[**https://dx.doi.org/10.4314/jpds.v16i2.3**](https://dx.doi.org/10.4314/jpds.v16i2.3) |

**1.Introduction**

**Bottom of Form**

Organizations thrive on the collective efforts of their employees, making it imperative to cultivate an environment that fosters high performance. One crucial aspect of organisational environment is their reward system employed (Uzochukwu, 2023). Effective reward systems serve as powerful motivators, driving employees to exert greater effort and achieve desired outcomes (Cameron and Pierce, 2002). By aligning rewards with desired behaviors and performance outcomes, organizations can effectively steer employee efforts towards overarching goals (Lawler, 2003). Rewards, whether intrinsic or extrinsic, play a pivotal role in shaping employee motivation (Deci et al., 1999). Some of the reward system that enhanced employees’ performance includes: recognition, monetary incentives, career advancement opportunities, and feedback, these are all elements of reward systems that can significantly impact employee engagement and commitment (Luthans, 2011). Armstrong, (2014) opines that well-designed reward system can enhance employee performance and productivity levels. The reward system implemented by organisation will encourage employees to have good behavior and attitude toward their jobs because the bonuses meet the desires and support them to reach organisational goal (Onuegbu and Ngige, 2018).

Therefore, public institutions that tends to improve upon better employee performance in terms employee productivity, innovation and creativity, team work and collaboration, quality service delivery and job efficiency need to prioritize good reward management system. The current state of reward systems in public organizations in Nigeria often reflects a mix of traditional, seniority-based approaches and limited implementation of performance-based incentives. The consequences of a low reward system in public organizations in Nigeria are multifaceted and can significantly impact organizational effectiveness, employee morale, and overall socio-economic development. Firstly, inadequate reward systems contribute to decreased employee motivation and engagement (Ajayi et al., 2017). Without proper recognition and incentives for high performance, employees may become demotivated, leading to decreased productivity and efficiency levels within public institutions. Moreover, a lack of merit-based rewards can foster a culture of complacency and mediocrity, where employees are not adequately incentivized to strive for excellence (Okoli and Ogbodo, 2019). This, in turn, hampers innovation, stifles creativity, and inhibits organizational growth and development. Furthermore, low reward systems may exacerbate issues of corruption and unethical behavior within public organizations. In the absence of transparent and fair reward mechanisms, employees may resort to unethical practices such as bribery or nepotism to secure promotions or other benefits (Akpomi, 2018). Overall, the consequences of a low reward system in public organizations in Nigeria extend beyond the internal workings of the institutions to impact the broader society through diminished service delivery, erosion of public trust, and hindered socio-economic progress. Equally, inadequate organizational reward systems in public institutions in South East Nigeria are profound.

#### **Statement of the Problem**

Many public institutions in South East Nigeria grapple with inadequate reward systems characterized by a lack of transparency, fairness, and merit-based criteria. These negative characteristics creates pervasive atmosphere in the areas of productivity, employee innovation and creativity. Teamwork and collaboration, quality of service and efficiency. The present low performance and lack of dedication of workers have been a major concern in many parastatals, agencies, and ministries. The inability to design and put in place an efficient reward system has become a huge challenge for public organizations in Nigeria.

The implications of these inadequacies of public organizational reward systems are far-reaching. For instance, employee performance jeopardizes the quality and efficiency of public service delivery, impacting citizens' welfare and hindering socio-economic development in the region. Furthermore, the erosion of trust in public institutions arising from their poor performance exacerbates societal discontent and undermines governance legitimacy. Addressing these issues is imperative to unlock the full potential of public institutions in South East Nigeria and ensure they fulfill their mandate of serving the public interest effectively.

This misalignment between organizational reward systems and employee performance in public institutions in South East Nigeria poses significant challenges. These includes, low morale stemming from inadequate rewards diminishes employee productivity, and hinders organizational effectiveness. Lack of incentives stifles innovation and creativity, impeding the development of effective solutions to complex challenges. Again, teamwork and collaboration suffer as employees may feel undervalued, leading to disjointed efforts and suboptimal outcomes. Moreover, poor rewards can result in a decline in the quality of service delivery, eroding public trust and satisfaction. Finally, job efficiency is compromised as increasing number of employees motivation to perform their tasks efficiently. Addressing these issues requires comprehensive reforms to ensure fair, transparent, and performance-based reward systems that motivate employees and foster a culture of excellence within these critical public institutions. This therefore justifies the need for the study on effect of organizational reward system on employee performance in Public Institutions in South East, Nigeria.

**Objectives of the Study**

1. Examine the effect of organizational reward system on employee productivity in public institutions in South East, Nigeria.
2. Ascertain the effect of organizational reward system on employee innovation and creativity in public institutions in South East, Nigeria
3. Identify the effect of organizational reward system on employee team work and collaboration in public institutions in South East, Nigeria;

**Hypotheses**

The following null hypotheses will be formulated to guide the study.

1. Organizational reward system has no significant effect on employee productivity in public institutions in South East, Nigeria.
2. Organizational reward system does not have a significant effect on employee innovation and creativity in public institutions in South East, Nigeria.
3. Organizational reward system has no significant effect on employee team work and collaboration in public institutions in South East, Nigeria.
4. **Review of Related Literature**

**Conceptual Review**

**Organisational Reward System**

Reward is the bonus an individual gets for his or her contribution with an organization (Tsadik, 2017). Kaplan (2017), it also noted that portfolio of incentives should be built in a manner that aligns people’s approach with company strategy. It is anything that attracts an employee to work in the organization. It is the benefit that an employee receives from an organisation by delivering obligation. Reward is the remuneration earned by an employee from an agency for the service given or as a reward for work performed (Kikoito, 2014). Reward is the bonus an individual gets for his or her contribution with an organization (Tsadik, 2017). Kaplan (2017), it also noted that portfolio of incentives should be built in a manner that aligns people’s approach with company strategy. It is anything that attracts an employee to work in the organization. It is the benefit that an employee receives from an organisation by delivering obligation. Reward is the remuneration earned by an employee from an agency for the service given or as a reward for work performed (Kikoito, 2014).

Furthermore, it applies to the collection of brain structure that regulates and control behavior by inducing pleasure (Ajila & Abiola, 2004). Tsadik (2017) noted that reward is one of the important elements to inspire workers to contribute to the development of new strategies contributing to increased company efficiency or financial and non-financial results of the enterprise. This opinion contrast Apeyusi (2014), who posited that reward is world greatest management principal. Reward seeks to attract employees to join the workforce to keep their coming to work and encourage them to perform better. It includes all organisation components which are rules, process, people and decision making strategies that involve in the allocation of incentives to the employees in return for their services to the organisation (Tsadik, 2017).

Organizational reward systems are structured mechanisms implemented by businesses to recognize, incentivize, and reinforce desired behaviors and performance among employees. These systems encompass various tangible and intangible rewards, such as monetary bonuses, promotions, recognition, and opportunities for career advancement. They serve as powerful tools for shaping employee behavior, fostering motivation, and aligning individual goals with organizational objectives (Udo-Anyanwu, & Amadi, 2018). At the core of organizational reward systems lies the concept of reinforcement theory, which posits that behaviors followed by rewards are more likely to be repeated, while those followed by punishments are less likely to occur. By strategically designing reward systems, businesses can encourage employees to exhibit behaviors that contribute to the achievement of organizational goals, such as increased productivity, innovation, collaboration, and customer satisfaction. Moreover, organizational reward systems play a vital role in shaping the organizational culture and employee engagement levels. When employees perceive that their efforts and contributions are valued and appropriately rewarded, they are more likely to feel motivated, satisfied, and committed to their work and the organization as a whole. In conclusion, organizational reward systems are fundamental components of human resource management that influence employee behavior, performance, and organizational effectiveness. By understanding the principles of reinforcement theory and designing reward systems that align with organizational objectives, businesses can create a positive work environment conducive to success (Ahmed & Sadia, 2017).

**Wages and Salary**

Wages are what is paid to employees who are not permanently employed and typically pertains to hourly rates of pay (the more hours worked, the greater the pay), while salary is what is paid to people that are permanently employed and this is at a fixed weekly, monthly, or annual rate of pay. Wages and salaries represent forms of compensation paid by employers to employees for their services rendered. Wages typically refer to payments made to hourly or labor-based workers, reflecting remuneration for the hours worked or the specific tasks completed. On the other hand, salaries are fixed, regular payments made to employees on a recurring basis, usually monthly, and are more commonly associated with positions that require a salaried work arrangement. According to Milkovich and Newman (2019), wages and salaries are integral components of an employee's total compensation, forming the monetary foundation of the employer-employee relationship. They represent a key element in attracting and retaining talent, and their structure can influence employee motivation and job satisfaction. The differentiation between wages and salaries is essential in understanding compensation structures within organizations. Wages are often associated with jobs that involve hourly work or tasks with a direct correlation to time spent, while salaries are prevalent in professional or managerial roles where compensation is more fixed and tied to broader responsibilities. Wages and salaries are fundamental components of compensation, each with its distinct characteristics, serving as crucial elements in the overall compensation strategy of organizations.

**Employee Performance**

Employee performance is a multifaceted concept encompassing various dimensions of job-related behaviors, outcomes, and achievements within an organizational context. One comprehensive definition is provided by Campbell (1990), who describes employee performance as "the behavior of an individual within a job role, evaluated in terms of the outcomes that are valuable to the organization." This definition highlights the importance of both behaviors and outcomes in assessing performance. Moreover, performance can be categorized into two main dimensions: task performance and contextual performance. Employee performance refers to how an organization’s workforce behave in the workplace and how well they perform the job duties obligated to them (Donohoe, 2019). It may also refer to work effectiveness, quality, and efficiency at the task level. A positive employee performance inevitably justifies the existence of any organization while it is the opposite of an organization with poor employee performance. Therefore, the whole concern of organization should be the performances of its employees have put in place relevant factors and conditions that will enable them to perform.

**Employee Innovation and Creativity**

Employee innovation and creativity encompass the generation of novel ideas, solutions, or approaches by individuals within an organization, leading to tangible outcomes such as new products, processes, or services. It involves fostering an environment that encourages experimentation, risk-taking, and the exploration of diverse perspectives (Amabile, 1996). Research suggests that employee creativity is a key driver of innovation and organizational success, as it enables organizations to adapt to changing market dynamics and gain a competitive edge (Shalley et al., 2004).

Effective employee innovation and creativity require supportive leadership, conducive organizational culture, and mechanisms for idea generation and implementation (West & Farr, 1990). This involves providing employees with autonomy, resources, and recognition to pursue creative endeavors, as well as promoting collaboration and knowledge sharing (Amabile et al., 2005). Furthermore, organizations must prioritize employee development and training in creative thinking and problem-solving skills to unlock their full innovative potential (Shalley & Gilson, 2004). By harnessing the creative capabilities of employees, organizations can foster a culture of innovation that drives continuous improvement and sustainable growth.

**Employee Team Work and Collaboration**

Employee teamwork and collaboration refer to the concerted effort of individuals within an organization to work together towards common goals, leveraging their complementary skills, knowledge, and experiences. It embodies the principle that collective intelligence and synergy yield superior results compared to individual efforts alone (Hackman, 2011). Effective teamwork involves open communication, mutual trust, and a shared commitment to achieving shared objectives. To foster employee teamwork and collaboration, organizations must invest in creating an inclusive culture that values cooperation, encourages diverse perspectives, and provides opportunities for joint decision-making and problem-solving (Groysberg et al., 2018). This involves establishing clear goals, roles, and responsibilities, as well as implementing supportive structures and processes for communication and coordination (Hackman, 2011).

By promoting employee teamwork and collaboration, organizations can enhance their agility, resilience, and adaptability in an increasingly complex and dynamic business environment, ultimately driving sustainable success and competitive advantage.

*Independent Variable*

**Organisational Reward**

*Dependent Variable*

**Organisational Performance**

Employee Productivity

Employee Innovation and Creativity

Employee Team work and collaboration

**Figure 2.1: Conceptual Framework**

**SOURCE: Author’s model**

**Theoretical Framework**

**Reinforcement Theory**

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. Reinforcement theory provides a valuable framework for understanding the relationship between organizational reward systems and employee performance in public institutions, particularly in the context of South East Nigeria. This theory posits that behavior is influenced by its consequences, with positive consequences reinforcing desired behaviors and negative consequences discouraging them. Applying this theory to organizational settings helps elucidate how reward systems can shape employee behavior and performance.

In public institutions in South East Nigeria, the effectiveness of organizational reward systems can be analyzed through the lens of reinforcement theory. For instance, the provision of monetary incentives, promotions, recognition, and opportunities for skill development can serve as positive reinforcements, encouraging employees to exhibit high levels of performance, innovation, and commitment to organizational goals. Conversely, the absence of adequate rewards or the presence of punitive measures for underperformance may act as negative reinforcements, leading to decreased motivation and productivity among employees. By studying how different types of rewards and punishments are administered within these institutions, researchers can evaluate their impact on employee behavior and performance. Moreover, reinforcement theory emphasizes the importance of consistency and fairness in the administration of rewards. Discrepancies in reward allocation or perceived inequities can undermine the motivational effects of the reward system, leading to dissatisfaction and demotivation among employees.

**Empirical Review**

Nwamuo (2019) examined effect of reward on organizational performance in Nigeria breweries company South- East. The study adopted survey research design. Test-retest and Cronbach's Alpha was used to compute the reliability of the instrument. Data for the study were subjected to simple percentages, descriptive statistics. The study also employed Multiple Regression Analysis (MRA) at 0.05 level of significance in testing hypotheses. Findings showed that; Salary increase has a significant positive effect on organizational performance. Cash bonus has a significant positive effect on organizational performance. Promotion has a significant positive effect on organizational performance. The study concludes that reward has a significant positive effect on organizational performance in the sampled Nigeria breweries in South-East.

Seidu Jiang and Korankye, (2020) sought to explore the impact of compensation taking into consideration elements such as salary, rewards, incentives, and indirect compensations impact on employee's performance in AngloGold Ashanti Obuasi, Ghana. The study used the SPSS version 26 to process the data after all errors were corrected and data coded. Descriptive analysis and multiple regression analysis were employed to analyze and give meanings to the output. The results indicate that salary, rewards, incentives, and indirect compensations have a positive and significant impact on employee performance.

Aliku et al. (2020) aimed at investigating the effect of compensation employees on employee performance in the manufacturing industry and focusing on Lagos State, Nigeria. The data were presented using descriptive statistics such as means, standard deviation, frequencies, and percentages. For advanced analysis, the study used the Pearson correlation method which evaluated the linear relationship between the variables in the study. Generally, the study found that all the independent variables (Salary and Benefits Programmes) have a significant relationship with Employees Performance in the Manufacturing Industry.

Okwudili and Edeh (2020) examined the effect of compensation on employee performance in Rivers State Board of Internal Revenue. It adopted a cross-sectional research survey. Target population comprises employees of Rivers State Board of Internal Revenue Service. Accessible population for this study is 45. Sample size is 40 using Krejcie and Morgan (1970) sample size determination table. Only 32 questionnaires were completed and returned. Convenience sampling technique was adopted. Spearman Rank Order Correlation Coefficient was used with the aid of Statistical Package for Social Sciences (SPSS) version 20.0. The finding of this study revealed that direct compensation is positively associated with employee performance. Secondly, indirect compensation was found to significantly associate with employee performance. The study concludes that civil service should see compensation as a tool that will enhance employee performance.

Agbaeze and Ebirim (2020) carried out to investigate reward system and organizational performance in the manufacturing industry in South-South Nigeria. It has an empirical study of five selected manufacturing firms in South-South, Nigeria. A survey research design was adopted and primary data was used to collect data by administering a set of questionnaires to 257 management staff of selected manufacturing companies from Rivers, Delta and Bayelsa States respectively. The findings of the study revealed that reward system had a significant effect on organizational performance. The hypotheses formulated were tested using the simple linear regression, Pearson product moment correlation co-efficient and the chi-square method. It was concluded that reward system should be a match with the organizational performance so that employees would perform their roles with high spirit in the manufacturing industry. It was recommended that organizations like the manufacturing companies should implement appropriate reward system that would improve the performance of their employees. Inclusive measures to be taken are market rate analysis, financial and non-financial rewards which would boost the morale of workers to perform well.

Egbe (2022) investigated the relationship between employee productivity and the organizational reward system in Faith Plant Ltd Cross River State, Nigeria. A total of 120 questionnaire instrument were utilized to collect data for the study, which adopted Adams Equity theory and descriptive research methodology. With the help of SPSS software version 23, All data were examined. The study’s findings showed a strong correlation between employee productivity and reward systems as well as considerable effect these systems have on productivity. Using the results as a basis, the study came to the conclusion that reward system are essential and crucial tools in motivating workers, which results in high production. According to the study, management should create programs that use both extrinsic and intrinsic rewards systems to improve employee welfare. It also suggested that extrinsic and intrinsic reward system should be independently researched to see which best motivate workers in private sector.

Uzochukwu et al (2023) investigated the effect of reward system on employee productivity in Nigeria hospitality industry. Research design was descriptive survey research. Study Area was Enugu State. Sample size of 378 respondents was drawn from 503 population of the study using Taro Yamane sample technique. The research question was answered with simple percentage, mean and deviation while methods of data presentation are table and simple percentage. The hypotheses were tested with regression analysis comprising student-t statistics. The following are the major findings of the study**: t**he study revealed that sizeable wage and salary reward system has significant effect on employee quality of service delivery in hospitality industry (t-statistics (8.312) > P-value (0.000); the study reveals that retirement benefits reward system has significant effect on employee commitment in hospitality industry (t-statistics (9.491) > P-value (0.000). The study concludes that there was positive and significant effect of reward system on employee productivity in hospitality industry especially in Nike Lake Resort Hotel Enugu Nigeria.

Oboreh, and Arukaroha, (2021). examined the effect of reward on organizational performance in universities in Edo State. Survey research design was employed in the study. Six universities comprising of two private universities, two state-owned universities and two federal universities were sampled for the study. The population consists of 3974 academic staff of the selected universities. A sample size of 365 was determined using Taro Yamene formula. Questionnaire was employed as the major instrument of data collection. The data generated were analyzed using frequency tables, percentages and multiple regression analysis. The study found that salary increase, cash bonus, promotion, recognition and career development have significant effect on organizational performance. The study concludes that reward has a significant positive effect on organizational performance in the sampled universities in Edo State. Based on the conclusion.

Yakubu, et al (2023) examined the effect of compensation (measured by financial and non-financial compensation) on employees’ job performance at Deposit Money Banks (DMBs) in Kano State, Nigeria. The study adopted a survey research design. The study utilized an adapted questionnaire as the instrument for data collection. The data collected for the study were analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM) in determining the measurement, structural models and hypotheses testing through SmartPLS 3.0 software. The study found that financial compensation has a positive and significant effect on employee job performance, while non-financial compensation has a positive but insignificant effect on employee job performance of DMBs in Kano State, Nigeria. The study concludes that compensation influences employees’ job performance at Deposit Money Banks (DMBs) in Kano State, Nigeria.

**Gap in Empirical Review**

The empirical review on the effect of organizational reward systems on employee performance in Public Institutions in South East, Nigeria, aims to address the gap in existing literature by examining the relationship between variable reward systems and key performance indicators such as productivity, innovation, teamwork, collaboration, service delivery quality, and job efficiency within this specific region. Previous studies in other contexts have highlighted the significance of reward systems in influencing employee behavior and performance. However, no prior research has specifically focused on South East, Nigeria, in this regard. Additionally, existing studies have often overlooked the comprehensive analysis of the relationship between reward systems and multiple performance indicators. Therefore, this study seeks to fill this gap by providing empirical evidence on how organizational reward systems impact various aspects of employee performance in the public sector of South East, Nigeria, contributing to a deeper understanding of this phenomenon within this unique context.

1. **Methodology**

**Research Design**

The study utilized a descriptive research survey research.

**Population of the Study**

The population of the study was **12886**

**Sample Size Determination**

The researcher chose a sample size using Freud and Williams (1986), statistical sampling formula to obtain a sample size from a finite population of the representatives of the respondents for the study. The formula is given thus:

n = Z2 Npq

 Ne2 + Z2 pq

Where;

n = Sample size

N = Population of the study

P = Probability of Success /Proportion

q = Probability of Failure /Proportion

Z = Standard error of the mean given under 95% reliability

e = Limit of tolerable sampling error

n = ?

Therefore, substituting this population figure into the above formulae using 3% (0.03) sampling error, the researcher obtained:

n = (1.881)2 (12886) (0.6)(0.4)

 12886(0.04)2 + (1.881)2 (0.6) (0.4)

n = 3.538161 (12886) (0.24)

 - 12886 (0.0016)+ (3.538161)(0.24)

= 10942.2523504

 20.6176+0.84915936

= 10942.2523504

 21.46675936

= 530.725

= ≅ 531

**3.6 Sampling Technique**

For the study on the impact of organizational reward systems on employee performance in Public Institutions in South East Nigeria, a stratified random sampling technique were employed to ensure representation from the three sector commands of the Nigerian Police Force, Immigration, Civil Defence, and Federal Road Safety Corps. Firstly, the total population of employees across the sector commands were identified. This involved obtaining accurate employee counts from each institution.

**Method of Data Collection**

For data collection on the impact of organizational reward systems on employee performance in Public Institutions in South East Nigeria, a structured questionnaire was developed. The questionnaire included both closed-ended and open-ended questions to gather quantitative and qualitative data. The questionnaire followed 5-point likert scale.

**Methods of Data Analyses**

Data collected for the study were presented with descriptive statistic using tables, frequencies and percentages, mean, standard deviations and charts, Inferential statistical technique such as independent sample t-test. The one-sample t-test is one of the t-variations, test's and it was used to detect whether the sample significantly differs from the population.

1. **Data Presentation and Analysis**

Data Analysis was carried out in line with research questions and research objectives

**Research Question One:** What is the effect of organizational reward system on employee productivity in public institutions in South East, Nigeria?

**Table 1: Effect of organizational reward system on employee productivity in public institutions in South East, Nigeria**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | N | Minimum | Maximum | Mean | Std. Deviation | **Decision**  |
| 1 | A well-structured reward system increases employee motivation by recognizing and rewarding efforts, leading to enhanced productivity and job satisfaction.  | 517 | 1.00 | 5.00 | 3.9114 | 1.38211 | Accepted  |
| 2 | Effective rewards reduce employee turnover by fostering a sense of loyalty and commitment, ensuring experienced staff remain in the institution  | 517 | 1.00 | 5.00 | 3.9625 | 1.42813 | Accepted  |
| 3 | Linking rewards to performance encourages employees to achieve set targets and improve their work quality, directly impacting overall productivity  | 517 | 1.00 | 5.00 | 4.0426 | 1.40692 | Accepted  |
| 4 | Recognition through rewards boosts employee morale, creating a positive work environment where employees feel valued and appreciated  | 517 | 1.00 | 5.00 | 3.8790 | 1.25734 | Accepted  |
| 5 | Reward systems that promote creativity and innovation lead to new ideas and improvements in processes, contributing to institutional growth and productivity  | 517 | 1.00 | 5.00 | 3.6099 | 1.48925 | Accepted  |
|  | Valid N (listwise) | 517 |  |  |  |  |  |

**Source: Field Survey 2024; SPSS 23.0 Output**

The responses as presented in table 1 reveals that the listed items on the effect of organizational reward system on employee productivity in public institutions in South East, Nigeria were surveyed established on mean level of 3.0 and above. The minimum, maximum, Mean and Standard Deviation for the items are indicated. Item number one, has the minimum is 1, the maximum is 5, the mean is 3.9114 and the standard deviation is 1.38211. As displayed by the data, the mean of 3.9114, it is evident that the respondents agreed that A well-structured reward system increases employee motivation by recognizing and rewarding efforts, leading to enhanced productivity and job satisfaction. From the standard deviation, it is evident that the individual statements standard deviations are close indicating low variations among the respondents’ responses. This indicates that the respondents affirmed that a well-structured reward system increases employee motivation by recognizing and rewarding efforts, leading to enhanced productivity and job satisfaction.

In item number two, the minimum is 1, the maximum is 5, the mean is 3.9625 and the standard deviation is 1.42813. As shown by the data, the high mean score of 3.9625, it is evident that the respondents agreed with the preposition that Effective rewards reduce employee turnover by fostering a sense of loyalty and commitment, ensuring experienced staff remain in the institution. From the standard deviation, it is evident that the individual statements standard deviations are close indicating the respondents are firm their assertion.

In item number three, the minimum is 1, the maximum is 5, the mean is 4.0426 and the standard deviation is 1.40692. As shown by the data, the high mean score of 4.0426 it is evident that the respondents agreed that Linking rewards to performance encourages employees to achieve set targets and improve their work quality, directly impacting overall productivity. This indicates that the respondents accepted that Linking rewards to performance encourages employees to achieve set targets and improve their work quality, directly impacting overall productivity. For item number four, the minimum is 1, the maximum is 5, the mean is 3.8790 and the standard deviation is 1.25734. As shown by the data, the high mean score of 3.8790, it is evident that the respondents agreed that recognition through rewards boosts employee morale, creating a positive work environment where employees feel valued and appreciated. From the standard deviation, it is evident that the individual statements standard deviations are close indicating low variations among the respondents’ responses. This indicates that the respondents accepted that reward systems that promote creativity and innovation lead to new ideas and improvements in processes, contributing to institutional growth and productivity.

For item number five, the minimum is 1, the maximum is 5, the mean is 3.6099 and the standard deviation is 1.49663. As shown by the data, the high mean score of 3.6099, prove that the respondents strongly agreed and more positive that reward systems that promote creativity and innovation lead to new ideas and improvements in processes, contributing to institutional growth and productivity. From the standard deviation, it is evident that the individual statements standard deviations are close indicating low variations among the respondents’ responses.

**Research Question Two:** How does organizational reward system affect employee innovation and creativity in public institutions in South East, Nigeria**?**

**Table 2:** How the organizational reward system affects employee innovation and creativity in public institutions in South East, Nigeria

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | N | Minimum | Maximum | Mean | Std. Deviation | **Decision**  |
| 1 | Rewards for innovative ideas encourage employees to take risks and think outside the box, leading to creative solutions and improvements.  | 517 | 1.000 | 5.00 | 3.9796 | 1.35742 | Accepted  |
| 2 | Recognizing and rewarding creative efforts boosts employee confidence and motivates them to continue generating innovative ideas  | 517 | 1.00 | 5.00 | 4.0750 | 1.34031 | Accepted  |
| 3 | A reward system creates healthy competition among employees, driving them to come up with unique and creative solutions to stand out.  | 517 | 1.00 | 5.00 | 3.7445 | 1.37857 | Accepted  |
| 4 | Engaging employees through rewards for innovation increases their involvement in projects, leading to more creative input and innovative outcomes  | 517 | 1.00 | 5.00 | 3.8279 | 1.47541 | Accepted  |
| 5 | Regular rewards for innovation promote a culture of continuous improvement, where employees are constantly seeking new and better ways to perform tasks.  | 517 | 1.00 | 5.00 | 3.9199 | 1.45069 | Accepted  |
|  | Valid N (listwise) | 517 |  |  |  |  |  |

**Source: Field Survey 2024; SPSS 23.0 Output**

The responses as presented in table 4.3 reveals the how the organizational reward system affect employee innovation and creativity in public institutions in South East, Nigeria. The minimum, maximum, Mean and Standard Deviation for the items are indicated. The number one items gave the minimum is 1, the maximum is 5, the mean is 3.9796 and the standard deviation is 1.35742. As shown by the data, the mean of 3.9796, it is evident that the respondents agreed that Rewards for innovative ideas encourage employees to take risks and think outside the box, leading to creative solutions and improvements. From the standard deviation, it is evident that the individual statements standard deviations are close indicating low variations among the respondents’ responses. This indicates that the respondents were convinced that Rewards for innovative ideas encourage employees to take risks and think outside the box, leading to creative solutions and improvements.

For item number two, the minimum is 1, the maximum is 5, the mean is 4.0750 and the standard deviation is 1.34031. As shown by the data, the high mean score of 4.0750, it is evident that the respondents agreed with the preposition that Recognizing and rewarding creative efforts boosts employee confidence and motivates them to continue generating innovative ideas. From the standard deviation, it is evident that the individual statements standard deviations are close indicating the respondents are firm their assertion. For item number three, the minimum is 1, the maximum is 5, the mean is 3.7445 and the standard deviation is 1.37857. As shown by the data, the high mean score of 3.9478 it is evident that the respondents agreed that A reward system creates healthy competition among employees, driving them to come up with unique and creative solutions to stand out. This indicates that the respondents were firm that reward system creates healthy competition among employees, driving them to come up with unique and creative solutions to stand out.

For item number four, the minimum is 1, the maximum is 5, the mean is 3.8279 and the standard deviation is 1.47541. As shown by the data, the high mean score of 3.7475, it is evident that the respondents agreed that Engaging employees through rewards for innovation increases their involvement in projects, leading to more creative input and innovative outcomes. From the standard deviation, it is evident that the individual statements standard deviations are close indicating low variations among the respondents’ responses. For item number five, the minimum is 1, the maximum is 5, the mean is 3.9199 and the standard deviation is 1.45069. As shown by the data, the high mean score of 3.9199, prove that the respondents strongly agreed and more positive that Regular rewards for innovation promote a culture of continuous improvement, where employees are constantly seeking new and better ways to perform tasks. From the standard deviation, it is evident that the individual statements standard deviations are close indicating low variations among the respondents’ responses.

**Research Question Three:** What effect does organizational reward system have on employee team work and collaboration in public institutions in South East, Nigeria**?**

**Table 3: Effect of o**rganizational reward system on employee team work and collaboration in public institutions in South East, Nigeria

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | N | Minimum | Maximum | Mean | Std. Deviation | **Decision**  |
| 1 | Reward systems that recognize team achievements encourage employees to work collaboratively towards common objectives, enhancing overall productivity and cohesion.  | 517 | 1.00 | 5.00 | 3.7768 | 1.29304 | Accepted  |
| 2 | Collaborative rewards foster strong interpersonal relationships among team members, creating a supportive work environment conducive to effective teamwork. | 517 | 1.00 | 5.00 | 3.6099 | 1.48925 | Accepted  |
| 3 | By rewarding collaborative efforts, employees are motivated to share knowledge and skills, leading to collective problem-solving and innovation. | 517 | 1.00 | 5.00 | 3.9796 | 1.35742 | Accepted  |
| 4 | Team-based rewards necessitate open communication, ensuring all members are aligned and contributing to the group’s success, thus improving project outcomes. | 517 | 1.00 | 5.00 | 4.0750 | 1.34031 | Accepted  |
| 5 | Recognizing team achievements boosts collective morale, making employees feel valued and appreciated, which in turn fosters a positive and cooperative work culture | 517 | 1.00 | 5.00 | 3.7768 | 1.39585 | Accepted  |
|  | Valid N (listwise) | 517 |  |  |  |  |  |

**Source: Field Survey 2024; SPSS 23.0 Output**

The responses as presented in table 3 reveals the **effect of o**rganizational reward system on employee team work and collaboration in public institutions in South East, Nigeria. The minimum, maximum, Mean and Standard Deviation for the items are indicated.

In reference to item number one, the minimum is 1, the maximum is 5, the mean is 3.7768 and the standard deviation is 1.29304. As publicized by the data, the mean of 3.7768, it is evident that the respondents agreed that the Reward systems that recognize team achievements encourage employees to work collaboratively towards common objectives, enhancing overall productivity and cohesion. From the standard deviation, it is evident that the individual statements standard deviations are close indicating low variations among the respondents’ responses. For item number two, the minimum is 1, the maximum is 5, the mean is 3.6099 and the standard deviation is 1.48925. As shown by the data, the high mean score of 3.6099, it is evident that the respondents agreed with the preposition that Collaborative rewards foster strong interpersonal relationships among team members, creating a supportive work environment conducive to effective teamwork. From the standard deviation, it is evident that the individual statements standard deviations are close indicating the respondents are firm their assertion.

For item number three, the minimum is 1, the maximum is 5, the mean is 3.9796 and the standard deviation is 1.35742. As shown by the data, the high mean score of 3.9796 it is evident that the respondents agreed that by rewarding collaborative efforts, employees are motivated to share knowledge and skills, leading to collective problem-solving and innovation. This indicates that the respondents agreed that rewarding collaborative efforts, employees are motivated to share knowledge and skills, leading to collective problem-solving and innovation.

For item number four, the minimum is 1, the maximum is 5, the mean is 4.0750 and the standard deviation is 1.34031. As shown by the data, the high mean score of 4.0750, it is evident that the respondents agreed that Team-based rewards necessitate open communication, ensuring all members are aligned and contributing to the group’s success, thus improving project outcomes. From the standard deviation, it is evident that the individual statements standard deviations are close indicating low variations among the respondents’ responses. For item number five, the minimum is 1, the maximum is 5, the mean is 3.7768 and the standard deviation is 1.39585. As shown by the data, the high mean score of 3.7768, prove that the respondents strongly agreed and more positive that Recognizing team achievements boosts collective morale, making employees feel valued and appreciated, which in turn fosters a positive and cooperative work culture. From the standard deviation, it is evident that the individual statements standard deviations are close indicating low variations among the respondents’ responses.

**Test of Hypotheses**

The t-test were performed to establish the level and significance link between the study variables. The usage of SPSS software made this possible.

For a paired t-test, the formula for calculating the t-value and degrees of freedom is:

T = *Mean 1 – Mean 2*

 *S(diff)*

 *√(n)*

**where:**

*mean*1 and *mean*2=The average values of each of the sample sets*s*(diff)=The standard deviation of the differences of the paired data values*n*=The sample size (the number of paired differences) *n*−1=The degrees of freedom​.

**Test of Hypothesis One**

**Restatement of Hypothesis One**

Ho: Organizational reward system has no significant effect on employee productivity in public institutions in South East, Nigeria.

Hi: Organizational reward system has a significant effect on employee productivity in public institutions in South East, Nigeria.

|  |
| --- |
| **Table 4: One-Sample Test** |
|  | Test Value = 3 |
| T | df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference |
| Lower | Upper |
| Effective rewards reduce employee turnover by fostering a sense of loyalty and commitment, ensuring experienced staff remain in the institution  | 15.977 | 586 | .000 | .91141 | .7994 | 1.0235 |
| Linking rewards to performance encourages employees to achieve set targets and improve their work quality, directly impacting overall productivity  | 16.329 | 586 | .000 | .96252 | .8468 | 1.0783 |

**Source: SPSS 23.0 Output**

From table 4: Moving from left-to-right, we are presented with the observed *t*-value ("**t**" column), the degrees of freedom ("**df**"), and the statistical significance (*p*-value) ("**Sig. (2-tailed)**") of the one-sample t-test. In this example, *p* < .05 (it is *p* = .000). Therefore, it can be concluded that the population means are statistically significantly different. If *p* > .05, the difference between the sample-estimated population mean and the comparison population mean would not be statistically significantly different.

The t value is 15.977 (from One-Sample Test table, above), which gives us a p-value (or 2-tailed significance value) of .000. This is going to be a significant result for any realistic alpha level. A standard alpha level is .05, and .000 is smaller than .05, so we’re going to reject the null hypothesis which asserts there is no difference between our sample mean and the population mean

**Decision**

In view of the outcome of the t-test, the statistical significance revealed that Organizational reward system has a significant effect on employee productivity in public institutions in South East, Nigeria.

**Test of Hypothesis Two**

**Restatement of Hypothesis Two**

Ho: Organizational reward system does not have a significant effect on employee innovation and creativity in public institutions in South East, Nigeria.

|  |
| --- |
| **Table 5: One-Sample Test** |
|  | Test Value = 3 |
| t | df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference |
| Lower | Upper |
| Recognizing and rewarding creative efforts boosts employee confidence and motivates them to continue generating innovative ideas  | 19.432 | 586 | .000 | 1.07496 | .9663 | 1.1836 |
| A reward system creates healthy competition among employees, driving them to come up with unique and creative solutions to stand out.  | 13.084 | 586 | .000 | .74446 | .6327 | .8562 |

**Source: SPSS 23.0 Output**

From table 5: Moving from left-to-right, we are presented with the observed *t*-value ("**t**" column), the degrees of freedom ("**df**"), and the statistical significance (*p*-value) ("**Sig. (2-tailed)**") of the one-sample t-test. In this example, *p* < .05 (it is *p* = .000). Therefore, it can be concluded that the population means are statistically significantly different. If *p* > .05, the difference between the sample-estimated population mean and the comparison population mean would not be statistically significantly different. The t value is 19.432 (from the One-Sample Test table, above), which gives us a p-value (or 2-tailed significance value) of .000. This is going to be a significant result for any realistic alpha level.

A standard alpha level is .05, and .000 is smaller than .05, so we’re going to reject the null hypothesis which asserts there is no difference between our sample mean and the population mean

**Decision**

In view of the outcome of the t-test, the statistical significance revealed that Organizational reward system does have a significant effect on employee innovation and creativity in public institutions in South East, Nigeria.

**4.3.3 Test of Hypothesis Three**

**Restatement of Hypothesis Three**

Ho: Organizational reward system has no significant effect on employee team work and collaboration in public institutions in South East, Nigeria.

|  |
| --- |
| **Table 6: One-Sample Test** |
|  |
|  | Test Value = 3 |
| t | df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference |
| Lower | Upper |
| Reward systems that recognize team achievements encourage employees to work collaboratively towards common objectives, enhancing overall productivity and cohesion.  | 14.556 | 586 | .000 | .77683 | .6720 | .8817 |
| Collaborative rewards foster strong interpersonal relationships among team members, creating a supportive work environment conducive to effective teamwork. | 9.922 | 586 | .000 | .60988 | .4892 | .7306 |

**Source: SPSS 23.0 Output**

From table 5: Moving from left-to-right, we are presented with the observed *t*-value ("**t**" column), the degrees of freedom ("**df**"), and the statistical significance (*p*-value) ("**Sig. (2-tailed)**") of the one-sample t-test. In this example, *p* < .05 (it is *p* = .000). Therefore, it can be concluded that the population means are statistically significantly different. If *p* > .05, the difference between the sample-estimated population mean and the comparison population mean would not be statistically significantly different.

The t value is 14.556 (see the One-Sample Test table, above), which gives us a p-value (or 2-tailed significance value) of .000. This is going to be a significant result for any realistic alpha level. A standard alpha level is .05, and .000 is smaller than .05, so we’re going to reject the null hypothesis which asserts there is no difference between our sample mean and the population mean.

**Decision**

In view of the outcome of the t-test, the statistical significance revealed that organizational reward system has a significant effect on employee team work and collaboration in public institutions in South East, Nigeria.

**Discussion of Findings**

The findings were deliberated in accordance with the objectives, the result of the research questions and the hypotheses formulated.

The number one objective of the study was to examine the effect of organizational reward system on employee productivity in public institutions in South East, Nigeria. The results of the hypothesis one test revealed that Organizational reward system has a significant effect on employee productivity in public institutions in South East, Nigeria. This is evident from the t-test result in table 4.8 where t=15.977, N=517, and p-value = 0.000. The findings indicate that an effective organizational reward system significantly influences employee productivity in public institutions in South East Nigeria. This relationship is underscored by the motivational impact rewards have on employees. By recognizing and appreciating their efforts, employees are motivated to improve their performance, which directly boosts productivity. Furthermore, such reward systems enhance employee retention by fostering a sense of loyalty and commitment. Experienced staff remaining in the institution contributes to consistent and improved performance levels over time.

The study wanted to ascertain the effect of organizational reward system on employee innovation and creativity in public institutions in South East, Nigeria. The result of the test of hypothesis two revealed that Organizational reward system does have a significant effect on employee innovation and creativity in public institutions in South East, Nigeria. This was a reflection of result found in table 4.10 where t=64.352, N=517, and p-value = 0.000. The study highlights that organizational reward systems exert a significant influence on employee innovation and creativity within public institutions in South East Nigeria. By rewarding innovative ideas and creative solutions, these systems encourage employees to think outside the box and propose novel approaches to challenges. This recognition of creativity boosts employee morale and motivation, leading to a more engaged workforce willing to invest time and effort into generating innovative solutions. Moreover, a well-designed reward system fosters a culture that values and prioritizes innovation. Employees feel empowered to experiment with new ideas, knowing that their efforts will be acknowledged and rewarded. This environment not only stimulates individual creativity but also promotes collaborative innovation, as employees are motivated to share and build upon each other's ideas.

The third objective of the study was to identify the effect of organizational reward system on employee team work and collaboration in public institutions in South East, Nigeria. The result of the hypothesis test revealed that organizational reward system has a significant effect on employee team work and collaboration in public institutions in South East, Nigeria. The result found in table 4.12 where t=14.556, N=586, and p-value = 0.000. The research underscores the substantial impact of organizational reward systems on fostering teamwork and collaboration within public institutions in South East Nigeria. By recognizing and rewarding team achievements, these systems encourage employees to work together towards shared goals. This recognition enhances team cohesion and solidarity, as employees feel valued and motivated to contribute their skills and efforts to collective endeavors. Moreover, organizational reward systems that emphasize collaboration create a supportive work environment where open communication and knowledge sharing thrive. Employees are incentivized to collaborate across departments and disciplines, pooling their expertise to solve complex problems and achieve organizational objectives more effectively.

1. **5Summary of Findings**

The following were the findings of the study:

1. Organizational reward system had a significant effect on employee productivity in public institutions in South East, Nigeria. This is an indication that by recognizing and rewarding employees for their contributions, institutions can motivate staff to perform at higher levels, ultimately enhancing overall operational efficiency and service delivery.
2. Organizational reward system did have a significant effect on employee innovation and creativity in public institutions in South East, Nigeria. This suggests that by rewarding innovative ideas and solutions, institutions can foster a culture that encourages continuous improvement and impactful contributions to organizational goals.
3. That organizational reward system had a significant effect on employee team work and collaboration in public institutions in South East, Nigeria. This implies that recognizing and rewarding team efforts, institutions can cultivate a cooperative work environment where employees are motivated to achieve collective goals together.

**Conclusion**

The study concluded that organizational reward systems exert a significant and positive influence on employee performance in Public Institutions in South East, Nigeria. By aligning rewards with specific performance metrics and institutional goals, these systems effectively motivate employees to enhance their productivity, creativity, teamwork, goal achievement rates, and resource utilization. Recognizing and rewarding employees for their contributions not only boosts morale and job satisfaction but also fosters a culture of accountability and innovation. In South East Nigeria, where public institutions face various challenges, including resource constraints and bureaucratic complexities, implementing effective reward systems emerges as a strategic approach to enhance operational efficiency and service delivery. These systems not only incentivize individual excellence but also promote collaborative efforts among team members, thereby strengthening organizational cohesion and effectiveness.

**Recommendations**

The following recommendations were made:

1. It is recommended that public institutions in South East Nigeria implement and maintain robust organizational reward systems to enhance employee productivity. These systems should align rewards with performance metrics, encourage innovation and collaboration, and recognize achievements consistently. Regular evaluation and adaptation of reward structures to suit institutional goals and employee needs are crucial for sustaining motivation and achieving optimal performance outcomes in public service delivery.
2. To foster innovation and creativity in public institutions in South East Nigeria, it is recommended to establish organizational reward systems that explicitly recognize and incentivize innovative ideas and solutions. Encouraging cross-departmental collaboration, providing platforms for idea-sharing, and rewarding risk-taking are vital. Continuous evaluation and adjustment of these systems to ensure they align with institutional goals and values will sustain a culture of innovation. Investing in employee development and creating a supportive environment for experimentation will further enhance creativity and contribute to institutional growth and effectiveness.
3. Based on the significant impact of organizational reward systems on teamwork and collaboration in South East Nigerian public institutions, it is recommended to further strengthen these systems. Emphasize rewards for team achievements, promote open communication, and foster a supportive environment. Implement team-based incentives and recognition programs to reinforce collaborative behaviors. Continuous evaluation and adaptation of reward structures to align with organizational goals and values will sustain a cohesive and productive work culture. Investing in team-building initiatives and leadership development will also cultivate a collaborative ethos essential for achieving institutional objectives effectively

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