

## Reward As Motivational Strategy for Productivity in Private Schools in Nigeria: The Case of Kevad International Academy, Koroduma Karu, Nasarawa State

*Akor, Abbah Innocent PhD<sup>1</sup>, Akor, Onyeche Linda<sup>2</sup>*

*<sup>1</sup>Faculty of Faculty of Education, Federal University Wukari, Taraba State*

*<sup>2</sup>Department of Public Administration, Nasarawa State University Keffi Nasarawa State*

### ABSTRACT

*This study focused on the effect of reward as a strategy for motivating organizational staff to achieve positive work attitude and high productivity. Kevad International Academy, a private primary and secondary institution, located in Karu Local Government Area of Nasarawa State, was used as case study. The entire staff population of 24 was selected as sample for data collection and analysis, using the Chi-Square statistical tool. The null hypothesis that Reward (sub-variable of motivation) has no significant impact on staff productivity in Kevad International Academy was tested using the Chi-square statistical tool. The result showed that reward as a motivational strategy has highly significant effect on organizational productivity. It was concluded 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. The paper recommends that the results of annual personnel evaluation should be made available to staff for discussion and possible adjustment.*

**KEYWORDS:** *Reward, motivation, productivity, organization, school system*

### Introduction

Motivation is a theoretical construct used to explain behaviour. It is the scientific word used to represent the reasons for our actions, our desires, and our needs. Motivation can also be defined as direction to our behaviour or what causes us to want to repeat behaviour and vice versa. A motive is what prompts a person to act in a certain way or at least develop an inclination for specific behaviour (Chapins, 1995). For example, when someone eats food to satisfy the need of hunger, or when a student does his/her work in school because they want a good grade. Both show a similar connection between what we do and why we do it. According to Maehr and Meyer (Wikipedia 2021), "Motivation is a word that is part of the popular culture as few other psychological concepts are". People have motives for doing what they do, even if such motives are complex and difficult to pinpoint. At the other end of the range of complexity, hunger is frequently the motive for seeking out and consuming food.

Staff motivation is a major factor in the growth and development of every organization, as it determines to a great extent, the level of staff productivity. Increasing productivity is one of the most critical goals in business. Unfortunately, it is an activity seldom accepted by Human Relations professionals as a legitimate mandate (Sullivan, 2011). While HR professionals acknowledge that it entails establishing policy, procedures and programmes governing people management, few scholars attempt to connect such elements to increasing employee output such as volume, speed and quality of work.

### Statement of the problem

The productivity or efficiency level of any employee in an organisation is measured or predicated on an arching variable otherwise known as work motivation. The poor rates at which motivation policies

and programmes of workers are being arranged are of great interest to the researchers. The problem therefore is to try and find out what is responsible for low performance of workers in an organisation. Another area that bothers the minds of the researchers is the impact of reward in improving productivity in an organisation. This is the main problem this research work is set to address.

### Purpose of the study

The main objective of the study is to examine the impact of reward in improving productivity in an organisation. Specifically the study intends to achieve the following objectives:

- i. Examine the possible tools in the motivational process
- ii. Assess the effect of motivation on the attitudes of employees to their jobs
- iii. Identify the various motivational techniques that can be adopted by management in motivating its employees for improved productivity.

### Research Question

To achieve the objectives of the study, the researchers sought to provide answer to the question:

- To what extent do rewards affect the attitude of staff to work?

**Statement of Hypothesis** Reward (sub-variable of motivation) has no significant impact on staff productivity.

### Methodology

The ex-post facto design was adopted for this study. This design was selected because the situation under study already existed and could not be manipulated. The research population in this study is all the academic and non-academic staff of Kevad International Academy, Koroduma, Karu, Nasarawa State. The population is made up of twenty (20) academic and four (4) non-academic staff. The purposive sampling technique was used to select the sample for the study. The entire staff population of the study formed the sample since the size was small and manageable. Twenty-four (24) academic and non-academic staff of Kevad International Academy, therefore, constituted the sample of the study.

The sources of data for this study include staff confidential files, Annual Personnel Evaluation Reports (APER), staff log book and questionnaire.

The main instrument for this study is the research questionnaire. Questionnaire was used to collect data used for analysis. Unstructured interviews and direct observation of staff behaviour were also undertaken to authenticate responses.

Data for this study were collected with Likert design questionnaire: *Motivation and Staff Productivity in Organizations (MSPO)*.

### Data Presentation

- Reward system (sub-variable of motivation) has no significant impact on staff productivity

**Table 1. Respondents Response Frequencies on reward system and staff productivity**

Observed N	Expected N	Residual
In favour 89	60.0	29.0
Not in Favour 31	60.0	-29.0
Total 120		

Section A covers the bio data of the respondents, while section B contains items on the sub-variables. The Likert-Scale grading system (1-4) was used to score the responses viz-Strongly Agree (4), Agree (3), Disagree (2), Strongly Disagree (1).

### Method of Data Analysis

Simple percentage was used to analyse collected data. Frequency distribution tables were used to show the responses to the questionnaire items. Chi-Square was used to test the null hypothesis formulated for the study.

**Table2. Chi-Square Value Test Statistics**

	Respondents
Chi-Square	28.033 <sup>a</sup>
Df	1
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 60.0.

Table 2: The chi square value is 28.033 and the corresponding p-value is 0.000. Since the p-value is less than 5% level of significance, the null hypothesis is rejected. We conclude that the number of respondents not in favour of the null statement is significantly greater than the number of respondents in favour of the null statement.

The results obtained from the test of hypothesis showed that reward, as a strategy for motivation is an indispensable factor in determining the level of staff productivity and the internal capacity of an organization. Almost all the respondents in this study agreed that their commitment and attitude to work were usually influenced by prevailing circumstances which border on protecting their collective and individual interests. The significant result, therefore, showed that reward strategies, considered as a sub-variable of motivation in this study has serious positive impact on staff productivity in Kevad International Academy. The null hypothesis formulated for the study was rejected and the alternate hypothesis retained.

### Discussion of Findings

The null hypothesis formulated for the study was tested and the result showed that reward strategies have significant impact on staff productivity in Kevad International Academy. The following discussion would help to elucidate the imperatives of the findings:

A comparison of these findings gives some interesting insight into employee motivation. Job security which was ranked number one is a safety need. In a developing country such as Nigeria where unemployment levels are very high and at a time when there is global economic recession, governments are being forced to cut spending and cut jobs, thereby creating fear among employees. It is, therefore, not surprising that employees of Kevad International Academy ranked security as the most important motivating factor. Good salary which was ranked number two is a physiological need.

Again, this is a pointer to the fact that Nigeria is a developing country, and people are still concerned with basic needs such as physiological needs. The number three ranked factor, interesting work is a self-actualization factor which is the last factor that is addressed in Maslow's theory. The fourth ranked factor, good working conditions, is a social need. The fifth and sixth ranked factors are both physiological (promotion) and self-actualization (training) factors. The seventh ranked factors, full appreciation of work done, fair pay, power and interpersonal relationship with colleagues and the

eleventh ranked factors (welfare, feeling of being in/on things and competition) are also a mixture of esteem and social needs in Maslow's hierarchy theory. The fourteenth set of ranked factors, self-actualization and personal loyalty to employees, self-esteem and tactful discipline are self-actualization, esteem and social needs respectively. The eighteenth and last set of ranked factors are meeting target, mentoring and multi-tasking which are self-actualization needs.

The result of this study is different from some of the studies carried out in more developed countries which tend to rank interesting work as the highest motivating factor (Lindner, 1998; Kovach, 1987; Harpaz, 1990). Maslow's theory which lists physiological and safety needs as the basic needs to be met before others is to some extent upheld by this study. However, contrary to Maslow's theory, the range of other motivational factors in Kevad International Academy is mixed. Therefore, Maslow's conclusion that lower level motivational factors must be met before ascending to the next level was not confirmed by this study.

The implications of this study for the management of Kevad are numerous. If the management wants to address the issue of employee motivation, the main focus should be on addressing the security and safety issues. Staff must be reassured that their jobs are secure if they perform well and the fear of losing one's job must be addressed.

### **Conclusion**

Good remuneration has been found over the years to be one of the policies organizations can adopt to increase workers performance and thereby increase productivity. Also, with the present global economic trend, most employers of labour have realized that for their organizations to compete favourably, 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. 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. And, in some ways, such assessments are based on objective and systematic criteria which include factors relevant to the person's ability to perform on the job. Hence, the overall purpose of performance evaluation is to provide an accurate measure of how well a person is performing the task or job assigned to him or her. And based on this information, decisions will be made affecting the future of the individual employee. Therefore, a careful evaluation of an employee's performance can uncover weaknesses or deficiencies in a specific job skill, knowledge, or areas where motivation is lacking. Once identified, these deficiencies may be remedied through additional training or the provision of the needed rewards.

### **Recommendations**

In view of the results obtained in the study, the following recommendations are imperative:

- i. Every school should set up Staff Welfare Committee to constantly develop and review staff reward systems to enhance staff performance
- ii. Staff that excel in the performance of their defined duties should always be recognized through the award of certificates and material rewards
- iii. Management should adopt direct supervision of staff to assess the level of performance and effectiveness of motivation policies in the work place.
- iv. The results of Annual Personnel Evaluation Report (APER) should be made available to assessed staff to improve in their areas of deficiencies.

### References

1. Cameron, J. and Pierce, W. D. (1994). *Reinforcement, reward and intrinsic motivation: a meta - analysis*. Review of Educational Research, Vol. 64, pp. 363-423
2. Chapins, A. (1995). *Workplace and the performance of workers*. Reston: USA.
3. Deci, E. L. (1971). *Effects of externally mediated rewards on intrinsic motivation*. Journal of Personality and Social Psychology, Vol. 18, pp. 105-115.
4. Deci, E.L. (1975). *Intrinsic Motivation*. New York: Plenum Publishing Co. Japanese Edition, Tokyo: Seishin Shobo, 1980.
5. Eisenberger, R. & Cameron, J. (1996). *Detrimental effects of reward: reality or myth?* American Psychologist, Vol.51, pp. 1153-1166.
6. Gomez-Mejia, L.R. and Balkin, D. B. (1992). *Determinants of faculty pay -an agency theory perspective*. The Academy of Management Journal, Vol. 35, No. 5, pp. 921-955. .
7. Herzberg, F., Mausner, B. and Snyderman, B.B. (1959). *The motivation to work*. New York: John Wiley & Sons.
8. Lindner, J. R. (1998). *Understanding employee motivation*. Journal of Extension, Vol. 36, No. 3,
9. Research in Brief, 3RIB3. Available at(Retrieved 10<sup>th</sup> September, 2021). Page, L. (2008). *Do not show me the money? The growing popularity of non- monetary incentives in the workplace*. Available at <http://en.wikipedia.org/wiki/motivation>. Wikipedia (Retrieved on 27 August, 2021).
10. Sullivan, J. (2011). *Increasing employee productivity: The strategic role that human relations essentially ignore*. ERE.net (Retrieved April 18, 2021).
11. Wilson, G. (2010). *The effects of external rewards on intrinsic motivation*.
12. Wikipedia (2021), *Motivation*. Web site: <http://en.wikipedia.org/wiki/motivation>. Wikipedia (2021), *Job Performance*. Web site: [http://en.wikipedia.org/wiki/job\\_performance](http://en.wikipedia.org/wiki/job_performance)