



**NIGERIAN JOURNAL OF PUBLIC SECTOR MANAGEMENT  
(NJPSM)**



**Effect of Rewards on Employee Performance in Cross River State  
Broadcasting Corporation, 2019-2024**

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**Abstract**

The study focused on the effect of rewards on employee performance in Cross River State Broadcasting Corporation, 2019-2024. The specific objectives of the study were to ascertain the effect of intrinsic and extrinsic rewards on employee performance. Two hypotheses were formulated and tested. A descriptive survey research design was used, with a population of 352 employees and a sample size of 187 which was determined using the Taro Yamane formula. Data were collected via a structured questionnaire. The questionnaire was subjected to face and content validity. Cronbach alpha method was used to establish the internal consistency of the questionnaire items which yielded a reliability coefficient of 0.70. Descriptive statistics (mean and standard deviation), and Chi-square statistic were used for analysis. Findings revealed that intrinsic rewards (i.e.  $c2\alpha = 523.143 > 21.026$ ), and extrinsic rewards (i.e.  $c2\alpha = 731.417 > 21.026$ ) significantly improved employee performance in Cross River State Broadcasting Corporation. The study concluded that rewards have a positive significant effect on employee performance in Cross River State Broadcasting Corporation. The study recommended among others that; the management of the Cross River State Broadcasting Corporation should effectively and efficiently make use of intrinsic rewards to motivate its employees so that both individual and organizational objectives can be achieved.

**Keywords:** Rewards, Intrinsic, Extrinsic, Employee, Performance, Organization.

## Introduction

Globally, employees are backbone of any organization and the active role they play in achieving the desired organizational objectives cannot be underestimated. As a result of that, it is imperative to maintain employees properly to create motivation, job satisfaction and increase job performance through diverse strategies such as rewards. Rewards entail all forms of payment or rewards going to employees at all organisational levels and arising from employment in the organization (Murlins, 2022). Thus, it is a system set up by an organization to reward performance and motivate employees for their positive contributions to the growth of the organization. It can also be seen as the procedures, rules and standards associated with the allocation of benefits and compensation to performing employees.

The rewards vary from organization to organization and it comes in various forms, including intrinsic or extrinsic, monetary or non-monetary, tangible or intangible, and physical or psychological which are offered to the employees as compensation for the productive work

they perform (Armstrong, 2019). Intrinsically motivated individuals will be committed to their work only when they find out that their job contains intrinsically rewarding tasks. In the same light, extrinsically motivated persons will be committed to the extent that they can gain or receive external rewards for their job. In a nutshell, a good reward system, therefore, is expected to contain elements that reward both intrinsically and extrinsically to trigger both extrinsic and intrinsic motivation from the employees. With a well-motivated workforce, employee performance can be manifested in organizational effectiveness, which allows individuals to focus on the development of their work, in terms of behaviour, knowledge, ethics, skills, and effectiveness (Chiekezie, Emejulu & Nwanneka, 2017).

Johnson, Houmanfar and Smith (2020) opined that the purposes of a rewards system include attracting and retaining motivated employees to support the management in attaining the organization's strategic goals by ensuring that the required skilled, competent, committed and well-motivated workforce are met and ensure that these employees are treated equitably and fairly in accordance to the task they perform. The employees directly connect rewards with work behaviour and the higher performance they have attained (Ezeanyim, Ufoaroh & Ajakpo, 2019).

Rewards are imperative for employee performance and an increase in employee performance will obviously lead to an increased in organizational performance. Organizational rewards play so many roles in motivating, reinforcing, sustaining and creating commitment among employees for desired performance.

Performance is important for organizational success and every organization solely depends on employee performance. Employee performance deals with the effectiveness and efficiency of an individual's work-related activities and accomplishments about their job responsibilities, goals, and standards. Thus, it encompasses various aspects such as job knowledge and technical skills, quality and quantity of work produced, communication and teamwork skills, problem-solving and decision-making abilities, adaptability and flexibility, compliance with organizational policies and procedures, and achievement of specific goals and objectives. It could simply be understood as the related activities expected of a worker and how well those activities were executed in terms of quality, quantity, and timelines (Zayum, 2018). The indices of employee performance in an organization may include, the quantity of output, quality of output, timeliness of output, presence at work, and cooperativeness with others.

The Cross River State Broadcasting Corporation (CRSBC) was established in (2008) as a state-owned Broadcasting organization, and was saddled with the responsibilities of information dissemination; promotion of policies, programmes, and activities of the Cross River State Government; operating radio and television that broadcast a wide range of programmes such as news, current affairs, music, entertainment, documentaries and drama; develop and broadcast programmes that promote social, economic, and cultural development in Cross River State;

produce and broadcast educational programmes that promote learning and skills development; and to develop and facilitate cultural exchange programmes that promote understanding and cooperation between different communities. Just like any other public sector organization in Cross River State, the management of the Cross River State Broadcasting Corporation have developed various rewards programmes that will inspire, motivate and influence employees to perform optimally towards achieving the desired organizational set objectives. The extent to which rewards have affected employee performance in Cross River State Broadcasting Corporation is, therefore, the focus of the study.

## **Statement of the Problem**

Rewards are mechanism designed to motivate and recognize employees or teams for achieving specific goals, demonstrating desired behaviour, or making significant contributions towards achieving organizational objectives. The essence of rewards in any organization be it public or private is to ensure that employees are attract and retain, motivates to achieve high levels of performance, and to elicit and reinforce desired behaviour of the employees. Thus, organizations use rewards to fulfil and satisfy the needs of their employees as well as to ensure that they operate equitably and fairly. The way organizations manage their reward system determines or influences the attitudes of employees towards work, as well as their performance.

In Nigeria, most public sector organizations have suffered the consequences of poor employees' performance, low staff morale and high employee turnover due to poor or lack of effective rewards. The issue of an equitable or fair rewards in public sector organizations has not only remained a thorny one but has also dominated the front burner of national discourse for quite some time now. It has led to several labour disputes usually characterized by strike lockouts, work-to-rule, picketing, and their likes which have, of course, led to the loss of many man-hours, violent protests in which property and lives were destroyed, mass dismissal and strained relationship between the employees and their employers.

However, observation have shown that the management of the Cross River State Broadcasting Corporation has revolved so many intrinsic and extrinsic reward programmes to inspire, influence and motivate employees to put in their best towards achieving organizational objectives. It is against this backdrop, that this study seeks to examine the effect of rewards on employee performance with specific reference to Cross River State Broadcasting Corporation, 2019-2024.

## **Objective of the Study**

The main objective of the study is to examine the effect of rewards on employee performance in Cross River State Broadcasting Corporation, 2019-2024. While the specific objectives were to:

1. Ascertain the effect of intrinsic rewards on employee performance in Cross River State Broadcasting Corporation; and
2. Evaluate the effect of extrinsic rewards on employee performance in Cross River State Broadcasting Corporation.

## **Hypotheses**

The following research hypotheses were formulated and tested by the study:

1. Intrinsic rewards have no significant effect on employee performance in Cross River State Broadcasting Corporation, and
2. Extrinsic rewards have no significant effect on employee performance in Cross River State Broadcasting Corporation.

## **Conceptual Review**

### **Rewards**

Rewards deal with the strategies, policies and process required to ensure that the contributions of employees to the organization are recognized by both financial and non-financial means (Armstrong, 2010). It also refers to all the monetary, non-monetary and psychological payments that an organization provides for its employees in exchange for the work they perform. Rewards can be defined as a particular monetary return, object or event that employees receives in exchange for their work or for having done something well (Schultz, 2016).

Employees are rewarded for their contributions with tangible and intangible packages, such as pay raises, bonuses, company automobiles, vacation benefits, and more. Rewards can be intrinsic or extrinsic. Among the intrinsic rewards are job autonomy, recognition, training and responsibilities. On the other hand, extrinsic rewards comprise salaries and wages, promotions, allowances and bonuses.

### **Intrinsic Rewards**

Muchiri (2016) defined intrinsic rewards as those rewards that are inherent within a job and are available in the job for example, employees' ability, receiving appreciation, recognition, challenges and achievement, and behaviour that shows understanding and concern as to enhance awareness, ability and confidence in the person being mentored. It is concerned with the feeling of being recognized and praised for a job well done and participating in whatever we do (Wasiu & Adebajo, 2014).

According to Mansor, (2012) an intrinsic reward (inherent) is defined as acts of doing an activity for its inherent satisfaction rather than for some separable consequence. It fulfils employee's innate factors or motivators, thus motivating him. Examples include by giving challenging task, getting involved in decision making process, giving a higher rank in hierarchies. All these rewards do not require any increase in salary but the employee is still being motivated,

feeling a sense of satisfaction of being given the opportunity of working at a higher management rank. An intrinsically motivated individual will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her.

### **Extrinsic Rewards**

Extrinsic rewards (external) are defined as those remuneration factors that are external to the job such as pay, incentives, bonuses, work condition, security, benefits, promotion contract of services and work environment (Armstrong, 2019). It also refers to the core organizational reality, as equitable rewards distribution does drive employee's morale.

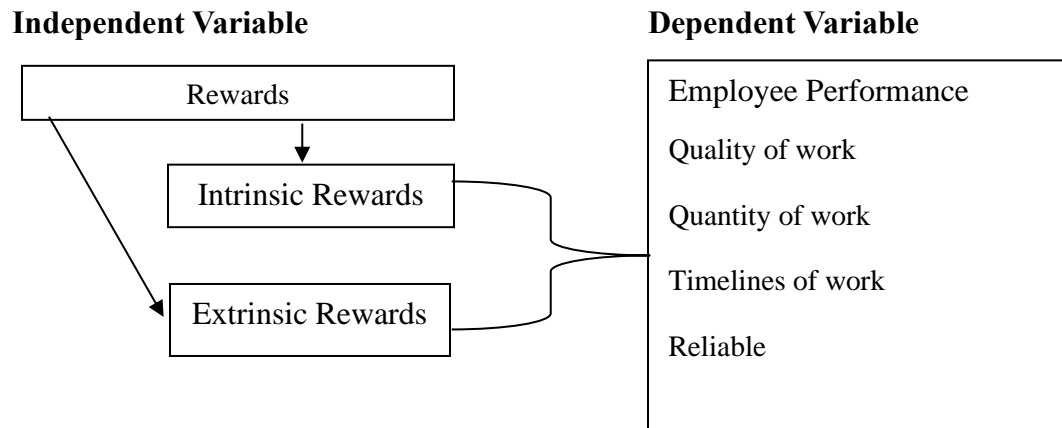
A wage premium may enhance productivity by improving nutrition, boosting morale, encouraging greater commitment to organizational goals, reducing quits and the disruption caused by turnover, attracting higher quality workers and inspiring workers to put forth greater effort (Goldsmith, Veum & Darity, 2014). As a result, people are mostly attracted to well-paying jobs, extend extra effort to perform the activities that bring them more pay, and become agitated if their pay is threatened or decreased (Stajkovic & Luthans, 2016).

### **Employee Performance**

Employee performance refers to the effectiveness and efficiency of an individual's work-related activities and accomplishments about their job responsibilities, goals, and standards. It also refers to the accomplishment of tasks or mere working effectiveness of employees (Thomas, 2014). Thus, it can be view as the related activities expected of a worker and how well those activities were executed in terms of quality, quantity, and timelines (Zayum, 2018). The indices of employee performance in an organization may include the quantity of output, quality of output, timeliness of output, presence at work, and cooperativeness with others.

Bond and Fox (2007) also highlight the indices of employee performance in an organization as follows: the quantity of work, timeliness of work, quality of work i.e the quality of work produced in terms of standards, use of resources/efficiency, self-reliance, productive work habits, alignment and compliance with organizational objectives. Therefore, employee performance can be defined as how an employee fulfils the job duties and executes the required tasks in terms of effectiveness, quality, quantity, timeliness, and efficiency of output per the responsibilities given to him/her.

### Conceptual Model of Rewards and Employee Performance



**Source:** Researcher's Conceptual Model of Rewards and Employee Performance

### Rewards and Employee Performance: The Nexus

Various studies have reported the link between rewards and employee performance in several organizational settings. The most conventional linkage is that effective rewards guarantee high employee satisfaction which in turn spur employee towards higher performance. A well-designed rewards have a strong and positive relationship with employee performance. When rewards are aligned with organizational goals and employee needs, they can motivate employee to work harder, smarter, increase job satisfaction, and reduce turnover. Thomas (2008) reported that adequate intrinsic rewards have been shown to improve employee performance. According to the author, the activities of accomplishing set targets, volunteering for challenging assignments, taking up management and leadership responsibilities and the pursuit of professional growth are intrinsic rewards that improve employee satisfaction and consequently on the job performance.

Extrinsic rewards such as competitive salaries, pay raises, merit bonuses, job security and promotion can enhance performance by improving nutrition, boosting morale, encouraging greater commitment to organizational goals, reducing quits and the disruption caused by turnover, attracting higher quality workers and inspiring workers to put forth greater effort (Goldsmith, Veum & Darity, 2014). As a result, people are mostly attracted to well-paying jobs, extend extra effort to perform the activities that bring them more pay, and become agitated if their pay is threatened or decreased (Stajkovic & Luthans, 2016).

When organizations take time to meet and recognize employees who have performed well, it plays a big role in enhancing employees' performance (Torrington & Hall, 2006). Rewards is one of the elements' contemporary organizations used to motivates employees for contributing their best effort to generate innovative ideas that lead to better functionality and further improvise organizational performance both financial and non-financially. Rewards have

a substantial impact on an organization's ability to acquire, retain, and motivate high-potential employees, and get the higher levels of employees' work quality, work quantity, work efficiency (i.e. ability to deliver assignments or output timeously) (Fatima, 2021). The effective administration of intrinsic and extrinsic rewards affects employees' behaviour in the areas of punctuality, turnover, absenteeism, commitment and satisfaction, which in turn affects performance and productivity levels (Akuoko, Kanwetuu & Dwumah, 2019).

## **Theoretical Framework**

The theory underlying this study is the Vroom's Expectancy Theory (1964). Vroom argued that individuals will choose behaviours they believe will result in the achievement of specific outcomes they value. In deciding how much effort to put into work behaviour, individual are likely to consider three things; valence, instrumentality and expectancy. All these factors are often referred to as 'VIE' and they are considered to influence motivation in a combined manner. The theory opined that, although individuals may have different sets of goals, they can be motivated if they believe that there is a positive correlation between effort and performance and that favourable performance will result in a desirable reward. The reward will eventually satisfy the needs and the desire to satisfy the needs is strong enough to make the effort worthwhile.

The theory argued that the strength of a tendency to act in a specific way depends on the strength of an expectation, followed by a given outcome and on the attractiveness of that outcome to the individual. In the public sector organization, employees can be motivated to perform better when there is a belief that better performance will result in the realization of personal goals in the form of reward. This explains why some extrinsic financial motivation works only if the link between action and reward is understood and the reward is worth the effort. It might also be seen as an explanation as to why intrinsic motivation from the act of working can be more powerful.

The theory can be applied in various contexts to understand the motivation and behaviour of employees in Cross River State Broadcasting Corporation. Employees in the Broadcasting Corporation are motivated to put in their best towards maximum performance as a result of their expectancy, "confidence in meeting targets", instrumentality, "belief that meeting targets will lead to rewards", and valence "perceived value of the rewards". Therefore, motivation arising from the expectancy theory produces desired actions, which give the required results in the form of performance and satisfaction from rewards for the employees.

## **Methodology**

The study adopted a descriptive survey research design. The population of the study was 352 employees of the Cross River State Broadcasting Corporation. The population of the employees were grouped into two distributions as follows: Junior employees (194) and Senior employees (158) with

a sample size of 187 which was determined using the Taro Yamane (1967) formula. The instrument used for data collection was a structured questionnaire titled: Effect of Rewards on Employee Performance Questionnaire (ERE PQ) developed by the researchers from the literature reviewed. The responses to each item in the questionnaire were based on a 4-point rating scale of very high extent, high extent, low extent, and very low extent with a corresponding nominal value of 4,3,2, and 1 respectively.

The instrument was subjected to face and content validity. Cronbach Alpha method was used to establish the internal consistency of the EWEPQ items which yielded a reliability coefficient of 0.80 indicating that the instrument is highly consistent and hence reliable for the study. The instrument was administered to the respondents by the researchers. A total of 187 copies of the questionnaires were administered by the researchers and only 171 copies of the questionnaires were retrieved from the respondents and used for the data analysis. Data collected for the study were analyzed using a descriptive statistic of the mean (real limits of numbers) and standard deviation, while the Chi-square statistic was used to test the stated hypotheses at a 0.05 level of significance.

In answering the research questions, the real limits of numbers were used for decision-making as follows; 3.50 - 4.00 = very high extent; 2.50 – 3.49 = high extent; 1.50 – 2.49 = low extent; 1.00 – 1.49 = very low extent.

The decision rule for rejection of the stated hypotheses was based on the Chi-square calculated value ( $\chi^2_{\alpha}$ ) and the critical value. A hypothesis of no significant effect was rejected for any cluster of items whose  $\chi^2_{\alpha}$  was less than the critical value at 0.05 and with the specified degree of freedom while it was not rejected for any cluster of items whose  $\chi^2_{\alpha}$  is greater than the critical value at 0.05 and with the specified degree of freedom.

## Result and Discussion

The data obtained during the field survey in Cross River State Broadcasting Corporation were presented and analyzed in this part of the paper using a descriptive statistic of the mean (real limits of numbers) and standard deviation.

**Table 1:** Returned and not-returned questionnaire

Respondents	Number Distributed	Number Returned	Number Not Returned	% of Total Returned	% of Total Not Returned
Junior employees	84	79	5	42.24	2.67
Senior employees	103	92	11	49.21	5.88
<b>Total</b>	<b>187</b>	<b>171</b>	<b>16</b>	<b>91.45</b>	<b>8.55</b>

**Source:** Field survey, 2024.



**Table 1** above shows that out of the 187 copies of the questionnaire administered by the researchers, 171 (91.45%) valid questionnaires were retrieved, while 16 (8.55%) questionnaires were not returned. Based on that, 171 copies of the questionnaire were used for the data analysis.

**Table 2:** Mean rating and standard deviation of respondents on the extent to which intrinsic rewards have affected employee performance in Cross River State Broadcasting Corporation

S/N	Statement	N	Minimum	Maximum	Mean	Std. Deviation	Remark
1.	Challenging work motivates employee to be effective and efficient.	171	1.00	4.00	3.42	.637	High extent
2.	A sense of accomplishment motivates the employee to put in his/her best for maximum performance.	171	1.00	4.00	3.37	.621	High extent
3.	Recognition and appreciation enhance employee performance.	171	2.00	4.00	3.24	.595	High extent
4.	Job satisfaction stimulates greater performance by employee.	171	1.00	4.00	3.43	.664	High extent
5.	Career development opportunities encourage employee to be effective and efficient.	171	2.00	4.00	3.11	.553	High extent

**Source:** Field survey, 2024.

Data presented in Table 2 above, revealed that all 5 items had their mean values ranging from 3.11 to 3.43 which were real limits of 2.50 to 3.49. This shows that intrinsic rewards have affected employee performance in Cross River State Broadcasting Corporation to a high extent. The Table further showed that the standard deviation of the items ranged from .55 to .66, indicated that the respondents were not too far from the mean and the opinion of one another in their responses on the extent to which intrinsic rewards have affected employee performance in Cross River State Broadcasting Corporation.

**Table 3:** Mean rating and standard deviation of respondents on the extent to which extrinsic rewards have affected employee performance in Cross River State Broadcasting Corporation

S/N	Statement	N	Minimum	Maximum	Mean	Std. Deviation	Remark
1.	Salary/pay raise motivates employees to perform optimally towards achieving organizational objectives.	171	1.00	4.00	3.57	.694	Very high extent
2.	Employee view promotion as a positive return that enhances his/her motivation for effective performance.	171	1.00	4.00	3.61	.742	Very high extent
3.	Bonuses motivate employee for greater performance.	171	2.00	4.00	3.77	.763	Very high extent
4.	Job security provides a viable assurance for employee to put in extra effort to ensure that the organization realizes its long-term objectives.	171	1.00	4.00	3.63	.755	Very high extent
5.	Incentives pay stimulate employee for maximum performance	171	2.00	4.00	3.50	.629	Very high extent

**Source:** Field survey, 2024.

Data presented in Table 3 above, revealed that all 5 items had their mean values ranging from 3.50 to 3.77 which were real limits of 3.50 to 4.00. This shows that extrinsic rewards have affected employee performance in Cross River State Broadcasting Corporation to a very high extent. The Table further showed that the standard deviation of the items ranged from .63 to .76, indicated that the respondents were not too far from the mean and the opinion of one another in their responses on the extent to which extrinsic rewards have affected employee performance in Cross River State Broadcasting Corporation.

## Test of Hypotheses

In testing the stated hypotheses of the study, the Chi-square statistic was used at a 0.05 level of significance.

### Hypothesis 1

Intrinsic rewards have no significant effect on employee performance in Cross River State Broadcasting Corporation.

To test hypothesis 1 above, the mean ratings of respondents were analyzed using the Chi-square statistic tool and presented in Table 4.

**Table 4:** Chi-square test on the effect of intrinsic rewards on employee performance in Cross River State Broadcasting Corporation

	<b>Df</b>	<b>c2</b>	<b>c2<math>\alpha</math></b>	<b>Sig.</b>	<b>Alpha Level</b>	<b>Remark</b>
Pearson Chi-square	12	21.026	523.143	.000	.05	S, R
Number of Valid Cases		171				

Df= degree of freedom, c2= critical value, c2 $\alpha$  = chi-square calculated, Sig. = P-value; P < .05, S= Significant, R= rejected.

Table 4 shows a chi-square calculated value of 523.143 which is greater than the critical value of 21.026 at a .05 level of significance and with 12 degrees of freedom (i.e. c2 $\alpha$  = 523.143 > 21.026). This indicates that intrinsic rewards have a positive significant effect on employee performance in Cross River State Broadcasting Corporation during the period under review. Therefore, the hypothesis which states that intrinsic rewards have no significant effect on employee performance in Cross River State Broadcasting Corporation was rejected.

## Hypotheses 2

Extrinsic rewards have no significant effect on employee performance in Cross River State Broadcasting Corporation.

To test hypothesis 2 above, the mean ratings of respondents were analyzed using the chi-square statistic tool and presented in Table 5.

**Table 5:** Chi-square test on the effect of extrinsic rewards on employee performance in Cross River State Broadcasting Corporation

	<b>Df</b>	<b>c2</b>	<b>c2<math>\alpha</math></b>	<b>Sig.</b>	<b>Alpha Level</b>	<b>Remark</b>
Pearson Chi-square	12	21.026	731.417	.000	.05	S, R
Number of Valid Cases		171				

Df= degree of freedom, c2= critical value, c2 $\alpha$  = chi-square calculated, Sig. = P-value; P < .05, S= Significant, R= rejected

Table 5 shows a chi-square calculated value of 731.417 which is less than the critical value of 21.026 at a .05 level of significance and with 12 degrees of freedom (i.e. c2 $\alpha$  = 731.417 > 21.026). This indicates that extrinsic rewards have a positive significant effect on employee performance in Cross River State Broadcasting Corporation during the period under review. Therefore, the hypothesis which states that extrinsic rewards have no significant effect on employee performance in Cross River State Broadcasting Corporation was not rejected.

## Discussion of Findings

The study examined the effect of rewards on employee performance in Cross River State Broadcasting Corporation, and statistically analyzed the views of 171 employees of the Corporation. The results of the study in Table 2 showed that intrinsic rewards have affected employee performance in the Corporation to a high extent with all 5 items having their mean values ranging from 3.11 to 3.43. The findings from objective 1 in Table 2 were further supported by findings from hypothesis 1 in Table 4 which revealed that intrinsic rewards have a positive significant effect on employee performance (i.e.  $c2\alpha = 523.143 > 21.026$ ) during the period under reviewed. Intrinsic reward is related to challenging work, a sense of accomplishment, recognition and appreciation, job satisfaction and career development opportunities.

The findings from objective 2 in Table 3 revealed that 5 variables of extrinsic rewards have affected employee performance in the Corporation to a very high extent with all 5 items having their mean values ranging from 3.50 to 3.77. The findings from objective 2 in Table 3 were further supported by findings from hypothesis 2 in Table 5 which revealed that extrinsic rewards have a positive significant effect on employee performance (i.e.  $c2\alpha = 731.417 > 21.026$ ) during the period under review. In extrinsic reward, results showed that the individuals enjoyed the salary/pay raise, promotion, bonuses, job security and incentive pay in the work place and at the same time it may enhance their performances.

## Conclusion and Recommendations

The study examines the effect of rewards on employee performance in Cross River State Broadcasting Corporation, 2019-2024, using data from the employees of the Corporation. The study after data analyses and subsequently tested the stated hypotheses, the study concludes that the variables of rewards such intrinsic and extrinsic rewards have a positive significant effect on employee performance in Cross River State Broadcasting Corporation during the period under review. The employees who are appreciated by intrinsic and extrinsic rewards within the organization not only perform well according to their job description but also get motivated positively and efficiently to do their jobs, behave effectively in the organization, and remain loyal to the organization.

The study, therefore, recommended that management of the Cross River State Broadcasting Corporation should effectively and efficiently make use of intrinsic rewards to motivate its employees so that both individual and organizational objectives can be achieved and, the organization should also ensure that their extrinsic rewards are fairly and competitive to attract, retain and motivate employees for optimal performance.

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