CHALLENGES OF REWARDS SYSTEM ON EMPLOYEES' PERFORMANCE IN THE NIGERIA CIVIL SERVICE: EMPIRICAL EVIDENCE FROM THE LAGOS STATE CIVIL SERVICE, NIGERIA

Olukayode Idris LASISI
Department of Public Administration,
Obafemi Awolowo University, Ile-Ife, Nigeria
08037695652
Correspondence: olukayodelasisi@gmail.com

Adesoji Emmanuel ADERETI
Department of Public Administration,
Obafemi Awolowo University,
Ile-Ife, Nigeria
08032367741
sojiadereti@gmail.com

Oluwaseun Elizabeth OLAMILOKUN
Department of Public Administration,
University of Abuja,
Abuja, Nigeria
08107910033
seunokeowo97@gmail.com

ABSTRACT
Rewards play an important role in boosting employees' performances in an organisation. The management of a rewards system has the potency of stimulating the interest of the employees and directing them towards accomplishing organisational goals. Despite the recognition and implementation of the rewards system in the civil service, employees' performances have been highly criticized. Data were gathered from 275 respondents across the ministries in Civil Service through the use of questionnaire as well as the conduct of interview session. The findings revealed that leadership style, government policies, inability to pay, inadequate training, rewards strategies, bargaining power of trade union and strict organisational culture were challenges affecting effective management of rewards system. This study concluded that the administration of rewards system in the Nigerian public service has been poorly managed as it has been highly characterised by rewarding loyalty, nepotism, favouritism and godfatherism. This study therefore recommended a well-structured inclusive mechanism to encourage employee's participation in the service.

Keywords: Rewards System, Employees' Performance, Civil Service.

1. INTRODUCTION

Modern organisations are currently faced with different challenges on employee turnover emanating from poor management of the employee's rewards system. Rewards play an important role in boosting employees' performances in an organisation, as employees are described as the most organisational treasure in developed countries (Jeni, Mutsuddi& Das, 2020). This is because organisations are currently faced with global competitive challenges in a chosen field of the business environment (Mazllami, 2020).In the global organisation competitiveness, an organisation only thrive and expand through the performances of their employees (Kumar & Bhatti, 2020).

Therefore, every organisation require the intelligence, energy, commitment and creativity of the employees for achieving organizational pre-targeted goals (Ilyas, 2015). The management of a rewards system that exists in an organization has the potency of engendering and stimulating the interest of the employees and directing them towards accomplishing organisational goals (Mazllami, 2020; Ejumudo, 2014). The management of rewards does not only deal with employees' monetary inducement. It also deals with non-monetary inducement like recognising and awarding effectiveness, provision of opportunity for training and development, etc. The whole essence of managing rewards is to ensure that the employees are justly and equitably rewarded in line with their input into the organisation to enhance the achievement of the organisations' set goals.

The Lagos State Civil Service was established as machinery for pragmatically executing the activities of the Lagos State government. Its role includes planning and development of administrative functions that will transform the states' resources into services that would solve the needs and yearnings of its populace (Mamser, 1992). The Lagos State Civil Service, therefore, is said to be a mechanism through which essential public activities get to the people to promote the development of the state. (Kauzya, 2011). Lagos State Civil Service occupies the central force of the executive arm of the Lagos State Government and by implication, had become the nerve centre for the implementation of governmental policies (Ejumudo, 2014).

The effective and efficient performance of the Lagos State Civil Service depends largely on the level of management of the reward system available to its employees. Hence, according to Sharma and Bajpai (2010), a higher level of organisational commitment to its employees will lead to a higher level of employees' performance and effectiveness as well as a higher level of organisational productivity.

Studies have shown that a relationship exists between the management of rewards and the performances of employees in any organisation. (Nnaji-Ihedinmah & Egbunike, 2015). But the question now is, can the rewards system be well managed so that it could sufficiently influence the performances of the Nigerian civil service? Could the management of rewards system solve the challenges of employees in enhancing performance? Past studies have also shown that poor management of rewards system in the civil service demoralizes employees

and thus reduces their performances thereby having a negative influence on the overall performances of the Nigerian Civil Service.

Studies have shown that rewards systems are being implemented in Nigeria. But, politicization, undue favouritism, nepotism, tribalism etc., have been said to characterise the management of rewards system in the Nigerian Civil Service which has over the years led to the poor performances of the sector (Bello & Adebajo, 2014). Despite the recognition and implementation of the rewards system in the public service, employees' performances have been highly criticized.

This study, therefore, aims to examine the effect of reward management on employees' performance in the Nigerian Civil Service by analysing the challenges of reward management on employees' performance in the study area.

2. REVIEW OF LITERATURE

Rewards

Mazllami (2020) opined that rewards are important in operating an organisation because it is used in exchange for acknowledging one's contribution to the organisation. Rewards in an organisationare meant to hunt for people and entice them to join the organisation, keep them in the organisation thereby motivating them to accomplish tasks to their optimum levels (Pratheepkanth, 2011). Rewards are part of business strategy through which employees can be attracted, retained and motivated to enable them to achieve their goals in life, as well as meeting the organisational objectives (Ong & The, 2012). Rewards system deal with the empowerment of a workplace through which employees are motivated to use their capabilities in doing their tasks meaningfully (Pfeffer, 2008). Hence, organisations must therefore develop a well-structured rewards system that has the potency of increasing employees' performance (Mazllami, 2020).

Benson and Lasisi (2019) stated that reward is a structured way of providing incentives to employees as a way of compensation after meeting organisational goals and target. This is because employees in an organisation do not render free services, so they must be remunerated for services and energy rendered in the organisation.

An employee who is well rewarded will be motivated to contribute his/her best towards attaining organisational goals. A motivated employee works at a higher level of productivity and as such, the organisation performs more efficiently and effectively in achieving its set goals. This is unlike an employee who is not motivated, such an employee may work in contrast to the organisation thereby bringing discredit to the organisation as a whole and also distracting other employees in performing their duties.

There exist two types of rewards namely intrinsic and extrinsic rewards. (Ajmal, Bashir, Abrar, Khan & Saqib, 2015). Intrinsic rewards refer to those rewards attached to the

completion of tasks. That is, it comes in exchange for the satisfaction received for work done. Intrinsic reward is the reward an employee received in exchange for efforts towards a particular task. Intrinsic reward is increasingly competitive as it ensures employees remain motivated, appealed and put more efforts into the organisation (Kabigo, 2016). Extrinsic rewards on the other side refer to those rewards which can be seen or felt by an employee of any given organisation. This type of reward is such which is external in the sense that such rewards are administered by the management of the organisation. Organisations set out to achieve their set goals and targets which can only be achieved by their employees and these employees need to be rewarded intrinsically and extrinsically (Al-Smadi, 2020).

According to Neckermann and Kosfeld (2008), the major distinguishing factor between the intrinsic and extrinsic rewards is that while the intrinsic reward is inherent in the employee as it grows within from the satisfaction derived in a job, an extrinsic reward can only be derived through a secondary means administered on the employee by the management or work environment.To promote employees' performance in an organisation, employees' attitude towards the job must be positive as well as being satisfied with the job (Al-Smadi, 2020).

Rewards System
A rewards system according to Kerr and Slocum (2005) is defined as a method used to achieve organisational control and to define the level of relationship that exists between an employee and the organisation. A reward system also signifies the expectation of the organisation to an employee and what is expected in return by the employee. Furthermore, the rewards system is a process through which both individual and organisationalbehaviours are promoted to bring about achieving organisational goals (Lawler, 1995).

This means that performance is key in determining what constitutes an individual's reward in an organisation. It, therefore, means that employees' rewards in an organisation vary, depending on an individual's performance. Wilson (1999) stated that the rewards system serves as tools used to test for an employees' capability needed on the job. It could also be used as a measure to check employees' willingness in following organisational goals and by so doing, an opportunity is created in selecting the required candidate needed on the job.

However, the rewards system in an organisation is not a precursor for an employee to behave in such a manner intended by the organisation. According to Kerr (1995), a rewards system might sometimes bring about dysfunctional behaviour whereby employees are rewarded for actions not needed in the organisation.

Johnson, Houmanfar and Smith (2010) opined that the purposes of rewards system include to attract, retainand motivate employees to support the management in attaining the organisation's strategic goals by ensuring that required skilled, competent, committed and well-motivated workforce are met and ensure that employees are treated equitably and fairly in accordance to the task they perform.

Influence of Rewards System on Employees' Performance in Modern Organisations
An effective rewards system helps an organisation in running efficiently and effectively as well as achieving its goals (Reddy, 2020). Studies have shown that there is a link between a rewards system and employees' performance in an organisation. "Rewards plays a motivational role in thepersonality of an employee and urge them to produce loyalty and show good performance", as it was observed that the most influential rewards boost employees' performances on the job(Khan, Waqas, & Muneer, 2017). Nnubia (2020) argued that it is obvious that rewards in form of incentives play a vital role for employees to increase performance geared towards organisational effectiveness. This is in support of the argument that organisations do not need to monitor performances once they have the right employees and they are given the right opportunities to express their abilities and finally backed with the right incentives.

Rewards weigh significantly in job performance. A well-designed rewards system helps in attracting, motivating and retaining talent in the organisation. A good rewards system promotes job satisfaction, motivates, increases self-confidence among employees and drive employee performance(Reddy, 2020). Rewards promote trust and work engagement in the workplace(Victor & Hoole, 2017), as better employee rewards management leads to higher employee performance as well as productivity (Fasasi, 2020).

3. METHODOLOGY

Theoretical Framework
This study was hinged on Adam's Equity theory. This theory focuses on the psychological processes which make up the actions that influence the behaviour of workers due to their perception of the workplace.

Adams' Equity Theory - job motivation

Source: https://www.wikispaces.psu.edu/display/PSYCH484/5.+Equity+Theory
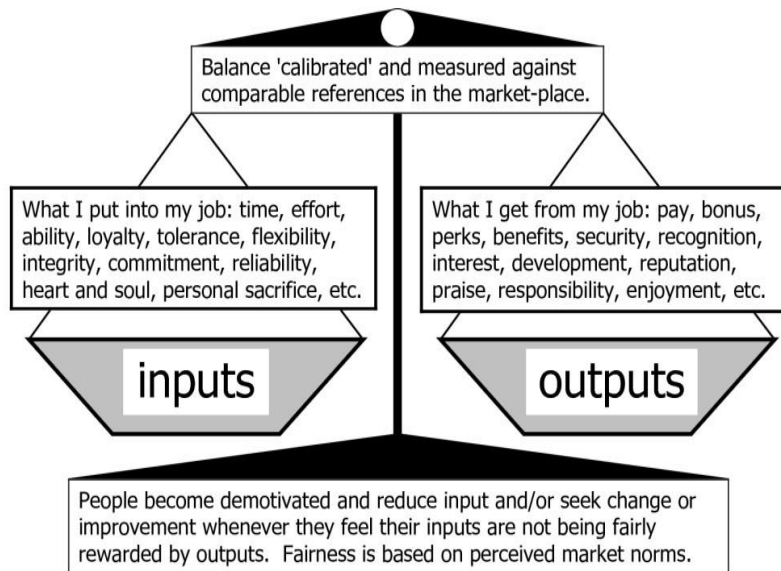
Adams' Equity theory provides clarification on beliefs and attitudes affecting job performance. It emphasizes fairness and equitability in dealing with employees' rewards. Treating individuals equally promotes teamwork among the employees. This theory implies that managers should be aware that workers are not only motivated by pay. Rather, but there should also be a balance between what individuals contributes to the job and what they get out of the job in comparison with what others who perform similar tasks get.

With the adoption of Adams Equity's Theory as the theoretical framework for this study. It was discovered from the study that employees in the Civil Service want a balance between what they put into their job: time, effort, ability, loyalty, tolerance, flexibility, integrity, commitment, reliability, personal sacrifice etc. and what they get from their job: pay, bonus, perks, benefits, security, recognition, interest, development, reputation, praise, responsibility, enjoyment, etc. The study revealed that while some of the variables as outputs enjoyed by employees of the civil service were met, there was still a desire for more as the employees strive for equity between themselves and other workers. The employees were more concerned with fairness following their contribution to their job and in comparison, with others. It was discovered further that employees of the Civil Service become demotivated and reduce input and seek improvement whenever they feel their inputs are not fairly rewarded.

Data were gathered from 275 respondents which cut across the ministries in Lagos State Civil Service that represented the study population through the use of a questionnaire. A multi-stage sampling procedure was utilised for this study where the first stage employs a simple random selection of 12 ministries out of the 24 ministries that constituted the study population (making a 50% representation) of the ministries in Lagos State. At the second stage, senior civil servants on the administrative cadre on grade level 07-16were purposively selected. This is so because of their level of involvement in carrying out governmental policies and decisions and at one time or the other enjoyed rewards in the service. At the third stage, using Taro Yamane (1976) formula, a proportionate random sampling technique was used to select 275 respondents as the sample size for questionnaire administration. These were Education (27); Tourism, Arts and Culture (20); Economic Planning and Budget (24); Housing (23); Information (25); Commerce, Industry and Cooperatives (23); Home Affairs (21); Local Government and Community Affairs (22); Science and Technology (22); Energy and Minerals Resources (21); Women Affairs and Poverty Alleviation (24) and Finance (23).Also, an interview session was conducted with heads of selected ministries to collaborate data gathered from the questionnaire. Data generated were analysed using the Relative Impact Index (RII). Data gathered from the interview session were also analysed using the content analysis method. The population and sample size are represented in Table1.

Table 1: Population and Sample Size

S/N	Ministries	Population	Sample Size
1	Education	326	27
2	Tourism, Arts and Culture	75	20
3	Economic Planning and Budget	218	24
4	Housing	124	23
5	Information	166	25
6	Commerce, Industry and Cooperatives	225	23
7	Home Affairs	157	21
8	Local Government and Community Affairs	197	22
9	Science and Technology	190	22
10	Energy and Mineral Resources	85	21
11	Women Affairs and Poverty Alleviation	161	24
12	Finance	90	23
	Total	**2,014**	**275**

Source: Researchers' Survey, 2020.

4. RESULTS AND DISCUSSION OF FINDINGS

Analysis of Results
This section focuses on the analysis of the challenges of the rewards system on employees' performance in the Lagos State Civil Service, using Sum Score, Relative Impact Index (RII) and the ratings of the challenges.

Table 2: Challenges of Reward Management on Employees' Performance in the Study Area

S/N	Statement	Number of Respondents	Sum Score	Relative Impact Index	Rating
1	Leadership styles affect reward management in the civil service	252	1013	4.02	1st
2	Inadequate training on rewards affects its management	252	947	3.76	4th
3	Employees are not allowed to participate in decisions concerning the management of rewards	252	843	3.35	8th
4	Strict organisational culture mitigates against rewards system	252	876	3.48	7th
5	Rewards strategies and policies affect rewards management	252	907	3.60	5th
6	inability to pay for monetary rewards	252	967	3.84	3rd
7	The bargaining power of the trade union	252	904	3.59	6th
8	Government actions/policies	252	992	3.94	2nd

Source: Researchers' Survey, 2020.

As presented in Table 2, leadership styles affect rewards management in the civil service (item 1) has been rated to be the most notable challenge confronting the management of rewards system in the study area with sum score (1013) and RII (4.02). This is an indication that the style in which the leaders (that is, the state Executive Governor and his cabinet members) exhibits in running the affairs of the civil service has a direct impact on the job performance of the employees.

Another notable challenge confronting the management of rewards in the study area is government actions/policies, thereby bringing the last item in Table 2 to be the second-rated challenge confronting rewards management in the study area. This was confirmed with a sum score (992) and RII (3.94). This was further attested to from the data gathered from the qualitative responses that the policies of the government of the day do not prioritize employees' rewards.

The third-rated challenge facing the management of reward in the study area is the inability to pay for monetary rewards (item 6) as confirmed by the data presented with the sum score (967) and RII (3.84). This was further confirmed by qualitative data gathered from interview responses. An interviewee claimed that the number of employees in the Lagos State Civil Service is too much thereby making it too difficult for rewards to go around. It was said that the government may lack the capacity to cater for all the employees if it was to adequately reward them in the service.

Item 2 in Table 2 appeared as the fourth challenge of rewards management in the study area. It showed that inadequate training on rewards affects its management with the sum score (947) and RII (3.76). Rewards strategies and policies (item 5) was the fifth notable challenge of rewards management on employees' performance with the sum score (907) and RII (3.60).

The bargaining power of the trade union (item 7) was rated as the sixth remarkable challenge confronting rewards management in the Lagos State Civil Service with the sum score (904) and RII (3.59). This implied that the trade union is weak in representing the interests of its members. This assumption was corroborated by the responses gathered from the qualitative data when the interviewees attested to the fact that the bargaining power of the trade union is low in representing its members.

Table 2, (item 4) revealed that strict organisational culture also mitigates against the rewards system. This was rated seventh with the sum score (876) and RII (3.48). This implied that the structure of the Lagos State Civil Service is too strict in the management of a rewards system for the employees.

From the data presented in Table 2, (item 3), Employees are not allowed to participate in decisions concerning the management of rewards, was rated as the least factor as the challenge of rewards management in the study area with the sum score (843) and RII (3.35). This data presentation implies that employees are not carried along in matters of decisions on rewards management as it affects them.

From the cross-sections of the interview with selected respondents, qualitative data were also gathered to complement the quantitative data gathered from the respondents. A notable challenge affecting the management of the rewards system in enhancing employees' performance is the fact that the civil servants in Lagos state work according to the directives given to them by their superior officers in the service. The implication of this is that the subordinates are not encouraged to use their initiatives in enhancing performance.

Another respondent affirmed that rewards management in the civil service is also biased at some point in time. The bargaining power of the trade union is another factor affecting reward management as it was said that unionism is not effective in the civil service. Also, the government need to improve the working environment and remuneration of its staff to further improve their performance.

Another respondent confirmed that government policies and yearly actions/plans/programmes militate against the reward management system. The priority of government is not within the drive of the implementation process of the Admin and Human Resources (A&HR) where the reward management system resides, then it would be quite difficult to provide funds and make funds available for this process.

The respondent quite agree that it is not in all cases that funds are required, but to implement any programme like the best officer of the year, funds will be needed, hence the paucity of funds in the civil service also pose as a threat to the effective management of rewards systems in the civil service.

Another factor posing as a challenge to the management of rewards is the lack of approval from a higher authority. Rewards are said to be limited, they don't go around thereby promoting strong rivalry and competitiveness in the service. For instance, the best staff of the year in one ministry may not be good enough to compete with the best staff of another ministry since it is only one staff that will be recognised as the best staff of the year during the civil service week.

Another challenge of reward management in enhancing employees' performance is leadership style. Leaders are expected to serve their subordinates and not being lord over them, but in the Lagos State Civil Service, the reverse has been the case.

Other challenges identified by a cross-section of the interview from respondents include the fact that the number of employees in the civil service is too much, hence the government cannot recognise its high flyers. Also identified as challenges confronting the effective management of rewards system in the Lagos State Civil Service includes political interference, nepotism, tribalism, godfatherism and favouritism.

Discussion of Findings
This section focused on the discussion of findings on both qualitative and quantitative analysis of this study, thereby synchronising the findings of this study with other existing studies on the subject matter of this study. It, however, confirmed the point of the discrepancy between the findings of this study and other existing studies.

The findings of this study were in conformation to other challenges outlined in extantliterature which affect the effective management of the rewards system. The findings are in agreement with the findings of Bello and Adebajo (2014) on the lack of an effective rewards system in Lagos State. Leadership styles affect reward management in the civil service was rated the most notable challenge confronting the management of reward management in the civil service. Rewards management challenges in the civil service also include government actions/policies; lack of ability to pay; inadequate training on rewards; rewards strategies and policies; bargaining power of the trade union; strict organisational culture amongst others.

As pointed out from the qualitative data gathered from the cross-section of interviews, political interference, nepotism, tribalism, godfatherism and favouritism are also other challenges confronting rewards management on employees' performance in the Lagos State Civil Service.

5. CONCLUSION AND POLICY RECOMMENDATIONS
This study concluded thatthe administration of rewards system in the Nigerian public service has been poorly managed as it has been highly characterised by rewarding loyalty, nepotism, favouritism and godfatherism. It is noted that a well-structured and well-managed rewards system is desirable if the employees' performance in the Lagos State Civil Service is to be enhanced.

Arising from the findings of this study, the following recommendations were offered to enhance employees' performance and to tackle the challenges facing rewards management in the civil sector as mentioned above:

There should be an upward review of the rewards system in the civil service to make it sufficient to influence the performance of employees in the service.

Funds should be made available to all the ministries so that each ministry would be able to provide incentives to their staff members who perform beyond their job function to further motivate others to attain optimum productivity.

A well-structured inclusive mechanism should be adopted to encourage employees' participation in the management of the rewards system in the service.

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