

# Relationship Between Organization Reward System and Workers Attitude to Work

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**Abstract:** This research on effect of reward system on organizational performance was aimed at determining the effect; effects of organizations reward system on workers' productivity; to determine the relationship between organizations reward system and workers attitude to work; to determine the relationship between organizations reward system and job satisfaction; and to find the relationship between rewards system and workers commitment. The data used was gotten with the aid of a questionnaire and analyzed using the chi-square test of independence. The result shows that: organizations reward system has a significant effect on workers' productivity; there exists a significant relationship between organizations reward system and workers attitude to work. Also there is a relationship between organizations reward system and job satisfaction. These led to the conclusion reward systems have significant effect on workers attitude to work. The study recommended improving the reward system of organizations so as to increase the level of satisfaction among employees; and making the reward policy of the organization in such a way that it will compete favorably with those of other organizations in the industry.

**Keywords:** Reward System, Attitude to Work, Satisfaction, Salary

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## 1. Introduction

Nigeria is a nation that is blessed with abundant humans and material resources, in spite of these, it is surprising to observe that Nigeria is still rated among the less developed countries in the world. This may be attributed to the fact that the human and material resources are poorly harnessed and utilized, one of the poor utilization of human and material resources in Nigeria is the Nigerian Attitude to Work.

In the opinion of many authors, the human and material resources problem is the poor attitude of workers to work. As regard to man workers attitude to work, four models of organizational behavior, are the autocratic, custodial, supportive and collegial. The supportive and collegial model are more consistent with contemporary employee needs and therefore, will predictable obtain more affect results in many situations managers need to examine the model. They are using, determine whether it is the most appropriate one and remain flexible in their use of alternatives and emerging

model.

Personnel and development practitioners are expected to play their part alongside line managers in maximizing the contribution of people to the achieving of corporate purpose. They must understand the business concept and the importance of adopting strategies view point when meeting business needs in partnership with their colleagues. This standard defines how thinking performers can meet these requirements in the field of employee reward.

### 1.1. Statement of the Problem

The problem here is that most organizations have gone under because their organizational reward systems do not favour employee and thereby do not motivate them towards putting their best into their job. There are many discrepancies that occur in organizations due to an inappropriate reward system. Also as reward system is in the field of human resource, it is an opportunity to increase my knowledge in this complex field one of the problems

that can be identified in the organization is motivation. It has become a real concern since we are dealing with a fast evolving environment. The workforce has adapted to be flexible with new working hours, work with new tools and even being multi skilled, both technical and interpersonal. Moreover, workforce flexibility requires that employees have the ability to adapt with relatively management supervision. The present working environment presents stressful factors where the workforce finds itself more and more pushed to its limits.

### **1.2. Objectives of the Study**

1. to determine the effects of organizations reward system on workers' productivity.
2. to determine the relationship between organizations reward system and workers attitude to work.
3. to find out the relationship between organizations reward system and job satisfaction.
4. to ascertain the effect of rewards systems on workers commitment.

### **1.3. Research Questions**

This study seeks answers to the following research questions:

1. Is there relationship between organizations reward system and workers' productivity?
2. Is there relationship between organizations reward system and workers attitude to work?
3. Is there relationship between organizations reward system and job satisfaction?
4. Does rewards systems have significant effect on workers commitment?

### **1.4. Research Hypothesis**

The following null hypotheses are of interest in this work

1.  $H_0$ : organizations reward system does not have significant effect on workers' productivity
2.  $H_0$ : there is no significant relationship between organizations reward system and workers attitude to work
3.  $H_0$ : there is no significant relationship between organizations reward system and job satisfaction
4.  $H_0$ : rewards system does not have significant effect on workers commitment

## **2. Literature Review**

This study is anchored on Adams (1963) equity theory, which looks at the worker's perception of the reward he gets in the organization. Adams described the equity theory as a comparison process in terms of input ratio. Inputs are employee's contribution to the organization such as education, experience effort and loyalty. The thrust of Adams equity theory is that workers perception of his output or input ratio in relation to the input/output ratio of other workers of similar status can affect employee's attitude to work. In other

words, equity theory is concerned with the workers with the reward, which his colleagues of similar status get in the organization.

Several studies have been carried out in the aspect of rewards and variables affecting it. Some of such studies are reviewed:

Ahmed & Ali (2008) carried out a research on the "impact of reward and recognition programs on employee motivation and satisfaction". They employed the exploratory research design and Sample chosen for the study was 80 employees of Unilever companies. Pearson's correlation was used to analyze data to determine the degree of relationship between reward and satisfaction and motivation. Major findings indicated a positive relationship between rewards and work satisfaction as well as motivation. They identified payment 86%, promotion 74%, work conditions 61%, personal 37% as factors influencing job satisfaction. Analysis showed support for a positive relationship between reward and employee satisfaction.

Arokiasamy et al (2013) examined the relationship between compensation, motivation and promotion with job satisfaction of academic staff in three private colleges in Malaysia. Sample was randomly collected through a structured questionnaire distributed to three private colleges at Penang, Malaysia and a total of 75 respondents replied. Data was analyzed using descriptive analysis and Pearson Product Moment Correlation to test the relationship between variables. Their results indicated that there was a positive significant relationship between compensation, motivation and promotion and job satisfaction among academic staff at these colleges. Organization should consider these variables in promoting satisfaction among employees in order to enhance organizational citizenship.

Bari et al (2013) study was to find out the impact of non-financial rewards on employee attitude and to get information about the factors which affect their performance at workplace in the business institutes of Karachi. A survey was conducted from the different designation of employees and 9 Universities of Karachi were selected to find out whether the Non-Financial Rewards are offered to employees and if does, so it affects employee attitude in the workplace and increases Employee Performance. A sample of 300 employees were taken from nine Universities which were randomly selected. Data was gathered through Questionnaires containing 15 likert scale questions. Their results showed that feedback to employees, freedom, career development plan, valuation of employees, learning programs, open & comfortable work environment and good supervisory relations have positively impacts on employee attitude and performance in the workplace.

Duberg & Mollen (2010) extended the knowledge of reward systems in health and geriatric care and know how these systems are designed and what their effects on quality of health and geriatric care are. The methodology took a qualitative approach and interviewed a sample of six leaders in both private and public organizations. Two of the leaders worked in geriatric care and four in health care. The

theoretical framework was based on scientific literature about motivation and reward systems. Also literature specifically.

Garlick (2009) carried out an online study of 1913 full-time employees and asked people to rank order 14 potential performance incentives in order of preference. These performance incentives included common extrinsic rewards such as cash bonuses, gift cards, award points, and travel awards, as well as intrinsic rewards such as having more freedom and autonomy at work, being able to choose interesting projects, and being assigned to mentor other employees. Not surprisingly, cash bonuses were listed as the most preferred incentive by three-out-of-four people (74%) surveyed. Nine-out-of-ten (89%) listed cash bonuses within their top three preferences. However, the primary issue the study investigated was whether offering cash bonuses really influenced employee attitudes, as well as other business outcomes. The results showed that offering a cash bonus exclusively does not seem to make much of an impact on performance, despite the fact cash bonuses are nearly everyone's preferred reward. While cash bonuses are the most preferred reward for three-out-of-four, and among the top three rewards for nine-out-of-ten, those who only receive a cash bonus are just slightly more satisfied than those who get no reward at all. Furthermore, offering exclusively cash bonuses only seems to have very little impact on company performance, either in terms of increased customer service, or in increased profitability.

Gohari *et al* (2013) reviewed various research in term of relationships between rewards, job satisfaction, and employee performance. They identified two types of reward: intrinsic reward and extrinsic reward. Existing research showed that reward can affect job satisfaction and thereby employee performance. They thus proposed a new framework based on mediating role of job satisfaction.

Hameed *et al* (2014) measured the impact of compensation on employee performance. A questionnaire was designed to collect the data on the factors related to compensation like salary, rewards, Indirect Compensation and employee performance. The data was collected from different banks of Pakistan and different analytical and descriptive techniques were used to analyze the data. It was found from different results that Compensation has positive impact on employee performance. The result shows from correlation analysis that all the independent variables have weak or moderate positive relationship to each other while the regression analysis shows that all the independent variables have insignificant and positive impact on employee performance. Descriptive analysis also reveals that all the independent variables have positive impact on employee performance. ANOVA results reveal that education have not same impact on employee performance.

Jaja and Okpu (2013) examined the relationship between Internal Attitude Survey and Workers Commitment. Using Cross Sectional Survey design, a sample size of 357 employees from the Banking Industry in the South-South zone of Nigeria was used as respondents. The results drawn

from the use of Spearman Rank Order Correlation showed that Internal Attitude Survey had a significant positive association with workers continuance and normative commitment, but no significant association with workers affective commitment. This result suggest that when employees views and feelings are known by management and positive steps taken to redress imbalances, employees will be morally obliged to remain with the organization and will not be willing to leave the organization because of possible loss in their investment.

Jehanzeb *et al* (2012) examined the impacts of rewards and motivation using perceived amount of rewards on job satisfaction in both public and private banks of Saudi Arabia. 568 employees were used as respondents from both sectors. Regression analysis was used to test the relationship between rewards, motivation and job satisfaction. Their results indicated that rewards have positive significance on motivation; motivation is positively related to the job satisfaction; and rewards have a positive significant effect on job satisfaction.

Khalid *et al* (2011) examined the impacts of rewards and motivation on job satisfaction between public and private water utility organization in Malaysia using Perceived Amount of Rewards, WPI and JSS models. A total of 689 employees from both sectors participated in this study. Regression analysis was conducted to test the relationship between rewards, motivation and job satisfaction, while gap analysis was utilized to determine the significant differences on the level of rewards, motivation and job satisfaction between both sectors. Their findings indicated that (1) rewards have a positive significant influenced on motivation; (2) motivation significantly positively influenced employees' job satisfaction and (3) rewards have a positive significantly influenced on job satisfaction. The t-test result revealed that public water utility organization showed significantly higher on the levels of rewards, motivation and job satisfaction

Njanja *et al* (2013) determined the effect of reward on employee performance at Kenya Power and Lighting Company (KPLC) Ltd. The specific objectives sought to determine the effect of cash bonus on employee performance. The research adopted correlation research design. 68 management employees were used as respondents. Data was collected using questionnaires. Descriptive statistics (frequency tables, percentages) were used to present data. Inferential statistics (chi-square) was used to analyze the relationship between cash bonuses and employee performance. Data was analyzed with the help of the Statistical Package for Social Sciences (SPSS) computer programme. Their findings showed that cash bonus have no effect on employee performance ( $p=0.8$ ). This is because those who received cash bonuses and those who did not all agree that the cash bonus affects their performance are the same.

Olubusayo *et al* (2014) examined the effect of incentives packages on employees' attitudes towards work. The study used one hundred and twenty valid questionnaires which

were completed by members of staff of four (4) selected government parastatals in Ogun State, South-West Nigeria using stratified and systematic sampling technique. The data collected were carefully analyzed using percentage supported by standard deviation to represent the raw data in a meaningful manner. The results show that strong relationship exists between incentives packages and employees' attitudes towards work and the workers are not satisfied with the present incentives packages.

Olubusayo et al (2014) examined the effect of incentives packages on employees' attitudes towards work. A descriptive research method was adopted for their study using one hundred twenty valid questionnaires which were completed by members of staff of four (4) selected government parastatals in Ogun State, South-West Nigeria. A stratified and systematic sampling technique was used in the study. The data collected were carefully analyzed using percentage supported by standard deviation to represent the raw data in a meaningful manner. The results show that strong relationship exists between incentives packages and employees' attitudes towards work and the workers are not satisfied with the present incentives packages. The summary of the findings indicates that there is strong correlation between the tested dependent variable and independent construct. However, employers of labour and decision makers should endeavour to review incentives packages at various levels in order to earn employees' commitment and satisfaction.

Prabakaran et al (2014) examined the relationship between rewards and employee performance as well as to identify the relationship between extrinsic and intrinsic rewards. The study explored factors determining extrinsic and intrinsic rewards and their impact on employee performance and actions to influence the banks for a consideration of a more systematic and structured approach to acknowledge employees efforts which would in turn prosper high performance culture in banks.

Pratheepkanth (2011) investigated whether rewards and recognition has an impact on employee motivation. The Author employed the biographical and Work Motivation Questionnaire in the study. The results also revealed that staff, and employees from non-white racial backgrounds experienced lower levels of rewards, and motivation. Future research on the latter issues could yield interesting insights into the different factors that motivate employees.

Rahim & Daud (2012) examined the relationship between rewards and employee's motivation in University Sultan Zainal Abidin (UniSZA), Kuala Terengganu, Malaysia. The study was designed to understand how intrinsic rewards as compare with extrinsic rewards are perceived as sources of motivation by administrators of the UniSZA. The study proposed a conceptual framework by linking the relationship between rewards and motivation. Two independent variables consisting of extrinsic and intrinsic rewards was employed with motivation as the dependent variable. The findings of this research were expected to provide references to registrar department of

UniSZA in developing an appropriate motivation approach for their administrators.

Sarwar And Abugre (2013) found out the relationship between employees' rewards, and the dimension of their job satisfaction in the service sector. They hypothesized that rewards play a significant role in employee satisfaction, resulting in increased customer satisfaction and loyalty. Thus the role of job satisfaction and rewards was explored with samples from workers in two large Ghanaian private organizations. The implications of job satisfaction on customer satisfaction and loyalty towards organizations were also investigated.

### 3. Methodology

The research was a survey which elicited opinions of staff using questionnaires. The responses were analyzed using percentages and Chi-square test statistics at 5% level of significance. The simple random sampling method was used to obtain the sample units

The data were collected through primary and secondary source. The primary data were collected through the use of questionnaires, while secondary was gotten from journals, textbooks and online resources. The population of this study is one thousand three hundred and sixty seven (1,367) workers which includes the different categories of workers in selected media companies in Delta state consisting of Delta broadcasting service, Nigerian television Authority, pointer newspaper and trend FM. The population comprises of the following: 75 management executive, 435 senior staff = 546, junior staff = 857.

The stratified sampling technique was employed in this study. The researcher decided to use stratified sampling in order to ensure that the representation of each organization. The data was obtained with the aid of structured questionnaire built on five point likert scale. The questionnaire was divided into two sections: the first section was the demographic information of respondents while the second section ask questions on the areas of rewards systems and workers attitude to work. The Chi-square test was used in testing the hypotheses that the variables of classification are independent at 5% level of significance.

### 4. Results and Discussion of Findings

The Minitab statistical software was used to run the Chi-Square hypothesis. The chi-square value, Degree of freedom (DF) and critical value of Chi-square are presented in the results

Hypothesis 1:

$H_0$ : organizations reward system does not have significant effect on workers' productivity.

$H_1$ : organizations reward system has significant effect on workers' productivity.

The resulting contingency table is given below with the expected frequencies in parenthesis ( ).

**Table 1.** Contingency Table for Reward System and Workers Productivity.

Rewards	SA	A	U	D	SD	TOTAL
QUS 1	175(306.6)	287(362.6)	112(64.4)	420(215)	56(100.80)	1050
QUS 2	266(306.6)	427(362.6)	63(64.4)	126(215)	168(100.80)	1050
QUS 3	420(306.6)	280(362.6)	70(64.4)	175(215)	105(100.80)	1050
QUS 4	371(306.6)	364(362.6)	42(64.4)	189(215)	84(100.80)	1050
QUS 5	301(306.6)	455(362.6)	35(64.4)	168(215)	91(100.80)	1050
TOTAL	1533	1813	322	1078	504	5250

Chi-Sq = 565, DF = 16,  $X^2_{\text{tab}} = 26.30$

Decision: since  $X^2_{\text{cal}} = 565$  is greater than  $X^2_{\text{tab}} = 26.30$ , reject  $H_0$  and conclude that organizations reward system has significant effect on workers' productivity

Hypothesis 2

$H_0$ : there is no significant relationship between organizations reward system and workers attitude to work

$H_1$ : there is significant relationship between organizations reward system and workers attitude to work

The resulting contingency table is given below with the expected frequency in brackets

**Table 2.** Contingency Table for Reward System and Workers Attitude to Work.

Rewards	SA	A	U	D	SD	TOTAL
QUS 1	252(288.4)	490(378)	112(79.8)	126(184.8)	70(119)	1050
QUS 2	294(288.4)	350(378)	49(79.8)	231(184.8)	126(119)	1050
QUS 3	231(288.4)	329(378)	140(79.8)	252(184.8)	98(119)	1050
QUS 4	280(288.4)	378(378)	49(79.8)	175(184.8)	168(119)	1050
QUS 5	385(288.4)	343(378)	49(79.8)	140(184.8)	133(119)	1050
TOTAL	1442	1890	399	924	595	5250

Chi-Sq = 299.84, DF = 16,  $X^2_{\text{tab}} = 26.30$ , P-Value = 0.000

Decision: since  $X^2_{\text{cal}} = 299.84$  is greater than  $X^2_{\text{tab}} = 26.30$ , reject  $H_0$  and conclude that there is significant relationship between organizations reward system and workers attitude to work

Hypothesis 3:

$H_0$ : there is no significant relationship between organizations reward system and job satisfaction

$H_1$ : there is significant relationship between organizations reward system and job satisfaction.

The resulting contingency table is given below with the expected frequency in brackets

**Table 3.** Reward System and Job Satisfaction.

Rewards	SA	A	U	D	SD	TOTAL
QUS 1	322(350)	455(428.4)	56(51.8)	140(149.8)	77(70)	1050
QUS 2	301(350)	434(428.4)	35(51.8)	182(149.8)	98(70)	1050
QUS 3	350(350)	420(428.4)	63(51.8)	161(149.8)	56(70)	1050
QUS 4	546(350)	308(428.4)	70(51.8)	84(149.8)	42(70)	1050
QUS 5	231(350)	525(428.4)	35(51.8)	182(149.8)	77(70)	1050
TOTAL	1750	2142	259	749	350	5250

Chi-Sq = 307.71, DF = 16,  $X^2_{\text{tab}} = 26.30$ , P-Value = 0.000

Decision: since  $X^2_{\text{cal}} = 307.71$  is greater than  $X^2_{\text{tab}} = 26.30$ , reject  $H_0$  and conclude that there is significant relationship between organizations reward system and job satisfaction.

Hypothesis 4:

$H_0$ : Rewards system does not have significant effect on workers commitment

$H_1$ : Reward systems have significant effect on workers commitment

The resulting contingency table is presented in table below

**Table 4.** Reward System and Workers Commitment.

Rewards	SA	A	U	D	SD	TOTAL
QUS 1	200(204.2)	155(317.8)	56(51.8)	239(213.2)	400(263)	1050
QUS 2	231(204.2)	181(317.8)	35(51.8)	301(213.2)	302(263)	1050
QUS 3	252(204.2)	420(317.8)	63(51.8)	135(213.2)	180(263)	1050
QUS 4	198(204.2)	308(317.8)	70(51.8)	180(213.2)	294(263)	1050
QUS 5	140(204.2)	525(317.8)	35(51.8)	211(213.2)	139(263)	1050
TOTAL	1021	1589	259	1066	1315	5250

Chi-Sq = 604.38, DF = 16, P-Value = 0.000

Decision: since  $X^2_{cal} = 604.38$  is greater than  $X^2_{tab} = 26.30$ , reject  $H_0$  and conclude that there is significant relationship between organizations reward system and job satisfaction.

## 5. Conclusion

The aim of this study was to determine the effect of rewards systems on workers attitude to work. The specific objectives are: to determine the effects of organizations reward system on workers' productivity; to determine the relationship between organizations reward system and workers attitude to work; to find out the relationship between organizations reward system and job satisfaction and to ascertain the effect of rewards systems on workers commitment

A significant relationship was found between reward system and workers' productivity. Good reward system in any organization can motivate employees to work harder. Workers perceptions of the reward system affect their attitude to work. Many of the respondents used in this study expressed discrepancy in the pay they receive in the organization in relation to what their colleague of similar status receive in other organizations. A significant relationship was found between the reward system in place and job satisfaction. However, some of the respondents expressed dissatisfaction in the reward they receive in the organization in relation to what other workers of similar

status receive in other organizations. Furthermore, reward systems was found to have significant impact on workers commitment.

The findings in this study lead to the conclusion that Workers satisfaction with the organizational reward system will make them to develop positive attitude to work as well as higher commitment. Again a good reward system spurs employees to be more productive and as well give employees the satisfaction they desired in the workplace.

## Recommendation

The following recommendation is made based on the finding of the study: the reward which the workers receive in the company should be improved so as to increase the level of satisfaction among employees; the discrepancy which exists in the reward of workers in the studied organization should be discouraged. This is mostly the case with the junior staff who feels that what they receive in the organization is not what their counterparts in other similar organization receive; whenever there is change in the organizational reward policy, it should be properly communicated to the workers and the reasons for such a change should be made known. This in itself is motivating to the employees. The companies should redouble her effort to provide an enabling environment for the workers to improve their productivity.

## Questionnaire

### SECTION A: DEMOGRAPHIC INFORMATION

Age: ( ) 15-24 ( ) 25-34 ( ) 35-44 ( ) 45-54 ( ) 54-64 ( ) 65 +above

Gender: ( ) male ( ) Female

Educational Qualification: ( ) Primary ( ) NCE/OND ( ) B. Sc/HND ( ) MSC/MA ( ) others specify

Marital Status ( ) Single ( ) married ( ) Divorced ( ) Widowed

Length of Service: ( ) less than 5 yrs ( ) 6 – 10 yrs ( ) 11-15 yrs

Salary Grade Level

Section

### REWARD SYSTEM AND PRODUCTIVITY

Please indicate your agreement or disagreement to the statement as it affects workers productivity using the scale below

(1) Strongly Agree (2) Agree (3) Undecided (4) Disagree (5) Strongly Disagree

My productivity level is as a result of

- |  |                     |
|--|---------------------|
| 1. The size of my salary                                 | (1) (2) (3) (4) (5) |
| 2. Promotion is subject to performance                   | (1) (2) (3) (4) (5) |
| 3. Having a job which I can learn and develop my ability | (1) (2) (3) (4) (5) |
| 4. Creativity is emphasized and rewarded                 | (1) (2) (3) (4) (5) |
| 5. Being evaluated positively by my superiors            | (1) (2) (3) (4) (5) |

### REWARD SYSTEM AND WORKERS ATTITUDE

My attitude to work is related to

- |   |                     |
|---|---------------------|
| 6. Being fairly treated by my organization    | (1) (2) (3) (4) (5) |
| 7. Having a superior who gives clear guidance | (1) (2) (3) (4) (5) |
| 8. Being recognized for my accomplishment     | (1) (2) (3) (4) (5) |
| 9. Being evaluated positively                 | (1) (2) (3) (4) (5) |
| 10. Earning a good salary in my job           | (1) (2) (3) (4) (5) |

#### REWARD SYSTEM AND WORKERS SATISFACTION

My job satisfaction is related to

- |   |                     |
|---|---------------------|
| 11. Having manageable workload                    | (1) (2) (3) (4) (5) |
| 12. having a challenging job                      | (1) (2) (3) (4) (5) |
| 13. Good staff welfare package in my organization | (1) (2) (3) (4) (5) |
| 14. Promotion depends on achievement              | (1) (2) (3) (4) (5) |
| 15. Being evaluated positively                    | (1) (2) (3) (4) (5) |

#### REWARD SYSTEM AND WORKERS COMMITMENT

My commitment to my work is related to

- |   |                     |
|---|---------------------|
| 16. The size of my salary                         | (1) (2) (3) (4) (5) |
| 17. Being evaluated positively by my superiors    | (1) (2) (3) (4) (5) |
| 18. Good staff welfare package in my organization | (1) (2) (3) (4) (5) |
| 19. Promotion is subject to performance           | (1) (2) (3) (4) (5) |
| 20. Having manageable workload                    | (1) (2) (3) (4) (5) |

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