

Organizational Reward System and Employee Performance Among Selected Commercial Banks in Asaba, Delta State, Nigeria

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Abstract: *The study examined the organizational reward system and employee performance among selected commercial banks in Asaba, Delta State. Four specific objectives of the study were basically to: examine the effect of recognition on employee's performance; ascertain how conducive working condition commits employee performance in attaining organizational goals; determine the relationship between pay reward and employees performance; To ascertain the effect of equity application on employees performance. This work is anchored on equity theory. This study adopts the descriptive survey method of research design. Data were generated through primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of the selected commercial banks. The population of the study was one thousand and seventy three (1073). The sample size of the study was two hundred and ninety-one (291) and the target staff was both the top and middle level, while two hundred and eighty-nine (289) when retrieved. The hypotheses were tested using Analysis of analysis method at 0.05% level of significance. The findings of the study revealed that, Recognition has significant positive effect on employee performance in selected commercial bank in Asaba, Delta state. The study revealed that conducive working condition has significant positive effect on employee performance in selected commercial bank in Asaba, Delta state. The study shows that pay reward has significant positive effect on employee performance. The study recommends that: Management should publicly recognize the efforts of their employees to induce their performance in the work place. Workers promotion and promotion arrears (intrinsic reward) should be implemented and when due. Employees should be trained according to the present condition of the environment. The reason is that it will enable the staff to work very well having in mind that the condition is well conducive. Management should intensify the salary scheme of employees. It should be supported to upgrade their salary standard and pay when due.*

Keywords: *organizational reward system, employee performance, recognition, commercial bank, working condition.*

1.1 Background of the Study

Organizations are established with the aim of effectively utilizing various available resources to achieve certain objectives. Among these resources available to the organization is the human resource, which is considered the most valuable asset an organization could use to earn competitive advantage and achieve its objective, hence there arise a need to attract and retain quality workforce as well as keep them highly motivated towards their job role and contribute to attaining the overall organization goals and objectives. Several organizations now expect their

workers to do more even when provided with less whilst the workers on their part, are seeking more incentives and compensation. Therefore, this requires that the organization try to develop a system which will strike a balance/ an equilibrium, if they want to continue enjoying good employee performance.

To understand reward and its concepts, it is important to know that the employee are no longer working for just pay (salary, wages e.t.c). The reward system refers to all the policies, programs, procedures and standards employed by different organizations to compensate and motivate employees on individual or group level.

According to Barathon (2003), reward refers to all forms of financial and non-financial returns and tangible services and benefits an employee receives as part of an employment relationship. Reward is the benefit that arises from performing a task, rendering a service or carrying out a responsibility.

In designing a reward system, the organization should specify individual, group or organizational goals to be achieved and the specific behaviors or performance that will attract rewards. By doing so, the reward system will help management shape behavior of employees and at the same time achieve organizational goals.

As Armstrong (2008) observed, reward, whether financial or non-financial, is an issue that is very important to the employees. It is a means through which organizations compensate employees for making themselves available at the workplace and for a job well done.

In drawing the linkage between reward and performance, Adam Stacey in his equity theory proposed that when workers are of the feeling or perceive that their input (knowledge, skills, experiences and competence) are coherent with their output (reward), they will perform exceedingly well on the job. An employee who feels there is a disconnection between his input and what he is being paid is prone to be de-motivated and dissatisfied which will eventually affect his performance (Maduabum 2006).

According to Mujtaba (2021) reward system should be linked with goal-setting, employee development, competency measures, and team performance. This will translate into better reward system and better morale among employees. In order to create a competitive edge, many organizations are doing more with fewer employees, so it is imperative that people are rewarded for using effective and ethical problem-solving and decision-making skills. Every organization has its own culture and reward system.

The banking sector is a service oriented organization established with the responsibilities of encouraging specialization and division of labor through the use of legally accepted means of exchange. However, the success of the industry rests so much on its human resource capability, which is the most valuable asset of any organization. The challenging tasks of every manager at all levels is how to build a befitting reward system to incorporate both organizational goals and individual needs, thus having a motivated workforce and improved productivity.

Employee motivation for efficient performance in the banking sector has not always received due attention despite the obvious leading roles it plays in the society towards attaining organizational objectives. This situation has remained a very serious problem. The International Labour Organization (ILO) lamented that the situation of employees in the banking sector in some regions is so bad that it has reached an intolerable low point (ILO, 2003). The societal image of the employees in terms of their purchasing power, social status, gender bias etc, has made the profession unattractive. Its members had gone through harrowing experiences in the hands of

the political office holders in the current political dispensation. For instance the low level employee went home without sufficient salary as a result of several reasons. They were compelled to seek for alternative means of meeting their target in order to secure their full attention back to bank. The ill treatment and non-professionalization of banking job breeds dissatisfaction and hamper organizational effectiveness and productivity. Employees had been accused of being responsible for the poor performance of not having sufficient customers. In the light of the above, the study seeks to investigate the organizational reward system and employee performance among selected commercial banks in Asaba, Delta State.

1.2 Objectives of the Study

The main objective of this study is to investigate organizational reward system and employee performance among selected commercial banks in Asaba, Delta State. Below are the specific objectives:

1. To examine the effect of recognition on employees performance.
2. To ascertain how conducive working condition commits employee performance in attaining organizational goals.
3. To determine the relationship between pay reward and employees performance.
4. To ascertain the effect of equity application on employees performance.

1.3 Hypotheses

1. H_0 : There is no significant relationship between employee performance and recognition.
2. H_0 : conducive working conditions has no significant impact on employee performance in commercial banks in Asaba, Delta State.
3. H_0 : There is no significant relationship between pay reward and employees' performance.
4. H_0 : equity application of reward packages has no significant impact on employee performance in selected commercial banks in Asaba, Delta State.

REVIEW OF RELATED LITERATURE

2.1 Theoretical Framework

Various theories could be used to study reward system and employees performance. They are equity theory; expectancy theory; Lawler and Porter's theory of motivation and work compensation; equal pay for equal work theory, etc. In this research, equity theory shall be adopted as the framework of analysis.

Equity theory is a theory that attempts to explain employee performance in terms of perceptions of fair/unfair distributions of resources within the organization. Equity theory was first developed in 1963 by John Stacey Adams. Considered one of the justice theories, the underlying assumption in the theory is that employees seek to maintain equity between what they bring to the organization and what the organization offers in return. Thus, the belief is that employees' value

fair treatment which causes them to perform or even surpass what is expected of them in the organization. In essence, equity in the workplace is based on the ratio of performance (inputs) to rewards (outcomes).

Ogundele (2006) in the concept of equity stipulates that justice and fairness should dominate, for example in reward system. Fajana, (2002) defined inequity as an injustice perceived by a person when he compares the ratio of his reward to his inputs efforts with the ratio of another comparable person's outcomes to his inputs and finds that they are not equal.

According to equity theory, the motivation of individuals in organizations is influenced by the extent to which they feel that they are being treated in a fair and equitable manner (Obisi, 2003). When people feel that they are being treated in an inequitable and unfair fashion, the theory argues that they will be motivated to engage in activities aimed at restoring feelings of equitably treated (Onabanyo, 2004).

Ogundele identifies two major components of the theory. First, the theory specifies the factors which influence the extent to which people feel that they are being equitably treated. Second, the theory outlines the kind of activities which individuals might be motivated to engage into restored feeling of equity when they are feeling inequitably and unfairly treated. Equity theory predicts that people are constantly engaged in making two types of comparisons:

- a. The inputs they bring to the job in the forming of education, experience, training, time, effort etc with the outcomes (rewards) such as pay, promotions, praise, recognition, feelings of personal accomplishment they receive or obtain as a result of performing the job (Adeleke, 2001).
- b. The comparison by the person of his or her own ratio of outcomes to inputs is approximately equal to the corresponding ratio of the comparison of others, a state of equity is said to exist (Allen, 2002). In such a situation, the person will feel satisfied with the rewards that he or she is receiving, will feel that he or she is being fairly treated and would be predicted to be motivated to continue doing the kinds of things he or she had been doing at work up to that point. Ogundele, (2006). To achieve best results, organizations must analyze each job, know the requirements and pay the same wage for work of the same inputs. Where differential wages must be paid, the basis must be very clear (Cole, 2002).

From the above assumption, it is obvious that performance of an employee is being influenced by the expected reward and recognition from the organization. The recognition of individual talents, strengths, capabilities and competences by the organization enhances the employee performance at work as well as the working conditions in which the employee operates in (Ogundele, 2006).

Equitable rewards among people of different professions have great impact on performance/satisfaction relationship. The financial rewards in terms of salary are not the only yardsticks to ensure performance improvement and satisfaction among employees except if it is hacked, but other non-financial rewards do enhance employee performance if it is given recognition. Therefore, as far as intrinsic and extrinsic rewards are concerned, managers in the Nigerian Banking Sector would be well advised to reflect on the concept of equity and ethics.

Akuoko and Donkor, (2012), suggest at least seven practical implications of the equity theory. It provides managers with another explanation as to how beliefs and attitude affect performance. It emphasizes the need for managers to pay attention to employees' perceptions of what is fair

and equitable. Managers benefit by allowing employees to participate in making decision about important work outcomes. Employees should be given the opportunity to appeal against decisions that affect their welfare. Employees are more likely to accept and support organizational change when they believe it is implemented fairly. Managers can promote co-operation and team work among group members by treating them equally. Employees denied justice at work turn increasingly to arbitration and the courts. However, this theory is not without its draw back such as inequity among staff can lead to tension and uneven staff inputs. The other major drawback of this theory is that it is only useful after managers have gotten to know their subordinates and their individual personalities and this takes some time and effort.

2.2 Empirical Review

Azasu (2022) carried an empirical research on the impact of reward on employee performance. The objective of the study was to assess the impact of reward on employee performance. The study employed non-parametric methodology. It was found that organizations that introduced reward strategy have better performance than companies that do not apply the strategy.

Onuegbu and Ngige (2018) investigated the organizational reward system and its effect on workers performance in polytechnics of south-east Nigeria. A sample size of 210 employees(of the selected polytechnic respondents determined at 5% level of significance for sample error, using Eastman Kodak's sample size for inventory population was selected from a population of 10,972 employees using stratified random sampling technique). Pearson product moment correlation coefficient of determination and alienation was conducted to test the correlation between organizational reward and employee performance. The study revealed that employee rewards policy significantly affects organizational performance.

Mbah, Mgbemena & Ejike (2015) examined the impact of effective reward system as a tool for employee performance in civil service using Anambra State civil service as a case study with specific objective being to examine the relationship between employee performance and pay reward, employee recognition, conducive work environment and staff development. The population of study included 1481 senior civil servants with sample size of 315 civil servants drawn from this. Statistical tool considered were pearson correlation coefficient and multiple regression analysis. Findings from the study shows that pay reward and some non-financial reward of employee recognition, conducive work environment and staff development are positively and significantly related to employee performance in civil service.

Ezema and Abiola (2020) examined the impact of extrinsic and intrinsic reward system on employee performance in a banking sector (service organization). Employee performance is taken as dependent variable and extrinsic and intrinsic rewards are taken as independent variables. In dependent variable, extrinsic rewards represent four dimensions which are pay, bonus, benefits and promotion. The study employing survey research design and regression analysis found that intrinsic rewards embody recognition, career advancement, responsibility and learning opportunity enhance employee performance.

Quresh, Zaman and Shah (2020) in their Pakistan in cement industry found that there is a direct relationship between extrinsic rewards, intrinsic rewards and the employees' performance. The study also found that recognition techniques (approaches) used in cement factories are good for the maximum performance of employee's. This study is relevant but different from the current study as the latter is dealing with target population of white collar jobs, while the former

examined factory workers. Furthermore, this research examined the relationship between extrinsic rewards, intrinsic rewards, financial rewards and social recognition rewards and organisation performance, while the new study specifically examines the effect of intrinsic rewards (social recognition and appreciation) and extrinsic rewards (salary, bonus and performance promotion) on job and organisation performance.

Aktar, Sachu & Ali (2022) examined the impact of intrinsic rewards (recognition. Learning opportunities, challenging work and career advancement, and extrinsic rewards (basic salary and performance bonus) on employee performance in twelve commercial banks of Bangladesh as is in this study. The study found that each factor within both extrinsic and intrinsic reward was a highly significant factor which affects employees' performance. In contrast, the study conducted by Yasmeeen, Farooq and Asghar (2022) on the impact of rewards on organizational performance in Pakistan revealed that there exists insignificant and weak relationship between salary, bonus and organization performance. However it found that there exists moderate to strong relationship between promotion and organization performance. Although these two studies are similar to the current study, they were conducted outside Nigeria and because of cultural difference and other idiosyncrasies, the impact of rewards on organization performance could yield different outcomes in Nigeria.

Atakilt (2020) in examining the impact of reward and compensation on employee performance in private and public hospitals in Tigary, Ethiopia, a cross-sectional simple survey involving 379 human resource employees of the public and private hospitals found in Tigary region was carried out from January to march 2019. Participants were selected using simple random sampling and the survey was supplemented by structured questionnaire, collected data was entered into SPSS software version 25.0, which was analyzed using descriptive analyses of variance, binary logistic regression and cross tabulation with chi-square. The study found that employee reward and compensation plays a vital role in motivating employees to perform their assigned job in public and private health facilities.

As explained in Azoulay, Graff-zivin and Manso (2010), it is the long term rewards rather than short term rewards which non-financial rewards offer that help to motivate employees in their work and promote overall greater creativity.

Onuorah, Okeke and Ibekwe (2019) examined the effect of compensation management and employee performance In Nigerian Organization. The study adopted descriptive survey research design, carried out in Anambra State, the population of study consists of 257 public secondary schools in Anambra state and its sample size consists of 257 employees drawn from the population of study. The instrument of data collection is a structured questionnaire. The study revealed that equity based compensation, performance based compensation and competency based compensation has no negative significant effect on employee performance in Nigerian organizations.

The study conducted by Ong and Teh (2022) on reward system and performance within Malaysian commercial banks found that most of the commercial banks provide both monetary and non-monetary rewards; adoption of reward system is not influenced by age and size of the organization. The study however, found a negative relationship to exist between extrinsic rewards and financial performance of organizations and intrinsic rewards are positively related to financial

performance of organizations.

Afriyie (2020) investigated the effect of compensation on employee's performance Accra Technical university, Ghana. Descriptive design was used for the investigation. A simple random sampling technique was used to sample 40 respondents out of a total of 57 administrators of which 35 responded to the twenty item questionnaire. The main conclusion were that administrators were not attracted by the monetary aspect of compensation but rather management sensitivity to their needs and that before compensating workers, their performance had to be assessed to determine the deserving ones.

An empirical study by Udeme et al (2021) on Reward system: - a strategy for academics job satisfaction and retention. The survey method was employed in carrying out this research, a total of 200 academics were selected from Covenant University. Data collected was analyzed using descriptive statistics on the SPSS version 23. The study revealed that reward could take different forms and majority of the academics are not satisfied with the reward system in the university, an effective reward is vital in ensuring job satisfaction among academics.

Tahira et al (2022) assessed the degree of organizational dedication and job satisfaction presently in the United kingdom Higher Education sector and universities by using correlation technique and concluded that United kingdom Higher Education sector use both cash and non-cash basis rewards to enhance productivity among members of staff in the organization.

RESEARCH METHODOLOGY

3.1 Research Design

This study adopts the descriptive survey method of research design. The organization under study was surveyed with a view to assessing its application of the concept of reward system and its impact on employee performance. The population of the study involved all employees in top and middle level in five randomly selected banks (Union, Access, Zenith, UBA and First Bank of Nigerian Plc) in Asaba metropolis. The population consisted of 1073 employees in top and middle level employees (Administrative, Operational, Accounting division etc.).

3.2 Sample Design and Determination of Sample Size

The sampling technique which was used to determine the sample size is the Taro Yamane's formula. The margin of error was assumed to be 0.05 (5%)

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

n = Sample Size

N = Population Size = 1073

e = Margin of error = 0.05 (5%)

1 = Constant

N = Population Size of Union, Access, Zenith, UBA and First Bank employees which is Union 222, Access 165, Zenith 184, UBA 220 and First Bank 282 employees.

$$n = \frac{1073}{1+1073(0.05)^2}$$

$$n = \frac{1073}{1+1073(0.0025)}$$

$$n = \frac{1073}{1+2.6825}$$

$$n = \frac{1073}{3.6825}$$

n = 291 employees

Kumar's formula was used in determining the number of questionnaire to be administered in each institution.

$$nh = \frac{nN}{N}$$

Where n = Sample Size

Nh = Population to be allocated

N = Total Population Size

Union Bank -	$n = \frac{(291) (222)}{1073} = \frac{64602}{1073} = 60.2$
Access Bank -	$n = \frac{(291) (165)}{1073} = \frac{48015}{1073} = 44.7$
Zenith Bank	$n = \frac{(291) (184)}{1073} = \frac{53544}{1073} = 49.9$
United Bank for Africa	$n = \frac{(291) (220)}{1073} = \frac{64020}{1073} = 59.7$
First Bank	$n = \frac{(291) (282)}{1073} = \frac{82062}{1073} = 76.5$

Therefore, in this study, a total of 291 copies of the questionnaire were administered to the five selected banks - Union, Access, Zenith, UBA and First Bank of Nigerian Plc in Asaba, Delta State.

3.6 Method of Data Collection

In sourcing the data for this research project, both primary and secondary sources of information was utilized.

The primary source involved the use of structured questionnaire which were administered extensively by the researcher to various categories of workers in five randomly selected commercial banks within Asaba Delta State to seek their opinion on the impact of organizational reward system on employee performance.

The secondary source of information involved the use of text books, seminar papers, internet and lecture note on the subject of reward system.

3.9 Method of Data Analysis

In this study, descriptive statistics such as frequency counts with simple percentage was used to analyze bio-data of the respondents and the four research questions. At the inferential level of analysis, linear regression was used to test hypotheses 1,2,3 and 4 to ascertain if a significant relationship exists between x and y variables (Dependent and Independent). All analyses was done through the application of Statistical Package for Social Science (SPSS version 20).

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the data obtained from the respondents through the administered questionnaire. Two hundred and ninety-one (291) copies were administered among the staff of selected firms However, two hundred and eighty-nine (289) copies of questionnaire were retrieved. Therefore, the analysis and interpretation of data were only based on the returned copies of questionnaire. The validity and reliability of this study were highly ensured, despite the number of copies of the questionnaires not returned. The methods used were percentage table technique and t-test for the hypothesis. The method was adopted because it possesses a unique estimating property which includes unbiased, efficiency and consistency when compared with other linear unbiased estimates.

4.1 Bio-data of the Respondents

4.1.1 GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FEMALE	117	39.9	40.5	40.5
	MALE	172	58.7	59.5	100.0
	Total	289	98.6	100.0	

Source: SPSS Version 21, 2024

The above table reveals that one hundred and seventeen (117) respondents which represents 40.5% were female respondents, while one hundred and seventy-two (172) respondents which represent 59.5% were male respondents. By implication, male respondents were more than female respondents by 9.5 per cent in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

4.1.2 AGE BRACKET

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	91	31.1	31.5	31.5
	31-40	98	33.4	33.9	65.4
	41-50	24	8.2	8.3	73.7
	51-ABOVE	76	25.9	26.3	100.0
	Total	289	98.6	100.0	

Source: SPSS Version 21, 2024

The table above shows that respondents whose age bracket falls below 21-30yrs were ninety-one (91) which represent 31.5 percent. This is followed by those with age bracket of 31-40years with ninety-eight (98) which represents 33.9%. Also those within age bracket of 41-50yrs were twenty-four (24) which represents 8.3%. This is followed by those with age bracket of 51-above years with seventy-six (76) which represents 26.3%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group.

4.1.3 MARITAL SATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	120	41.0	41.5	41.5
	MARRIED	129	44.0	44.6	86.2
	WIDOWED/DIVORCED	40	13.7	13.8	100.0
	Total	289	98.6	100.0	

Source: SPSS Version 21, 2024

In the table above, one hundred and twenty (120) of the respondents which represent 41.5% were married, while one hundred and twenty-nine (129) of the respondents which represent 44.6% are single. Lastly, forty (40) of the respondents which represent 13.8% are widowed/divorced. It is therefore glaring that most of the respondents are married as at the time of this study. Thus marital status table help us to know the number of single, married, and widowed/divorced respondents that answered the distributed questionnaire.

4.1.4 EDUCATIONAL QUALIFICATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	OND/NCE	117	39.9	40.5	45.7
	BSC/HND/BA	113	38.6	39.1	79.6
	MSC/MBA	44	15.0	15.2	94.8
	PHD	15	5.1	5.2	100.0
	Total	289	98.6	100.0	

Source: SPSS Version 21, 2024

The table above indicates that one hundred and seventeen(117) respondents representing 40.5% of the target population have acquired OND/NCE while one hundred and thirteen (113) which represent 39.1% either have BSC/HND/BA. The respondents that have MS.C/MBA are numbered forty-four (44) which represent 15.2%. Lastly, the respondents that have PHD are numbered fifteen (15) which represent 5.2% This is one of the demographic item which helps us to identify the education qualification of the respondent.

4.2 Hypotheses Testing

Hypothesis one

H_0 : There is no significant relationship between employee performance and recognition.

ANOVA

Table 4.2.1

	Sum Squares	of Df	Mean Square	F	Sig.
Between Groups	139.809	4	34.952	47.346	.000
Within Groups	90.065	285	.738		
Total	229.874	289			

Sources: SPSS Output 2024

In testing this hypothesis, the F-statistics and probability value in table 4.2.1 is used. Rules and regulation equally applies to all employees and this enhances communication and collaboration among employees. Variables have a F-statistics of 47.346 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that there is significant relationship between employee performance and recognition.

Hypothesis Two

H_0 : conducive working conditions has no significant impact on employee performance in commercial banks in Asaba, Delta State.

ANOVA

Table 4.2.2

	Sum Squares	ofdf	Mean Square	F	Sig.
Between Groups	182.143	4	45.536	40.358	.000
Within Groups	137.652	285	1.128		
Total	319.795	289			

Sources: SPSS Output 2024

Second hypothesis has f-statistics of 40.358 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that conducive working conditions has significant impact on employee performance in commercial banks in Asaba, Delta State

Hypothesis Three

H_0 : There is no significant relationship between pay reward and employees' performance.

ANOVA

Table 4.2.3

	Sum Squares	ofdf	Mean Square	F	Sig.
Between Groups	.746	4	.373	7.286	.002
Within Groups	161.869	285	1.305		
Total	162.614	289			

Sources: SPSS Output 2024

The test conducted revealed that the large significance value ($F_{sig} < .002$) indicate no group differences. Since the F-value of 7.286 with a significance of .002 is less than .05 (i.e. $.002 < .05$), there exist no group difference. Therefore, there is significant relationship between pay reward and employees' performance

Hypothesis Four

H_0 : equity application of reward packages has no significant impact on employee performance in selected commercial banks in Asaba, Delta State.

ANOVA

Table 4.2.3

	Sum Squares	of df	Mean Square	F	Sig.
Between Groups	.746	4	.373	5.236	.002
Within Groups	161.869	285	1.305		
Total	162.614	289			

Sources: SPSS Output 2024

The test conducted revealed that the large significance value ($F_{sig} < .002$) indicate no group differences. Since the F-value of 5.236 with a significance of .002 is less than .05 (i.e. $.002 < .05$), there exist no group difference. Therefore, equity application of reward packages has significant impact on employee performance in selected commercial banks in Asaba, Delta State.

CONCLUSION AND RECOMMENDATIONS

The study concludes that recognition, conducive working environment, pay reward and as well as equity application have positive effect on employee performance but such effect is strong and statistically significant. Their coefficients are statistically different from zero at less than 5 percent level of significance. It is obvious to management that recognition, conducive working environment, pay reward and as well as equity application is a sine qua non for stimulating worker's performance in any organization. When rewards are not given, workers tend to express their displeasure through poor performance and non-commitment to their job. It is therefore, important for any organization to consider the needs and feelings of its employees and not just overlook them because "a happy worker they say is a productive worker". The study concludes that, organizational reward system

has significant positive effect on employee performance in the selected commercial bank in Asaba delta state, Nigeria.

- Management should publicly recognize the efforts of their employees to induce their performance in the work place. Workers promotion, training and development, public appreciation as well as providing a purposeful work (intrinsic reward) should be implemented as at when due.
- Employees should be provided conducive conditions for work like properly ventilated office spaces, providing protective gears when needed as well as incorporating adaptable work plans or the work from home option as an incentive for great performance. The reason is that it will enable the staff to work exceedingly well knowing the condition is well conducive.
- Management should intensify the salary scheme of employees. It should be supported to upgrade their salary standard and pay as at when due.
- The study also recommends that management should provide effective equity application to their employees from time to time to boost their morale for enhanced productivity and performance. The reason is that this will encourage them to put more effort in discharging their duties effectively.

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