

**Reward Management Practice and Job Productivity in Calabar Municipality, Cross River State**

**Edoho, Glory Emmanuel**

*Department of Continuing Education and Development Education  
University of Calabar  
edohoglory80@gmail.com  
08063986887*

**Arikpo, Esther B. (Ph.D)**

*Department of Continuing Education and Development Education  
University of Calabar  
estherarikpo136@gmail.com  
08166513160*

**Abstract**

*The main purpose of the study was to examine reward management practice and job productivity in Calabar Municipality, Cross River State, Nigeria. To achieve the purpose of the study, one null hypotheses formulated and tested at 0.05 level of significance. The descriptive survey design was used for the study. A simple random sampling technique was adopted in selecting six public secondary schools used in the study. While stratified random sampling techniques was adopted to selected two hundred (200) respondents used in the study. A twenty item four (4) point likert scale questionnaire instrument was used for data collection in the study. To test the hypotheses, Independent t-test statistical analysis technique was used for data analysis. The results obtained from the analysis revealed that, money reward is one of the motivational factors that can enhance productivity in an organization. Based on this finding, it was recommended that, organizations should pay more attention to human capital development and livelihood improvement through monetary reward as this may enhance job productivity and turn over increase.*

**Key words:** Reward, Management practice, job productivity, monetary reward.

**Introduction**

Monetary incentives should not be look away, as it plays a very vital role in boosting workers' morale in their field of job specification. These incentives include fridge benefits, profit sharing plans, paid time off bonuses and cash awards. Additional monetary incentives include annual or semi-annual bonuses, such as mid-year and end-of-year rewards. An incentive is a reward given to a person to stimulate his or her actions to a desired direction. Incentives have motivational powers and are widely utilized by individuals and large organizations to motivate employees. They can either be monetary or non-monetary. Monetary Incentives are financial incentives used mostly by employers to motivate employees towards meeting their targets. Money, being a symbol of power, status and respect plays a big role in satisfying the social-security and

physiological needs of a person. Money however, ceases to be a motivator when the psychological and

security needs are satisfied. At that point it becomes a maintenance factor as pointed in theory X by Herzberg (1959).

When creating a reward program to motivate employees, decision makers and employers need to understand that the reward or incentive neither guarantees quality output nor loyalty but just a bonus that encourages workers to meet their goals without compromising on quality. The management of people at work is an integral part of organizational process one must consider. To fully understand the importance of workers' in an organization, one has to recognize that the human element and organization are synonymous to a well-managed organization who usually sees an average worker as the root source of quality and productivity target and such an organization do not look to capital investment but to employees as the fundamental source of improvement. An organizational output can only come out positive when employees are competent in achieving their set goals for job satisfaction and productivity. Management ought to see to it that, there is a spirit of cooperation, sense of commitment and productivity within the sphere of its influence. In order to make employees satisfied and committed to their jobs, there should be need for strong and effective motivation at the various levels.

Welfare package are those additional benefits that employers designed for their employees to make them happy which in turn enhance job productivity.

Onyemewkwe (2008) confirmed that regular payment of salary, staff training and monetary reward can enhance growth in an organization so he put it to administrators that, they should strive to create conducive work environment where change is recognized so that individual can adapt to change more easily. Employees needs externally driven forces such as prompt payment of salary, in-service training, and monetary reward as welfare scheme. George (2008).

Mine, Ebrahimi and Wachtel, (2015), asserted that, reward management practice implies motivation though it is basically a psychological process along with perception, personality, attitude and learning. Nevertheless, motivation is not the only explanation of behaviour but also an element of behaviour even as it interacts with the acts in conjunction with other cognitive processes. In the view of Peterson (2014), Motivation which is used inter-changeably with reward management practice is a management process of influencing behaviour based on the knowledge of what make people stand for, it deals with the range of conscious human behaviour somewhere between two extremes Reflex actions such as a sneeze or flutter of the eyelids, and learned habits such as brushing one's teeth or handwriting style (Peterson, 2014).

Ahmed (2013) also asserts that motivation is the process that arouses, energizes, directs and sustains behaviour and performance. That is, it is the process of stimulating people to action and to achieve desired task. One way of stimulating people is to employ effective reward, which makes workers more satisfied with and committed to their jobs even though money is not the only motivator.

**Advantages of Monetary Incentives:** There are numerous advantages of monetary incentives especially to an average employee as follows:

- 1) Boosts employee morale,
- 2) Improves work atmosphere,
- 3) gives a kick start to the productivity,
- 4) As a fair judgmental tool,
- 5) Provide employees an element of control,
- 6) A great way of rewarding high performing employees.

**Disadvantages of Monetary Incentives;**

Despite all the above advantages of using monetary incentives, there are negative aspects attached to it as explained below;

**Creates Inequality** – Fiscal rewards are usually given to best performing employees. Those who are not rewarded or less rewarded may feel that they are treated unequally and that may disrupt togetherness and team work.

**It May Demotivate Instead** – It may happen that an organization may not be able to give monetary incentives to all deserving employees. If such a situation arises, employees who are not rewarded or who are given a different incentive may feel demotivated.

**An Entitlement** – When employees are used to monetary rewards, most of them will take it as an entitlement rather than a motivational reward.

**Monetary Incentive Plan** – Coming up with a monetary incentive plan or structure that is fair to all departments and employees and in all aspects takes a lot of time. These schemes require a lot of resources and may not be easy to handle (Ahmed 2013). Specific employee attitudes relating to job productivity and organizational commitment are of major interest to the field of organizational behaviour and the practice of human resources management. Attitude has direct impact on job satisfaction just like organization commitment on the other hand, focuses on their attitudes towards the entire organization. Although a strong relationship between productivity and commitment has been found, more recent research gives more support to the idea that commitment causes productivity. This paper has presented new information in a new perspective, describing job satisfaction, motivation and commitment of workers particularly in the context of workers' productivity in Calabar Municipality, Cross River State, Nigeria.

Taking into consideration all the above pros and cons of monetary incentives, it is prudent to affirm that the organization reward system should be a well thought out plan that is all inclusive and satisfactory. Employees' performance should be monitored and objectively measured against the set goals after which a direct link should be created between the actions of employees and the eventual reward.

### **Research purpose**

The main purpose of the study was to examine reward management practices and workers job productivity in Calabar Municipality. Specifically, this study sought to:  
Determine the influence of monetary reward on workers job productivity

### **Research question**

This research question was posed to direct the study:  
What is the influence of monetary reward on workers' job productivity?

### **Statement of hypotheses**

The null hypothesis for the study is as follows:  
Ho: Monetary reward does not significantly influence workers job productivity.

### **Significance of the study**

This study will be significant to many people including students, teachers, and government, non-governmental organization engaged in educational development, as well as researchers intending to carry out research in the same topic within and outside the study area.

### **Literature review**

Along with perception, personality, attitudes and learning, motivation is a very important part of understanding behaviour. Lambert (2010) asserts that motivation should not be thought of as the only explanation of behaviour, since it interacts with and acts in conjunction with other mediating processes and the environment. The researcher stress that, like the other cognitive process, motivation cannot be seen. All that can be seen is behaviour, and this should not be equated with causes of behaviour. While recognizing the central role of motivation, Evans (2008) states that many recent theories of organizational behaviour find it important for the field to re-emphasize behaviour. One thing these definitions have in common is the inclusion of words such as "desire," "want," "wishes," "aim," "goals," "needs," and "incentives." Ethan (2011) defines motivation as, 'a process that starts with a physiological deficiency or need that activates behaviour or a drive that is aimed at a goal incentive.' Therefore, the key to understanding the process of motivation lies in the meaning of, and relationship among, needs, drives and incentives. Relative to this, Minner, Ebrahimi, and Watchel, (2015) added that in a system, motivation consists of these interesting and interdependent elements, i.e. need, drives and incentives.

Managers and management researchers have long believe that organizational goals are unattainable without the enduring commitment of members of that organization. Reward is a human psychological characteristic that contributes to a person's degree of commitment and productivity (Stoke, 2009). It includes the factors that cause, channel, and sustain human behaviour in a particular committed direction. Stoke in (Adeyemi 2011) goes on to say that there are basic assumptions of motivation practice by managers which must be understood. First, that motivation is commonly assumed to be a good thing such that one cannot feel very good about oneself if one is not motivated.

Motivation is one of several factors that go into a person's performance such as ability, resources and conditions under which one performs are also important. Managers and

researchers alike assumed that motivation is in short supply and in need of periodic replenishment. Besides, motivation is a tool with which managers can use in organizations. If managers know how to drive the people working for them, they can tailor job assignments and rewards to that which make these people stand for. Motivation can also be conceived of whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. To Olajide (2010), "it is goal-directed and therefore cannot be outside the goals of any organization whether public, private or non-profit."

### **Strategies for rewarding workers**

Bernard in Steve and Forest (2015), accord due recognition to the needs of workers saying that; "the ultimate test of organizational success is its ability to create values sufficient enough to compensate for the burdens imposed upon resources contributor (in this case worker)." Bernard looked at workers in particular state level, in an organized endeavour, putting in time and efforts for personal, economic, yet non-economic satisfaction. Even in this era of high cost of living, administrators (employers) should award prizes of excellence, instil training to boost their staff confident, job security status can be made known to workers at all level which at a point shall give insight into job satisfaction in the organization. Otherwise, they will discover they are losing their talent and creative professionals to other organizations who are ready and willing to meet their needs and demands. The question here is what strategies can be used to motivate and encourage productivity, particularly teachers? The following are strategies:

### **Money reward**

Akintoye (2010) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a mean of stimulating workers to higher performance, commitment and eventually satisfaction. Money possess significant motivating power in as much as it symbolize intangible goals like security, power, prestige and a feeling of accomplishment and success. Karl (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, and motivate individuals towards high productivity. Benjamin (2016) states that many employers use money to reward workers and it is through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn higher pay may also motivate employees to put in their best and increase productivity.

### **Methodology**

This study used a descriptive survey design. The purpose of descriptive surveys, according to Nkpoeyen (2011), is to collect detailed and factual information that describes an existing phenomenon. It also involves the use of questionnaire to obtain

information as it occurs in the place of study. The target population of the study was teachers in public secondary schools in Calabar Municipality, Nigeria. A total sample of 200 teachers was randomly selected from six (6) secondary schools in the study area using random sampling technique. This selection followed a proportion simple random sampling technique of 20% in each school. The breakdown is as follows:

**Table 1**  
**Sample distribute**

<b>S/N</b>	<b>Name of school</b>	<b>Sample</b>
1	NYSC Secondary School	33
2	West African People Institute	34
3	Federal Girls College	33
4	University of Calabar Staff School	34
5	Government Secondary School Clement Ebri Drive	33
6	Government Secondary School, Akim	33
	Total	200

There were 200 participants of these 82 (41%) were females; while 118 (58%) were males. Their age ranges from 23-56 years, with a mean age of 39.5 years. The academic qualifications of the participants are: OND, NCE, B.Sc, B.Ed, PGD & M.Sc. MA, and Ph.D.

### **Instrument**

A modified questionnaire tagged Reward Management Practice and Teachers' Job Productivity Questionnaire (RMPTJQ) was used for the collection of data on the study. The questionnaire was specifically designed to accomplish the subjective of the study. The first section consisted of information such as age, sex, experience, professional status, marital status, position and so on. The second section contained the items, measuring the variables of the study. It was a 20 – item questionnaire using a four point Likert scale with responses ranging from Strongly Agree = SA, Agree = A, Disagree = D and Strongly Disagree = SD.

### **Procedure**

The researcher travelled to all six (6) secondary schools selected for the study and administered the instrument to the teachers willing to take part in the study. This took place after the researcher had obtained permission from the various principals and vice principals in the selected secondary schools in the study area. Respondents were briefed on the reason why they should be objective in their responses. Thereafter, they were allowed freely to respond to the questions in the questionnaire.

**Data analysis**

Data collected from the respondents were analysed using independent t-test statistical analysis and hypothesis were tested at 0.05 level of significance.

**Results**

The results of the analysis on the study are presented as follows:

**Hypothesis**

Ho: Monetary reward does not significantly influence job productivity.

**Table 1**

Independent t-test analysis of the influence of money reward and teachers' job productivity

<b>Variables</b>	<b>No.</b>	<b>Mean</b>	<b>Std Dev.</b>	<b>Df.</b>	<b>t. cal.</b>	<b>t-cri</b>	<b>Rmk.</b>
Professional	200	16.246	2.966				
				198	12.756	1.96	Sig.
Non-professional	200	18.206	3.624				

The result in table 1 shows that the calculated t-value of 12.756 is greater than the critical t-value of 1.96 when tested at 0.05 level of significance with 198 degree of freedom. This implies that, consistent use of money reward significantly influence teachers' job productivity in the study area.

**Discussion**

The result in table 1 above shows that the calculated t-value of 12.756 is greater than the critical t-value of 1.96 when tested at 0.05 level of significance with 198 degrees freedom. This implies that, consistent use of monetary reward significantly influence teachers' job productivity in the study area. The above result is in agreement with the findings of Karl (2005) who stated that, the motivational power of money through the process of job choice has the power to attract, retain and motivate individuals towards higher performance. For instance, if a worker or information professional has another job offer which has identical job characteristics with the current teaching job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Benjamin (2016) has this to say, many managers use money to reward or punish workers in the other way round. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job, promotion, workload that is attach to reasonable wage knowing that one may find it difficult to resists.

**Conclusion**

Based on the findings of this study, it will be concluded that; there is a significant influence of monetary reward on job productivity.

### **Recommendations**

In line with the findings of this study and conclusion made, the following recommendations were suggested.

1. Organizations should pay more attention to human capital development and livelihood improvement, these are the basis for job productivity and turn over increase.
2. There should be regular staff training to equip teachers' for effective teaching and learning activities in schools.
3. There should be money rewards for teachers who perform better, while those below expectation should be disciplined and sent for training.
4. There should be regular payment of salary/wage to encourage teachers to live to their expectations.
5. Teachers with excellent records should be promoted to encourage others.

### **References**

- Adeyemi, D. A. (2011). Job involvement, career commitment, organizational commitment and job satisfaction of the Nigeria police. A multiple regression analysis. *Journal of Advance Studies in Educational Management*, 5 (6), 35-41.
- Akintoye, D. A. (2010). Relative influences of gender and working experience on job satisfaction of primary school teachers. *The Primary School Educators*, 1(1), 86-89.
- Akintoye, I. R. (2010). The place of financial management in personnel psychology. A paper Presented as Part of Personnel Psychology Guest Lecture Series. Department of Guidance and Counselling, University of Ibadan, Nigeria.
- Bello, C. M. (2011). Job satisfaction and intent to leave. *Journal of Social Psychology*, 137(5), 677-689.
- Benjamin, M. (2016). Job stress, satisfaction and mental health: An empirical examination of self-employed and non-self-employed Canadians. *Journal of Small Business Management*, 35(4), 48-57.
- Benz, T. A. (2003). Late payment of teachers' salary as it affects the quality of educational in Lagos state primary schools: A socio-psychological perspective. *Journal of National Association of Education Teachers*, 6(1), 11-15.
- Bernard, T. A., Steven, D. M., & Forest, C. D. (2015). Why the future belongs to value-added companies. *Journal for Quality and Participation*, 22(1), 30-35.
- Ethan, K. (2011). Job satisfaction of the worker in the developing countries. 61stIFLA General Conference Proceedings Aug.20-25.
- Evans, M. G. (2008). Organizational behaviour: The central role of motivation. *Journal of Management*, 12(1), 19-38.
- Lambert, C. C. (1997). The environment of crisis in the Nigerian Education system. *Journal of Comparative Education*, 33(1), 87-95.



- Minner, J. B. Ebrahimi, B., Wachtel, J. M. (2015). How deficiency in management contributes to the United State competitiveness problem and what can be done about it? *How Resource Management*. Fall, p, 363.
- Nkpoeyen, B. (2011). Job satisfaction of academic workers. An examination of the relation between satisfactions, faculty status participation. *College and Research Libraries*, 56(4), 341-350.
- Olajide, A. (2010). Getting the best out of the employees in a developing economy. A Personnel Psychology Guest Lecture Series. Department of Guidance and Counselling, University of Ibadan, Nigeria.
- Peterson, E. E. (2014). Issues on the relationship between job satisfaction, job attitudes and work behaviour among the staff in academic libraries. *Information Service and Use*, 10(5), 281-291.