

Impact of Reward and Compensation Policies on Workers Productivity in Selected Local Government Councils in Cross River State

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Abstract

The major purpose of this research is to assess the impacts of reward and compensation policies (conducive work environment, employee recognition, career development, Wages, bonus packages and allowances) on workers' productivity in selected local government councils in Cross River state. Three research questions translated into three null hypotheses were formulated to guide the study. Quantitative and qualitative research designs were adopted using expost facto and survey inferential approaches. The instrument used for data collection in this study is the researcher designed structured questionnaire with modified four-point Likert scale response options. The entire population of the study consists of six thousand, five hundred and seventy-eight (6578) staffs of the Cross River State Local Government services. Using simple random sampling techniques, the register of all the 18 Local Government Areas (LGAs) in Cross River State was used to select 50% LGAs from each of the three senatorial districts in the state. 10 LGAs, were selected. This was followed with the simple random sampling techniques to select the needed sample for the study, here the nominal roll of all the staff of the of each LGA was used to select a purposeful sample of 10% of staff in each selected LGA. At the end, a total of 378 respondents were selected for the study. The researchers with the help of staff of the Head of Local Government Administration (HOLGA) administered the instrument to the respondents, same were returned complete. After coding and scoring, the data generated from the instrument was analyzed using regression analysis. Findings from the study shows that reward proxies like conducive work environment, employee recognition, career development and instruments of compensation like wages, bonus packages and allowances have positive and significant impact on workers' productivity in local government councils of Cross River state. The study recommended among others that the government should endeavour to develop administrative policies aimed at encouraging public service employees to make them perform as their counterparts in the private sector.

Keywords: *Reward and, compensation policies, wages and bonuses, public sector employee, career development and Worker's productivity.*

Introduction

The public sector has suffered some serious setbacks as a result of some staff lukewarm attitude the performance of their jobs. Most staff of public organizations find it difficult to effectively and efficiently perform their duties in the office where they earn their living. Why has this become so? This has never been the case in previous times. Organizations are established with the aim of effectively utilizing various available human and non-human resources to achieve certain objective. Among these resources is human, which is commonly seen as the most valuable asset an organization could use to earn competitive advantage and achieve its objective, hence the need for human resources management to ensure optimum productivity for an organizational continuous existence.

Employees are valuable resources of any organization. Labor productivity nowadays has been the main concern of organizations. It is customarily accepted that employees discover valuable sources of competitive edge for firms. There is current discussion on how human resource management (HRM) policies impact the productivity of employees. HRM theorists are making efforts and planning to try to construct an informal bond between HRM and productivity and the impact of particular Human Resource planning on performance of employees in the Local Governments.

Human resource has been tagged the most valued asset of any organization. Its strategic approach emphasizes a "tight fit" between individual needs, rights, ambitions, and goals within the organization. This makes reward and compensation system central in the affairs of emerging students, scholars and HRM practitioners world over. Compensation and reward are outputs and the benefit that employees receive is in the form of pay, wages, financial incentives among others. In order to increase employee's performance, Bande, (2016) posited that compensation is the

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segment of transition between the employee and the owner, that the outcomes employee contract, as the employee perspective pay is a necessity of life.

It is the major function of HRM to attract and motivate the employee to increase its productivity (Chukwuma, Agbanu, Agbo & Ezenwa, 2022). It is arguable that most individuals that have attained higher educational qualification are not satisfied with their jobs and their turnover that organizations try to overcome that problem by designing a compensation plan in order to retain their employees. Different organizations make their benefits and compensation packages to attract many employees as possible. Most employees who believe in their abilities knows that if they perform well, their pay would increase. In other words, you can say that compensation and rewards affect the employee's decision making to stay in the organization and also accept his responsibilities (Salman & Olawale, 2022).

Reward and compensation systems are the instrument used to increase employees' productivity. It seeks to attract and retain suitable employees, encourage good management, good employee relationship as well as commitment, minimizes tension and conflict as it deals with all forms of final returns, tangible service and mechanism for good relationship.

Furthermore, the major case of industrial conflict is based on the fact that employees feel their benefit are denied or about to be denied, thus, the importance of compensation system is to provide a good platform for equity and fairness. This provides a challenging environment and increase productivity of employees. The compensation system ensures that both intrinsic and extrinsic needs of employee at all levels are adequately provided for through compensation, develops organizational integrity, policy, procedures and practices capable of improving organizational productivity. Reward and compensation are concerned with employees and organization performance development through which better result can be achieved. This is done by understanding and managing reward and compensation within an agreed framework, planned goals, standard and competency requirements.

This study is focused on the impact of reward and compensation policies on workers' productivity in Local Government councils. In Nigerian Civil Services, pay has become the driving force for seeking employment. It therefore becomes imperative that organizations establish and adopt a compensation system that can motivate employees to work while at the same time not eating too deep into the organization's resources. Compensation processes are based on Compensation Philosophies and strategies and contain arrangement in the form of policies and strategies, guiding principles, structures and procedures which are devised and managed to provide and maintain appropriate types and levels of pay, benefits and other forms of compensation (Johanson, Roland and Matti, 2019). This constitutes measuring job values, designing and maintaining pay structures, paying for performance, competence and skill, and providing employee benefits. However, compensation management is not just about money. It is also concerned with that non-financial compensation which provides intrinsic or extrinsic motivation (Ndukwe. & Ezika, 2016).

Some organizations over the years see employee as additional cost as well as liability to their operations, hence, do not remunerate them appropriately, and where it is more appropriate, the compensation is not commensurate with the efforts and skills that workers put into the organization's activities. Instead of paying attention on how employees will be compensated appropriately, some organizations concentrate more on other resource, such as materials, machines and money. The effort is more on how to improve the production process with little or no consideration for human efforts (Johanson, et al., 2019).

One of the major challenges for many organizations today is to develop efficient compensation and reward policy and also to be able to predict the future needs of their employees. They fail to keep track of the ever-changing needs of employees, so, miss out in becoming a choice employer to potential employees. It is very imperative for organizations to have knowledge of these attributes so that they may be able to match their attraction and retention strategy to the needs of the work force.

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Cross River state is assumed to be a core civil service state, with limited resources and shortage of private investors around the state. This has led to the emergence of more civil service worker overtime. There appears to be mounting concerns that high proportions of employees work overtime. There also appears to be mounting concerns that high proportions of workers in some local Government Councils in Cross River State are poorly motivated due to a combination of low morale and lack of job satisfaction, poor incentives, inadequate controls and other deprivations.

In spite of management efforts to reward and compensate the workers for the better services they render, the workers seem not to exhibit any signs of properly rewarded workers. This has resulted in high labour turnover, workers taking up part time jobs as a means of topping up on their basic salaries. The consequences of this on the formal job include late coming, lack of commitment to the job, dodging office activities etc. which lead to the inability of some local government Councils to attain their set objective (Kaye-Essien,2020).

Relatively, there is little published research on reward and compensation system practices and their outcomes, especially as regards government parastatals in Nigeria. The few studies we have of this nature is primarily concerned with other non-governmental institutions. Therefore, it is in this view that the study seeks to fill this gap by investigating the impact of reward and compensation policies on workers' productivity in local government councils of Cross River state.

The general objective of this study is mainly to carry out an assessment of the impacts of reward and compensation policies on workers' productivity in selected local government councils in Cross River state. The specific objectives therefore are to:

- To examine the impact of reward policies (Conducive work environment, employee recognition and career development) on workers' productivity in local government councils in Cross River State.
- To assess the influence of compensation policies (Wages, bonus packages, and allowances) on workers' productivity in local government councils in Cross River State.

The following research questions were drawn from the objectives of the study.

- How does reward policies (conducive work environment, employee recognition and career development) impact on workers' productivity in local government councils in Cross River State?
- To what extent does compensation policies (wages, bonus packages and allowances) impact on workers' productivity in local government councils in Cross River State?

A null hypothesis was formulated and tested in line with the objectives of the study:

Ho_i: Reward policies do not significantly impact on workers' productivity in local government councils in Cross River State.

Ho: Compensation policies do not significantly enhance workers' productivity in local government councils in Cross River State.

Zolak and Todorović, (2021). analyzed the impacts of compensation system on the job employees and worked on only preferred private institutes in Ogun State, South-West Nigeria by using questionnaire as a tool to obtain information. The author found that institutes which have more appropriate compensation packages embed an affirmative effect on employee's performance, therefore, the turnover of employee become less. In a similar vein, Riaz (2014) studied the impact of compensation of employee performance on organization commitment on the performance of employee, and concluded that Compensation in the form of incentives, salaries will perform an important part to enhance motivation of employee in Local Revenue Management.

Adekoya, (2013) cited in Alam and Alam, (2020) undertook a study of compensation management and employees' performance in the public sector, Nigeria. It was discovered that, in spite of the multiple benefits and advantages of compensation management and its impact on employee's performance, it cannot still be said that having compensation management policy is a panacea for success in appraising, and managing employee's performance, therefore, the duty of all managers to ensure that the use of compensating policy meets employee's expectation in order to have good and effective performance (Sharon, 2014; Kent and Toomas, (2019). explored the impact of rewards on job satisfaction and employee retention among nurses.

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The objectives of her study were to determine the impact of rewards on employee retention, to establish whether there is a relationship between rewards and job satisfaction, to establish the relationship between job satisfaction and employee retention and to make recommendations to the policy makers in the organization on possible ways/strategies to improve employee retention based on the research findings. The study utilized a quantitative research design and 180 nurses were randomly selected as research participants. Self-administered questionnaires were administered to participants/respondents. The data was analyzed using Statistical Package for the Social Sciences (SPSS), version 20.0. Hypotheses were formulated to test the relationships between the independent variable and the dependent variable. The study revealed that employee' rewards lead to employee retention but however, they do not result in job satisfaction.

Owais (2015), in this paper, the impact of compensation on job performance and work-family conflict, in the Kingdom of Saudi Arabia and subsequently present a model illustrating a relationship between them. This study was based on primary data collected from 400 employees working in Saudi Arabia. The researcher also did a comprehensive literature review of the past theories and research material available on the specified topic. The illustrated model indicates a relationship between compensation, job performance and work-family conflict by showing the impact of compensation, which is directly and indirectly linked to work-family conflict, through job performance of an employee in the Kingdom of Saudi Arabia. According to the findings, compensation to the employees should be paid attention to, which would result in enhanced job performance and conflict-free work-family environment (Kloot,1999; Kuhlmann & Bogumil, 2017; Mättö, Anttonen, Järvenpää & Rautiainen, 2020).

Okwudili (2015) carried out a study on the effect of non-monetary reward on productivity of employees among selected government parastatals in Abia State, Nigeria, using Pearson product moment correlation analysis on the data collected from the respondents, the value estimated from the analysis indicated that non-monetary rewards and productivity of employees have positive relationship. which is significant at 0.05 probability level (2-tailed). The study concluded that

higher productivity and efficiency of employees in government parastatals are possible with the effective exploitation of human resource through non-monetary rewards implementation (Rajala, Harri & Haapala. 2018; Mickson, & Anlesinya. 2020).

Aleksandrov, Anatoli and Giuseppe, (2020) investigated the relationship between pay reward system management and staff performance in Delta State Civil Service. Sample for the study was drawn from target population constituted by civil servants. The findings of the study indicate that the incongruence of the pay reward system of the Delta State civil service and the central guiding principle of fairness, cost of living and moderation, the in-grained culture of poor performance and dysfunctional employee mode of entry have negatively impacted on the performance of the staff. The implication of the finding is that poor performance and low productivity being experienced from the civil servants is a result of poor lack of adequate pay reward to them (Soomro & Naimatullah, 2019).

Oyira and Mbum (2015) also studied effect of reward system among health care workers' performance: A case study of University of Calabar Teaching Hospital Calabar, Nigeria. The findings revealed that monetary reward had a positive impact on employees' performance while non-monetary rewards had a negative effect on employees' performance.

Kida, Mahmed and Nahu (2015) did a study on how financial and non-financial incentives can be used as tools for motivating employees in civil service in Borno State, Nigeria. The result of the study showed that employees perform better when they are motivated or expect to be rewarded later either intrinsically or extrinsically.

Mbah (2015), examined the impact of effective reward system as a tool for employee performance in civil service using Anambra State civil service as case study. As specific objectives, the study examined the relationship between employee performance and pay reward, employee recognition, conducive work environment and staff development. As a survey design, an item structured instrument developed by the researcher to reflect such options as strongly agree, agree, disagree, strongly disagree and undecided popularly referred to as the modified five (5) points Likert Scale, was used to elicit information from the respondents. Out of the 1481 senior

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civil servants identified through the nominal roll of various ministries at the state secretariat, Awka, Anambra State, 315 was estimated as the sample size.

Statistical tools considered most appropriate for analyzing the data generated from the fieldwork were Pearson correlation coefficient and multiple regression analysis. It was discovered from the findings of the study that pay reward and some non-financial rewards of employee, employee recognition, conducive work environment and staff development are positively and significantly related to employee performance in civil service. The study recommended among others that the government at all levels should endeavour to provide employees with adequate pay incentives to facilitate the achievement of desired high-level productivity in the service as is obtained in the private sector of the economy (Suwaidi & Mohammad, 2019).

Duvnjak, (2018) studied the extent to which compensation management can be used as a tool for improving organizational performance in a typical public sector organization like the Anambra State of Nigeria Civil Service by using questionnaire and concluded that the outcome of hypothesis reveals that the reform programs of the Anambra State Government have not had a significant effect on financial compensation policies and practices of the civil service.

Abu-Abdissamad (2013) did a study on the effects of non -financial rewards in Nigeria public and private organizations. The findings were that monetization policy of the government in public service had adversely affected the morale of public servants negatively; as they felt that they were buying and maintaining official vehicles for their organizations. The study also revealed that workers are not happy that most of the fringe benefits which use to be a source of encouragement and motivation to them has all disappeared.

In another development, Ferreira, Joao and Fatima, (2020).) studied workers of selected public organizations in Bauchi State of Nigeria to ascertain the causes of poor attitude to work. From the analysis of the responses given by 308 respondents, it was gathered that workers were not being given opportunities for training and development as expected. Job insecurity was another prominent finding from the analysis of data. These among other findings were the major causes of

employees' poor attitude to work. Thus, the employees were not happy with the prevailing situation in their workplaces hence, the poor performance arising from negative attitude to work.

Ferreira, Joao, and Fatima, (2020) carried out a study on implications of employee recognition in an organization, using a sample of 272 respondents drawn from selected firms in Anambra State. the author found from the study that employee recognition as one of the nonmonetary rewards to the employee, has the capacity to influence the employee for high performance.

Research design and Methods

The major objective of this study was mainly to carry out an assessment of the impacts of reward and compensation policies on workers' productivity in selected local government councils in Cross River state. The specific objectives therefore were to examine the impact of reward policies (Conducive work environment, employee recognition and career development, Wages, bonus packages, and allowances) on Workers' productivity in local government councils in Cross River State. The paper used expost facto and survey inferential research approach, where quantitative research design was adopted. This is so because the actions which are being assessed had already taken place and the researcher cannot manipulate the independent variables to assess the effects on the research subjects. The population of the study consists of 6578 staff of the local government services of Cross River State (Ministry of Local Government, 2023 and Local Government Service commission, Calabar, 2023).

Using a simple random sampling techniques, the register of all the 18 Local Government Areas (LGAs) in Cross River State was used to select 50% LGAs from each of the three senatorial districts in the state. 10 LGAs, were selected. This was followed with the simple random sampling techniques to select the needed sample for the study, here the nominal roll of all the staff of the of each LGA was used to select a purposeful sample of 10% of staff in each selected LGA. At the end, a total of 378 respondents were selected for the study.

The instrument for data collection in this study is the researcher designed structured questionnaire, divided into two sections, A for respondent's demographic characteristics and

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section B with questionnaire items to elicit response on the phenomenon under study. The accidental procedure was then used for the administration of the instrument which is the questionnaire. The administration of the questionnaire was done by the researchers in the ten selected LGAs in three weeks. Since this is a predictive study, the data generated from the field was then coded and scored, then analyzed with the regression analysis.

Tests of hypothesis

Hypothesis 1

H₀: Reward policies do not significantly impact on workers' productivity in local government councils in Cross River State.

In testing hypothesis one, multiple regression analysis was used to test the predictive impact of reward policies on workers' productivity in local government councils in Cross River State (see table 1).

Table1: Model summary of the impact of reward policies on workers' productivity

Model	R	R – Square	Adjusted R Square	Std. Error of the Estimate
1	.667a	.445	.437	1.799

a. Predictors: (Constant), Career development, employee
Source: SPSS output, 2020

The result on Tables 1 and 2 shows that there is a significant relationship between reward policies and workers' productivity (R = 66.7 percent; R = 44.5 percent; F = 49.812, p <0.005). This indicates that the model employed to explain the variable is adequate and thus the model is capable of explaining variability in the dependent variable (workers' productivity). The R- square adjusted value of 0.437 means that about 43.7 percent of the variation in workers' productivity is accounted for by work environment, employee recognition and career development and that 56.3 percent of the change in workers' productivity was unexplained by the model, thus it is accounted for stochastic error term.

The regression coefficient reveals the relative contribution of each of the independent variables to the dependent variable as seen from the standardized beta value and the t-test statistic.

Table 3 showed that all elements of reward policies significantly affect workers' productivity as each of these items has probability value less than 0.05 ($p < 0.05$). The beta column explains that career development made the strongest positive contribution of 46.6 percent towards workers' productivity ($\beta = 0.466$; $t = 8.197$), followed by employee recognition which positively contributes 31.1 percent ($\beta = 0.311$; $t = 5.672$) and lastly, conducive work environment which positively accounts for 28.4 percent of workers' productivity ($\beta = 0.284$; $t = 4.967$). From the result of the analysis, the null hypothesis is rejected and it can be concluded that reward policies positively impact on workers' productivity in local government councils in Cross River State.

Table 2: Analysis of variance (ANOVA) result on the impact of reward Policies on workers' productivity

Model	Sum of squares	Df	Mean Square	F.	Sig.
1	483.472	3	161.157	49.812	.000 ^b
Regression					
Residual	601.771	186	3.235		
Total	1085.242	189			

a. Dependent variable: Workers' productivity
 Predictors: (Constant), Career development, employee recognition, conducive work environment
 Source: SPSS output, 2020

Table 3: Coefficients of the impact of reward policies on workers' productivity

Model	Unstandardized coefficients		Standardized coefficients		Sig.
	B	Std. Error	Beta	T.	
1 (Constant)	8.707	.853		10.207	.000
Conducive work environment					
E Employee recognition	.231	.047	.284	4.967	.000
Career development	.372	.066	.311	5.672	.000
Workers' productivity	.352	.043	.466	8.197	.000

a. Dependent variable: workers' productivity; Source: SPSS output, 2020

Hypothesis 2

H₀: Compensation policies do not significantly enhance workers’ productivity in local government councils in Cross River State.

To test for hypothesis two, multiple regression analysis was used to test the predictive impact of compensation policies on workers’ productivity in local government councils in Cross River State. The result on table 4 and 5 shows that there is a significant relationship between reward policies and workers’ productivity (R = 71.9) percent; R² = 51.7 percent; f- ratio of 66.458, p<0.005). This indicates that the model employed to explain the variable is adequate and thus the model is capable of explaining variability in the dependent variable (workers’ productivity). The adjusted R – square value of 0.510 means that about 51 percent of the variation in workers’ productivity is accounted for by wages, bonus packages and allowance. This indicates that 49 percent of the change in workers’ productivity is accounted for stochastic error term.

Table 4: Model summary of the impact of compensation policies on workers’ productivity

Model	R	R – Square	Adjusted R Square	Std. Error of the Estimate
1	.719 ^a	.517	.510	1.678

a. predictors: (constant), Career development, employee recognition, conducive work environment,
Source: SPSS output, 2020

The regression coefficient reveals that the relative contribution of each of the independent variables to the dependent variable as seen from the standardized beta value and the t-test statistic. Table 6 showed that all elements of compensation policies significantly affect workers’ productivity as each of these items has probability value less than 0.05 (p<0.05). The beta column explains that bonus packages made the strongest positive contribution of 67.4 percent towards workers’ productivity (B= 0.674; t = 12.765), followed by payment of wages which positively contributes 15.5 percent (B = 0.155; t = 2.691) and finally, payment of allowances which positively account for 13.1 percent of workers’ productivity (B = 0.131; t = 2.342). From the result

of the analysis, the null hypothesis is rejected and it is therefore concluded that compensation policies significantly enhance workers' productivity in local government councils in Cross River State.

Table 5: Analysis of variance (ANOVA) result on the impact of compensation Policies on workers' productivity

Model		Sum of squares	Df	Mean Square	F.	Sig.
1	Regression	561.454	3	187.151	66.458	.000 ^b
	Residual	523.788	186	2.816		
	Total	1085.242	189			

- a. Dependent variable: Workers' productivity
 b. Predictors: (constant), Career development,
 c. employee
 Recognition, Conducive Work environment
 Source: SPSS output, 2020

Table 6: Coefficients of the impact of compensation policies on workers' productivity		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T.	Sig.
1	(Constant)	5.185	.678		7.644	.000
	Wages	.199	.074	.155	2.691	.008
	Bonus packages	.453	.036	.674	12.765	.000
	Payment of allowances	.086	.037	.131	2.342	.020

- a. Dependent variable: Workers' Productivity

Discussion of findings

This study empirically examined the impact of reward and compensation policies on workers' productivity in selected Local government councils in Cross River State. Based on the analyses, the following hypotheses were tested and shown thus; in hypothesis one, it was revealed

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that there is a significant relationship between reward policies (conducive work environment, employee recognition, career development) and workers' productivity. The finding conforms to the works of Lynch (2006) and Armstrong (2006) who posit that reward system is the structured benefits paid to individuals or group who have deliverance strategies that add value to the organization. Reward strategy is known as the interiors of the organization on how its reward policies and process should develop to meet business requirement.

Lynch (2006) posited that reward involves other forms of direct remuneration like promotion and staff development. In addition, Nelson (2014) was of the view that praise and recognition are the most cherished intrinsic reward that enhances employee performance. Reward positively affects workers' performance. The finding is in line with the works of Jensen (2007) who posited that reward motivates employees to perform beyond expectations in the organization, because the value of such reward does not erode easily unlike pay reward whose effect disappears as soon as the money finishes.

In hypothesis two, it was revealed that compensation policies (wages/salary, bonus packages and allowances) have a significant impact on workers' productivity especially the civil servants whose salaries and wages are no longer reflective of the current economic realities in the state. The finding is in line with the works of Prasad (2001), Beardwell and Holden (1994) and Cascio (2005), who all posited that compensation system as an organization' practice and policies adds value to workers. It is a framework of an organization's method of giving employee both direct and indirect incentive or intrinsic and extrinsic rewards. It is an incentive given to the employee as part of working relationship to improve his or her working life. The result is also consistent with that of Ejumudo (2004) when the author investigated the relationship between compensation systems of the Delta State Civil Service and found that there exist a strong and positive relationship between compensation and employee productivity.

It is worthy of note that the result from this study reveals that the dysfunctional civil service that has characterized Nigeria's public sector has principally caused by poor or lack of

adequate incentive policies from the government to take care of welfare of civil servants. Compensation is focused on improving the quality of work life of the employees and improving them with better challenges. Based on the results and finding from this study, it was discovered that:

There is significant influence of conducive work environment, employees' recognition, career development on workers' productivity.

There is significant influence of wages/ salary increments, bonus packages and allowances on workers' productivity.

Conclusion

An attempt was made in this study to establish the impact of reward and compensation policies on workers' productivity in local government councils of Cross River state. The findings of the study have revealed that employees need motivation to function effectively. Reward and compensation packages have not been a common feature in the civil service unlike the private sector where it is been an annual ritual that staff are appreciated at the end of the year. To be effective in the workplace, management needs to understand the financial and non-financial rewards that can adequately enhance workers' productivity. Rewarding excellence is essential to reinforce and maintain employee' motivation. Non-financial incentives such as compliments, public recognition, opportunities for professional and other training as well as the provision of conducive work environment can equally motivate civil servants just as financial reward like wages/ salaries, overtime and bonus packages do as we have seen in the results of the hypotheses. However, several factors have been identified in the course of the study and these could help government to develop administrative policies aimed at enhancing workers' productivity in local government councils

Recommendations

Based on the findings of this study, the following recommendations were revealed that both financial and non-financial rewards are active in motivating employees towards great performance. It follows therefore that the government at all levels should endeavour to develop

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administrative policies aimed at encouraging public service employees to make them perform as their counterparts in the private sector. After all, workers in the private sector and those in the public sector are sourced from the same labour market. However, more specifically;

1. it is recommended that the government should reconsider its monetization policy on housing which is not favourable to the new entrants into civil service. Employees want conducive work environment such as staff quarters, staff bus service, workers' canteen at a very subsidized rate, free medical service, etc.
2. It is the duty of government at all levels to find out what actually motivates individual employee most, so that incentives can be effectively applied to achieve enhanced performance in local government councils. For instance, very senior civil servants may prefer social recognition to financial incentives.
3. Staff development is one form of non-financial reward that benefits both training employee and the employer. Government should provide training opportunities for the employees to enhance their performance so that under- performing or unproductive employees are trained and retained to bring out the best in them.
4. Pay reward like wages, salaries and allowances of employees have been found to be very potent in motivating employees to put up best performance. Therefore, it should be consistently paid as it has significant influence on employee productivity.
5. Bonus packages should be given to employees to serve as a morale booster to enable productive employees do more and as well motivate others to do more.
6. Employees should be seen as integral part of an organization by way of allowing them to contribute in the decision-making process organization. There is need for organizations to operate an open-door policy to enable employees have a sense of belonging.

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