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Effects of Reward on the Performance of Senior Non-Teaching Staff, Federal Colleges of Education, Zaria, Nigeria

Ugochukwu Edward Ilukwe

Abstract

The problem of poor remunerations amongst non-teaching staff, have been a concern in the college of education, which have affected motivations and job satisfactions of the staff. Here the study, examine the influence of external rewards such as salary increments, allowances promotion on the attitudes, and perceptions of FCE, Zaria non- teaching staff, to their duties. This could be vice-visa. The above aim of the study is in line with Vroom Expectance theory which assumes that three factors, that is Expectancy, Instrumentality, and Valence combine together to create a driving force, which motivates individuals to put in an effort. The survey research method was adopted for the study. The method involves the use of self-designed questionnaire, and observation to assemble date from the respondents. Primary data was sourced using self-designed questionnaires administered on all the categories of staff (i.e. senior and junior staff) of the College. The primary data was generated, presented and analyzed using tables and simple percentages. The Content analytical method was used in analyzing the secondary data collected. 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 employers and employees. The study recommended, that, Management of the tertiary institutions are to put more emphasis on intrinsic motivation by engaging those that have aspirations to work in academic arena and with passion. The study concluded there is relationship between extrinsic motivation and job performance among staff of the institution.

Keywords: Reward, Job Performance, Motivation, Non-Teaching Staff, Education

Introduction

Education stems out to be the sure means of developing individual's potentials. Little wonder, therefore, that the National Policy on Education (1981) postulates that education is "the greatest investment that the nation can make for the quick development of its economic, political, sociological and human resources. Among the various educational institutions through which the nation hopes to achieve its developmental goals, the Colleges of Education, were identified as higher institutions of learning. Following the publication of the National Policy on Education (1977), the policy articulated the dream of having Nigeria Certificate of Education (NCE) as the minimum qualification for entry into the Teaching profession. This dream was to be realised by the establishment of the National Commission for Colleges of Education (NCCE) by its enabling Decree No.3 of April, 1989, thus completing what is known as the "tripod of excellence" (National Universities Commission, NUC; National Board for Technical Education NBTE; and National Commission for Colleges of Education,

NCCE) as the supervisory and regulatory bodies of tertiary institutions: Universities, Polytechnics, and Colleges of Education. Colleges of Education in Nigeria started at the inspiration of external aid from the UNESCO to the Nigerian Government. They were named Advanced Teachers Colleges which later transformed into Colleges of Education.

Currently, Colleges of Education are classified into Federal, State, Military or Private, according to their proprietors. Another level of classification is according to the bias of the programmes. Thus, we have "Conventional," "Technical," and "Special" types of Colleges of Education. Undoubtedly, the realisation that Colleges of Education are tools for national development, have led to an unbridled quest for, and vigorous expansion of Colleges of Education in Nigeria.

According to a National Commission for Colleges of Education (NCCE) report, "there are ninety-three (93) accredited Colleges of Education comprising twenty (21) federal, forty-two (42) state owned, twenty-one (21) private, one (1) each for military and NTI, and seven (7) Polytechnics. Colleges of Education are essentially set up to achieve certain stated goals and objectives. Hence, of all the organisational resources which are made up of men, materials, money, machines, and, methods (the 5-m of organisational management), the human resources (men) stand out as most crucial. Managing people at work is an integral part of the management process. Thus, to understand the critical importance of people in the organization is to recognize and appreciate the fact that the human element and the organization are synonymous.

Motivating employees through reward is required with a view to ensuring that they do what they have to do in order to achieve both their goals and objective(s) for joining the organization and those of the organization (Shadare, 2009). According to McCormick and Tiffin (1979), Reward can either be intrinsic or extrinsic. Intrinsic rewards arise from rewards that are inherent in the job that an employee does and enjoys doing as a result of successfully attaining his set goals. On the other hand, extrinsic rewards are those that are external to the tasks such as salary, work environment, job security, promotion, etc., the rewards of which are often determined at the organizational level and often largely out of the control of individual managers. Internal rewards, often intangible, are those that can be referred to as psychological, an example of which include the opportunity to use one's abilities, a sense of challenge and achievement, appreciation from superiors, positive recognition, being treated in a caring and considerate manner, etc. An employee that is internally motivated, according to Ajila (1997), will be committed to his work to the extent to which it (the job) contains tasks that are rewarding to him as opposed to an externally motivated employee who will be committed to his job only to the extent that he gains or receives external rewards for the job.

Commenting on the role that compensation plays in motivating people to join an organization, stay and work effectively, Fajana (2006) opines that motivation is what makes people to act or behave in a certain way. Ajila (1997) further suggested that for an individual employee to be motivated in a work situation there must be a need(s) for which the individual must perceive the possibility of satisfying through some reward. Good compensation (reward) has been found over the years, to be one of the policies that organizations can adopt in order to enhance the performance of their workers and consequently increase their (organizations) productivity. With the current global economic trend, most employers of labour have, according to Ajila and Abiola (2000), has realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success or failure of the organization. An organization must know who its outstanding workers are, those that need additional training and those that do not contribute to the efficiency and welfare of the company or the organization. In Nigeria, Today, more than ever before, Nigeria and her several institutions, both private and public, are beset with an array of problems that have proved intractable and far from being remedied.

A quick glance at the Nigerian public service will reveal the politicization of the hierarchy of the Civil Service, lack of financial accountability and probity, perpetual breakdown of discipline, general decline of efficiency and effectiveness, etc. These problems had been closely related to the issue of low motivation of civil servants. The high level of indifference and apathy to job or duty, frequent strike actions and other agitations by public servants could be traced to the issue of staff welfare which consequently has grossly affect effective service delivery in many government institutions in Nigeria, including Federal College of Education, Zaria.

Statement of the Problem

The problem of poor motivation and the resultant low productivity among the Senior Non-teaching staff of the Federal College of Education, Zaria has become very endemic and consequently making it one of the serious concerns, in view of the negative impacts that it (poor motivation) has on service delivery. The problem of poor remunerations has been a serious concern in the college, which have affected motivations and job satisfactions. According to Statistics, a non-teaching staff net pay for a degree holder goes for #84,000 for a start of the job, which he or she barely uses to take care of household needs which is very limited. In the light of the foregoing, it is important for managers, in order to be effective, to understand what motivates their workers within the context of the role they perform. This implies giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership, the work itself and the organizational context within the work is carried out. Of all the functions that a manager performs, motivating employees is arguably the most complex and this, according to Bowen and Radhkakhrsishna (1991), is due to the fact that what motivates employees is different and also changes constantly.

However, in spite of the effort of the College Management towards motivating its staff through pay increases, in-service training programmes, prompt payments of salaries etc, and the performance of Senior Non-Teaching staff in the College is still tardy coupled with lateness to work, etc. The question is what could be responsible for the above? Does the College management have an understanding of what will actually motivate the employees for better performance? Could it be that that the wrong form of motivation is been apply by the management of the school? What are the motivating strategies to be adopted on staff in the College? These questions informed the need for this study. It is against this, backdrop that this research, seeks to investigate into the effects of rewards (compensation) on the performance of Senior Non-Teaching Staff Federal Colleges of Education, Zaria, from 2019 to 2020.

Research Questions

1. What is the relationship between extrinsic reward and intrinsic motivation of Senior Non-Teaching in Federal College of Education, Zaria?
2. What is the relationship between rewards and job performance of Senior Non-Teaching staff in Federal College of Education?
3. What is the impact of job performance on staff productivity in Federal College of Education, Zaria.

Objectives of the Study

The objective of this research are as follows:

1. Examine how extrinsic and intrinsic rewards can be a motivating factor to enhance the performance of Senior Non-Teaching staff of Federal Colleges of Education, Zaria.
2. Establish the relationship, if any, between extrinsic (financial) reward and intrinsic motivation of Senior Non-Teaching in Federal College of Education, Zaria.
3. Identify and analyse the aspect of rewards and job performance of Senior Non-Teaching staff in Federal College of Education, Zaria.
4. Highlight the impact of job performance on staff productivity in Federal College of Education, Zaria.

Empirical Literature

Oloke et al. (2017) conducted research on Incentive Package, Employee's Productivity and Performance of Real Estate Firms in Nigeria. The level of motivation received by an employee as reflected in the satisfaction with the base pay package and other incentives goes a long way to influencing the employees' attitude to work, loyalty, performance and job satisfaction. Employee's motivation and organization performance has been investigated across different fields and economic sectors. This study takes it further by examining incentive package, employees and organization productivity in real estate firms in Nigeria. Panel survey approach was adopted and three questionnaires administered in each of the one hundred and seventeen (117) estate firms in Ikeja, Victoria Island and Lekki Area of Lagos State. Respondents were two employees and one other in employers'/management capacity. Descriptive tools such as frequency and percentage were used to identify and determine the proportion of firms that make use of incentive package/option while a 5-point Likert scale and ranking were used to determine and rank the options in order of importance among these firms. Panel data regression model was used to determine the strength of relationship between firms' performance/productivity and incentives whilst holding other factors constant.

Findings showed amongst others that there is strong positive correlation between incentive and employee productivity, employees are largely dissatisfied with the incentives offered by majority of estate firms and that incentive package is not the most important determinants of performance in real estate firms. The study therefore concludes that employers in real estate firms pay attention to other factors identified and review remuneration and incentive package to boost the morale of their employees for better performance.

Agba, Mboto and Agba(2013) investigated factors that influence workers' job performance in Nigeria. The study attempts to compare the influence of wages and other conditions service on employees' performance. To achieve this objective, we elicited information from 300 respondents who were purposively sample from four organizations in some selected geo-political zones in Nigeria. Data collected were presented in graph, pie chart and bar chart. Findings reveal that, employee job performance are greatly influenced by regular and good wages; followed by conducive work environment, availability of internet facilities, good library, recognition/award, regular promotion, training opportunities, access to medical care and communication flow. We made the following recommendations among others, that managers of formal organizations should properly remunerate workers as well as provide conducive work environment for their employees. We posit that other least motivating factors as identified in this study should not ignore by managers, since each provide workers with a level of stimulant that propel them into maximum performance in work organization.

Abdulkadir, Mohamed and Ali Yassin(2015) examined empirically employee motivation and organizational performance from secondary schools in Mogadishu-Somalia The primary purpose was to identify the impact of motivation on employee performance in order to address problems arising from motivational approaches in organizational settings in Mogadishu, Somalia. The subsidiary objectives were: to identify the relationship between work environment and organizational performance at secondary schools in Mogadishu; to examine the relationship between cooperation and organizational performance secondary schools in Mogadishu, Somalia; andto explore the relationship between facilitation and organizational performance in secondary schools. The researchers utilized convenient sampling to collect 100 questionnaires from twelve secondary schools. Employees of these schools provided answers to the questionnaire with four main construct, which measure work environment, cooperation, facilitation and organizational performance. However, using correlation coefficient, the study found that organizational performance (Dependent variable) had significant positive influence with two independent variables namely, work environment, and

facilitation. Also, the result of regression analysis found that two constructs had statistically significant, positive, and direct effects on the organizational performance. The study supported that the most indicator of employee motivation was facilitation.

Theoretical Framework

Expectancy Theory

This study is anchored on the Expectancy theory of Motivation as propounded by Vroom (1964). The main premise of the theory is that individual's behaviour is formed not on objective reality but his or her subjective perception of the reality. To him, motivation is a function of values of effort- performance and performance rewarded. Vroom proposes that people are motivated by how much they want something and how much likely they are to get it. Motivation leads to efforts and efforts combined with employee's ability together with environmental factors interplay to determine performance. This performance in turn leads to various outcomes, such of which has associated values called Valence. According to Vroom three factors i.e. Expectancy, Instrumentality and Valence combined to create a driving force, which motivates an individual to put in an effort, achieve a level of performance, and obtain rewards at the end. These three key factors are based on individual's perception of the situation. The factors are further defined thus: First, expectancy- this is the extent of the individual's perception, or belief that a particular act will produce a particular outcome. Second, instrumentation is the extent to which the individual perceived the effective performance which leads to a desire reward. Third, valence is the strength of the belief that attractive rewards are potentially available. Therefore, the theory emphasizes the role of individual perception and feelings (expectations of particular results) in determining motivation and behaviour.

Thus, its suitability as the theoretical bases of this study cannot be over- emphasize. The study assesses the influence of extrinsic rewards (i.e. pay increment, allowances, promotion etc) on the intrinsic motivation and performance. The Expectancy theory assumed that motivation is a function of value of efforts- performance and performance rewarded. The Expectancy Theory of Motivation provides an explanation of why individuals choose one behavioural option over others. The basic idea behind the theory is that people will be motivated because they believe that their decision will lead to their desired outcome (Redmond, 2010). Expectancy theory proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behaviour based on their calculation of anticipated outcomes (Torrington, 2009). This has a practical and positive benefit of improving motivation because it can, and has, helped leaders create motivational programs in the workplace. This theory is built upon the idea that motivation comes from a person believing they will get what they want in the form of performance or rewards. Although the theory is not all inclusive of individual motivation factors, it provides leaders with a foundation on which to build a better understanding of ways to motivate subordinates. Expectancy theory is classified as a process theory of motivation because it emphasizes individual perceptions of the environment and subsequent interactions arising as a consequence of personal expectations.

Research Methods

The survey research method was adopted for the study. The method involved the use of self-designed questionnaire, interview and observation to assemble date from the respondents. In otherworld, the researcher went on the field to collate first-hand information on the subject matter. Data for the study was generated from both primary and secondary sources. Primary data was sourced using self-designed questionnaires administered on all the categories of staff (i.e. senior and junior staff) of the College. The questionnaire is a closed-ended question that was designed by the researcher. The population for the

study comprised of the 256 Senior Non-Teaching staff, that were distributed into five service Departments; Bursary, Estate, Health Services, Registry and Internal Audit of the Federal College of Education, Zaria, out which 100, were randomly selected, as sample for in-depth analysis (studies) using the simple random sampling method, a sampling design which allows equal representation and selection of samples (Asika, 2008). The primary data were generated, presented and analyzed using tables and simple percentages. The Content analytical method was used in analyzing the secondary data collected.

Data Presentation and Analysis

Data Presentation on Preference for Financial Rewards for Performance

Table 2.1: Relationship between prompt payment of Salaries and Performance

Response	Frequency	Percentage (%)
Strongly Agree	172	68.8
Agree	74	29.6
Strongly Disagree	Nil	Nil
Disagree	4	1.6
Undecided	Nil	Nil
TOTAL	**250**	**100**

Source: Field Study, 2023

From the analysis of the responses in Table 1 above, 68% of our sampled population strongly agreed that if their salaries were paid promptly, they would be motivated to perform their duties better while 29.6% agreed that the prompt payment of their salaries would enable them to perform their jobs better as opposed to only 1.6 who opined that the quality of their performance had nothing to do with the prompt payment of their salaries. This shows that extrinsic rewards (prompt payment of salaries) given to workers in FCE, Zaria has a significant influence on their performance.

Table 2.2: Preference for cash award for outstanding Performance

Response	Frequency	Percentage (%)
Strongly Agree	102	40.8
Agree	140	56
Strongly Disagree	3	1.2
Disagree	5	2
Undecided	Nil	Nil
TOTAL	**250**	**100**

Source: Field Study, 2023

From Table 2 above, 56% (140) and 40.8(102) of our respondents agreed and strongly agreed, respectively, that they would be encouraged to performed their duties better if cash rewards or salary increases were given to them for their outstanding performances as opposed to 1.2% and 2% who

disagreed and strongly disagreed, respectively, that they would prefer cash rewards for their outstanding performances. The findings agree with the works of Berjum and Lehr (1964) which showed that subjects who received individual incentives performed better than those who did not receive and that workers exhibited productive work behaviour when rewards were made contingent upon their performance.

Table 2.3: The Relationship between Financial Security and Workers' Performance

Response	Freq	Percentage (%)
Strongly Agree	185	74
Agree	60	24
Strongly Disagree	2	1
Disagree	3	1.2
Undecided	Nil	Nil
TOTAL	**250**	**100**

Source: Field Study, 2023

From Table three above, almost all our respondents agreed that their most important goal as workers was to have financial security as exemplified by 185(74%) and 60(24%) respondents who strongly agreed and agreed, respectively. The revelation above is consistent with the work of Kulkarni (1983) which shows two extrinsic factors; adequate earnings and job security as the most important considerations as opposed to the value that would be placed on intrinsic rather than extrinsic job factors.

Table 2.4: Preferences for Cash in lieu of Annual Leave

Response	Freq	Percentage (%)
Strongly Agree	102	41
Agree	125	50
Strongly Disagree	15	6
Disagree	8	3.2
Undecided	Nil	Nil
TOTAL	**250**	**100**

Source: Field Study, 2023

From Table 4 above, 102 (41%) the respondents strongly opined that they would be motivated to perform their jobs better if their annual leaves were commuted to cash as well as also agreed by 50% (125) of the respondents. On the other hand, 8(3.2%) disagreed with the fact that they would be motivated to perform their jobs better if they would be given cash in lieu of their annual leaves. This suggests that when staffs are denied the opportunity of enjoying their leave periods their motivational levels decrease and consequently a decline in the quality of their work outputs.

Table 2.5: Relationship between appropriate payment of Financial Benefits and Performance

Response	Freq	Percentage (%)
Strongly Agree	200	80
Agree	46	18.4
Strongly Disagree	1	0.4
Disagree	3	1.2
Undecided	Nil	Nil
TOTAL	**250**	**100**

Source: Field Study, 2023

From Table 5 above, 246 (98.4%) the respondents agreed that they would perform their jobs better if their financial benefits were correctly and timely paid to them as opposed to 1.6% of the respondents that responded in the negative. The work of Akerele (1991) can also be said to have corroborated the findings of this work. He observed 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 finding can be said to have corroborated with the work of Eze (1985) whose investigation on Nigerian management personnel shows that 90 percent of managers in his sample regarded their work as a means to end. And this end 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.

Preference for Non-Financial Rewards for Performance

Here the researcher examined the relationship between non-financial rewards and staff performance in FCE, Zaria. The areas examined include, the challenges jobs, praise and commendation, self-actualization, assignment to important committee, and being treated with respect.

Table 2.6: Relationship between challenging Jobs and Performance

Response	Freq	Percentage (%)
Strongly Agree	19	7.6
Agree	69	27.6
Strongly Disagree	120	48
Disagree	39	15.6
Undecided	3	1.2
TOTAL	**250**	**100**

Source: Field Study, 2023

From Table 1 above, 159 (75.6%) of the sampled population were totally disagreed with the fact that if their tasks were challenging and that if they were accorded a sense of responsibility, they would be motivated to perform jobs better as opposed to 88% that responded

positively to the fact that if they were assigned to challenging tasks, they would been encouraged to perform their jobs better. On the other hand, 3 respondents (1.2%) were undecided on the effect of challenging tasks on their job outputs.

Table 2.7: Relationship between Praise and Commendation and Job Performance

Response	Frequency	Percentage (%)
Strongly Agree	8	3.2
Agree	3	5.2
Strongly Disagree	120	48
Disagree	106	42.2
Undecided	3	1.2
TOTAL	**250**	**100**

Source: Field Study, 2023

From Table 2 above, 226(90.2%) of our respondents were opposed to the idea that praise and commendation from the superior officers and colleagues was sufficient motivation for them to perform their duties. On the other hand, 11(8.4%) of the respondents agreed that praise and commendation would encourage them to perform their jobs effectively while 3(1.2%) of the respondent were undecided on the effect that praise and commendation would have on their performance.

Table 4.8: Relationship between Self-Actualization and Job Performance

Response	Frequency	Percentage (%)
Strongly Agree	86	34.4
Agree	98	39.2
Strongly Disagree	34	13.6
Disagree	28	11.2
Undecided	4	1.6
TOTAL	250	100

Source: Field Study, 2023

From Table 8 above, 74% which represents 184 respondents of our sampled population opined that they valued their self-development and self-actualization than financial security and rewards as opposed to 24.8% who were of the view that they placed more emphasis on financial rewards than they did on personal development and self-actualization. On the other hand, 1.6% of the sampled population was undecided.

Table 4.9: Relationship between assignment to Important Committees and Job Performance

Response	Frequency	Percentage (%)
Strongly Agree	26	10.4

Agree	53	21.2
Strongly Disagree	98	39.2
Disagree	60	24
Undecided	13	5.2
TOTAL	**250**	**100**

Source: Field Study, 2023

From Table 9 above it can be deduced that 79 respondents (31.6%) agreed that if they were assigned to very important committees in the College, they would be motivated to perform their jobs better) as opposed to 158(63.2%) of the sampled population who responded in the negative while 13 (5.2%) respondents were undecided.

Table 2.10: Relationship between being treated with respect and Job Performance

Response	Frequency	Percentage (%)
Strongly Agree	20	8
Agree	35	14
Strongly Disagree	154	61.6
Disagree	38	15.2
Undecided	3	1.2
TOTAL	**250**	**100**

Source: Field Study, 2023

From Table 10 above, 192(76.8%) of the sampled population disagree with the idea that fair treatment and respect from superior officers and colleagues were sufficient encouragement for them to perform their jobs better. On the other hand, 55(22%) of the respondents were of the contrary opinion that fair treatment and respect are sufficient enough to motivate them to perform their jobs better.

Discussions of Findings

The results underscore the importance of financial rewards as important motivators of workers. More importantly, the results highlight the instrumental effect linking financial rewards to performance. The first hypothesis, which states that, there is a significant relationship between extrinsic reward and workers performance of non-teaching staff, was accepted. This shows that extrinsic rewards given to workers in an organization have 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 (Adams, 1965).

The findings also agree with the work of Berjum and Lehr (1964) which show that subjects who received individual incentives performed better than those who did not receive and that workers exhibited productive work behaviour when rewards were made contingent upon their performance. The work of Akerele (1991) can also be said to have corroborated the findings of this work. He observed 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 finding can be said to have corroborated is the work ofEze (1985) whose

investigation on Nigerian management personnel shows that 90 percent of managers in his sample regarded their work as a means to end. And this end 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 "there is significant relationship between intrinsic rewards given to workers and their performances" was rejected. This finding suggests that there is no significant relationship between intrinsic rewards such as praise, recommendation etc. received by workers and their performance. The findings of this study have a contrary view to the finding of Deci (1972) who emphasized the importance of intrinsic reward in influencing workers performance. He believed that workers do not like to feel that they are performing their task for money. However, this study has been able to refute this fact and demonstrate the importance of extrinsic rewards like money as a viable predictor of performance. The findings of Egwuridi (1981) have also supported this research work, because his hypothesis that low-income workers will be intrinsically motivated was not confirmed and the expectation that high income workers will place a greater value on intrinsic reward than how income workers was also not confirmed. This shows clearly the extent of value placed on extrinsic rewards. Based on the foregoing, it can be said that it is pertinent for employers of labour to know the kind of rewards that they can use be to influence their employees to perform well on a job. In other word 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 and Recommendations

From the forgone analysis, the study concludes that employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. The study, therefore recommended as follows:

1. The government should approve a good remuneration policy on the performance of workers and the different kinds of reward that can influence workers to perform better on a job. In other words, employers of labour should be more committed to put in place appropriate incentive plans that will encourage workers to be more purposeful and improve their performance.
2. Management of the tertiary institutions are recommended to put more emphasis on intrinsic motivation by engaging those that have aspirations to work in academic arena and with passion, this could serve as a sure way of increase job performance. Furthermore, employment in to the service of tertiary institutions in the State should be made on meritocracy; capable hands should only be engaged for desirable job performance.
3. Staff should be given extrinsic motivation in terms of welfare package and other extrinsic benefits, especially issues of training and development should be pursued vigorously the management of tertiary institutions in the state.
4. Management of the tertiary institutions should treat staff matters with utmost importance and there should a fair treatment of all staff irrespective of their social, economic, political strata and there should performance appraisal parameters that enable the institutions management to ascertain individual staff performance. Furthermore, such performance appraisal indicators or parameters should be made known to entire staff.
5. Administrators of the institutions should support gender relationship in terms of job motivation by promotion, written or monitory reward while institutions should consider job performance of staff by equal task to equal motivation, irrespective of gender differences and realize the value that motivation has in the life of workers and its impact to job performance

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