The Effect of Employee Motivation on Organizational Performance of Selected Manufacturing Firms in Enugu State

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Abstract: The study investigated the Effect of Employee Motivation on Organizational Performance of selected manufacturing firms in Enugu State. The objectives of the study include among others include to examine the effect of employee motivation on organizational performance and also to determine the effect of salary as a factor that increases motivation of employee in an organization. The population of the study was 120 workers of selected manufacturing firms in Enugu State. And the sample size is 103, which was gotten with Yaro Yamani formular. The study used descriptive statistics to answer three research questions posed for the study. The Spearman Rank Correlation Coefficient was used to test the three hypotheses that guided the study. The result obtained from the analysis showed that there existed Relationship between employee motivation and the organizational performance. The study revealed that extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This is in line with Equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The researcher recommended that all firms should adopt extrinsic rewards in their various firms to increase productivity. On the bases of these findings, employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. The researcher therefore suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations which will be a handy tool that could be used to provide solutions to individual conflict that has resulted from poor reward

Key words: Employee Motivation · Organizational Performance · Remuneration · Rewards

INTRODUCTION

Good remuneration to workers has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favorably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees [1]. An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Also, performance on the job can be assessed at all levels of employment such as: personnel decision relating to promotion, job rotation, job enrichments etc.

In Nigeria, interest in effective use of rewards to influence workers performance to motivate them began in the 1970’s. So many people have carried out researches in this area [2 and 3]. The performance of workers has become important due to the increase concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This attitude is also a social concern and is very important to identify problems that are obtained in industrial setting due to nonchalant attitudes of managers to manage their
workers by rewarding them well to maximize their productivity. In view of this, this study attempts to identify the impact that motivation has on employee performance in order to address problems arising from motivational approaches in organizational settings. [4], supported the assumptions that workers tend to perform more effectively if their wages are related to performance which is not based on personal bias or prejudice, but on objective evaluation of an employee’s merit. Though several technique of measuring job performance has been developed, in general, the specific technique chosen varies with the type of work. For achieving prosperity, organization designs different strategies to compete with their rivals and for increasing the performance of the organizations. A very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievement and encouraged, none of the organization can progress or achieve success. All these issues call for research efforts, so as to bring to focus how an appropriate reward package can jeer up or influence workers to develop positive attitude towards their job and thereby increase their productivity.

Statement of Problems: The performance of organization and employee motivation has been the focus of intensive research effort in recent times. How well an organization motivates its workers in order to achieve their mission and vision is of paramount concern. Employees in both public and private sector organization are becoming increasingly aware that motivations increases productivity. From the foregoing and looking at today’s economic trend, it is evident that the pace of change in our business environment presents fresh challenges daily. Despite these, no research work has targeted to investigate the impact of employee motivation and organizational Performance in Enugu State Nigeria, at least to the best knowledge of the researcher. Existing studies in Nigeria aimed at the effect of motivators and hygiene on job performance [5]. Related studies on this study were on monetary incentives and its removal on performance [6]. Of these studies in Nigeria, very few assessed the impact of Employees motivation on organizational effectiveness on manufacturing subsector of the economy. [7] did not cover indeed, the areas that the objectives of this work covers. To this effect, this study attempts to empirically analyze how motivational tools can be used by manufacturing firms in Enugu State to effectively derive plans for growth and development.

Objectives of the Study: The broad objective of the study is to investigate the place of motivation in increasing organizational productivity among manufacturing firms in Enugu State Nigeria.

The Specific Objectives Are:

- To examine the effect of employee’s motivation on organizational performance.
- To determine the effect of salary as a factor that increases motivation of employees in an organization.
- To examine the relationship between employee motivation and organizational performance or firm growth

Research Questions: The following questions will guide the study

- What is the effect of salary as a factor that increases motivation of employees in an organization?
- What is the effect of employee motivation in organizational performance?
- What is the relationship between motivation and organizational performance?

Hypotheses: The following null hypotheses were constructed to guide the research.

- Employee motivation do not significantly affect organizational performance
- Salary is not a factor that increases motivation of employee in an organization

Conceptual Framework: Motivation, according to [8], motivation is derived from the word “motivate”, means a move, push or influence to proceed for fulfilling a want. [9], described motivation as a power that strengthens behavior, gives route to behavior and triggers the tendency to continue [10]. This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations. In view of [11], it is an internal drives to satisfy an unsatisfied need and the will to accomplish.
Also motivation is a progression of moving and supporting goal directed behavior [12]. It is an internal strength that drives individual to pull off personal organizational goals [13]. Motivation is a set of courses concerned with a kid of strength that boost performance and directs towards accomplishing some definite targets [14].

Employee motivation among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compared to others [15]. Employee performance fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security, organizational structure and others, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations [16]. A motivational employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its effort in that direction. [17], reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work. Getting employees to do their bestwork even in strenuous circumstances is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

**Organizational Effectiveness:** Composition of people which formulate independent business identity for some specific purpose is commonly known as organization and getting desired outcome within defined resource is treated as effectiveness. Organizational effectiveness is the notion of how effectual an organization is in accomplishing the results the organization aims to generate. It plays an important role in accelerating organizational development. It is the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner [1]. Organizational effectiveness is defined as the extent to which an organization, by the use of certain resources, fulfils its objectives without depleting its resources and without placing undue strain on its members and/ or society.

**Factors Affecting Employees’ Motivation:** Employees want to earn reasonable salary and payment and desire their workers to feel that is what they are getting [2]. Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity [1]. Research has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee [2]. Rewards are management tool that hopefully contributes to firms’ performance by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees. To use salaries as a motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on [5]. Leadership is all about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated [6].

Theories imply that leader and followers raise one another to higher levels of morality and motivation [7]. Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes [8].

Empowerment provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a win-win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees. Empowering can flourish virtual human capacities. Empowered employees focus their job and work life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their finest novelties and thought with the sense of belonging, enthusiasm and delight, in empowered organizations. Adding up, they work with a sense of responsibility and prefer benefits of the organization to theirs [9]. Trust is defined as the perception of one about others, decision to act based on speech, behavior and their decision. If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees’ motivation. It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization.
Theoretical Framework: The researcher reviewed the work of [10] as they analyzed the equity theory in relation to motivation. One thing that is common for humans is to compare themselves to others. One theory that comes from this evaluation of one’s self and each other is Equity theory. [11], depict that most theorist discussing the equity theory posit three primary points. First, employees perceive a fair return for what they contribute to their job. Second, employees then run some kind of social comparison what their compensation should be with their colleagues. The employee will have a feeling that he is treated fairly. In this situation of equity, the person is seemingly content and will not act to imbalance the condition [14]. Naturally, when an employee perceives unequal ratios between him and his counterparts, there will be a state of inequity. There are three types of equity namely external, internal, employee equity [3]. External equity arises when employees make comparisons to others who have the same job but work in different organizations. Internal equity occurs when employees compare themselves to others who have different jobs but work in the same organization. Employee equity exists when an employee compares himself to other employees who have the same job within the same organization. The equity theory is concluded for the study because it is interesting to see how employees compare themselves to each other. These comparisons can lead to job turnover when some employees perceive not to be treated fairly. Important is that equity theory shows that beliefs, perceptions and attitudes influence motivation. Employees are motivated powerfully to current situation when there is a perception of inequity present. On the other hand, Expectancy theory refers to a set of decision theories of work of motivation and performance [4, 5 and 8]. The first assumption is that individual persons have perception about the consequences that result from their behavioural actions and the causal relationship among those outcomes. These perceptions, or beliefs, are referred to as either expectancies or instrumentalities. The second assumption is that individual person has Affective reactions reflect the Valence (positive or negative value Individual place or results) or outcomes [9].

Also according to the expectancy theory, individual will be motivated to perform by two expectancies [10]. Expectance is the probability that the effort put forth will lead to the desired performance. The second expectancy (also referred to as instrumentality) is the probability that a particular performance will lead to certain preferred outcomes. When the probability of some effort will not be rewarded, the employee will not be highly motivated to perform a certain task. Expectancy theory primarily relies upon motivators to clarify causes for behaviours exhibited at work. External rewards are viewed as inducing motivational states that fuels behaviors, as opposed to intrinsic motivators, when behaviors are derived from internal forces such as the enjoyment of the work itself because it is challenging, interesting and so on [11]. On the other hand, in Goal setting theory, [12] defined a goal as what an individual attempts to accomplish; it is the object or aim at certain actions. The basic assumption of goal-setting is that goals are immediate regulators of human actions [15]. Evidence from the goal setting research indicates that specific goals leads to increase performance and that difficult goals, when individuals have accepted them, results in higher performance than easy goals [12, 13, 14, 16]. Goal setting has four motivational mechanisms [17]. First motivational mechanism is that goals that are personally meaningful and interesting tend to focus an individual’s attention on what is important and what is relevant (Locke et al., 2008). The second mechanism is that goals have an energizing function. Simply puts, higher goals leads to more effort than lower goals [8]. The third mechanism is that goals affect persistence. Persistence is the effort expended on a specific task over a certain amount of time [7]. Normally, the more difficult a goal is to achieve, the higher the persistence. The last motivational mechanism holds that goals affects action indirectly by leading to the arousal, discovery and use of knowledge and strategies [7, 8 and 9] Regarding, the impact of goal setting on intrinsic motivations, [9] show some interesting evidence in their article. They explain, by means of regression analysis that the effect of performance or mastery focused goals on intrinsic motivation depends on the degree of achievement orientation of an individuals. Goals are simultaneously and object or outcome to look for and a standard for satisfaction [11]. When an individual wants to achieve certain goals means that this individual will not be satisfied until he reaches that goal. Therefore, goals serve as the inflection point or reference standard to satisfaction versus dissatisfaction. [14], add to this that individuals that produce the most, those with difficult goals, are harder to satisfy. In this case, individuals that set high goals produce more as they are dissatisfied with less.
**Empirical Review:** The researcher reviewed the works of [9] as it regards reward and recognition which are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement. Kallimullah Khan also conducted a study in which he examined the relationship between rewards and employees motivation in commercial banks in Pakistan. This study took care of objectives one and two of the researcher. The study focused on four types of rewards of which one was recognition which he tested through Pearson correlation. The results showed that recognition correlates significantly \( (0.65) \) with employee work motivation [10]. An empirical study was conducted in Pakistan to measure the impact of reward and recognition on job satisfaction and motivation. 220 questionnaires were distributed and filled by employees of different sectors. The result showed that there exists significant \( (r=0.13, p<0.05) \) relationship between recognition and employee work motivation. The above work of Khan, (2010) did not take care of looking at the effect of Employee motivation on organizational performance in other countries – Nigeria inclusive. This created a gap which the researcher intends to fill through this study.

An empirical study was also conducted by [15] to examine the impact of reward and recognition programs on employee motivation and satisfaction. A questionnaire was distributed to 80 employees of Unilever and data was analyzed through SPSS version 16. The results showed that there is a statistically significant \( (r=0.92, p<0.01) \) direct and positive relation between recognition and employee work motivation.

From the above works of [13], [16] and [17], the researcher found some yawning gaps of not looking at the effect of employee motivation on organizational performance in Enugu State. This will be filled by this research.

**Research Methodology:** The study used a descriptive survey design. The purpose of using descriptive surveys was to collect detailed and factual information that describe an existing phenomenon. Data was collected based on the concepts defined in the research model and hypotheses tested. This study is a descriptive survey because it adopted the use of questionnaire aimed at finding the impact of Employee motivation on organizational performance. Cluster sampling was used to collect equal number of manufacturing firms from each sample cluster in the study. [14], posited that strategy can be characterized as senior manager’s response to the constraints and opportunities that they face. Therefore, the study will use only the senior staff of the firms. Preliminary study through interview sessions has shown that most of the firms maintain four main management staff each sample comprised of 103 staff from 17 selected manufacturing firms operating in Enugu state Nigeria. The data collection instrument used was a structured questionnaire. Because structured questionnaires are extremely flexible and could be used to gather information concerning almost any topic, from a larger or small number of people [14]. The questionnaires were divided into four sections. Information regarding the respondents such as gender, age, academic qualification, cadre and working experience. Section B sought to determine the extent to which motivation is practiced by manufacturing firms; section C captured information on types of motivation and motivational tools; Section D captured information on the relationship between extrinsic motivation and workers performance; Section E assessed on the relationship between adoption of intrinsic motivation and organizational performance, while section F deals on the relationship between motivation and level of productivity. The descriptive statistics such as frequencies, percentages and graphs are used for the analysis of the research questions while hypotheses testing were done with Spearman Rank Correlation Coefficient. SPSS (Statistical Package for Social Sciences) computer software was used to run the analyses. The hypotheses were tested at 0.05 level of significance. At 5% level of significance, reject the null hypothesis for test with probability estimate lower than 5% \((0.05)\) and conclude that they are statistically significant. Otherwise, we accept 0.05 when probability estimates are above and conclude that there is no overall statistically significance.

**Analysis of Research Questions:** Usage of extrinsic motivation by firms Research.

**Table 1:**

<table>
<thead>
<tr>
<th>s/o Variable</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Motivation such as pay</td>
<td>40</td>
<td>30</td>
<td>18</td>
<td>9</td>
<td>4</td>
<td>Strongly Agree (41) (29.1) (17.4) (8.7) (3.8)</td>
</tr>
<tr>
<td>2 Good working condition</td>
<td>48</td>
<td>25</td>
<td>14</td>
<td>11</td>
<td>5</td>
<td>Strongly Agree (46.6) (24.3) (13.6) (10.7) (4.8)</td>
</tr>
<tr>
<td>3 Bases decision and rewards on formulated organizational policies</td>
<td>25</td>
<td>50</td>
<td>18</td>
<td>10</td>
<td>0</td>
<td>Agree (24.3) (48.5) (17.5) (9.7)</td>
</tr>
</tbody>
</table>

Source: computation from SPSS 17 Analysis
Questionnaire items 1, 2, 3 were used to address research question one. The responses to research question one is shown in table 1 above. The study shows that majority of the firms in Enugu State adopts rewards as a tool for motivation. This is evident from the results which indicates that majority of the respondents staff of the firms were in strongly agreement that their firms uses motivational tools such as pay, good working conditions, fringe benefits, promotion and security and bases decisions and rewards on formulated organizational policies. Ticking strongly agree to these variables implies that these firms adopt rewards in their motivational process.

Research Question 2: What is the effect of employee motivation in organizational performance?

Table 2:

<table>
<thead>
<tr>
<th>s/n</th>
<th>Variable</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Opportunity to use one's ability in workplace</td>
<td>3</td>
<td>8</td>
<td>28</td>
<td>64</td>
<td>0</td>
<td>Disagree</td>
</tr>
<tr>
<td>5</td>
<td>A sense of challenge and achievement</td>
<td>3</td>
<td>14</td>
<td>43</td>
<td>38</td>
<td>5</td>
<td>Undecided</td>
</tr>
<tr>
<td>6</td>
<td>Receiving appreciative and positive and relegation</td>
<td>12</td>
<td>56</td>
<td>25</td>
<td>10</td>
<td>0</td>
<td>Agreement</td>
</tr>
</tbody>
</table>

Source: computation from SPSS 17 Analysis

The research question two tries to find out whether increase in motivational tools affects employee in an organization. Questionnaire items 4, 5, 6 were used to analyze research question two. The respondents were of the view that productivity depends on the type of motivation used (intrinsic or extrinsic). The results from questionnaire indicated that firms' uses a sense of challenge and achievement as an intrinsic reward to employee motivation but their response was undecided.

Research question 3: What is the relationship between motivation and organizational performance?

Relationship between employee motivation and organizational performance or firm growth.

Table 3:

<table>
<thead>
<tr>
<th>s/n</th>
<th>Variable</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Strives for strategies that motivates workers such as salary, ages and conditions of service</td>
<td>11</td>
<td>58</td>
<td>27</td>
<td>7</td>
<td>0</td>
<td>Agreement</td>
</tr>
<tr>
<td>8</td>
<td>Staff training information availability and communication</td>
<td>10</td>
<td>43</td>
<td>35</td>
<td>15</td>
<td>0</td>
<td>Agreement</td>
</tr>
</tbody>
</table>

Source: computation from SPSS 17 Analysis

Research questions three was answered with questionnaire items 7 and 8. The research question asked whether there is a significant relationship between employee motivation and organizational performance. Responses from the analysis were shown in table 3. The results showed that there is a significant relationship between employee motivation and performance level of an organization. This implies that work motivation can have positive influence with performance of manufacturing firms in Enugu State.

Test of Hypotheses: This section deals essentially with statistical testing of the hypotheses formulated for this study and also interpreting the result making use of Spearman Rank Correlation Coefficient.

H01: Employee motivations do not significantly affect organizational performance

Table 4:

<table>
<thead>
<tr>
<th>Variable</th>
<th>Data 1</th>
<th>Data 2</th>
<th>Rank 1</th>
<th>Rank 2</th>
<th>D</th>
<th>D 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>48</td>
<td>25</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>B</td>
<td>25</td>
<td>50</td>
<td>4</td>
<td>5</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>C</td>
<td>14</td>
<td>18</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>D</td>
<td>11</td>
<td>10</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>E</td>
<td>5</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Calculating the Spearman Rank: Correlation coefficient of the ranked data $R = 1 - \frac{6 \sum d^2}{n(n^2-1)}$

Analysis of the Result:
Spearman rank correlative (calculated) = 0.9
Spearman rank (table) $p = 0.05 = 0.900$
Calculating the Spearman rank correlation coefficient of the ranked data: $R = 1 - \frac{6 \sum d^2}{n(n^2-1)}$

Analysis of the Result:
Spearman rank correlation (calculated) = 0.9
Spearman rank (table) at $p = 0.05 = 0.900$

The first hypothesis states, employee motivation does not have any effect on organizational performance. In order to test this hypothesis, the spearman rank correlation coefficient was used. From the calculations and indications = $tv$ (i.e 0.9 =0.9 00). Therefore the hypothesis is accepted. Hence, there exist positive effects between employee motivation and workers performance. That is when there is an increase in employee motivation like salary, allowances etc. given to workers, there is also a corresponding increase in workers performance.
H0 2: Salary is not a factor that increases motivation of employee in an organization

Table 5:

<table>
<thead>
<tr>
<th>Variable</th>
<th>Data 1</th>
<th>Data 2</th>
<th>Rank 1</th>
<th>Rank 2</th>
<th>D 1</th>
<th>D 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>B</td>
<td>8</td>
<td>14</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>C</td>
<td>28</td>
<td>43</td>
<td>4</td>
<td>5</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>D</td>
<td>64</td>
<td>38</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>E</td>
<td>0</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Calculating the spearman rank correlation coefficient of the ranked data

\[ R = 1 - \frac{6 \sum d^2}{n(n^2 - 1)} \]

Analysis of the results

Spearman rank correlation (calculated) = 0.8
Spearman rank (table) at \( p = 0.05 = 0.900 \)

The second hypothesis states, increase in motivational tool does not have any significant effect on employee performance. The spearman rank was also used in testing this hypothesis. Since \( r (0.8) \) is greater than \( t_v \) (0.900), there exist a significant relationship between motivational tools and employee performance. That is the value that workers place on motivational tools such as praise, recommendations, promotion, wages etc. that they receive from their employer is high and these increase their performance.

Summary of Findings, Discussion and Recommendations

Discussion on Findings: The first hypothesis which states that, there is a significance relationship between employee motivation and workers performance was accepted. This shows that the kind of motivation given to workers in an organization has a significance influence on workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The findings also agree with the work of [8], which showed that subjects who received individual incentives performed better than those who did not receive. And workers exhibited productive work behavior when rewards were made contingent upon performance.

The work of [7], can also be said to have corroborated the findings of this work. He observes that poor remuneration in relation to profits made by organization, wage differentials between high and low income earners among other things contributed to low morale, lack of commitment and low productivity. Another work that this findings can be said to have corroborated is the work of [9], whose investigation on Nigeria management personnel shows that 90 percent of managers in his sample regarded their work as a means to end. And this ends was interpreted to include money, material possessions etc and the reason may be that workers need to take care of themselves, their families and other dependents and provide themselves other basic needs of life. The second hypothesis which states that “Increase in motivational tools does not have any significant effect on employee performance” was also accepted. This finding suggests that there is a significance relationship between motivational tools such as wages; remuneration, recommendation, recognition etc receive by workers and their performance. However, this study has demonstrated the importance of rewards like money as a viable predictor of performance.

The findings of [13] has also supported this research work, because his hypothesis that low income workers will be intrinsically motivated was not Confirmed and the expectations that higher income workers will place greater value on intrinsic reward than low income workers was also not confirmed. This shows clearly the extent of value placed on motivation. Based on the foregoing, it can be said that it is pertinent for employers of labor to know the kind of rewards that they can use to influence their employees to perform well on a job. In other words the relevance of motivational factors depends not only on its ability to meet the needs of the employees, but also that of the organization as well.

CONCLUSION

The importance of reward in the day-to-day performance of workers duties cannot be overemphasize, especially when it comes to being rewarded for a job done. It is a well-known fact that human performance of any sort is improved by increase in motivation. Going by the findings of this study, it can be easily inferred that workers reward package matters a lot and should be a concern of both the employer and employee. The results obtained from the hypotheses showed that workers place great value on the different rewards given to them by their employer. Hence, when these rewards are not given, workers tend to express their displeasure through poor performance and non-commitment to their job. It is therefore imperative for the organization to consider the needs and feelings of its work force and not just overlook
them in order to safeguard industrial harmony, because “a happy worker they say is a productive worker”. Having stressed the importance of a good remuneration policy on the performance of workers and the different kinds of rewards that can influence workers to perform better on a job, this study can therefore be seen a call for employers sense of commitment to put in place appropriate incentive plan that will encourage workers to be more purposeful and improve their performance.

**Recommendations:**

- Employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees.
- The researcher also recommended that all firms should adopt extrinsic rewards in their various firms to increase productivity.
- Employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees.
- The findings of this study can be a handy tool which could be used to provide solutions to individual conflict that has resulted from poor reward system.
- It is very pertinent at this juncture to suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations.
- It is important for further studies to be carried out in order to do justice to all the factors that influence workers performance. With the limitations identified above, the ability to generalize the result of this study is restricted.

**REFERENCES**