

# **Effect of Organizational Reward System on Managing Misconducts in Ebonyi State Civil Service: A Study of Selected Ministries, 2015-2021**

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## **ABSTRACT**

This study is titled "Effect of Organizational Reward System on Managing Misconducts in the Ebonyi State Civil Service: A Study of Selected Ministries, 2015-2021". The research sought among other things to: ascertain the extent to which prompt payment of salaries has reduced the level of absenteeism among staff of the Ebonyi State civil service; and determine the extent to which timely promotion can tackle the menace of non-commitment to organizational goals and objectives among staff of Ebonyi State civil service within the period under study. Vroom's expectancy theory propounded in 1964 was used as the theoretical framework of analysis. The researcher adopted descriptive survey design with a sample size of 335 drawn from 2,046 being the total population of the 13 selected ministries in the study area. The major instrument for data collection was a structured questionnaire drawn on a five-point Likert scale, while Pearson Product Moment Correlation Coefficient through the Statistical Package for Social Sciences (SPSS) version 21 was used to test the hypotheses formulated for the study. Findings revealed that: there is significant relationship between prompt payment of workers salary and reduction of level of absenteeism among staff in Ebonyi State civil service; and timely promotion is significantly related to commitment to the organizational goals and objectives in the study area. The implication of the study is that where rewards are not accorded its right place in the organization, curtailing all manner of misconducts becomes a difficult task. In order to motivate employees towards improved task performance, organizational managers must reinvent and sustain adequate reward system in line with the prevailing socio-economic condition; among other things government and all the relevant stakeholders should regularly promote workers as and when due, with commensurate financial attachment as this will checkmate non-commitment to the organizational goals and objectives; in order to curtail disloyalty and non-commitment to the course of the organization, government should take the issue of salary component of the reward system seriously as this serves to address the reoccurring needs of the employees.

**Keywords:** Reward, Civil Service, Misconducts, Salary, Absenteeism, and Promotion

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## **I. Introduction**

Globally, the civil service is viewed as a potent instrument for government policy formulation as well as implementation. Ogunna (2007) observed that the civil service is an organization of the civil servants of a state responsible and accountable to the popularly elected representatives of the people who have the constitutional right to take policy decisions while the civil service executes these policies loyally. The tasks of the civil service necessitate reward system and ethical practices in order to make sure that civil servants are not only adequately compensated for their contributions to the organization, but that they discharge their assigned responsibilities in line with the agreed set standards towards the attainment of the organizational goals and objectives.

Reward is an organized method of providing an inducement and motivation to employees in recognition of their work in the organization (Kunle & Olukayode, 2019). Ilyas (2015) stated that employees do not work for free. Employees receive bonuses in exchange for a job properly done, and rewards are inducements which are aimed at motivating the workers and encouraging them to work harder. Barton (2012) in Akihigbe & Kehinde (2018) defines organizational reward system as all the tools available to the employer that is used to attract, motivate and retain workers and includes all that the employees see as encouraging benefits from the employment. Rewards system deal with the assessment of job values, the design and management payments, performance management, contingent pay, employees benefits and pensions and the management of rewards procedures (Galanou, Georgakoparlos, Sotiropoulos, & Dimitris, 2010; Kunle & Olukayode, 2018).

Niguse & Getachew (2019), Ngwa, Bamidele, Agbaeze, Ghasi & Imhanrenialena (2019) and Akhigbe & Kehundel (2018) observed that basically there are two types of rewards: intrinsic and extrinsic reward. Intrinsic rewards, also known as non-monetary rewards, are those rewards an employee views at work as essential to the task performed. They are rewards that exist in the job itself. This includes achievements, challenge, autonomy, responsibility, personal and professional growth, status, recognition, praise from superiors and co-workers personal satisfaction, and feelings of self-esteem. On the other hand, extrinsic rewards are tangible benefits, derived by an employee in an organization. They are called “extrinsic” because they are external to the work itself. They comprise such elements as pay, fringe benefits, job security, promotions, retirement benefits, private office space, and the social climate. Other examples include competitive salaries, pay raises, merit bonuses, health insurance scheme and such indirect forms of payment as compensatory time off (Mahaney & Lederer, 2006). In view of the foregoing, the study focused on extrinsic reward.

Historically, reward system in the civil service can be traced back to the scientific management era when management principles and philosophies were developed emphasizing the importance of pay, and other rewards some of which still exist today. Reward system played an important role within that era in the success and implementation of philosophy of scientific management. It all started with the American Society of Mechanical Engineers which was the first promoter of management (Ngwa, et al, 2019). Drury (1915) in Ngwa, et al, (2019) notes that most challenging problem they had was what they termed “wage problem”. He further revealed that it was in 1895 that Taylor made the first formal presentation in a paper titled “A Piece-Rate System: A step toward Partial solution of the Labour Problem”. In this era, Taylor pressed on the need for management to develop plans that offer high wages to workers and a relatively low labour cost to employers while fostering individual pay for performance.

The above development as documented by the scholars propelled the evolution of pay for performance and marked the foundation of reward system in modern organizations in both developed and developing countries. Following this foundation organizational managers and government institutions alike have embraced the imperative of rewards in the successful accomplishment of workplace tasks.

In the Nigeria civil service including Ebonyi State, reward system is embedded in the conditions of service where the entitlements to employees regarding their performance are clearly stated. In the Nigeria civil service including Ebonyi State, there are established codes of conduct which constitute the workplace ethics of the service. For instance, the Civil Service Manual Handbook (2015) highlighted the code of ethics in government business to include discipline, loyalty, honesty, courage, courtesy, cooperation, tact, industry, avoidance of delay, tidiness, etc. On the other hand, section 3 (030301 & 030402) of the 2009 Public Service Rules enumerated act of misconduct to include among other things habitual lateness to work, failure to keep records, deliberate delay in treating official document, absenteeism, corruption, embezzlement, misappropriation, violation of oath of secrecy, divided loyalty, Advance Fee Fraud (Criminal Code, 419), nepotism, withholding of files, engaging in partisan political activities, bribery and unofficial disclosure of official information.

In Ebonyi State civil service, managing misconducts seem to be hampered by the nature of her rewards system. The state civil service which came into existence following the creation of Ebonyi State in 1996 has been the engine of governance, service delivery and socio-economic development of the state as the service has ensured stability and continuity in implementing the policy choices of the chief executives. Managing misconduct is therefore a process that involves curtailing those acts such as absenteeism, lateness to official duties, and corruption among others that are inimical to the accomplishment of the organizational goals and objectives. In this case, the need to establish the nexus between reward systems in public sector organizations, especially in terms of addressing misconducts among civil servants in Ebonyi State called for attention.

This study was therefore provoked by the desire to critically explore ways and means of managing misconducts in Ebonyi State Civil Service through the instrument of adequate and effective reward system.

Despite the utility of the civil service in the entire government service delivery system, misconducts such as absenteeism, embezzlement, non-commitment to the organizational goals and objectives, and disloyalty to the constituted authorities undermine the performance of the civil servants. The initial approach to managing misconducts has been punishment, hence previous studies focused on using disciplinary measures to tackle unruly behaviours of the employees. However, this appears to have yielded little result.

The motivation behind the study is predicated on the fact that available studies only succeeded in relating rewards system on staff creativity, organizational performance, employee performance and employee satisfaction. Very little efforts have been made so far to determine the effects of organizational rewards system on management of misconducts in the civil service. It is based on the above that this study became imperative.

### **Statement of the Problem**

The instrumentality approach to staff motivation essentially explains the effort-reward linkage which has the potentiality of gingering employees to optimal performance in organizations. In this connection, the link

between efforts and rewards is based on justice and fair play; hence, its potency to motivate; since the employee knows that his/her efforts are instrumental to expected rewards and vice-versa.

Issues bothering on positive attitudes to work believed to translate to efficiency and productivity in the public service has occupied a central position in political discourse among scholars/academics as well as administrations. For this reason, successive governments in Nigeria, at different period had embarked on programmes aimed at instilling the necessary discipline into the citizens particularly those who are at government services for the ultimate efficiency in the system. Such programmes as: the Moral Re-armament of the early sixties, the War Against Indiscipline (WAI); the War Against Indiscipline and Corruption (WAI-C) the Professionalization of the Civil Service in the 80s, and the Attitudinal change launched by the Elechi administration in Ebonyi state; to mention but a few.

Unfortunately, all these failed to engender the necessary discipline in the system because they were perceived as mere political slogans as people at the helms of affairs were not sufficiently committed to the promises of the programme/campaigns.

Civil servants in the state complain of poor conditions of service. Promotion hardly comes as and when due. There seems to be inadequate motivation and increase in misconducts among staff who always condemn non correspondence between their services to the state and their entitlements. Acts which constitutes misconduct such as absenteeism, embezzlement, misappropriation, habitual lateness to work, divided loyalty among others seems to pervade and persist in the service. The need to address misconduct becomes imperative based on the fact that the success of the civil service lies in the maintenance of sound workplace ethics.

At any rate, as noted by Oteno (2006), reward system is very critical for an organization. Though it has the ability to attract the right employee, keep them and constantly motivate them to deliver desirable performance, a poorly structured reward system can result in high labour turn-over, low level of productivity and a general laissez-fair attitudes at the workplace. Acts which constitute misconducts such as absenteeism, disloyalty, misappropriation, embezzlement of fund, lack of commitment to the organizational goals and objectives, divided loyalty seemingly persist in Ebonyi State civil service. Mmaduabum (2006) in Niguse & Getachew (2019) observed that individuals who feel that they are being rewarded inequitably are most likely to be de-motivated to perform effectively and are much more prone to stay away from work (absenteeism) or to leave the organization altogether (turnover).

The foregoing misconducts are apparently attributed to flawed or weak reward system in the service. The poorly structured reward system inherent in the Ebonyi State civil service tend to include, planlessness, over-staffing, red-tapism, secrecy, insensitivity, rigidity, over-centralization, conservatism, apathy, incompetence, lousiness, corruption, rudeness, favouritism, often delayed salaries, poorly packaged salaries and enrolments, non-payment of pension and gratuities among others. Unfortunately, embezzlement among treasury in the service staff seems to persist and relates to inadequate reward system. Experts believe that employee theft represents employees' attempts to even score when they have not been treated fairly by their organizations (Nelson, 1999; Onah, 2015).

The constant interplay between the seemingly failed reward system in the civil service and corresponding misconducts among the employee negatively affect employee relationship with other stakeholders such as contractors, job seekers, retiring employees/residents and all who have whatsoever transactions with the civil service.

The question that arises at this juncture is: how can the reward system of Ebonyi state civil service be re-structured so as to effectively manage perceived misconducts in the system?

### **Research Questions**

The following questions guided the study.

- i. To what extent has prompt payment of salary reduced the rate of absenteeism among staff in the Ebonyi State civil service?
- ii. To what extent can timely promotion tackle the menace of non-commitment to organizational goals and objectives in Ebonyi State civil service?

### **Objectives of the Study**

The broad objective of the study was to determine the effects of organizational rewards system on managing misconducts among staff in selected Ministries of the Ebonyi State civil service, between 2015-2021. The specific objectives are:

- i. To ascertain the extent to which prompt payment of salaries reduced the level of absenteeism among staff in the Ebonyi State civil service.
- ii. To determine the extent to which timely promotion can tackle the menace of non-commitment to organizational goals and objectives among staff of Ebonyi State civil service.

### **Research Hypotheses**

The following null hypotheses were tested for the study.

**Ho1:** There is no significant relationship between prompt payment of workers' salaries and reduction of level of absenteeism among staff in the Ebonyi State civil service.

**Ho2:** Timely promotion with commensurate entitlements will not significantly tackle the menace of non-commitment to the organizational goals and objectives in Ebonyi State civil service.

## **II. Review of Related Literature**

### **Reward System**

Reward according to Ilyas (2015) refers to all valuable outcomes that an employee receives at work, which includes base pay, incentives, and non-financial benefits. In an organisation, employees do not perform a voluntary service, so they must be remunerated in a way that it will cater for the time and energy exerted into the organization Benson and Lasisi (2019). This is known as rewards. Reward is an organised method of providing an inducement to employees to replace for labour in an organization. Furtado (2012) in Agbaeze and Ebirim (2020) sees rewards as awards granted to the employees on the basis of tasks performed, which meet or exceed the expectations initially established. They are also classified as praise granted in public by virtue of achievements widely approved in the context of organizational culture.

Reward system is the general term that refers to all forms of payment or rewards going to employees at all organisational levels and arising from employment in an organization (Armstrong & Murlins, 2012). It is a system set up by an organization to reward performance and motivate employees or individuals or group levels for their positive contributions to the growth of the organization. According to Samuel and Oluwatoyin (2015) it can also be seen as the procedures, rules and standards associated with allocation of benefits and compensation to employees. Rewards are intended to motivate certain behaviours but for it to be effective, it must be timely and tied to effective performance. If the reward plan is seen to be unfair and unrealistic, for example, promotion on the basis of favouritism may have a negative effect as a motivator. Reward system is the major link in the exchange process between individual workers and the organization. Employees contribute many resources to the organization in form of time, effort, knowledge, skills, creativity and energy. In return, the organization rewards them with both tangible and intangible packages. Some elements of reward system include: pay raises, bonuses, company automobiles, vacation benefits, well furnished offices, jobs with higher responsibilities, sense of worth, recognition, health insurance plans, club privileges, child care support, job autonomy, wall plaques, non-verbal signals such as smiles, golden handshakes, profit sharing, incentive plans, developmental feedbacks and so on.

### **Civil Service**

Traditionally, civil service refers to the body of appointed officials who carry out the functions of government under the direction of the Head of Government. This is true in democracies, dictatorship, monarchies and republics alike (Akinola, 2017). The civil service is the administrative bureaucracy of any country that is saddled with the responsibility of implementing and enforcing the policies and programmes of government. It therefore, means that for policy objectives of the state to be achieved, the civil service must be alive to its responsibilities, stable and accountable to the public service system. Oyedeji (2016), in his contribution, defined the civil service as the administrative structure employed in civil capacity to fulfill government policies and programmes. The civil service is the administrative bureaucracy which occupies an essential position in the political system of nations. Throughout the world, the contributions of the civil service in promoting sustainable and equitable economic growth are receiving increasing attention. Okoli and Onah (2002), see civil service as the general term designating the administrative personnel of the public authorities. The civil service can as well be defined in the words of Nwizu (2002:6), as: The entire organization of employees of various ranks, talents men and women, who are trained in various fields and employed by the government on a temporary or permanent basis to render services to the government and the people of the state.

### **Misconducts**

Misconducts are acts and practices that negate the established code of ethics of any given establishment. The Public Service Rules (2007), defined misconduct as a specific act of wrong-doing or an improper behavior which is inimical to the image of the service and which can be investigated and proved. It can also lead to termination and retirement. It includes:

- i. Scandalous conduct such as: Immoral behavior; Unruly behavior; Drunkenness; Assault; Battery;
- a. Refusal to proceed on transfer or to accept posting; Habitual lateness to work; Deliberate delay in treating official document; Failure to keep records; Unauthorized removal of public records; Dishonesty; Negligence; Membership of cults; Sleeping on duty; etc.

There are others regarded as serious misconduct which include: Falsification of records; Suppression of records; Withholding of files; Conviction on a criminal charge; (other than a minor traffic and sanitary offence or the like); Absent from duty without leave; False claims against government officials; Engaging in partisan political activities; Bankruptcy/serious financial embarrassment; Unauthorized disclosure of official information; Bribery; Corruption; Embezzlement; etc.

In view of the above, managing misconduct entails all measures put in place to ensure that employees religiously abide by the code of ethics of government business. Usually, organizational managers administer appropriate level of punishment for specific misconduct. It is the contention of this that reward system the organization can be used to curtail the incidences certain misconducts such as absenteeism, non-commitment to the organizational goals and objectives, divided loyalty and embezzlement of public funds among government officials.

### **Components of Organizational Reward System**

Organizational reward system is vast area of human resource management that focuses on employee motivation. Some of these rewards are discussed below:

#### **Salary**

Employees do not commit their time, energy, experiences among other resources to the organization in vain. They do so in return for benefits and rewards. In most cases, they are paid wages and salaries as compensation depending on the conditions of service. Babagana and Dungus (2015) opined that a salary is a form of payment from an employer to an employee, which may be specified in an employment contract. It is contrasted with piece wages, where each job, hour, or other unit is paid separately, rather than on a periodic basis. From the point of view of running a business, salary can also be viewed as the cost of acquiring and retaining human resources for running operations, and is then termed personnel expense or salary expense. In accounting, salaries are recorded on payroll accounts (Edirisooriya, 2014).

Salary is a fixed amount of money or compensation paid to an employee by an employer in return for work performed. Salary is commonly paid in fixed intervals, for example, monthly payments of one-twelfth of the annual salary. Salary is typically determined by comparing market pay rates for people performing similar work in similar industries in the same region. Salary is also determined by leveling the pay rates and salary ranges established by an individual employer. Salary is also affected by the number of people available to perform the specific job in the employer's employment locale.

Distinction is often made between salaries and wages. Different definitions have been advanced on salaries and wages usually to show the differences that exist between both terms. Braton & Gold, (2003) cited in Hameed, Ramzan, Zubair, Ali, and Arslan (2014) maintained that basic salary is a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for productivity. Wage refers to payment to manual workers, always calculated on hourly or piece rates.

Surbhi (2015) also defined salary as a fixed amount paid to the employees at regular intervals for their performance and productivity whereas wages are the hourly- based payment given to the labor for the amount of work finished in a day. He further argued that while Salaried persons are generally said to be doing "white collar office jobs" which implies that an individual is well educated, skilled and is employed with some firm and holds a good position in the society, whereas the waged person are said to be doing "blue collar labour job" which implies that an individual is engaged in the unskilled or semi-skilled job and is drawing wages on a daily basis. One purpose of a person as an employee of a company is to earn income in the form of wages or compensation or received wages to meet basic needs such as food, clothing and housing. Every organization in determining the amount of wages paid to the employee must be feasible, so that the lowest wage is given to meet the needs of their life (Kanzunnudin, 2007 cited in Sajuyigbe, Olaoye and Adeyemi, 2013).

At this juncture, one would borrow a leaf from Agburu (2012) who argued for the importance of salaries and wages in Nigeria, he stated that wages should not only be adequate but they must also show some element of equity, this is particularly true from the point of the employees. Anything short of a fair and equitable wage or reward can quickly attract the wrath of employees in an economy such as Nigeria. For many Nigerian employees, wages or salaries are highly critical issues. They are decisive because without them in sufficient quantities, life becomes extremely precarious for the worker and members of his/her family. As direct financial rewards, wages and salaries are the most emphasized by the employees, thus they sort of take a centre stage in the scheme of things as far as rewards for work is concerned.

#### **Job Promotion**

Promotion may be considered as an employee's reward for good performance or for additional qualifications, that is, positive appraisal which boost individuals' moral and is a mark of recognition (Aji, 2021). Gupta (2011) in Christina (2014) defined promotion as advancement of an employee to a higher post carrying

greater responsibilities, higher status and better salary. It is the upward movement of an employee in the organization's hierarchy, to another job commanding greater higher authority, higher status and better working conditions. Promotions are used to reward employees for better performance and to motivate them for greater effort.

Promotion is an important issue, not only in the selection / placement of the right people in the right place but also a boost for superiors / leaders to plan a policy of the field of personnel of motivating subordinates to develop themselves to achieve (Abdul, Sarpan and Ramlan, 2018). Promotion is an occurrence of labour transferred from a higher position in wages, responsibilities and/or organizational levels. According to Sikula (2000) as follows "Technically, a promotion is a movement within towards an organization of one position of another that involves either an increase or an increase in status." Understanding of the above definition that technically promotion is a movement towards an organization of one position of another that involves both wage and status increases. Promotion will provide an important role in every employee because with the promotion means trust and recognition of the ability and skill of employees to maintain a high position.

While Siagian (2003) added in addition to seniority and work performance is also a combination of work performance and seniority. The purpose of such a combination is to consider whether the employee is worthy of promotion or not. This is the basis of the best and most appropriate promotion because it promotes the most experienced people of the good (clever) skills, so that promotional shortcomings based on experience/skills alone can be overcome.

Robbins and Judge (2013) state that job promotion will provide opportunities for personal growth, more responsibility, and increased social status. If job promotion is good, it provides satisfaction to employees. Job promotion is an increase in workforce or employees in better jobs, compared to previously greater responsibilities, achievements, facilities, higher status, higher proficiency demands, and additional wages or salaries and other benefits (Neck, Houghton, Murray, 2018). According to Kinicki and Fugate (2017), job promotion occurs when an employee moves from one job to another, which is higher in payment, responsibility and level. Job promotion is one way to motivate employees to work. Work motivation is generally as awards, prizes for past efforts and achievements. Work motivation includes unique feelings, thoughts and past experiences that are part of the company's internal and external relations. Work motivation can also be interpreted as individual encouragement to take action because they want to do it. If individuals are motivated to work, they will make positive choices to do something, because it can satisfy their desires. Scandura (2017) argues that work motivation consists of the need for achievement, the need for strength and the need for affiliation. The research results of Gathungu, Iravo and Namusonge (2015) show that job promotion affects significantly on work motivation.

Hasibuan, (2018) states that promotion is a move from one position to another that has a higher status and responsibility. Usually this move to a higher position includes an increase in salary/other wages, although this is not always the case. There are basics in job promotions which include seniority, job performance, loyalty level, and honesty. Job promotions are mostly in the interest of employees because promotion does not only show the dynamics of the job but also other aspects that are given in line with the job description (Puspita, Charles and Unang, 2020). The research conducted by Winda, Yulyarta, and Simanjun (2015) revealed that job promotion has a positive and significant influence on employee performance. Virginia Maulidiah and Septiani (2015) also found that job promotion influences performance.

### **Review of Empirical Studies**

Esione, Osita and Chigbo (2020) examined the effects of reward on performance of workers in the Nigerian public sector. The study was anchored on motivational theory of equity which sees performance as consequence of fair treatment of employees. To address the study problems, descriptive survey design was adopted. The population of the study comprised 7,785 employees of the Ministries, Departments and Agencies (MDAs) of the Oyo State Civil Service. A sample size 381 was drawn with the use of Taro Yameni's formula of which 200 copies of questionnaires was duly completed and returned and this represented 52.5% response rate. In line with the study objectives, four hypotheses were formulated and tested using simple regression analysis and t-test analysis through the use of the 22nd version of SPSS. The findings revealed significant individual and joint effect of financial and non-financial rewards on performance. In addition, the study discovered that non-financial reward in comparison to financial reward significantly impacted more on performance. In view of the findings, the study recommended that it is high time government knew what propels its workforce to improved productivity. In particular, in-service training, merit based promotion, recognition, meritorious service awards, recommendation and other forms on non-financial reward were advocated while not forgetting performance-based-incentives.

Agbaeze and Ebirim (2020) investigated reward system and organizational performance in the manufacturing industry in South-South Nigeria. The study sought to establish the nexus between reward system and organizational performance. Five selected manufacturing firms in South-South, Nigeria were used for the

study. A survey research design was adopted and primary data was used to collect data by administering a set of questionnaires to 257 management staff of selected manufacturing companies from Rivers, Delta and Bayelsa States respectively. The hypotheses formulated were tested using the simple linear regression, Pearson product moment correlation co-efficient and the chi-square method. The findings of the study revealed that reward system had a significant effect on organizational performance. It was concluded that reward system should be a match with the organizational performance so that employees would perform their roles with high spirit in the manufacturing industry. The paper recommended that organizations like the manufacturing companies should implement appropriate reward system that would improve the performance of their employees. Inclusive measures to be taken are market rate analysis, financial and non-financial rewards which would boost the morale of workers to perform well.

Tilahun, Alebel&Bihon (2020) investigated 'The Effect of Reward Practices on Employees' Motivation in Banking Industry: A Comparative Study of Selected Public and Private Commercial Banks in South Gondar Zone, Ethiopia. The main objectives of this research was to assess the effect of reward practices on employees' motivation in selected Public and Private Banks /Commercial Bank of Ethiopia, Bank of Abyssinia and Abay Bank/ in South Gondar Zone. Descriptive survey design was adopted for the study. The study was done based on primary and secondary data sources. A self-administered questionnaire was designed to collect relevant information from the selected 203 respondents. Among this 200 questionnaire were returned and analyzed. Multistage sampling method was used and employees were selected from each stratum with a systematic sampling technique. The collected data was analyzed with SPSS version 20 using descriptive statistics and multiple regressions. Based on the analysis of data, it was found that variables like recognition and training have positive and significance effect on employee's motivation in Commercial bank of Ethiopia, and also payment and training variables have positive and significance effect on employee's motivation in private banks. On the other side promotion and recognition have been found insignificant in CBE and in Private Banks respectively than other variables in the model. Since the relation between rewards and motivation exist, the management of commercial bank of Ethiopia and Private Banks shall follow better rewarding techniques to increase the performance of employees as well as achieving organizational objectives.

Waters, Bamidele, Emmanuel, Nwaneka, and Benedict (2019) carried out a study titled "Effect of reward system on employee performance in selected manufacturing firms in the Littoral Region of Cameroon". Specifically, the study assessed the degree to which profit sharing affects employee commitment in manufacturing firm; ascertains the effect of flat-rate systems on employee work values in manufacturing firms; and appraises the influence of collective bargaining reward systems on employee cohesiveness in manufacturing firms. Descriptive survey design was used for the study with sample of 538 employees drawn from a population of 5146 employees of ten selected manufacturing firms within the Cameroon Littoral Region. The sample was selected by the use of the Cochran's formula for finite population sample at a 95% confidence level. Primary data was used for data collection through the instrument of questionnaire. The findings revealed that, profit sharing had a significant positive effect on employee commitment in manufacturing firms; flat rate systems had a significantly negative effect on employee work values in manufacturing firms; and collective bargaining reward systems had a significantly positive impact on employee cohesiveness in manufacturing firms. The study concluded that there is a positive link between reward systems and employee performance. This link creates an opportunity for employers to use reward system as a motivating factor to fine-tune employee behaviour towards efficiency and effectiveness. Based on the findings, it was recommended amongst others that reward systems for manufacturing firms should be designed such that employees are entitled to percentages of profit earned by the firm as a means of promoting productivity and group cohesiveness amongst employees. The study further advised that employees in manufacturing firms should not be paid fixed salaries as it could result in a high rate of tardiness and reluctance of employees within a group to put in anything more than the performance of an average performer in the group.

Gebayaw (2019) did a study to determine the impact of reward management system on employees' satisfaction in DebireBirhan University administrative staffs in Ethiopia. The sample size of the study contained 280 administrative staffs in the different departments of the University. Data was collected using structured questionnaire technique. The data obtained was processed using the statistical package for social science (SPSS) version 21 and was analyzed using both descriptive and inferential statistics. The result of discussion indicate that there was a moderate significant positive relationship between transparency of reward system and Employees satisfaction ( $r = 0.582$ ,  $p < 0.00$ ); Fair distribution reward system and Employees satisfaction ( $r = 0.562$ ,  $p < 0.00$ ); Low significant positive relationship between Equity reward system and employees satisfaction ( $r = 0.336$ ,  $p < 0.00$ ); Consistency and continuity of reward system and Employees satisfaction ( $r = 0.388$ ,  $p < 0.00$ ). The study concluded that reward management system collectively have significant effect on employees satisfaction and therefore recommends that the university reward management system should be transparent, equitable, fair and consistency among administrative staffs in the university. The university should

be develop channels of communication for making transparency and clarity of reward management system to administrative staffs.

Nwamuo (2019) examined the ‘Effect of Reward on Organizational Performance in Nigeria Breweries Company South-East, Nigeria’ The study aimed to investigate the effect of salary increase, cash bonus and promotion on organizational performance. The study adopted survey research design. The population of the study was 1752, and Borg and Gall (1973) was used to determine a sample size of 337. Instruments used for the study was a structured questionnaire. Face content validity was used to validate the instruments. Test-retest and Cronbach's Alpha was used to compute the reliability of the instrument. Data for the study were subjected to simple percentages, descriptive statistics. The study also employed Multiple Regression Analysis (MRA) at 0.05 level of significance in testing hypotheses. Findings showed that; Salary increase has a significant positive effect on organizational performance. Cash bonus has a significant positive effect on organizational performance. Promotion has a significant positive effect on organizational performance. The study concludes that reward has a significant positive effect on organizational performance in the sampled Nigeria breweries in South-East. The study recommended that a balance should be created by Nigeria breweries authorities in adopting which motivational measures to use since this study indicate that both extrinsic and intrinsic reward are capable of influencing one aspect of employee behavior or the other. Managers should employ the two in order to get the best performance from the employees. Nigeria breweries should carry out a survey to determine what appeals most to the employee in order to know the right reward for their employees. This will help to bring out the best in them. Nigeria breweries should ensure constant review of their reward policy in order to ensure that they are in line with the current realities so as to motivate their employee to be committed to improved performance.

Ngwa et al. (2019) in their study titled “Effect of Reward System on Employee Performance among Selected Manufacturing Firms in the Litoral Region of Cameroon sought to ascertain the effects of flat-rate systems on employee work values in manufacturing firms; and appraised the influence of collective bargaining reward system on employee work cohesiveness in manufacturing firms. Survey research design was used with a sample size of 538 employees drawn from a population of 5146 employees of ten selected manufacturing firms within the Cameroon Litoral Region. The sample size was determined using Cochran’s formula for finite population sample at a 95% confidence level. Regression analysis and Pearson Product Moment Correlation were used to test the hypotheses formulated for the study. Findings revealed that profit sharing had a significant positive on employee commitment in manufacturing firms; flat rate system had a significant negative effect on employee work values in manufacturing firms etc. It was recommended that reward systems for manufacturing firms should be designed such that employees are entitled to percentages of promoting productivity and group cohesiveness among employees.

### **Theoretical Framework**

The researcher adopted expectancy theory by Vroom (1964). Expectancy theory assumes that a person’s motivation towards an action at anytime would be determined by his or her anticipated values of all the outcomes (both negative and positive) of the action multiplied by the strength of that person’s expectancy that the outcome would yield the desired goals. Vroom’s assumes that people are motivated by two things: (1) how much they want something; and (2) how likely they think they are to get it. In other words, motivation is dependent on an individual’s expectancy of achieving an objective which has value for him. According to Onah (2015), there are three core elements of the theory (1) expectancy, “will I be able to perform at the desired level on a task?” Expectancy is the belief that a particular level of effort will lead to particular level of performance. This is called effort-to-performance expectancy; (2) Instrumentality, “what outcome will I receive if I perform at this level?” Instrumentality is the expectation that successful performance of task will lead to the outcome desired. This is called the performance to reward expectancy; and (3) Valence “how much do I want the outcome?” Valence is value, the importance a worker assigns to the possible outcome or reward. Expectancy theory predicts that one’s level of inspiration relies upon the engaging quality of the rewards looked for and the likelihood of acquiring those rewards. On the off chance that employees see they may get esteemed rewards from the firm, they tend to put hope, instrumentality and valence, the level of which must all be more noteworthy exertion in to work (Akhigbe& Kehinde, 2018). Rewards are expectations from the employer by the employees. Employees expect so many rewards from their employers such as salary, recognition, promotion, pension benefits among others, and these serve as motivation when they are provided at the right time.

The relevance of the theory to the study is first based on the fact that employees expect rewards for conducting themselves towards the accomplishment of the organizational goals and objectives. Where good conduct and performance are not rewarded mediocrity and misconducts will be the order of the day. In order to curtail the incidences of misconducts among civil servants government must look inward as some of the causes of misconducts relate to poor reward system.



### III. Methodology

Descriptive survey design was used for the study. Thirteen (13) Ministries were selected from the twenty six (26) Ministries of the Ebonyi State Civil Service. They include:.....The population of the study was 2,046 while the sample size was 335. The sample size was calculated using Taro Yameni formula. The main instrument for data collection was a structured questionnaire drawn on five point likert scale. Pearson Product Moment Correlation Coefficient through the Statistical Package for Social Sciences (SPSS) version 21 was used to test the hypotheses formulated for the study.

### IV. Results

#### Test of Hypotheses

HO1: There is no significant relationship between prompt payment of workers' salaries and reduction of level of absenteeism among staff in the Ebonyi State civil service.

HA1: There is a significant relationship between prompt payment of workers' salaries and reduction of level of absenteeism among staff in the Ebonyi State civil service.

This hypothesis was tested using responses in tables 7-11 which was scaled and correlated using the Statistical Package for Social Sciences version 21 at 5% level of significance.

**Table1: Correlations Test of Hypothesis One**  
**Correlations**

		Prompt_payment_of_salaries	Reduction_of_level_of_absenteeism
Prompt_payment_of_salaries	Pearson Correlation	1	.742*
	Sig. (2-tailed)		.011
	N	322	322
Reduction_of_level_of_absenteeism	Pearson Correlation	.742*	1
	Sig. (2-tailed)	.011	
	N	322	322

\*. Correlation is significant at the 0.01 level (2-tailed).

The result of the test of hypothesis one above revealed a correlations coefficient of 0.742 which implied that there was a significant relationship between prompt payment of workers' salaries and reduction of level of absenteeism among staff in the Ebonyi State civil service. Moreover, the result showed a p-value of 0.011 which was lesser than the 0.05 level of significance. Consequent upon the decision rule, the alternate hypothesis was accepted while the null hypothesis was rejected and it was upheld that there is a significant relationship between prompt payment of workers' salaries and reduction of level of absenteeism among staff in the Ebonyi State civil service.

Ho2: There is no significant relationship between timely promotion commitment to the organizational goals and objectives in Ebonyi State civil service.

HO2: There is a significant relationship between timely promotion commitment to the organizational goals and objectives in Ebonyi State civil service.

**Table3: Correlations Test of Hypothesis Three**  
**Correlations**

		Timely_promotion	Commitment_to_work
Timely_promotion	Pearson Correlation	1	.621*
	Sig. (2-tailed)		.000
	N	322	322
Commitment_to_work	Pearson Correlation	.621*	1
	Sig. (2-tailed)	.000	
	N	322	322

\*. Correlation is significant at the 0.01 level (2-tailed).

The result of the test of hypothesis three above revealed a correlations coefficient of 0.621 which implied that there was a significant positive relationship between timely promotion and commitment to the organizational goals and objectives in Ebonyi State civil service. Moreover, the result showed a p-value of 0.00 which was lesser than the 0.05 level of significance. Consequent upon the decision rule, the alternate hypothesis

was accepted while the null hypothesis was rejected and it was upheld that there is a significant relationship between timely promotion commitment to the organizational goals and objectives in Ebonyi State civil service.

## **V. Discussion of Findings**

### **Relationship between Prompt Payment of Workers' Salaries and Reduction of Level of Absenteeism among Staff in the Ebonyi State Civil Service.**

The result of the test of hypothesis one above revealed a correlations coefficient of 0.742 which implied that there was a significant relationship between prompt payment of workers' salaries and reduction of level of absenteeism among staff in the Ebonyi State civil service. Moreover, the result showed a p-value of 0.011 which was lesser than the 0.05 level of significance. Consequent upon the decision rule, the alternate hypothesis was accepted while the null hypothesis was rejected and it was upheld that there is a significant relationship between prompt payment of workers' salaries and reduction of level of absenteeism among staff in the Ebonyi State civil service. The implication of the above is that prompt payment of workers' salaries result to positive behaviours towards the organization by the staff. In situations where members of staff of civil service are denied of their entitlements or when these entitlements fail to come as and at when due, there is a tendency for the civil servants to look elsewhere in order to make both ends meet of thereby resulting to cases of absenteeism. Workers have needs as well as the organization. These include personal needs as well as that of their dependants. Often times, punishments have been deployed by the organization managers to curtail the incidences of absenteeism which affects staff performance and the overall productivity of the civil service, but this method has proven not be the best solution over the years because the root cause of the problem has not been addressed. Cases of corruption, embezzlement, theft abound in the service which has strong links to the issue of reward system. Prompt payment of salaries serves as motivation which could lead to job satisfaction. A disgruntled staff will always find a means of survival regardless of the organizational ethical codes. The quest for survival in the material world predisposes workers to unhealthy practices especially where adequate rewards are hardly provided for the employees. The finding of the study is consistent with Odalonu (2015) who lamented that most workers in the Nigeria public service complain about irregular payment of salaries. He submitted that the situation affects the morale of workers constituting a challenge to effective service delivery. Most scholars including Odalonu (2015) have argued that right from the days of Taylor and his scientific management ideology and mentality, money has always been seen as the greatest motivator for workers. The motivational value of money is invariably high in countries like Nigeria because of the circumstances of mass poverty and lack of basic amenities. Edirisooriya (2014) lends substantial support to the above submission when he noted that when workers are paid what commensurate to their outputs, it does not only encourage them to do more but serves also as a stabilizing force within work environment thereby providing conducive atmosphere for higher productivity. Ezech (2014) added that inadequate benefit especially salary do contribute to low job satisfaction level and increase absenteeism and turnover in employees. Drawing inference from the above discussion, the consequences of irregular payment of workers' salaries are quite enormous owing to its centrality to organizational rewards. This is why Agburu (2012) declared that the wages and salaries should not only be adequate but they must also show some element of equity, this is particularly true from the view point of the employees. Anything short of a fair and equitable wage or reward can quickly attract the wrath of employees in an economy such as any African country. Employees' wages and salaries are highly critical issues. They are decisive because without them in sufficient quantities, life becomes extremely precarious for the worker and members of his/her family. As direct financial rewards, salaries are the most emphasized by the employees thus, they sort of take a centre stage in the scheme of things as far as rewards for work is concerned". To this end, inadequate compensation will attract among other things low performance, absenteeism, labour turnover and sabotage.

Absenteeism reduces the production of the organization and invariable affects the growth and development of the organization. Odoh (2011) revealed in one of his studies that irregular and inadequate wages/salaries, low level of fringe benefits and lack of collective bargaining process brought about low productivity of workers of Enugu state local government service commission. Alluding to the foregoing submission, Ojeleye (2017) discovered that there is a strong and positive relationship between remuneration and employees' performance and that salary/wage and bonus/incentives also serve as a form of motivation to the employees.

### **Relationship between Timely Promotion Commitment to the Organizational Goals and Objectives in Ebonyi State Civil Service**

The result of the test of hypothesis three revealed a correlations coefficient of 0.621 which implied that there was a significant positive relationship between timely promotion and commitment to the organizational goals and objectives in Ebonyi State civil service. Moreover, the result showed a p-value of 0.00 which was lesser than the 0.05 level of significance. Consequent upon the decision rule, the alternate hypothesis was

accepted while the null hypothesis was rejected and it was upheld that there is a significant relationship between timely promotion commitment to the organizational goals and objectives in Ebonyi State civil service. Lack of timely promotion can trigger unhealthy behaviours among employees in the workplace. Promotion provides opportunities for advancement in position and experiences with financial attachment in order to attract and sustain loyalty by the workers to the establishment. It has been observed that timely promotion can tackle the menace of non-commitment to the organization goals and objectives in the Ebonyi State Civil service. The source of non-commitment among employees in the workforce is lack of job satisfaction which results from denial of promotion and other entitlements due to the employees. In the civil service the situation is the same as workers who are denied promotion have exhibited nonchalant attitude towards their work as lack of promotion portends a great danger and a bleak future for the workers in particular and his/her dependants in general. Alluding to the findings of the study, Adilu (2020) found that strong relationships exist in perceived performance and strength of promotional policy, promotional procedure and employee's performance and relationship also exist in management attitude on promotion and employees performance which means promotional procedures and practices have to be fully implemented in public organizations for better employee's performance. Promotion directly affects performance which is a product of committed and loyal staff. Sisweyo, Supardi and Udin (2020) revealed that training and promotion had a positive significant effect on motivation which has been known to drive performance of employees. They further revealed that job promotion has a more dominant direct effect than training in improving employee job performance; with job promotion work motivation will increase, and the impact is that employee job performance will increase.

Disloyalty is often seen as a sign to the fact that employees have not been treated fairly. Rewarding employees through promotion as and at when due is one of the surest ways through which organizational managers can retain quality and loyal staff who abides by the organizational ethical codes. In support of the discourse, Ratemo, Bula, and Makhamara (2021) found that job promotion practices have significant effect on employee performance in Kenya Forestry Research Institute, in that employees acquire new skills through job promotion. They further revealed that staff who are satisfied with the organizations job promotion practices are motivated to perform much better than before resulting to improvement in their efficiency, productivity and timely achievement of worker deadlines. Christiana (2014) added that job promotion affects both individual and organizational performance as it improves the level of motivation, performance, relation and increases remunerations. According to the scholar, non strictness to promotion procedures affects both the employees and organizational performance together with worker relations. Also, Rinny, Purba and Handiman (2020) and Tadesse (2017) agreed that job promotion practices had a significant effect on job satisfaction and employee performance. Saptaini (2015) found that job promotion influences performance. Aji (2021) also supported the findings of the study where he revealed that there is a significant relationship between promotion and academic staff development. The implication of the above is that job promotion as an instrument can be used to elicit positive behaviour among employees by managers of respective government establishments; rather than disloyalty and other misconducts which hinder effective accomplishment of the organizational goals and objectives. This is why Muhammad, Herlina and Nur (2019) recommended that leaders must pay more attention to the promotion of positions to employees who are able to maintain high performance. Promotion to the right positions has positive influence on improving employee performance. Also drawing from existing studies Saharuddin (2016) concluded that career stagnation (no promotion) leads to laziness and discontent. Moreover, if the compensation received by the employee did not match the services delivered to the organization, it poses the risk of dissatisfaction of the employees which results to decreased productivity. On the other hand, promotion and compensation awarded is also a magnet for capable and qualified employees in the organization, encouraging employees to stay motivated, qualified to remain faithful, ensure fairness, control costs, follow the rule of law, improve efficiency and effectiveness as well as maintain and/or improve employee productivity.

Arising from the above, it has become imperative for contemporary managers organizations to see it as a duty to promptly provide promotion for the employees. This has the tendency to cushion the effects of economic hardship faced by workers. Where workers remain stagnated while their expenditure responsibilities keep increasing at geometric progression loyalty to the organization will hardly be realized. The present study has discovered that one of the sources of disputes, non-commitment to the stated goals and objectives of the organization and over all low productivity of the organization has been the organization reward system.

## **VI. Conclusion**

Generally misconducts in the organization are acts that negate the formal expected established codes of conduct. And these acts which include, embezzlement, regular absenteeism, non-commitment to organizational goals and specific objectives, disloyalty among others can undermine all efforts targeted at achieving higher level of performance of tasks in the organization. Previous studies regarding organizational motivation system focused largely on rewards and employee performance with little attention paid to managing misconducts with handsome rewards. Organizations that accord rewards its right place; and which are sensitive to employee

turnover rate can compete favourably in the dynamic contemporary business environment. Employees including civil servants expect that their employers commensurate their services, time, energy, experiences, qualifications etc with rewards to serve as motivation and source of commitment and loyalty to the constituted authorities and government institutions.

Attempts have been made in the study to establish the nexus between rewards and management of employees' misconducts. The hypothetical statements in chapter one of the work inquired the relationship between components of organizational rewards system such as prompt payment of salary, fair salary package, timely promotion and commitment to the organizational goals and objectives and misconducts which include regular absenteeism, embezzlement, disloyalty and non-commitment to organizational goals and objectives.

Despite its usefulness as a motivational tool, reward system in the civil service has not been efficiently utilized to gain higher performance and reduce misconducts. It was observed that misconducts among staff hinder government delivery of services to the people. Owing to the strategic position of the civil service to the entire governance system, it became imperative that civil servants are adequately rewarded as people who are saddled with task of policy advisory, policy formulation, and policy implementation roles. Inadequate rewards constitute the major source of employees' job dissatisfaction and this predisposes employees to some form of misconducts. Organizational reward system must be seen to support a healthy working environment and a means of satisfying workers aspirations and needs.

Unfortunately, this is not the case in Ebonyi State civil and other civil services in the federation and this constituted the major cause of misconducts among the workers. The researcher therefore submitted that efficient management of rewards such as prompt payment of workers' salaries, fair salary packages commensurate to energy, time, experience and other resources invested by the employees in the organization; timely promotion and pension benefits serve as motivation to the employees and can be used to checkmate unhealthy acts such as regular absenteeism, embezzlement, non-commitment to attainment of goals in the organization and disloyalty among the civil servants in Ebonyi State. The implication of the study is that where rewards have not been accorded its right place in the organization, curtailing all manner of misconducts becomes a difficult task. In order to motivate employees towards improved task performance, organizational managers must reinvent and sustain adequate reward system in line with the prevailing socio-economic conditions.

## **VII. Recommendations**

Based on the findings of the study the researchers recommended as follows:

1. Regular absenteeism results from irregular payment of workers' salaries as this make workers try to combine their work with other things to provide for themselves and their dependants. The option of second address by the state government can worsen the ugly trend of absenteeism in the Ebonyi State Civil Service. Prompt payment of workers' salaries in the civil can curtail the incidences of absenteeism which hinders job performance and the overall productivity of the civil service.
2. Government and all the relevant stakeholders should regularly promote workers as and when due, with commensurate financial attachment as this will checkmate non-commitment to the organizational goals and objectives.

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