

HOW REWARD MANAGEMENT PRACTICES AFFECT WORKERS' PERFORMANCE AT THE UNIVERSITY OF ABUJA

¹Ekeoma M. C and ²Darko L. O

Article Info

Keywords: reward systems, workers' performance, University of Abuja, merit-based rewards, performance evaluation

Abstract

This study aims to investigate the effect of reward systems on the performance of workers at the University of Abuja. A sample of 337 workers was used, and descriptive and inferential statistics were employed. The findings revealed that supervisors' assistance and recognition of workers for doing good jobs positively impacted workers' performance. However, the university does not automatically reward good performance, and exceptional incentives and rewards are provided by management to all employees at each level, thus affecting workers' performance negatively. The study recommends that the university management should ensure that rewards are based on merit and matched with performance to inspire workers to give their best. Reward management practices on rewards for good performance, promotions going to people that deserve them, and celebration of exceptional service should be reviewed and strengthened.

Introduction:

Studies have shown that workers' performance is positively influenced by reward systems[2]. The University of Abuja has had issues with low performance, with consequent blame on management's inability to pay sufficient attention to workers' needs. This study aims to investigate the effect of reward systems on workers' performance at the University of Abuja[2]. The study is crucial as it will serve as a reference for the university's management in improving their reward management system and promoting workers' performance. The research question is: What is the effect of reward systems on workers' performance at the University of Abuja? The rest of the paper is organized as follows: The literature review and theoretical framework are presented in section two. Section three focuses on the methodology. Section four analyzes data and presents results, while section five concludes the study and provides recommendations. The study's contribution to the literature on reward management systems and workers' performance in developing economies[2] makes it a valuable reference for scholars and practitioners in the field.

1. Literature Review and Theoretical Framework

1.1. Empirical Literature

Numerous studies have been executed on reward systems and workers' performance in both developing and developed economies of the world. Some of these empirical studies are as follows: Eze (2012) examined the role

¹ Department of Economics, Rhema University Nigeria, Aba, Abia State Nigeria

² School of Business, Law and Social Sciences, Abertay University, Dundee, United Kingdom

of reward management in the performance of the organization with a focus on the University of Nigeria, Nsukka, Enugu State, Nigeria. Employing a descriptive research design, descriptive statistics and Chi-square methodology on a sample of 364 employees obtained from 4000 employees through the simple random sampling procedure, the findings indicated that there was a positive and significant relationship between monetary rewards and employee performance. In addition, the findings showed that non-monetary rewards had a significant impact on employee performance. Again, the results indicated that there was a positive link between reward and employee motivation. Furthermore, the results revealed that there was a positive association between total rewards systems and job satisfaction.

Similarly, Sajuyigbe, Olaoye, and Adeyemi (2013) investigated the effect of reward on employees' performance with emphasis on chosen manufacturing firms in Ibadan, Oyo State, Nigeria. Utilizing a survey research design and multiple regression methodology on a sample of 100 participants obtained through the purposive sampling technique, the findings showed that performance bonuses as an element of reward had a positive impact on employees' performance. However, other elements of reward like pay, recognition and praise exerted a positive and insignificant impact on employees' performance.

In another similar study, Arikwera (2015) examined the influence of reward management on employee performance with a focus on Integrated Community Based Initiatives (ICOBI). Using survey research design, descriptive statistics and inferential statistics on a sample of 100 employees selected from 120 employees through the purposive and simple random sampling methods, the results showed that pay, promotion opportunities and training had a positive and significant impact on employees' performance at ICOBI.

In Kenya, Rugami, Wambua, and Mwatha (2016) examined the influence of reward systems on employees' performance in Kenya's media industry. Employing a survey research design, descriptive statistics and inferential statistics on a sample of 105 employees of Daily Nation, Standard, People Daily and the Star derived from 980 employees, the findings showed that both intrinsic and extrinsic rewards had a positive impact on employees' performance in Kenya's media industry.

Furthermore, Ndichu (2017) investigated the effects of incentives and rewards on employee productivity in small banks in Kenya. Employing a survey research design, descriptive statistics and inferential statistics on a sample of 164 employees of First Community Bank in Nairobi selected through a simple random sampling procedure, the results showed that financial incentives exerted a positive and insignificant impact on employee productivity. However, non-financial incentives had a positive impact on employee productivity. Furthermore, reward systems had a positive impact on employee productivity.

Moreover, in another related study, Agbenyo (2018) examined the effect of reward systems on employee performance at the University of Ghana. Using a survey research design, descriptive statistics and inferential statistics on a sample of 169 employees' out of 300 senior employees of the College of Basic and Applied Sciences of the University of Ghana selected through the simple random sampling technique, the results showed that intrinsic and extrinsic rewards exerted a positive and significant impact on employee performance.

Likewise, Kathombe (2018) employed a descriptive research design to examine the influences of reward management strategies on employees' performance in chosen universities in Nakuru County, Kenya. The study used regression methodology on a sample of 242 employees obtained from 620 employees of Egerton and Kabarak Universities through purposive and proportionate stratified sampling procedures. The Statistical Package for Social Sciences (SPSS) was employed for the analysis of data. The findings indicated that financial and non-financial rewards had a positive and significant effect on employees' performance.

Relying on the survey research design, Rashid, Hamza, and Said (2018) examined the effect of promotions, rewards and supervisor support on academic employee performance at Malaysian Universities. Using regression techniques on a sample of 200 employees derived from the University of Malaya and the National University of Malaysia through purposive and simple random sampling procedures, the findings revealed that promotions, rewards and supervisor support had a positive impact on employee performance at Malaysian Universities.

In a like manner, Kabuki (2019) utilized survey research design and inferential statistics to examine the influence of reward management strategies on employees' performance in Kenya's impact sourcing firms. Using a sample of 45 permanent employees of Cloud Factory Kenya Limited, the results revealed that financial reward,

developmental reward, social reward and intrinsic reward had a strong positive link with employee performance at Cloud Factory Kenya Limited.

Mudey (2019) examined the influence of reward management on employee performance in private universities in Mogadishu, Somalia. Using survey research design, descriptive statistics and inferential statistics on a sample of 273 employees derived from 862 employees of Universities of Jaamacada SIMAD, Jaamacada Banaadir, Jaamacada Muqdisho, Jaamacada Plasma and Jaamacada Jamhuriya employing the Slovene's formula, purposive and simple random sampling techniques, the findings showed that financial reward, non-financial reward and reward management had a positive and significant relationship with employee performance at the private universities in Mogadishu, Somalia.

In Nigeria, Ejikeme, Ifedioranma, Onyemaechi, and Donatus (2020) investigated the effect of reward management on employees' performance in chosen manufacturing companies in Enugu State. Using a survey research design, descriptive statistics and t-statistics on a sample of 350 employees obtained from 2821 employees utilizing the Yamane (1967) formula, the findings showed that intrinsic and extrinsic rewards had a positive impact on employees' performance.

Agbaeze and Ebirim (2020) in another similar study examined the relationship between reward systems and organizational performance in the manufacturing industry in South-South Nigeria. Employing a descriptive research design and inferential statistics on a sample of 257 employees obtained from 450 employees of the five chosen manufacturing firms from Bayelsa, Delta, and Rivers States through Gordon's formula, the results disclosed that financial rewards had a positive and significant influence on employees' performance. In addition, non-financial rewards had a positive and significant influence on employees' performance.

In a similar study, Ogbu, Ewelike, and Udeh (2020) investigated the influence of rewards management on the performance of employees utilizing selected private sector organizations in Anambra State. Using survey research design, descriptive statistics and inferential statistics on a sample of 286 employees' derived from 1009 employees' of every registered private sector establishment in Anambra State that hired from 20 persons and over using the (Yamane, 1967) formula, the results revealed that extrinsic and intrinsic rewards exerted a positive and significant impact on employees' performance.

Kampororo, Wafula, and Mwangi (2021) investigated the influence of reward systems on employees' performance in public institutions in Rwanda with a focus on the Rwanda Housing Authority. Utilizing a descriptive research design and inferential statistics on a sample of 85 employees obtained from 108 employees using the Yamane (1967) formula, purposive and stratified sampling techniques, the findings showed that compensation, performance recognition, career development opportunity and employee benefits had a positive and significant relationship with employee performance.

In another related study, Noorazem, Sabri, and Nazir (2021) examined the influence of reward systems on employees' performance at McDonald's. Using a survey research design and inferential statistics on a sample of 132 employees' from McDonald's in Perlis and Penang province obtained through convenience sampling procedure, the results indicated that appreciation, bonuses, medical benefits and salary exerted a positive and significant impact on employees' performance.

Utilizing survey research design and inferential statistics, Pradhan (2022) explored the influence of reward systems on performance of employees' of service oriented organizations of Nepal. Using correlation and regression methodologies on a sample of 425 employees, the findings showed that achievement, appreciation, bonus, empowerment, promotion and salary had a positive and significant impact on employees' performance at eserviceoriented organizations of Nepal.

After a comprehensive and up-to-date review of important literature, we discovered that several studies have been executed on the nexus between reward systems and workers' performance in both the developing and developed countries of the world. Numerous studies outside Nigeria probed the relationship between reward systems and workers' performance in universities (Afriyie, Twumasi, Sarpong, & Darko, 2020; Agbaeze & Ebirim, 2020; Kathombe, 2018; Kawara, 2014; Mudey, 2019; Nalweyiso, 2012; Rashid et al., 2018). To the best of our knowledge, Eze (2012) was the only study conducted in the university in Nigeria that investigated the effect of reward systems on the performance of organizations. He examined the role of reward management in

the performance of organization with focus on the University of Nigeria. However, the focus was on University of Nigeria rather than the University of Abuja.

Contrariwise, some of the studies on reward systems executed in Nigeria focused on the relationship between reward systems and employees' performance (Agwu, 2013; Akpoviro, Akanmu, Olalekan, & Alhaji, 2018; Akpuruku, 2019; Emejulu, 2020; Francis, Zirra, & Mambula, 2020; Muogbo & Chineze, 2018; Ogbu et al., 2020; Sajuyigbe et al., 2013). Some dwelt on the effect of reward systems on organizational performance (Agbaeze & Eberim, 2020; Eze, 2012). The rest were on the effect of reward systems on employees' attitude and motivation (Ekeoma, 2014). Previous studies conducted in Nigeria indicated that most of the scholars have addressed the effect of reward systems on employees' performance. Only few investigations were done on the educational sector in Nigeria regarding the dimension of reward system. Furthermore, only a few studies have been executed on the influence of reward systems on employees' performance in universities in Nigeria. This study is required to bridge this gap by examining the relationship between reward systems and workers' performance at the University of Abuja.

1.2. Theoretical Framework

This study would be shepherded by the Herzberg's Two Factor Theory. The theory was created by Herzberg (1964). This theory is a yardstick for explaining the factors that affects performance at the workplace. Again, an organization decision on the strategy and administration of contingent pay is based on it. This study was anchored on this theory because motivators and hygiene factors connect precisely to intrinsic and extrinsic reward systems. Herzberg (1964) made a distinction between the factors that leads to job satisfaction and job dissatisfaction at the work station. The factors that lead to job satisfaction were identified as motivators (satisfiers) whereas the factors that lead to job dissatisfaction were pinpointed as hygiene factors (dissatisfiers).

Motivators are also known as intrinsic factors. When motivators are in a workplace, it would inspire workers to work harder (Herzberg, 1966). They comprise achievement, advancement, autonomy, chance to do something important, challenging work, feeling of importance to an organization, growth, participation in decision making, recognition, responsibility and the work itself. In contrast, hygiene factors cannot inspire workers to work harder but if they are not present in the workstation, would result in the demotivation or dissatisfaction of workers'. Hygiene factors are also regarded as extrinsic factors. These factors comprise administration, fringe benefits, good pay, interpersonal relations, job security, level and quality of supervision, organizational policies, paid insurance, salary, status, supervisory practices, vacations and working conditions.

Motivators deals with the actual work (Guest, 1995). This entails the level of attractiveness of the work and the opportunities for extra responsibility, promotion and recognition. On the other hand, hygiene factors deal with the factors surrounding the work rather than the work. For instance, in the contention of Guest (1995) if a working condition that is safe and a satisfactory salary were offered by the management, workers would come to work. However, these factors would not inspire them to work harder. Hence, financial and non-financial strategies of reward can encourage workers performance or work against the needed motivation. Thus, the two-factor theory of Herzberg elucidates how monetary and non-monetary strategies of reward or by implication motivators and hygiene factors affect workers' performance.

Herzberg (1964) claimed that the factors resulting in work satisfaction are detached from those that result in work dissatisfaction. Thus, administrators pursuing the elimination of work dissatisfaction factors may achieve peace but certainly not motivation. Their workforce may be pacified rather than being motivated. Furthermore, the relevance of this theory for this study is based on the ground that it stated the two elements that influence work performance. These are intrinsic and extrinsic reward systems. The extrinsic factors comprise promotion and salary. In contrast, the intrinsic factors comprise praise and recognition. Thus, when workers at the University of Abuja are rewarded through intrinsic and extrinsic rewards, workers' performance would be affected. This confirms the contention of Blinder and Choi (1990) that when certain conditions subsist, rewards motivate performance. The management of University of Abuja can thus enhance their workers' performance by influencing them through numerous reward management policies, strategies and processes.

However, this theory proposes that managers should utilize both motivators and hygiene factors for the improvement of workers' attitudes and productivity and not think that boosting satisfaction would results in a

decline in dissatisfaction. No wonder, Robbins (2001) argued that Herzberg two-factor theory gives a better knowledge that a person's connection to job is fundamental and that one's attitude to job can actually decide success and failure. Notwithstanding the benefits of this theory, it has a few limitations. First, the link between satisfaction and performance was not estimated. Second, there was no evidence to show that productivity would result from factors of motivation. Third, the underpinning assumption that everybody's needs were alike was unproven.

2. Methodology

A survey research design was employed for this study. The 2145 employees' of the University of Abuja would constitute the population for this study. This comprises of the 640 academic staff and 1505 non-academic staff of the university. The sample size was established with a 95% confidence level utilizing Yamane (1967) formula.

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

Where:

n = sample size.

N = population.

e = allowable error (%).

Substituting into the formula:

$$n = \frac{2145}{1 + 2145(0.05)^2}$$

$$n = \frac{2145}{1 + 2145(0.0025)}$$

$$n = \frac{2145}{1 + 5.3625}$$

$$n = \frac{2145}{6.3625}$$

$$n = 337.13$$

Based on this formula, a sample size of 337 was realized. The probability and non-probability sampling methods were used in the study. The purposive and random sampling methods were employed in this study. The University of Abuja was chosen due to the gap in the literature and because Lecturers and students from the whole Federation plus the Federal Capital Territory (FCT) are there. Thus, their views on this issue could approximate that of the country. The simple random sampling technique was utilized to choose 337 workers' from the academic and non-academic staff. The simple random sampling method was utilized because it ensures that all workers' have equal chances of being selected. Furthermore, it prevents bias in the process of selection. Hence, 337 questionnaires were administered to workers' in the University of Abuja. The study used primary and secondary data. The structured questionnaire formed the basis for the derivation of the primary data. Conversely, existing and systematic works on the effect of reward systems on the performance of employees' in form of books, internal and external reports of government, journal articles, magazines, newspapers, reports and publications of development partners and Ministries, international organizations, Non-Governmental (NGOs), and Ministries, Departments and Agencies (MDAs) constituted the secondary data.

We utilized 13 items for the measurement of reward management systems. The thirteen items of reward management systems established by Husin, Chelladurai, and Musa (2012) would be used for this. The performance of workers' was measured through 11 items. The performance of workers' was proxied by

productivity. This was due to the fact that it was usually employed in the literature by scholars to measure performance. The validity and reliability of the instruments of measurement and the existence of unique elements in the data was determined through the Principal Components Analysis (PCA) and Cronbach-alpha coefficients. A Cronbach-alpha coefficient of 0.70 and above is deemed acceptable. Hence, the certainty, reliability and stability of the measurement instrument would not be in doubt if Cronbach-alpha coefficient falls within this range. We employed descriptive and inferential statistics for the analysis of the collected data. The International Business Machines Corp (IBM) Statistical Package for Social Sciences (SPSS) was used for data analysis.

3. Data Presentation, Analysis and Discussion of Results

Three Hundred and Thirty Seven questionnaires were administered to workers' at the University of Abuja. However, we recovered 300 questionnaires. The response rate was 89%. In contrast, 11% of the employees' did not answer to the questionnaire. We realized a Cronbach-alpha reliability score of 0.916 and 0.969 for the reward management systems construct and measures of work performance respectively. The instrument revealed an overall Cronbach Alpha value of 0.883. This coefficient was considered reliable for this study. The demographic characteristics of respondents are depicted in Table 1.

Table 1. Demographic characteristics of respondents.

Variable	Items	Frequency	Percentage (%)
Type of staff	Academic staff	220	73.3
	Non-academic staff	80	26.7
	Total	300	100.0
Number of years worked	Less than 5 years	40	13.3
	6-10 Years	49	16.3
	11-15 Years	116	38.7
	16-20 Years	29	9.7
	21-25 Years	40	13.3
	26 Years and above	26	8.7
	Total	300	100.0
Marital status	Married	225	75.0
	Single	75	25.0
	Widowed	0	0.0
	Separated	0	0.0
	Never married	0	0.0
	Divorced	0	0.0
	Engaged to be married	0	0.0
	Total	300	100.0
Gender	Male	235	78.3
	Female	65	21.7
	Total	300	100.0
Age	21-25 Years	4	1.3
	26-30 Years	41	13.7
	31-35 Years	124	41.3
	36-40 Years	14	4.7
	41-45 Years	14	5.0
	46-50 Years	42	15.0
	51-55 Years	15	5.0
	56-60 Years	45	15.0

	61-65 Years	0	
	66-70 Years	0	
	Total	300	
Education	No education	0	0.0 0.0 5.3
	Primary education	0	4.0
	Secondary education	16	90.7
	Polytechnic education	12	100.0
	Tertiary education	272	
	Total	300	

Source: Field survey, 2022.

The demographic features of the respondents are shown in Table 1. It indicated that 220 or 73.3% were academic staff while 80 or 26.7% were non-academic staff. The findings revealed that a mass of them (73.3%) were the academic staff. It indicated that 116 or 38.7% had been employed at the University of Abuja for a time of between 11-15 years. On the other hand, the rest (61.3%) were distributed between the periods of less than 5 years, 6-10, 11-15, 16-20, 21-25 and 26 years and beyond. Consequently, the years of experience of majority of the workers' qualifies them to pass judgment on the matter under study. Also, their marital status showed that 225 or 75% of them were married, 75 or 25% of them were single. The divorced, engaged to be married, never married, separated and widowed equally shared 0 or 0%. The results indicated that the majority of the respondents (78.3%) were male and the remaining (21.7%) were female. Furthermore, 124 or 41.3% were in the age category of 31-35 years. However, the rest (58.7%) were distributed between the age categories of 21-25, 26-30, 36-40, 41-45, 46-50, 51-55 and 56-60 years. From the perspective of education, 272 or 90.7% had tertiary education. Those with secondary education trailed with 16 or 5.3%. On the other hand, 12 or 4% had polytechnic education.

To determine the effectiveness of the reward management practices at the University of Abuja, we employed a five-point Likert tool. This was depicted in Table 2. The reward management practices were obtained due to an indepth literature review, interviews and participant observation. We pinpointed thirteen reward management systems created by Husin et al. (2012) and built it into the questionnaire and the employees of the University of Abuja were demanded to specify the choice that matches their view. The decision on each view was based on 3.00, the mean of a five points rating scale. Since the average of a five points rating scale tallies with the agreed view, 3.00 was employed to determine the effectiveness of each element of reward management systems at the University of Abuja. An opinion with a mean rating of 3.00 and above was deemed as agreed. In contrast, opinions with a mean rating of less than 3.00 were deemed as not agreed. To a great degree, most of the respondents agreed that this university does not automatically reward good performance. It was ranked first among the reward management practices under consideration. This was because it had the highest frequency of 944 and a mean score of 3.15. It was the only reward management practice rated above a mean score of 3.00. However, most of the respondents concurred that the remaining reward management practices were not effective at the University of Abuja. This was premised on the fact that views on all these reward management practices were rated below a mean score of 3.00.

Code	Opinion	Strongly agree (X5)	Agree (X4)	Undecided (X3)	Disagree (X2)	Strongly disagree (X1)
RM1	This university does not automatically reward good performance.	265	356	168	106	49
RM2	Employees are contented with the recognition accorded to them for executing good works.	145	316	177	176	45
RM3	This university gives promotions to the individuals that merit them.	70	340	105	186	73
RM4	Exceptional incentives and rewards are provided by management to all employees at each level.	50	252	123	160	106
RM5	Excellent service is remarkably celebrated by this university.	30	300	129	128	112
RM6	Supervisors acknowledge employees for executing jobs of highquality.	40	288	114	124	120
RM7	Supervisors are open to assist or direct employees.	55	64	276	110	126
RM8	Supervisors encourage the ideas of employees' and their styles of accomplishing things.	50	100	258	134	112
RM9	Supervisors utilize the rewards at their disposal to show employees that they have executed good jobs.	0	84	222	122	144
RM10	Supervisors' expectations from employees in terms of execution of job are not always clear to them.	70	368	243	200	13
RM11	The process of performance appraisal is connected to the reward system.	0	136	222	246	69
RM12	Promotions and pay increases depend on the attainment of known performance goals.	0	188	198	200	87
RM13	The standards for job performance evaluation are regularly revealed to employees by the managers.	30	120	144	112	160

Table 2. Distribution of respondents based on reward management systems at the University of Abuja.

Note: RM represents reward management systems. **Source:** Field survey, 2022.

Table 3. Principal component analysis results of the construct of reward management systems.

Code	Factors and observed variables	Loadings	Eigenvalues	Percentage of variance
Factor: Reward management systems				
RM1	This university does not automatically reward good performance.	0.397	6.841	52.626
RM2	Employees are contented with the recognition accorded to them for executing good works.	0.508	1.913	14.719
RM3	This university gives promotions to the individuals that merit them.	0.877	1.345	10.347
RM4	Exceptional incentives and rewards are provided by management to all employees at each level.	0.839	0.809	6.225
RM5	Excellent service is remarkably celebrated by this university.	0.877	0.557	4.283
RM6	Supervisors acknowledge employees for executing jobs of high-quality.	0.904	0.358	2.754
RM7	Supervisors are open to assist or direct employees.	0.814	0.288	2.217
RM8	Supervisors encourage the ideas of employees' and their styles of accomplishing things.	0.850	0.213	1.640
RM9	Supervisors utilize the rewards at their disposal to show employees that they have executed good jobs.	0.884	0.209	1.611
RM10	Supervisors' expectations from employees in terms of execution of job are not always clear to them.	0.494	0.178	1.369
RM11	The process of performance appraisal is connected to the reward system.	0.587	0.112	0.860
RM12	Promotions and pay increases depend on the attainment of known performance goals.	0.538	0.104	0.799
RM13	The standards for job performance evaluation are regularly revealed to employees by the managers.	0.569	0.071	0.549
Total variance explained by reward management systems				100

Note: Extraction method: Principal component analysis. KMO measure of sampling adequacy = 0.847, Bartlett's chi-square 3564.32 with 78 d.f., $p < 0.05$, and Bartlett's test of sphericity = 0.000.

Table 3 depicts the items and factor loadings of the construct of reward management systems. To ascertain the number of items under this construct that would represent it best, a PCA was conducted. To improve clarity, the proposition that loadings less than 0.40 should be ditched from the analysis was implemented. This was because a factor loading with a value of 0.4 and beyond was considered valid. Once more, factor loadings lower than 0.30 were deemed to be low while loadings more than 0.40 were deemed to be high. The results indicated that all the loadings were valid for further analysis. A check was carried out to confirm that the variables were correlated at a moderate level and that minimum conditions were satisfied. We realized the Kaiser-Meyer-Olkin (KMO)

measurement assumption. The KMO estimate of 0.847 indicated the relevance of the investigation. This was because it fulfilled the first assumption for factor analysis. The significance of the Bartlett test of sphericity (ChiSquare with degrees of freedom $78 = 3564.32$, $p=0.000$) further showed that it was right to conduct factor analysis. These elements were subjected to final analysis.

Table 4. Principal component analysis results of the factors of work performance.

Code	Factors and observed variables	Loadings	Eigenvalues	Percentage of variance
Factor: Work performance				
WP1	Quality services	0.770	8.520	77.454
WP2	Effectiveness	0.850	0.985	8.952
WP3	Service delivery	0.884	0.427	3.880
WP4	Productivity	0.918	0.291	2.643
WP5	Mental production (Decisions)	0.750	0.228	2.077
WP6	Return to government	0.891	0.146	1.323
WP7	Investment in research	0.902	0.117	1.063
WP8	Web ranking	0.902	0.104	0.947
WP9	Task done	0.931	0.082	0.749
WP10	Observable action	0.931	0.061	0.558
WP11	Rate of innovation	0.931	0.039	0.355
Total variance explained by work performance				100

Note: WP denotes work performance.

Extraction method: Principal component analysis. KMO measure of sampling adequacy = 0.924, Bartlett's chi-square 4800.98 with 55 d.f., $p < 0.05$, and Bartlett's test of sphericity = 0.000.

In Table 4, a PCA was conducted on work performance to derive information on the number of elements that represents the data best. However, no element was rejected from it. All the elements revealed good internal reliability and were endorsed for further analysis. A check was carried out to confirm that the variables were correlated at a moderate level and that minimum conditions were satisfied. We realized the KMO measurement assumption. The KMO estimate of 0.924 indicated the relevance of the investigation. This was because it fulfilled the first assumption for factor analysis. The significance of the Bartlett test of sphericity (Chi-Square with degrees of freedom $55 = 4800.98$, $p=0.000$) further showed that it was right to conduct factor analysis.

Table 5. Regression results.

Factor/Model	Unstandardized coefficients	Standard error	T-statistic	Sig.
Constant	0.301	0.227	1.326	0.186
This university does not automatically reward good performance.	-0.214	0.067	-3.212	0.001
Employees are contented with the recognition accorded to them for executing good works.	0.715	0.080	8.917	0.000
This university gives promotions to the individuals that merit them.	0.174	0.109	1.592	0.112
Exceptional incentives and rewards are provided by management to all employees at each level.	-0.263	0.104	-2.539	0.012

Excellent service is remarkably celebrated by this university.	-0.172	0.117	-1.476	0.141
Supervisors acknowledge employees for executing jobs of high-quality.	-0.106	0.130	-0.821	0.412
Supervisors are open to assist or direct employees.	0.333	0.092	3.633	0.000
Supervisors encourage the ideas of employees' and their styles of accomplishing things.	0.372	0.099	3.767	0.000
Supervisors utilize the rewards at their disposal to show employees that they have executed good jobs.	0.130	0.115	1.134	0.258
Supervisors' expectations from employees in terms of execution of job are not always clear to them.	0.134	0.073	1.847	0.066
The process of performance appraisal is connected to the reward system.	-0.286	0.094	-3.047	0.003
Promotions and pay increases depend on the attainment of known performance goals.	0.177	0.101	1.757	0.080
The standards for job performance evaluation are regularly revealed to employees by the managers.	0.020	0.093	0.218	0.828
Parameters of the model				
R ²	0.561			
Adjusted R ²	0.542			
F-statistic (Sig.)	28.164 (0.000)			
Dependent variable: Workers' performance				

Table 5 revealed the results of the regression analysis. The results showed that this university does not automatically reward good performance, exceptional incentives and rewards are provided by management to all employees at each level and that the process of performance appraisal is connected to the reward system had a negative impact on workers' performance at the University of Abuja. In contrast, employees are contented with the recognition accorded to them for executing good works, supervisors are open to assist or direct employees, supervisors encourage the ideas of employees' and their styles of accomplishing things, supervisors' expectations from employees in terms of execution of job are not always clear to them and promotions and pay increases depend on the attainment of known performance goals exerted a positive effect on workers' performance at the University of Abuja. The plausible reason for the positive and significant relationship between supervisors' expectations from employees in terms of execution of job are not always clear to them and their performance could be explained by the extra effort devoted by them to knowing what the supervisors want. In addition, the plausible reason for the negative and significant relationship between the process of performance appraisal is connected to the reward system and workers' performance could be explained by the nepotism that characterizes the process of performance appraisal in most economies of the world, particularly the developing ones. Thus, people get rewarded for doing nothing. Furthermore, the plausible reason for the negative and significant relationship between exceptional incentives and rewards are provided by management to all employees at each level and workers' performance at the University of Abuja could also be partly explained by nepotism. If nepotism is allowed a place in the reward system, no objectives would be attached to these excellent incentives and rewards by the university management. Hence, employees would be rewarded despite their levels of performance. Furthermore, it explains why good performance does not automatically get rewarded at the University of Abuja. The results showed that 56% of workers' performance at the University of Abuja could be explained by reward

management systems. The Fstatistic of 28.164 and its significance value of 0.000 revealed that the model had a good fit.

4. Conclusion and Recommendations

Based on the results, this university does not automatically reward good performance, exceptional incentives and rewards are provided by management to all employees at each level and that the process of performance appraisal is connected to the reward system were the reward management practices that affected workers' performance negatively at the University of Abuja. In addition, employees are contented with the recognition accorded to them for executing good works, supervisors are open to assist or direct employees, supervisors encourage the ideas of employees' and their styles of accomplishing things, supervisors' expectations from employees in terms of execution of job are not always clear to them and promotions and pay increases depend on the attainment of known performance goals were the reward management practices that affected workers' performance positively at the University of Abuja. The study recommends that the University of Abuja management should ensure that rewards are based on merit and matched with performance to inspire workers to give their best. In addition, the university management should sustain their reward management practices on recognition of workers for doing good jobs, supervisors' assistance to workers, supporting of workers' ideas and ways of getting things done by supervisors and linkage of promotions and pay increases to attainment of documented performance objectives. Furthermore, reward management practices on rewards for good performance, promotions going to people that deserve them, celebration of exceptional service, recognition of workers by supervisors for doing high-quality work, use of rewards by supervisors to let workers know when they have done fine jobs, linkage of performance appraisal process to reward system and consistency of dissemination of standards for job performance evaluation by managers to workers should be reviewed and strengthened.

References

- Afriyie, E. O., Twumasi, A., Sarpong, E., & Darko, L. O. (2020). The effect of compensation on employees' performance: A case of a technical university in Ghana. *International Journal of Managerial Studies and Research*, 8(6), 44–54. <https://doi.org/10.20431/23490349.0806005>
- Agbaeze, K. E., & Ebirim, O. C. (2020). Reward system and organizational performance in the manufacturing industry in South-South Nigeria. *International Journal of Management Social Sciences Peace and Conflict Studies*, 3(4), 241–254.
- Agbenyo, C. K. (2018). *Reward systems and employee performance at the University of Ghana*. Master's Thesis University of Cape Coast Ghana.
- Agwu, M. (2013). Impact of fair reward system on employees job performance in Nigerian Agip Oil company limited port. *Harcourt. British Journal of Education, Society & Behavioral Science*, 3(1), 47-64. <https://doi.org/10.9734/bjesbs/2013/2529>
- Akpoviroro, K. S., Akanmu, P. M., Olalekan, A., & Alhaji, S. A. (2018). Moderating influence of organizational reward system on employee's performance. *Socio Economic Challenges*, 2(4), 114–122. [https://doi.org/10.21272/sec.2\(4\).114-122.2018](https://doi.org/10.21272/sec.2(4).114-122.2018)
- Akpuruku, B. W. (2019). The impact of reward systems on employee performance: A study of selected oil servicing companies in Bayelsa State. *International Journal of Advanced Academic Research Social and Management Sciences*, 5(4), 7–21.

- Arikwera, G. (2015). *Reward management and employee performance at ICOBI – sheema district*. Uganda Master's Thesis Uganda Management Institute Uganda.
- Armstrong, M. (2009). *Armstrong's handbook of performance management* (4th ed.). London: Kogan Page.
- Armstrong, M. (2013). *A handbook on human resource management*. London: Kogan Page Publishers.
- Barber, A. E., & Bretz, R. D. (2000). *Compensation attraction, and retention*. In S.L. Rynes & B. Gerhart (Eds) *compensations in organizations: Current research and practice*. CA. San Francisco: Jossey-Bass.
- Blinder, A. S., & Choi, D. H. (1990). A shred of evidence on theories of wage stickiness. *The Quarterly Journal of Economics*, 105(4), 1003-1015. <https://doi.org/10.2307/2937882>
- Brewster, C., Mayrhofer, W., & Farndale, E. (2018). *Handbook of research on comparative human resource management*. USA: Edward Elgar Publishing Inc.
- Dewhurst, M., Guthridge, M., & Mohr, E. (2009). Motivating people: Getting beyond money. *McKinsey Quarterly*, 1(4), 12-15.
- Ejikeme, O. F., Ifedioranma, U. J., Onyemaechi, N. D., & Donatus, N. C. (2020). Reward management and employee performance in selected manufacturing firms in Enugu State. *International Journal of Management and Entrepreneurship*, 2(1), 139–157.
- Ekeoma, M. C. (2014). *The impact of organizational reward system on workers attitude and motivation to work: Case study of coca-cola Sokoto* Postgraduate Diploma's Thesis Usmanu Danfodiyo University Sokoto Nigeria.
- Emejulu, G. (2020). Employee rewards and its performance implication: A South Eastern Nigeria experience. *Asian Journal of Economics Business and Accounting*, 15(2), 8-15. <https://doi.org/10.9734/ajeba/2020/v15i230209>
- Eze, C. A. (2012). *The role of reward management in organizational performance: A case study of University of Nigeria Nsukka*. Master's Thesis University of Nigeria Nsukka Nigeria.
- Francis, F., Zirra, C. T. O., & Mambula, C. J. (2020). Reward system as a strategy to enhance employees performance in an organization. *Archives of Business Research*, 8(6), 156-164. <https://doi.org/10.14738/abr.86.8403>
- Gohari, P., Ahmadloo, A., Boroujeni, M. B., & Hosseinipour, S. J. (2013). The relationship between rewards and employee performance. *Interdisciplinary Journal of Contemporary Research in Business*, 5(3), 543-570.
- Guest, D. E. (1995). Human resource management: Its implications for industrial relation and trade union. In J. Storey (Ed.) *Human resource management: A critical text*. In (2nd ed., pp. 1-399). London: Routledge.
- Hafiza, N. S., Shah, S. S., Jamsheed, H., & Zaman, K. (2011). Relationship between rewards and employee's motivation in the non-profit organizations of Pakistan. *Business Intelligence Journal*, 4(2), 327-334.

- Herzberg, F. (1964). The motivation-hygiene concept and problems of manpower. *Personnel Administration*, 27(1), 3–7.
- Herzberg, F. (1966). *Work and nature of work cleveland*. Cleveland: World Publishing.
- Husin, S., Chelladurai, P., & Musa, G. (2012). HRM practices, organizational citizenship behaviors and perceived service quality in golf courses. *Journal of Sport Management*, 26(2), 143-158. <https://doi.org/10.1123/jsm.26.2.143>
- Kabuki, S. W. (2019). *Effect of reward management strategies on employee performance in impact sourcing companies in Kenya: Case of cloud factory Kenya limited*. Master's Thesis Africa International University Nairobi Kenya.
- Kampororo, D., Wafula, A., & Mwangi, E. N. M. (2021). Effect of reward system on employee performance in public institutions in Rwanda. A case of rwanda housing authority. *The Strategic Journal of Business & Change Management*, 8(4), 498 – 513.
- Kathombe, M. W. (2018). *Reward management strategies on employee performance in selected universities in Nakuru county Kenya*. Master's Thesis University of Eldoret Kenya.
- Kawara, P. (2014). Effects of reward systems on employee productivity in Catholic University of Eastern Africa. *International Journal of Recent Research in Commerce Economics and Management*, 1(2), 1-4.
- Mahaney, R. C., & Lederer, A. L. (2006). The effect of intrinsic and extrinsic rewards for developers on information systems project success. *Project Management Journal*, 37(4), 42-54. <https://doi.org/10.1177/875697280603700405>
- Mudey, M. A. (2019). *Reward management and employees' performance in private Universities in Mogadishu Somalia*. Master's Thesis Kampala International University Kampala Uganda.
- Muogbo, U., & Chineze, J. (2018). Effective reward management as a tool for improving employee performance in a private sector organisation: A study of selected zenith bank branches in Nigeria. *International Journal of Humanities and Social Science Invention*, 7(04), 106-117.
- Nalweyiso, D. (2012). *Rewards and commitment of the non-teaching staff in public Universities in Uganda: A case of Makerere college of education and external studies*. Master's Thesis Makerere University Kampala Uganda.
- Ndichu, J. N. (2017). *Effects of incentives and rewards on employee productivity in small banks in Kenya: A case study of first community bank*. Master's Thesis United States International University Africa.
- Ndung'u, A. W., & Kwasira, J. (2016). Role of reward systems in enhancing employee motivation in commercial banks in Nakuru Town Kenya. *International Journal of Economics Commerce and Management*, 4(10), 797-820.
- Noorazem, N. A., Sabri, S. M., & Nazir, F. (2021). The effects of reward system on employee performance. *Universiti Teknologi MARA Perlis Branch Intellectual Journal*, 16(1), 41 – 51.

- Ogbu, K. C., Ewelike, U. E., & Udeh, O. J. (2020). The effect of reward management on employee performance in selected private sector organization in Anambra State Nigeria. *Journal of Applied Management Science*, 6(1), 17–33.
- Pradhan, G. M. (2022). Impact of reward systems on employee performance of service sector institutions in Nepal. *The Batuk*, 8(2), 1-13. <https://doi.org/10.3126/batuk.v8i2.47008>
- Rashid, S., Hamza, M. B., & Said, H. M. (2018). Impacts of rewards promotions and supervisor support on academic staff's performance: An empirical study in Malaysian Universities. *International Journal of Academic Research in Business Social Sciences*, 8(9), 1983-1998.
<https://doi.org/10.6007/ijarbss/v8-i9/4877>
- Robbins, S. P. (2001). *Organizational behaviour* (2nd ed.). New York: Prentice-Hall Inc.
- Rugami, I., Wambua, P., & Mwatha, S. (2016). Reward systems and employee performance in the print media sector in Kenya. *European Journal of Business and Strategic Management*, 1(1), 100-116.
- Sajuyigbe, A., Olaoye, B., & Adeyemi, M. (2013). Impact of reward on employees performance in a selected manufacturing companies in Ibadan Oyo State Nigeria. *International Journal of Arts and Commerce*, 2(2), 27-32.
- Yamane, O. T. (1967). *Statistics: An introductory analysis* (2nd ed.). New York: Harper and Row.