

The Impact of Reward System on Employees' Performance in Delta State University

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Abstract: The effect of Delta State University's reward system on staff performance was investigated in this study. The central goal of the study was to evaluate how the performance of employees was affected by the reward system. The purpose of Vroom Valence Theory was to bolster the study's contention. This study used the descriptive survey design. Out of the 1089 people that made up the study population, 109 were included in the sample. The respondents who took part in the survey were chosen using a basic random sample technique. Information from the respondents was gathered using a questionnaire. To address the research topic posed for the study, descriptive statistics like mean and standard deviation were employed. The hypothesis was tested using Analysis of Variance. The study discovered that a suitable compensation system encourages hard work from employees. According to the study, institutions such as university systems should formulate policies that reward diligent staff members who have worked for the organization for a few years with promotions that will enable them to continue providing higher-quality services. In order to promote performance, it was also advised that workers receive fair compensation as soon as it is earned. To instill trust in the organization among employees, a standardized, successful, and efficient incentive program should also be implemented.

Keywords: Delta State University, Employees, Impact, Reward system, Performance

Keywords: Proximate, Spices, Kano and Nigeria.

Introduction

Workers nowadays have greater knowledge of their rights and obligations and are better educated. Employee expectations of financial and non-financial benefits from the owners have grown in tandem with employer expectations that workers should perform more productively and continuously enhance the quality of their work. Employees always seek out greater benefits in the form of incentives as a result (Alalade and Oguntodu, 2015). A reward system is a crucial instrument that management employs to direct workers' motivation toward the goals of increased functionality and enhanced business performance. The nature of the reward has a major impact on the motivational type. In light of this, compensation is one of the elements that can enhance both individual and organizational performance through raising output, elevating performance

standards, and promoting good work attitudes among employees in accordance with organizational goals (Abdul, et al 2019). A highly motivated workforce enables individuals to concentrate on the advancement of their work in terms of behavior, knowledge, ethics, skills, and effectiveness. Employee performance can be expressed in organizational effectiveness (Chiekezie, Emejulu & Nwanneka, 2017).

Martono and colleagues (2018) have noted that insufficient motivation might lead to subpar employee performance. Effective employee engagement and motivation are critical to a company's ability to meet productivity targets and increase revenue. In addition to increasing their drive, rewards also enable them to pay for the extras that each person desires. Research has indicated that an efficient system of rewards can lead to a number of benefits, including improved performance and heightened motivation (Martono et al., 2018). Motivated workers have been shown to satisfy consumers by exceeding their expectations, in addition to doing quality work and being productive since an organization's reward for excellent performance increases the likelihood that it will be repeated.

Essentially, low employee satisfaction, a lack of focus at work, a high employee turnover rate, early retirements, and disgruntled customers are the harmful effects of inadequate motivation and an inadequate compensation system. Although incentives and bonuses are an important component of human resource management, and there is disconnect between the rhetoric and reality in most businesses. This is because most invest more in employee development and training in order to attract more talented individuals. While remuneration is described as being crucial for employee motivation in the theories presented by Terera and Ngirande (2014) and Ibrar and Khan (2015), in reality, it has been seen that businesses give this issue less consideration. Therefore, the impact of Delta State University's reward system on employee performance is examined in this paper.

Objective of the Study

The general objective of the study is to examine the impact of reward system on employees performance in Delta State University. The specific objective of the study is to:

1. Evaluate the influence of reward system on employees' performance

Research Question

1. How does reward system influence employees' performance?

Research Hypothesis

1. There is no significant relationship between reward system and employees' performance.

Literature Review

Reward scheme: Conceptual clarification

Compensation is commonly defined as the total amount of financial and non-financial compensation or total recompense granted to an employee in return for labor or service rendered at work. According to Samatha, Amewugah, and Mawutor (2018), reward also refers to as payment or reward may be the most important contractual clause in any paid job. Both intrinsic and extrinsic rewards are possible. Workplace autonomy, acknowledgment, education, and responsibility are a few of the intrinsic advantages. Extrinsic rewards, on the other hand, include bonuses, allowances, promotions, and salaries and wages. The successful administration of intrinsic and extrinsic rewards affects employees' behaviour in the areas of timeliness, turnover, absenteeism, commitment and satisfaction, which in turn affects performance and productivity levels (Akuoko, Kanwetuu & Dwumah, 2014). In order to guarantee that reward management is carried out

successfully for the benefit of the company and its employees, Armstrong (2010) states that "reward systems consist of the interrelated processes and practices."

Reward systems are predicated on reward strategies, which derive from business strategies, such as gaining a competitive edge, and HR strategies, which are influenced by business strategies. The growth and functioning of reward practices and processes are facilitated by the reward system, which also shapes reward policies, which in turn impact reward practices, processes, and procedures (Armstrong 2019). A reward is a benefit that an employee receives from their employer in exchange for their services or as payment for labor completed (Tetteh, 2014). According to Ajila and Abiola (2016), it also refers to a group of brain structures that work to induce pleasure in an attempt to govern and regulate behavior. Utilizing various strategies of significant value, human resources can be rewarded and used to their fullest potential.

Employee Performance

Performance is the degree to which a function meets its requirements in terms of timeliness, accuracy, completeness, and cost. Organizations can comprehend, manage, and enhance company through the use of performance measures. Effective performance assessment assists companies in assessing their performance, identifying whether they are meeting their goals, satisfying customers, keeping an eye on their systems, and making necessary adjustments (Richard, 2009). The performance of employees encompasses everything that influences them and either directly or indirectly contributes to their work, as stated by Elger (2007): "Performance is the implementation of a complex series of measures which combine the skills and know-how to achieve an outcome that pays off; and participant's performance is defined as an individual or a group of people engaged in a collaborative effort."

Both conduct and outcomes are required for performance. The act is the result of the actor translating the resultant representation into movements. Activity is a performance indicator in and of itself; its results can be assessed without reference to the influence of mental and physical activity on activities. The guidelines ought to be applicable to real-world situations and in line with high-performance systems best practices.

Relationship between Employee Performance and Reward System

Employee motivation is the most important factor influencing employee performance, according to academics Kulchmanov and Kaliannan (2014). Maximizing employee performance involves instilling in them the belief that their efforts and hard work are valued by the organization, and that top performers are acknowledged and rewarded by management. However, Nielsen (2013), a researcher, proposed that improvements in working environment, technology advancements, training programs, and skills development affect workforce performance and inspire workers to do better. According to Shields et al. (2015), a company may choose to hire top performers and fire underachievers. Because there would be constant pressure on performance and a real risk of termination if work output did not meet management expectations, this scenario could result in employee burnout.

Over time, this kind of politics will result in a high staff turnover rate and the loss of skilled personnel. Managers must so figure out how to raise output while holding onto and motivating staff members. In addition to mitigating employee burnout, absenteeism, and excessive staff

turnover, managers can optimize performance. According to Danish and Usman (2010), rewarding high-achieving employees and offering sufficient incentives for continued performance improvement is the most effective strategy to motivate staff members. The performance of the business as a whole is impacted by employee job satisfaction and high levels of motivation brought about by rewards and incentives.

According to Kim (2010), an organization's overall performance is the culmination of each employee's efforts within the company. A company's incentive program serves as both a means of employee motivation and a tool for tracking staff performance. As a result, Normet and other organizations use reward systems to motivate their staff to perform well. The activities and responsibilities that employees are assigned help the organization achieve its goals and objectives. Each person's efficacy and efficiency in carrying out their specific responsibilities and tasks determines the overall effectiveness and efficiency of the organization. A hypothesis that there is a positive correlation between rewards and employee performance can be formed based on the literature mentioned above.

An appropriate reward system is essential for employee motivation for both high achievers and poor achievers, according to a number of studies, including Dewhurst, Guthridge, and Mohr (2009). This is because incentives for low performers and an improvement in job satisfaction for high performers are the reasons behind this. Because workforce personalities, histories, and tastes might vary, reward systems across organizations may differ as well, but they all aim to inspire workers to pursue ongoing personal and professional development as well as continual improvement.

According to another study by Shields et al. (2015), any reward system should be designed with the needs and preferences of the workforce in mind. While some employees may find that money rewards satisfy their needs, others may be looking for non-monetary rewards like training, recognition, promotions, and increased responsibility. To satisfy the demands of every employee, a successful incentive program should be adaptable and include both monetary and non-monetary awards.

Review of Empirical Studies

Obiaga and Itakpe (2021) looked at the performance of employees and the reward system in the Rivers State oil and gas sector. The study specifically attempted to ascertain the impact of promotion on employee productivity in Rivers State's oil and gas industry, as well as the effect of bonuses on staff productivity and the relationship between reward and productivity. 243 respondents completed the questionnaire, which was used as the research tool to extract the necessary data. To analyze the data, Pearson's correlation analysis and descriptive statistics were used. According to the findings, there is a substantial correlation between productivity and bonuses, rewards and productivity, and productivity and promotion in Rivers State's oil and gas sector. Based on its findings, the study suggests that oil and gas companies design their reward programs so that workers are eligible for a portion of the company's profits. This will increase worker productivity, increase worker dependability, and ensure that workers are committed to completing their assigned tasks. Hardworking employees who accomplish targets should be promoted quickly in order to boost employee productivity and ensure cohesion within the workforce. According to the study, fixed pay rates should not be given to employees of oil and gas companies because this could lead to a high rate of tardiness and a group's reluctance to perform

above average. A base pay with extra incentives and prizes should be included. This would stimulate workers' creativity and desire to learn new things.

In the Catholic University of Eastern Africa in Kenya, Kawara (2021) studied the impact of reward schemes on worker productivity. The research set out to identify the variables that spur employees to perform better as well as to assess reward systems critically and concentrate on how they affect worker productivity. Eighty responders from all staff cadres were selected through the use of purposeful sampling. Self-administered questionnaires were used to gather data. The data was analyzed using the regression approach. The results of this study showed that though respondents' preferences varied, most employees of the institution were more familiar with the use of non-financial rewards—like recognition, training, and chances to take on more responsibility, employee advancement, and involvement in important decision-making and challenging jobs — to reward exceptional performers. Additionally, the research demonstrates the value and significance of the incentives given for excellent work. According to the study's findings, employee award programs serve as a source of inspiration for workers. According to the study's recommendations, management should make sure that employee demands are met while offering awards.

Kehinde and Adeagbo (2020) conducted research on the effect of KPMG Nigeria's reward system on employee performance. The study specifically aimed to: assess the influence of compensation and benefits on how well employees performed their tasks at KPMG Nigeria; determine the effect of recognition on the contextual performance of employees at KPMG Nigeria; assess the influence of a positive work environment on employees' counterproductive behavior; and explore the influence of employee development on employees' adaptive performance at KPMG Nigeria. Self-administered questionnaires were used to gather data. The data was analyzed using the regression approach. Employee development at KPMG Nigeria has a significant impact on employee task performance. The empirical results also showed that employee pay reward has a significant impact on employee adaptive performance; employee recognition has a significant impact on employee counterproductive performance; and a conducive work environment has a significant impact on employee contextual performance. The study suggested that KPMG's management make sure that, regardless of an employee's level, they offer the necessary incentive, reward, or compensation to encourage them to take action toward enhancing their task performance.

The effect of the compensation system on employee performance in a subset of industrial enterprises in the Littoral Region of Cameroon was examined by Ngwa, Adeleke, Akintola, Agbaeze, Ghasi, and Imhanrenialena (2019). In particular, the research evaluates how much profit sharing impacts worker dedication in manufacturing companies; how flat-rate pay structures impact workers' work ethics in manufacturing companies; and how collective bargaining compensation schemes impact workers' sense of unity in manufacturing companies. Ten carefully chosen manufacturing enterprises in the Cameroon Littoral Region provided the sample of 538 employees, who were picked from a population of 5146 employees. Questionnaire was the tool utilized to gather data. The results showed that profit sharing had a considerably positive impact on worker commitment in manufacturing companies; flat rate systems had a significantly negative impact on workers' work values in manufacturing companies; and reward schemes for collective bargaining had a significantly positive impact on workers' cohesiveness in manufacturing companies. In order to encourage productivity and a sense of unity among employees, the study suggested, among other things, that reward systems for manufacturing companies be set up so that workers are entitled to a portion of the profits made by the company.

Eze and Anikeze (2018) evaluated how workers' performance was affected by the Contributory Pension Scheme. Specifically, the goals were to ascertain the impact of the contributory pension scheme on employee satisfaction and morale, as well as how much it has improved workers' attitudes toward their jobs and how it has assisted in attracting and keeping qualified workers. Cross-sectional survey and correlational research designs were employed in this study. The personnel of five Federal Universities in South East Nigeria make up the study's population of six thousand eight hundred and fifty (6850). The statistical formula developed by Taro Yamane was used to calculate the sample size. With the aid of a standardized questionnaire, the respondents provided the data for the study, which was then, examined using the T-test statistical test. The results of the study showed that the Contributory Pension Scheme has improved employees' attitudes toward their jobs. They also found that the scheme has improved employee satisfaction and morale in addition to helping to draw in and keep skilled personnel. Among other things, this report suggested that Nigerian universities, particularly state and private institutions, make sure the Pensions Reform Act of 2004's stipulations are strictly followed and implemented.

Theoretical Framework

Victor Vroom's 1964 Expectation Theory served as the theoretical foundation for this investigation. According to the Victor Vroom Valence theory option, the employee benefit program's issues can be adequately evaluated within a philosophical framework to enhance organizational performance. A well-known model is Valence-Instrumentality-Expectation (VIE). The central hypothesis posits that the occurrence of one event will inevitably give rise to another, and that the hypothesis will be more likely to be accepted if an action or activity follows. Vroom explained as follows: when a person chooses a course of action that may or may not provide the intended consequences, it is apparent that their behavior is also impacted by how much they believe those results are possible to accomplish. The anticipation is a fleeting belief that the probability of a particular event indicates a particular outcome.

Expectation is the belief that a particular behavior will lead to a particular outcome, whereas valence is the individual's worth in that outcome. High levels of motivation are contingent upon the presence of both. The idea is primarily concerned with employee preference and management, both of which can help achieve the intended outcomes (Peretomode 1991). Ejiofor (1984) argues that the statement suggests that a person's reward is dependent on both valence and expectancy. The explanation of the dynamic problems of the management incentive system and the performance of organizations in the public and private sectors is commonly employed. Reciprocity law governs, much like in a social compact. The worker wants to be treated fairly by the manager so that they can perform better.

Materials and Method

The study used a descriptive survey research design. Delta State University Abraka was the study area in Delta State. A sample size of 109 was picked from 1089 administrative and management personnel who were chosen from various departments at Delta State University Abraka State. Data for the study were gathered using a standardized questionnaire. The mean, deviation, and simple percentage were used to answer the study question, while tables and simple percentages were used to display the findings. Using Analysis of Variance, the hypothesis was tested. A questionnaire with a total of 109 copies was created and given to the participants. Of the 109 surveys that were

sent out, 102 (94%) were filled out and sent back, and 7 (6%) were not. As a result, 94 percent of responders provided a decent representation. The profile of the respondents was displayed in the table, along with the frequency and percentage distribution of each of the following: gender, age range, marital status, level of education, and work experience.

Results and Discussion

Table 4.1: Socio-Demographic of the Respondents

Options		Frequency	Percentage
Age	25-35 years	56	31.5
	36-45 years	75	42.1
	46 years and above	47	26.4
	Total	178	100
Sex	Male	102	57.3
	Female	76	42.7
	Total	178	100
Marital status	Single	81	45.5
	Married	97	54.5
	Total	178	100
Staff designated position	Teaching	56	31.5
	Non-teaching	122	68.5
	Total	178	100
Religion	Christianity	122	68.5
	Islam	15	8.4
	African Traditional Religion	41	23.0
	Total	178	100

Source: Fieldwork, 2023

The socio-demographic details of the survey participants are displayed in Table 4.1. The age distribution of the respondents revealed that 26.4% of them were 46 years of age or older, 42.1% were in the 36–45 age range, and 31.5% were in the 25–35 age range. The respondents' sex distribution showed that 42.7% of respondents are female and 57.3% of respondents are male. According to the respondents' marital status, 45.5% of them are single and 54.5% are married. According to the respondents' designated positions, 31.5% of them are academic (teaching) staff, and 68.5% are non-teaching staff. The respondents' religious distribution showed that the majority, 68.5%, practiced Christianity, 8.4% were Muslims and 23% were followers of indigenous African religions.

4.2: Analysis of Research Question

Research Question: How does reward system influence employees' performance?

Table 4.6: The influence of reward system on employees' performance

S/N	ITEMS	N	Mean	Standard Deviation	Decision
1	Reward helps to motivate workers	178	2.72	.73	Positive
2	Adequate remuneration for workers result in good performance	178	2.52	.76	Positive
3	The provision of allowances make workers want to stay on the job	178	3.0	.79	Positive
4	The provision of bonuses reduce sick leave	178	2.64	.81	Positive
5	Reward system is linked to job satisfaction	178	2.68	.85	Positive
6	Good reward system help employees to work without supervision	178	2.55	.70	Positive

Source: Fieldwork, 2023

The data in Table 4.6 displays an examination of the mean and standard deviation scores about the impact of the reward system on the performance of the employees. According to the analysis's findings, respondents concurred on every item. More specifically, participants acknowledged that rewards aid in employee motivation. Because the computed mean score of 2.72 is higher than the 2.50 criterion mean score, this place is attained. Additional information from table 4.6 showed that workers who receive enough compensation perform well. The aforementioned is predicated on the computed average score of 2.52, surpassing the 2.50 threshold mean score. Furthermore, the table's mean score of 3.0, which is higher than the 2.50 criterion mean score, demonstrated that offering allowances to employees increases their desire to remain in their jobs. Moreover, information from the table showed that bonuses have the effect of reducing sick leave. The aforementioned is predicated on the computed average score of 2.64, surpassing the 2.50 criteria mean core. The table indicates that the participants concurred that there exists a connection between job satisfaction and the reward system. Based on the calculated mean score of 2.68, which is higher than the 2.50 criterion mean score, this rank has been determined. Last but not least, a strong compensation system encourages workers to work independently, as seen by the mean score of 2.55 for the final item in the table.

4.3 Test of Hypothesis

H₀₅: There is no significant difference among universities employees on the effect of reward system on performance

Table 4.3: Analysis of variance result for hypothesis

	Sum of Squares	df	Mean Square	F	Sig.	Decision
Between Groups	.643	3	.252	.61	.000	Significant
Within Groups	224.720	174	.684			
Total	421.560	177				

Table 4.12 displays the findings of the analysis of variance on the variation in university employees' perceptions of the impact of the reward system on performance. Table 4.12 has a calculated F-ratio value of 0.61 and a probability value of 0.000. This indicates that university staff members differ greatly in their perceptions of how the reward system affects performance.

Discussion of Result

The hypothesis's findings demonstrate that university staff members differ significantly in terms of how reward systems affect output. This result is consistent with research by Muhammad, Rizwan, and Yasin (2012), which examined the effect of salary and promotion on job satisfaction in Pakistani higher education institutions. According to the findings, job satisfaction was significantly influenced by salary and advancement. In addition, Rabindra and Laltendu (2017) argued that in order for businesses to survive and thrive, they must achieve a certain degree of both positive financial and non-financial performance as well as profit and industry rivalry. Kim (2010) found in his research that a company's incentive program serves as both a means of employee motivation and as a tool for tracking staff performance. According to Danish and Usman (2010), rewarding high-achieving employees and offering sufficient incentives for continued performance improvement is the most effective strategy to motivate staff members. Reward and incentive programs thus promote high levels of motivation and job satisfaction among employees, which in turn impact the overall success of the business. Employee motivation is the most important factor influencing employee performance, according to Kulchmanov and Kaliannan (2014). Maximizing employee performance involves instilling in them the belief that their efforts and hard work are valued by the organization, and that top performers are acknowledged and rewarded by management. The results of this study demonstrate that the incentive structure of an organization has a major influence on employee performance.

Conclusion

The study showed that implementing a suitable compensation system encourages employees to put in a lot of effort. When properly compensated through a variety of methods that boost their morale and encourage productivity, employees are fundamentally dedicated to performing better. Reward is a well-known traditional instrument for measuring employee performance, but it requires both extrinsic and intrinsic factors.

Recommendation

To incentivize performance, employees should receive fair compensation as soon as it is earned. To instill trust in the organization among employees, a standardized, successful, and efficient incentive program should be implemented. This should include non-monetary rewards that meet the various demands of employees in addition to monetary rewards.

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