

REWARD AND EMPLOYEE PRODUCTIVITY IN SELECTED LARGE PRIVATE ORGANIZATIONS IN THE SOUTH-EAST, NIGERIA

OKEKE, M. N, ONUORAH, A.N, OBOREH, J.C AND OJAN ECHO

ABSTRACT

The study examined the effect of reward on employee productivity in selected large private organizations in South-East, Nigeria. As a descriptive survey design, a sample of 336 respondents was determined from the population of 2081 senior employees of Serbmilla Industries, Onitsha, Nigeria Breweries PLC Ama-Enugu and Nigeria Bottling Company, Irrete, Owerri, Imo-State. Units of Observation (Sampling points) were selected through the method of systematic sampling. Out of 336 copies of the questionnaire distributed, 321 were completed and returned thus showing a response rate of 95.5 percent which was considered very adequate. Through the application of Chi-Square (χ^2) inferential statistics, pearson product moment correlation coefficient and t-test for significance of 'r', as the tools of analysis, the result showed that task autonomy significantly affects employee productivity. Also, the analysis revealed that task involvement influences job satisfaction and productivity. It was equally found from the analysis of data that tasks significance and employee empowerment enhance employee performance in the organization. It was concluded that empowered organizational climate would help to create a pool of committed and self-motivated individuals with visions, creativity, innovation and technical powers to convert the threat of change into opportunities for business growth and development. It was recommended among others that management should try to create an environment conducive for maximum utilization of employees' skills, competencies creativity and talents for the benefit of all stakeholders in the organization.

Key-word: Task Autonomy, Task Involvement

Introduction

Today's business environment is characterized by intense competition. The reason is that globalization has attracted so much break-through in technology. There has also been startling and changing employment legislation as well as changing workforce composition. All these developments have made it imperative that managers must utilize their employees more effectively to gain a competitive business advantage over others (Scot and Bateman, 2009). Therefore, achieving success amidst the constant demand and the uncertainty of today's world of business often seems like a massive task, and it is the one that no one can hope to carry through without the cooperation and enthusiasm of the staff at all levels of the organization. Success in today's business world means recognizing and managing changes before they take control of us. It means developing our organizations in such a way that they will enable them to turn the threat of change into an opportunity for growth and sustainable development to ensue. However, the task will be almost impossible unless we ensure that our people are fully involved in the organizational functions to drive the change process (Eromafuru, 2010).

Organizations require the intelligence, energy, commitment and creativity of employees for effective achievement of the pre-targeted goals and objectives. It goes without the saying therefore that giving the employees responsibility and the authority to get things done their own way can unleash tremendous amount of workers' energy. Employees want to feel that they are trusted and valued members of the organization (Fieldman and Arold, 2006). It is imperative that organizations provide an enabling environment for optimum utilization of their employees' talents, creativity, experience and intellectualities. A review of employment history in Nigeria, however, reveals that this important aspect of management function is being neglected among most corporate institutions and organizations, particularly in the private sector. In addition, the practices among different scholars, authorities, and researchers, create the impression that organization's reward in form of employee empowerment and worker's involvement is tantamount to abdication of supervisors' loss of locus of control and managerial prerogatives. This has been found to be erroneous. In the opinion of Tausif

(2012), managing employee performance to achieve appreciable level of productivity means that the employees must be sufficiently empowered through task autonomy, task significance, task involvement and the empowerment through training and development. Unknown to management, is the fact that such intrinsic rewards leads to job satisfaction and productivity of the employees (Khan, Shahia, Nawab and Wali, 2013).

Statement of the Problem

Organizations often fail to improve because managers, who have the authority to initiate change are unaware of the problems, while people on the frontline who know what the problems are have no authority to do anything about them. To such managers also, to empower means to lose control and to invite chaos. The implication is that such managers would never subscribe to employee task autonomy or task involvement yet such empowerment are incentives for enhanced employees' productivity.

Past studies concerning the phenomenon under investigation had presented conflicting reports. For instance, Abu-Abdissamad (2013) did a study on the efficacy of financial and non-financial rewards in influencing employee performance in both private and the public sector organizations. He found that financial reward like pay rise motivates employees more than the non-financial. In a related study, Okwudili (2015) examined the effects of non-monetary rewards on productivity of the employees among selected organizations in Abia State, Nigeria and found that non-monetary rewards such as recognition, task involvement, etc, have positive relationship with productivity. Also, in a study undertaken by Anyebe, in Onyeizugbe and Akpunonu (2011), it was found that pay rise is the driving force for seeking employment in the Nigerian civil service. These conflicting reports have given impetus to the present study, and the need for another that will mediate among the conflicting results has become imperative.

Objectives of the Study

The broad objective of the study is to investigate the effect of reward on employee productivity in the private sector organizations using selected large private sector organization in the South-East Nigeria as the study area. However, the specific objectives of the study are to:

1. Determine the influence of task autonomy on employee productivity.
2. Examine the effect of task involvement on employee productivity.
3. Investigate the influence of employee empowerment on employee productivity.

Questions

The following research questions were raised to guide the study:

1. To what extent does task autonomy affect employee productivity?
2. To what extent does task involvement affect employee productivity?
3. To what degree does employee empowerment influence employee productivity?

Hypotheses

The following null hypotheses were formulated to guide the objectives of the study:

H₁: Task autonomy has no significant influence on employee productivity.

H₂: Task involvement has no significant effect on employee productivity.

H₃: Employee empowerment has no significant influence on employee productivity.

Significance of the Study

The study has both theoretical and empirical significance. From the theoretical perspective, the study will come up with findings that would clear the conflicting reports of past studies in the related area of study so that the existing literature as a body of knowledge would be enriched. With respect to the empirical significance, categories of people would benefit from the study like the managements of both public and private sector organizations. They would be sufficiently enlightened on the need for empowerment through intrinsic rewards for their employees. The students and researchers alike will find the report very useful, as the result will serve as a starting point for those who might want to carry out further studies in the related area of study.

Scope of the Study

The study covered selected large private sector organizations in the south-east of Nigeria. Study period is between 2012 and 2015, both years inclusive. The issues involved are to determine the effect of reward and performance management on employee productivity. That is, to determine the extent to which effective reward management can enhance the performance of employees in a private sector organization.

REVIEW OF RELATED LITERATURE

Conceptual Review

Rehman, Kham, and Laehari (2010) define task autonomy as the degree of freedom in the task performed by an employee in the organization. Also, Tausif (2012) perceive task autonomy as the extent to which employees have a major say in scheduling the work and deciding on procedure to be followed while performing a task in an organization. Similarly, Sims, Szilagy and Mickemey (1976) define job autonomy as the extent to which workers are allowed freedom in the workplace and independence when performing their jobs, tasks and duties.

On the other hand, Tausif (2012) defines task involvement as a process for empowering employees to participate in managerial decision making and improvement activities appropriate to their levels in the organization. Naoh (2009) defines task involvement as the participation of workers in decision making as a tool considered to be very potent in inducing motivation in the worker, leading to positive work attitude and high productivity in the organization. Also, Marchington and Parker (2012) defined it as a process that consists of those practices that are initiated principally by management, and are designed to increase employee information base about the organization which leads to increased commitment that enhances productivity.

Rehman et al (2010) note that task significance implies the extent to which a task or job is perceived as a significant contribution to the work process. They stated further that an employee contributes to task significance when his work is considered a significant contribution to the successful operation of the organization, his work is actually important and worthwhile, and he understands how his role fits into the overall operation of the organization. In the same vein, Eramafuru (2010) defines empowerment as the process of sharing power with the employees, thereby enhancing their confidence in their ability to perform their jobs and their belief that they are influential contributors to the organization.

Task Autonomy and Employee Productivity

Rehman et al (2010) observed that for an employee to possess task autonomy, the employee must have a good deal of freedom in the performance of his daily task, make most work decisions as it pertains to his job assignment without having to consult first his superior, be able to make changes regarding his activities and make his own decisions in work role. To them, this is a kind of intrinsic reward that employees value greatly, and such a freedom to operate independently, relatively in an organization, enlists great cooperation and commitment from workers, they added. According to them, it helps employees in gaining intense sense of belonging to a group. Such empowerment culture could also make employees to have a sense of satisfaction of having a responsibility for a task.

Employee Task Involvement and Employee Productivity

Involving employees in the decision making of an organization means entrusting them with huge responsibility. Ford and Footers (1995) posit that employee task involvement translates to involvement in decision-making which ensures high performance of employees because it enhances self-worth and esteem status. They opine that broad participation in decision-making enhances high performance because it motivates. According to them, this involvement process increases the capacity of employees in problem solving and commitment to the organization's success. The underlying logic is that by involving workers in those decisions that affect them either directly or indirectly, and by increasing their autonomy and control over their work, employees can be made more motivated and more committed to the organization, more productive and even more satisfied with their job and job environment. To Cotton (2008), involvement can offer employees various levels of influence in the decision making process, ranging from formally established consultative committees to the development of good relations with managers or supervisors at an informal level; thereby creating the type of atmosphere needed in an organization.

Employee Empowerment and Employee Productivity

Empowerment includes the perception of meaning, competence, self-determination and impact, and comes from a work environment in which people have necessary information, knowledge and power and reward (Bateman and Scot, 2009). Employees want to feel that they can be trusted and be seen as valued members of the organization. When they are granted independence and autonomy, not only can their supervisors concentrate on other issues, but also the employees are able to make better decisions and are usually a lot happier on the job (Bob, 1999). The notion underlying empowerment therefore, is that those closest to the task are best able to make decisions, provided that they have

required competencies. Empowerment of subordinates means that supervisors have to share their authority and power with their subordinates. Most employees want to be involved and want to participate in decisions. This creates a sense of belonging and achievement, and raises self-esteem. Thus an autocratic leadership style, when used as the only way to manage, is often inappropriate for the 21st century organization (Wehrich and Koontz, 2005).

Theoretical Framework

The theory upon which this study is anchored is the theory of self-determination developed by Deci and Ryan in 2002. The theory states that people are actively directed towards growth, gaining mastery over challenges and taking in new experiences that are essential for developing a cohesive sense of self, rather than motivated by external reward such as pay (extrinsic reward). Self-determination theory focuses primarily on internal sources of motivation such as need to gain knowledge or independence (known as intrinsic reward). The importance of the theory to this study is that when people experience autonomy, competence and relatedness at work, they become self-determined and are intrinsically motivated to pursue the things that interest them. This position was supported by Deci (2012) when he noted that giving people extrinsic rewards for already intrinsically motivated behaviour can undermine autonomy, as the behaviour, becomes increasingly controlled by the external rewards. The implication is that when the extrinsic value dominates a worker's attitude, the worker begins to feel less in control of his own behaviour and the intrinsic value for action diminishes.

Empirical Review

Kida, Mahmed and Nahu (2015) did a study on how financial and non-financial incentives can be used as tools for motivating workers of libraries in tertiary institutions in Borno State, Nigeria. The result showed that employees perform better when they are motivated or expect to be rewarded later either intrinsically or extrinsically. Also, Abu-Abdissamad (2013) did a study on the efficacy of financial and non-financial rewards in influencing employee performance in both private and public sector organizations. He found that financial rewards such as pay rise and increase in fringe benefit motivate the employees more than non-financial reward. In a related study, Okwudili (2015) examined the effects of non-monetary reward on the productivity of employees selected among organizations in Abia State, Nigeria. He found from the study that non-monetary rewards such as recognition, task involvement, etc, had positive relationship with productivity.

Ejike (2013) carried out a study on the implications of employee recognition in an organization, using a sample of 272 respondents drawn from selected firms in Anambra State. He found that employee recognition as one of the nonmonetary rewards to the employee has the effect of influencing high performance in the employee. Alkhalich and Wan (2013) worked on the relationship of non-monetary incentives on the job satisfaction and employee job performance utilizing theories and empirical studies to support the hypothesis. Results show that non-financial incentives relate positively to job satisfaction and performance. Work by Tausif (2012) on the influence of non-financial rewards and job satisfaction of educational sector of Pakistan using t-test, regression and correlation analysis. The results revealed that non-financial rewards are the strong determinates of job satisfaction for employees of public educational sector of Pakistan. Anwar and Alamzob (2012) did a study on the impact of rewards, motivation on job satisfaction in the banking sector of Saudi Arabia, using regression analysis. Findings from the study indicate that rewards have positive and significant effect on job performance. Rehman et al (2010) studied task significance and productivity. The result indicates that task significance has positive and significant relationship with job satisfaction and productivity. It was concluded that feeling of significant contribution toward work enhances the satisfaction level of employees. Saeid, Seyed and Hassan (2009) did a study on the relationship between employee empowerment and performance. A sample of 257 middle level employees was studied from manufacturing firms in Northern Iran. From the correlational analysis, the study found that higher levels of participation in decision making are associated with significant higher competence, meaningfulness, impact and self-determination. Ojukuku (2014) carried out a study on the effect of employee involvement on performance, using a sample of 301 personnel selected from small and medium scale enterprises in Lagos area of Nigeria. The study which was developed as correlational, found that positive and significant relationship exist between employee involvement and organizational performance. Chimanikire, Mutandwa, Gradziraiji and Muzondo (2007) carried out a study on factors affecting job satisfaction among academic professionals in tertiary institutions in Zimbabwe. The study used a sample of 109 employees and found that greater proportion of the

academic staff were not satisfied with their jobs as a result of lack of incentives and empowerment as management always isolate them while taking decision on matters that affected them. It was concluded that empowerment through integration remains source of motivation for the employees. Saeid, Hassan and Hamid (2011) did a study on the relationship between participation in decision making and employee empowerment in an organization and found that higher level of participation in decision making (PDM) was significantly associated with higher competence and self-determination. Oriarewo, Agbim and Owutua-mor (2013) investigated on job rewards as a correlate of job satisfaction, a study of the Nigerian Banking sector. The study found that job satisfaction was more related to intrinsic rewards than the extrinsic. It was concluded that there was more significant relationship between involvement and job satisfaction than it could be between monetary reward and job satisfaction. Also, Bell and Mjoli (2014) studied the effect of participation on organizational commitment. Findings from the study showed positive effect on organizational commitment. Mbah, Mgbamena and Ejike (2015) examined effective reward management and employee productivity in the civil service, a study of Anambra State Civil Service. It was found that pay reward and some nonfinancial rewards, positively and significantly relate with employee performance.

Methodology

The study adopted descriptive survey design. The study was conducted in the South East, Nigeria and the States involved are Anambra, Enugu and Imo States. The organizations purposively selected for the study were Nigeria Breweries PLC, Ama-Enugu, Serbilla Industries PLC, Onitsha and Nigerian Bottling Company PLC, Irette- owerri. The data for the study came from two primary sources. The population comprised the senior staff of Nigeria Breweries PLC Ama-Enugu, Serbmila Industries PLC Onitsha and Nigeria Bottling Company, Irette-Owerri. Consequently, 851, 723 and 507 of this category of staff were identified respectively from the three organizations mentioned. Sample size 336 was determined through the application of Taro Yamani’s statistical formula. The Instrument used for data collection was the questionnaire. Face and content validity was adopted and the reliability of the instrument was assessed through the method of test re-rest.

Data Analysis: Concerning the method of analysis, summary statistics was used to answer the research questions while Chi-Square (χ^2) test of independence and Pearson product moment correlation coefficient as well as t-test for significance (r) were used to verify the claims of the null hypotheses. All tests were carried out at 0.05 level of significance, the probability level at which we were willing to risk type I error.

Data Presentation and Analysis

Research Questions

The four research questions raised to guide the study were analyzed in this section. Being in Likert scale format, summary statistics was applied to estimate extent of agreement or disagreement with the issues raised in the questionnaire items.

Table1: Task Autonomy and Employee Productivity

S/N	Item	Alternative Responses					Total
		SA	A	D	SD	UND	
1.	When workers are allowed freedom and independence on the task they perform, productivity is usually high.	151 (47.0)	132 (41.1)	16 (5.0)	12 (3.7)	10 (3.1)	321 (100)
2.	Greater autonomy increases the employee job satisfaction level.	169 (52.6)	120 (37.4)	14 (4.4)	10 (3.1)	8 (2.5)	321 (100)
3.	It involves making most work decisions without having to consult the supervisors	147 (45.8)	145 (45.2)	17 (5.3)	8 (2.5)	4 (1.2)	321 (100)
4.	They employees should be able to make work changes regarding his/her activities	150 (46.7)	128 (39.9)	20 (6.2)	13 (4.0)	10 (3.1)	321 (100)
5.	It enlists greater cooperation from the employees.	120 (37.4)	171 (53.3)	10 (3.1)	4 (1.2)	16 (5.0)	321 (100)

Total	737	696	77	47	48	1605
Percentage of Total	(45.9)	(43.4)	(4.8)	(2.9)	(3.0)	(100.0)

Note: Figures in parenthesis are percentages

: (SA = Strongly agree; A = Agree; D = Disagree, SD = Strongly disagree and UND = Undecided)

From Table 4.1, it could be seen that on the average, 45.9 percent of the respondents strongly agreed with all the statements of the items, 43.4 percent merely agreed, 4.8 percent disagreed, 2.9 percent strongly disagreed while 3.0 percent were undecided. 89.3 percent of them agreed with all the statements.

Table 2: Task Involvement and Employee Productivity

S/N	Item	Alternative Responses					Total
		SA	A	D	SD	UND	
1.	Task involvement provides an employee with a sense of accomplishment.	146 (45.5)	150 (46.7)	11 (3.4)	8 (2.5)	6 (1.9)	321 (100)
2.	It provides an opportunity for an employee to personally feel fulfilled.	159 (49.5)	120 (37.4)	30 (9.3)	8 (3.5)	4 (1.2)	321 (100)
3.	It provides the employee with the opportunity to exhibit and use his /her real ability in the task he/she does.	139 (43.3)	140 (43.6)	30 (9.3)	6 (1.9)	6 (1.9)	321 (100)
4.	Allowing the employee to participate in managerial decision making motivates the employee to bring out his/her best to maintain the confidence reposed on him/her by the organization.	150 (46.7)	135 (42.1)	25 (7.8)	7 (2.2)	4 (1.2)	321 (100)
5.	As a non-financial reward, employee task involvement is a confirmation that the contributions of the employee to the organization is highly valued.	129 (40.2)	168 (52.3)	10 (3.1)	9 (2.8)	5 (1.6)	321 (100)
Total		723	713	106	38	25	1605
Percentage of Total		(45.0)	(44.4)	(6.6)	(2.4)	(1.6)	(100.0)

Note: Figures in parenthesis are percentages

: (SA = Strongly agree; A = Agree; D = Disagree, SD = Strongly disagree and UND = Undecided)

The analysis presented in Table 4.2 indicate that 45 percent of the respondents on the average strongly agree with all the items presented, 44.4 percent agreed, 6.6 percent disagreed, 2.4 percent strongly disagreed and 1.6 percent were indifferent on all the issues presented. It shows that overall, 89.4 percent agreed with all the statements of the items.

Table 3: Employee Empowerment and Employee Productivity

S/N	Item	Alternative Responses					Total
		SA	A	D	SD	UND	
1.	Empowerment makes the employee perceive meaning in their jobs, believing that such jobs fit their values and attitudes.	159 (49.5)	145 (49.2)	10 (3.1)	4 (1.2)	3 (0.9)	321 (100)
2.	Employees feel competent and capable of	161	139	11	6	4	321

	performing their jobs with skill when they are empowered.	(50.2)	(43.3)	(3.4)	(1.9)	(1.2)	(100)
3.	They have a sense of self-determination or some choice over the tasks, methods and pace of their works when empowered.	149 (46.4)	157 (48.9)	10 (3.1)	3 (0.9)	2 (0.6)	321 (100)
4.	They have an impact – that is, they have some influence over important strategic, administrative or operating decisions or outcomes on the job when empowered.	145 (45.2)	161 (50.2)	11 (3.4)	2 (0.6)	2 (0.6)	321 (100)
5.	Empowerment through training and development provides the organization with people who are more versatile, skilled and flexible in their assignments and increase organizational performance.	159 (49.5)	139 (43.4)	12 (3.7)	6 (1.9)	5 (1.6)	321 (100)
Total		773	741	54	21	16	1605
Percentage of Total		(48.2)	(46.2)	(3.4)	(1.3)	(1.0)	(100.0)

Note: Figures in parenthesis are percentages

: (SA = Strongly agree; A = Agree; D = Disagree, SD = Strongly disagree and UND = Undecided)

As could be seen from Table 4.4, on the average, 48.2 percent of the respondent strongly agreed with all the statement of the items, 46.2 percent merely agreed, 3.4 percent disagreed, 1.3 percent strongly disagreed and 1 percent of them did not express any opinion. The implication of the analysis is that 94.4 percent of the respondents agreed will all the items in this section.

Test of Hypotheses

The null hypotheses formulated to guide the objectives of the study and strengthen the analysis, were verified in this section of the analysis.

Hypothesis One:

H₀: Task autonomy does not have any significant effect on employee productivity.

H₁: Task autonomy has significant effect on employee productivity.

The hypothesis was verified through the application of Chi-Square (χ^2) inferential statistics at 0.05 level of significance, using the data in Table 4.1

Table 5: Summary of Chi-Square (χ^2) Test for Hypothesis I

Hypothesis	Sample Size (n1)	Degree of Freedom (df)	Chi-Square		Significance Level (χ)	Decision Rule
			χ^2_{cal}	$\chi^2_{crit.}$		
I	336	16	61.343	26.296	0.05	Rejected

n = 336, $\alpha = 0.05$

Decision Rule One:

At 0.05 significance level and 16 degrees of freedom, the calculated value of χ^2 (61.343) (see details of estimation in Appendix II) is greater than the critical value of χ^2 (26.296). Consequently, we rejected the null hypothesis and accepted the alternative which suggests that employee task autonomy has significant effect on productivity.

Hypothesis Two:

H₀: Task involvement has no significant effect on productivity of the employee.

H₁: Task involvement has significant effect on productivity of the employee.

Chi-square (χ^2) inferential statistics was applied on the data in Table 4.2 at 0.05 level of significance and 16 degrees of freedom (df).

Table 6: Summary of Chi-Square (χ^2) Test for Hypothesis II

Hypothesis	Sample Size (n1)	Degree of Freedom (df)	Chi-Square		Significance Level (χ)	Decision Rule
			χ^2_{cal}	$\chi^2_{crit.}$		
II	336	16	73.412	26.296	0.05	Rejected

Note: χ^2_{cal} means the calculated value of χ^2 and $\chi^2_{crit.}$ Means the critical value of χ^2 .

Decision Rule Two:

At 0.05 significance level and 16 degrees of freedom, the calculated value of χ^2 (73.412) (see details of estimation in Appendix II) is greater than the critical value of χ^2 (26.296). Therefore, the null hypothesis was rejected while the alternative which suggests that task involvement has significant effect on employee productivity was accepted.

Hypothesis Three:

H₀: Employee empowerment has no significant influence on employee productivity.

H₁: Employee empowerment has a significant influence on employee productivity

To verify the hypothesis, Pearson product moment correlation coefficient was estimated for the data in Table 4.4 (see details of estimation in Appendix II) and t-test for significance of (r) was evaluated as follows:

$$t = r \sqrt{\frac{n - 2}{1 - r^2}}$$

Substituting the values, we have:

$$t = 0.89 \sqrt{\frac{5 - 2}{1 - (0.89)^2}}$$

$$t = 3.33808287$$

$$t \approx 3.38$$

Decision Rule Four:

At 0.05 level of significance and 3 degrees of freedom, the calculated t-value (3.38) is greater than critical t-value (2.35). Consequently, the null hypothesis was rejected while the alternative which suggests that employee empowerment have positive and significant influence on employee productivity was accepted.

Discussion of Research Findings

The broad objective of this study was to investigate the effect of reward on employee productivity in the selected large private sector organizations in some states of South-East, Nigeria. Organizations offer different kinds of reward to their employees all in a bid to effectively manage their performance to facilitate the achievement of organizational goals.

In this study, the result of the test of hypothesis one, indicate that task autonomy helps in enhancing high employee productivity in the organization. This finding supports substantially, the results of a study undertaken by Tausif (2012) which showed that task autonomy has significant positive relationship between satisfactions of employees. The finding also corroborates the conclusion of Thomas et al (2009) on the influence of organizational democracy on employees' attitude in the workplace.

In the same vein, the results of hypothesis two shows that employee task involvement has significant effect on employee productivity. This agrees with Cotton (2008) which posit that involvement of employee can offer them various levels of influence in the decision making process, ranging from formally established consultative committees to the development of good relations with managers or supervisors at an informal level thereby creating the type of atmosphere needed in an organization. Involvement is an intrinsic reward which has been found to be very effective in motivating the workers. However, involvement is not enjoyed by everybody in an organization. Rather, it is available to those who are trustworthy, those whose tasks are significant, a fit achievable only through dedication and commitment to duty. Task involvement extends to involvement in managerial decision-making. The implication here is that employees are encouraged to increase their productivity when they realize that their contributions are being valued and appreciated.

Finally, the result of last hypothesis shows that employee empowerment has a positive and significant influence on employee productivity. This result tallies with Bateman and Scot, (2009) which states there is no doubt that an empowered employee contributes significantly towards the realization of the objectives of the organization.

Summary of Findings

The study explored the effect of reward on employee productivity in private sector organizations in South-East, Nigeria. Through the use of descriptive survey method, a sample of 336 was determined, and the data collected thereafter were quantitatively analyzed. The findings indicate that

1. Task autonomy has a significant effect on employee productivity.
2. Task involvement has a significant effect on employee productivity
3. Employee empowerment has a significant influence employee productivity

Conclusion

From the findings, it was concluded that reward system had a significant effect on productivity. From the foregoing an empowered organizational climate would help to create a pool of committed and self- motivated individuals with visions, creativity, innovation and technical powers to convert the threat of change into opportunity for business growth and development. Consequently, in this study, we have tried to stress the need for management to look beyond mere financial aspect of employee motivation, by also appreciating the value of the non-monetary component of employee motivation in form of integration and empowerment.

Recommendations

To fully maximize the effect of reward system employee on productivity in an organization, the following recommendations were considered worthwhile:

1. The managers of an organization should allow sufficient task autonomy to the workers since it was proved to be very effective in enhancing employee productivity.
2. Task involvement is an intrinsic reward which employees cherish tremendously because it enables them to assess the values that management places on them. Management should encourage higher involvement of the workers to promote more conducive organizational climate for achieving increased productivity.
3. An empowered worker is an efficient worker. Management should endeavour to create an environment conducive for maximum utilization of employees' skills, competencies, creativity and talents for the benefit of the organization.

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