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Influence of intrinsic and extrinsic rewards on Organizational Performance in Nigeria

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ABSTRACT

Several factors are considered as the major determinants of employee performance; one of which is reward. Reward is used to motivate employee performance to achieve the organisational goals. The objective of this research is to know the influence of the two types of rewards (intrinsic and extrinsic) on employee performance, and then organisational performance. The research population involved the employees of Public Complaints Commission with a population size of 212 employees; with a sample size of 137 respondents. Multiple Regression Analysis was used to analyse the data. The findings show that intrinsic reward contributed more to the research model, nevertheless, extrinsic reward still contributed positively to the model. The two independent variables (intrinsic and extrinsic) contribute to the dependent variable by explaining 57 percent to the dependent variable. In terms of individual contribution, Intrinsic Reward contributed 48% whereas Extrinsic Reward contributed 22% to organisational performance. This study reveals those rewards (intrinsic and extrinsic) have significant effect on organisational performance in Public Complaints Commission. Therefore, by implication, to increase employee performance through achieving organisational goals, managers should reward employees in areas such as recognition, learning opportunity, career advancement.

Keywords: Intrinsic, Extrinsic, Reward, Organizational Performance, Employee Performance

1.0 INTRODUCTION

One of the objectives of human resource management (HRM) function is providing inspired, motivated, and trained employees as well as enhancing job satisfaction to employees. Also, the major responsibilities of managers within organizations are primarily to ensure the tasks or job is done by employees in the right way. This must be achieved through having a competent personnel department for recruitment of qualified and capable employees to do the job. Similarly, organizations are established with the aim of effectively utilizing

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various available human and non-human resources to achieve certain objective. Amid these resources human is commonly seen as the most valuable asset an organization could use to earn competitive advantage and achieve its objective, thus the need for human resources management to ensure optimum productivity and organizational continuous existence (Torrington and Hall, 2001). Its strategic approach emphasized a “tight fit” between individual needs, rights, ambitions, and goals within the organization which make reward system central in the affairs of scholars, organizational behaviourists and human resource practitioners the world over (Purkayastha and Chandhari, 2011).

These rewards are aligned with organisational goals. When an employee helps an organisation in the achievement of one of its goals, a reward often follows. Rewards systems can be used as tools to motivate employees to attain for better results as well as helping them to develop their job skills. Reward system discusses all the monetary, non-monetary and psychological payments that an organisation makes available for its workers in return for the work they perform (Bratton & Gold, 2012).

Rarely had any matter led to strained labour-management relations or led to violent strikes, picketing or work stoppages much more than compensation-oriented issues (Banjoko, 2006). Similarly, the major case of industrial conflict is based on the fact that employees feel their benefit are denied or about to be denied thus the importance of reward system is to provide a good platform for equity and farness. This provides a challenging environment and increase productivity of employees (Kotelnikov, 2010).

Paying workers for efficiency has been the basis for industrial and business development for ages. Financial reward has always been central in handling employee’s performance, but over the years other elements of compensation have developed to provide employers with more scope to reward, and thus, motivate employees. Other means to reward employees that do not just focus on financial compensation also exist (Dewhurst, Guthridge, & Mohr, 2009).

Employee compensation practices differ across employment units (organizations, business units, and facilities) on several dimensions (Gerhart and Milkovich, 1990, 1992; Gerhart, Milkovich and Murray, 1992). Reward system is the instrument used to increase employees’ productivity. It seeks to attract and retain suitable employees, encourages good management–employee relationship and commitment and minimizes tension and conflict as it deals with all forms of final returns, tangible service and mechanism for good relationship.

1.2 PROBLEM STATEMENT

The key cause of industrial conflict is grounded on the fact that employees feel their benefit are denied or about to be denied, consequently, the importance of reward system is to make available a decent stand for equity and farness. The effort is more on how to improve the production process with little or no consideration for human efforts. This had led to the inability of such organizations to attain their set objectives and increase employees’ productivity. It is in view of this that the study seeks to know how reward system in organization affects the performance of employees as well as that of the organization in general. Furthermore, there is increasingly a

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necessity for organization to be in a situation of knowing appropriate rewarding system that inspires their workers for higher organization performance (Vance, 2006). What suitable rewards that ought to form the engagement package is presently stimulating in public organizational performance (Ajila & Abiola, 2004; Aktar, Sachu, & Ali, 2012). In Nigeria various reward packages are used and these involve monetary (extrinsic) and non-monetary (intrinsic) rewards. A case in point, is in the context of monetary reward salary increase is sought to be highly vital for employees' satisfaction. Nevertheless, little is known in Nigeria about the effect of other reward tools on employee and organisation performance.

1.3 OBJECTIVES OF THE STUDY

The aim of this study is to establish the impact of reward system on organisational performance in Nigeria with specific reference to PCC

The objective is as follows:

a. To examine the relationship between intrinsic reward system and organisational performance.

b. To determine the relationship between extrinsic reward system and organisational performance

1.1 Research Questions

For achieving the afore-mentioned objectives, important research questions were identified.These include the following:

i. To what extent does intrinsic reward have a positive influence on organisational performance?

ii. Does extrinsic reward have a positive influence on organisational performance?

1.2 Research Hypotheses

i. Intrinsic Reward will be positive and significantly related to organisational performance.

ii. Extrinsic Reward will be positive and significantly related to organisational performance

2. LITERATURE REVIEW AND RESEARCH FRAMEWORK

2.1 Intrinsic Reward

Some organisations accept as true that non-monetary rewards or intrinsic rewards are easier to implement than monetary rewards and useful for business accomplishment (Gross, 1995). Wexley and Yukl (1977) define the intrinsic motivation as the effort expended in employees' work to satisfy their growth needs such as achievement, capabilities and self-improvement. Similarly, Williamson, Burnett, and Bartol (2009) describe Intrinsic reward as concerns with psychological development of employees. Deci (1992) further states that people will be intrinsically motivated when they experience interest, happiness and enjoyment in performing an activity. Intrinsic motivation exists in the activity itself without giving any apparent reward. Hackman and Oldham (1976) stated that they are intangible welfares which include the characteristics such as autonomy,

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feedback and decision-making participation. Employees feel satisfied when they have achieved something worth in work and orally appreciated by the organization (Nawab, Ahmad, & Shafi, 2011).

Additionally, Wiersma (1992) argues that employees will be intrinsically motivated in the workplace if it maximizes their feelings of competence and self-determination. Lopez (1981) expresses similarly that higher level of feelings of competence and personal control over the job performance will provide greater intrinsic motivation to employees. Zhou, Xiao, Qi, and Xiao (2009) mentions that people are no longer working simply for pay. They pay attention on personal growth such as improvement of capabilities, acquirement of new knowledge and valuable skills. Non-financial rewards such as support and recognition given by leaders are important to motivate the organization members (Eisenberger & Cameron, 1996).

Moreover, Pollack (2004) states that several intrinsic rewards such as great autonomy, recognition, flexibility in the work schedule can be used extensively by organizations to motivate employees. Consequently, Yukl (2009) asserts that recognition of employees' performance can be in the form of praise, awards or through ceremonies. Recognition of employees' efforts and performance has positive impacts on the employees' commitment, job satisfaction and organisational involvement (Romzek, 1985).

2.2 Extrinsic Reward

Monetary rewards will extrinsically motivate employees when it can satisfy their needs (Cruz, Martín Pérez, & Trevilla Cantero, 2009). According to Cruz, Martín Pérez, and Trevilla Cantero (2009) extrinsic motivation can be categorized as a set of monetary rewards which is given directly to employees through salary and incentives or provided indirectly through contributions to employees' benefit plans such as medical benefits and life insurance. Other examples of extrinsic rewards such as pay and fringe benefits, promotion or advancement opportunities within the organization should be offered in the organizations' rewards system (Lincoln & Kalleberg, 1992). Financial rewards offered from the management are very important and have significant influences on employees' working behaviour (Locke & Latham, 1984; Stonich, 1984). Extrinsic rewards are usually referred to the monetary rewards that are provided by an organization through the person who has a high position in that organization (Breadwell & Holden, 1994). In the classic point of view, the uses and effects of extrinsic motivation are strictly different with intrinsic motivation (DeCharms, 1972).

Extrinsic rewards are proved to have strong association with continuance commitment of employees to the organization (Caldwell, Chatman, & O'Reilly, 1990; O'Reilly & Chatman, 1986). The external rewards motivate employees to perform value-added tasks to organization they served (Bonner & Sprinkle, 2002; Prendergast, 1999). Thus, extrinsic rewards will motivate individuals to spend more time and efforts on a task (Awasthi & Pratt, 1990) and ultimately improve their task performance (Klein, Goodhue, & Davis, 1997). The extrinsic rewards cover the basic needs of income to survive (to pay bills), a feeling of stability and consistency (the job is secure), and recognition (my workplace values my skills). Hellriegel and Slocum (1999) say an extrinsic reward is outcomes supplied by the organization, and includes salary, status, job security and fringe benefits.

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2.3 Organisational Performance

Colakoglu, Lepak, and Hong (2006) highlighted the absence of direct means of evaluating organisational performance when considering Human Resource practices. Financial and market-based measures have the convenience of being crucial to managers seeking practices and methods to enhance organisational performance and profitability. Financial performance shows the fulfilment of the economic goals of organizations. Rogers and Wright (1998) has noted how HRM study has hinged on organisational performance to evaluate the usefulness of Human Resource practices. Several studies employed a combination of financial variables, such as return on assets (ROA) and return on investment (ROI) (Delery & Doty, 1996), and market-based variables such as sales growth (Batt, 2002) to come up with an authentic measure of organisational performance. Normal financial results comprise sales growth, and return on assets, return on invested capital among others. Considerable pieces of research carried on in large organisations displayed statistically resounding associations between measures of Human Resource practices and organisation profitability (Delery & Doty, 1996).

2.4HYPOTHESES DEVELOPMENT

The extant research involves three concepts: intrinsic and extrinsic, as independent variables; and organizational performance as the dependent variable. Consequently, in this study, two hypotheses have been advanced for testing and confirmation, which were concerned with relationships among the study variables.

Numerous experiential studies have really found a relationship between reward packages and employee performance. Studies have also shown that there is a link between compensation packages that employees receive and their job satisfaction. Miller et al. (2001) argue that among the top factors, compensation packages create the greatest employee job satisfaction. Evidence suggests that higher compensation helps in producing higher job satisfaction among employees (Boyd et al., 2008).

2.4.1 Reward and Organizational Performance

The role of workers in organization cannot be over-emphasized due to the role they play in any organization. It is important then, that organizations should give employees the needed inspirations to encourage them do more and accomplish better performance for the organization. Several studies have shown that organisation's reward system plays a critical role in motivating employees to perform (Eisenberger & Rhoades, 2001). In a bid to inspire employees' performance, numerous managers have used monetary inducements and recognition to encourage their workers (Van Dijk & Van Den Ende, 2002). Several empirical studies further argue that there is a strong link between compensation packages received by employees and their job satisfaction (Ismail et al., 2011; Boardman and Sunquist, 2009). Obviously, equitable compensation packages in organizations enhance employee job satisfaction.

Many other empirical studies support the preposition that there is a significant positive effect of both financial and non-financial compensation packages on employee's performance (Blazovich, 2013; Sopiah, 2013). This

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substantial body of experiential evidence further authenticates that by offering unbiased, respectful and consistent compensation packages to employees it has a soothing effect on employees and organizational performances (Jamil and Raja, 2011). Furthermore, strong evidence exists to support the positive link between compensation packages and job performance. Samad (2007) and Oshagbemi (2000) found that employee's satisfaction with their compensation packages often had a positive impact on their job performance. Extrinsic rewards are proved to have strong association with continuance commitment of employees to the organization (Caldwell, Chatman, & O'Reilly, 1990; O'Reilly & Chatman, 1986). The external rewards motivate employees to perform value-added tasks to organization they served (Bonner & Sprinkle, 2002; Prendergast, 1999). Thus, extrinsic rewards will motivate individuals to spend more time and efforts on a task (Awasthi & Pratt, 1990) and ultimately improve their task performance (Klein, Goodhue, & Davis, 1997). Consequently, this study hypothesized that:

H1: Intrinsic Reward is significantly related to organizational performance.

H2: Extrinsic Reward is significantly related to organizational performance

3. RESEARCH METHODOLOGY

3.1 Research Design

Asika (1991) describes research design to mean the structuring of investigation aimed at identifying variables and their relationships to one another. In this study, a survey design is used since it provided the researcher with the opportunity to have easy access to information and minimize cost. Survey method was used with questionnaire to generate data. As a quantitative study, researchers need to distribute the questionnaire to respondents to make conclusion.

3.2 Sampling Design

Cooper and Schindler (2014) defines sample as a subset where every item in a population has the same probability of being in the sample. Thus, researchers use the sampling method to collect more related data to create and enhance the decision making for the research. For the reason that it is hard to collect all the data from the entire population as it will be too large. Nonetheless, researchers must always deliberate for the techniques which can reduce the error that might occur in the sampling process.Data were gathered from the field through a survey on the variables. Questionnaires were also suitable for generating quantitative data from a large sample to test hypotheses. They are generally connected with correlational field study. Likert scales were used to measure latent variables.

The research instrument employed in this research work is non-interactive media. Non-interactive media are those that do not enable two-way communication and are mostly a medium by which participants give responses to static questions (Zikmund et al., 2013). Therefore, self-administered questionnaires were utilised to collect primary data of this research. Paper questionnaire is the prior choice in the research since questionnaire distribution by hand delivery shows more genuineness to respondents. Besides, in face-to-face distribution of questionnaire, researchers can guide and clarify any issue with which the respondents need to be clarified with.

3.3 Research Population

The entire group that a researcher is interested in is research population (Mitchell & Jolley, 2012). Saunders (2011) defines research population as the full set of cases from which a sample is taken. Consistent with this, Cohen (2000) state that, population is a group of people who are subject to a piece of research. Defining the target population is the first step of the sampling design. Target population is the essential features of the population respondents that responds to the question in this research. Target population is very vital in this research since it has precise volume of sampling and group which involved in the research. The target population for this study is made up of employees of Public Complaints Commission.

3.4 Sample Size

Sampling techniques offer different methods that allow the researcher to reduce the total quantity of data anticipated to be gathered by considering only data from a sub-group rather than all possible cases (Saunders, Saunders, Lewis, & Thornhill, 2011). Some research questions will require sample data to generalize about all the cases from which the sample has been selected. In view of this, data were drawn from a population of 212 employees of the organisation (PCC). A sample size calculator (Raosoft) was used in the determination of a desired sample size. From the population of 212, a recommended sample size of 137 respondents were reached. The questionnaires were distributed to the 137 participants. At the end of the exercise, 105 valid questionnaires were retrieved. This explains a response rate of 77% which is a very high response rate and good for the analysis.

3.5 Data Analysis

The source of the data for the analysis are those collected from the 139 valid questionnaires retrieved from the staff members of PCC. The data were coded and analysed by using the Statistical Product and service solution (SPSS) software. The data were used for description and inference concerning the variables under study. When it comes to statistical analysis, there are two classifications: descriptive statistics and inferential statistics.

4. DATA ANALYSIS

The Cronbach's alpha coefficient is the most frequently used estimators of the internal consistency reliability and composite reliability of an instrument in organisational research. Cronbach's alpha coefficient greater than 0.7 suggests that the data is reliable (Cronbach, 1951; Cronbach & Meehl, 1955), hence with the value of 0.785, the data is thus reliable and fit for the analysis. See Table 4.1 for justification. Presented below are the outputs of the data analysis and their interpretations.

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Table 4.1: Reliability Statistics

Cronbach's Alpha	N of Items
.785	3

4.1 Results and Interpretation

Multiple Regression analysis was conducted to determine the best linear combination of Extrinsic Reward and Intrinsic Reward (predictors) for predicting OP (dependent variable). Assumptions of linearity, normally distributed errors, and uncorrelated errors were checked and met.

Figure 4.1 showed the normality test. Thediagram showed that the data is normally distributed as they predominantly fall within the accepted region of the normal probability plot.

The probability plot (P-P) of the Regression Standardised Residual shows that the points lie in a reasonably straight diagonal line from bottom left to top right. The implication is that no major deviations from normality. As can be seen from the linearity graph, we discovered that data points were clustered along the linear line (line of best fit) with no outlier; thus, suggesting good linearity, thereby satisfying the linearity condition. This fact can be corroborated by Figure 4.2.

The Scatterplot of the standardised residuals which measures the homoscedasticity of the data or constant variance shows that the residuals are roughly rectangularly distributed with most of the scores concentrated in the centre (along 0 point). The absence of clear or systematic pattern (e.g. curvilinear or higher on one side than the other) to the residuals. Figure 4.3 shows that it did not violate the assumption.The ANOVA table (Table 4.3) shows that F= 89.059 and is significant. This indicates that the independent variables significantly predict Organisational Performance. The intrinsic and extrinsic reward significantly predicted Organisational performance; $F(2, 134) = 89.059$ $P<.05$. Furthermore, at the level of significance of 0.05 ($\alpha = 0.05$) the f-table (from f distribution table) is =3.064, while the value of f-count from Table 4.3 is 89.059. Since $F\text{-}_{count} = 98.546 > F\text{-}_{table} = 3.064$ then H_0 is rejected and H_a is accepted. It means all the independent variables simultaneously influence the dependent variable significantly.

Also, the Model summary table (Table 4.2) shows the R squared value of .571. This indicates that 57.1% of the variance in OP was explained by the Model. According to Cohen (1988), this is a large effect. The beta weight presented in Table 4.4, suggests that intrinsic reward contributes .483 to predicting Organisational Performance while Extrinsic reward contributes .217.

By implication, intrinsic reward plays far more important function, accordingly, has an enormous influence on Organisational Performance. The Table also presents the model summary:

$Y = B0 + B1XI + B2X2 + e$

Where Y= Organisational Performance

$\beta_o =$ Constant or Intercept

$\beta_{1,2} =$ Coefficient of explanatory variables

$\varepsilon_\iota =$ Error Term

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Organisational Performance = 7.601 + .483IR + .217ER

The mathematical model above describes that both intrinsic and extrinsic rewards impact positively to the organisational performance of the specific organisation under study and the general organisations at large by 57%.

5. DISCUSSION AND CONCLUSION

With regards to the relationship between independent variables and dependent variable, the findings of this study showed that the two formulated hypotheses were supported. The results of the regression model showed that the two independent variables (INTRINSIC and EXTRINSIC) were significantly and positively related to organizational performance. The outcome confirms that both rewards have significance influence on organisational performance, through employee performance. Reward also could motivate employee to increase their performance and achieve the goals of the organisation. This is in line with Ajila and Abiola (2004) who stated that reward package can influence on employee performance. They concluded that reward system helps to increase employee performance by enhancing employee skills, knowledge and abilities to achieve organizational objectives.

In concluding, the success of an organization depends on its ability to manage their employee's talent.Reward is one of the determinants to motivate employees for them to actualize the goals of the organisation. Employees will grow as a tremendous productive asset for organizations when they get an ethical work environment which makes them more valuable and gives them the opportunity to advance their career by achieving the best performance. By giving reward to the employee made them feel like their job appreciated and valued by the company that they are working for. If they got this feeling their job satisfaction will be fulfilled that could increase their job performance automatically and then organisational goals will be achieved through performance.

Charts

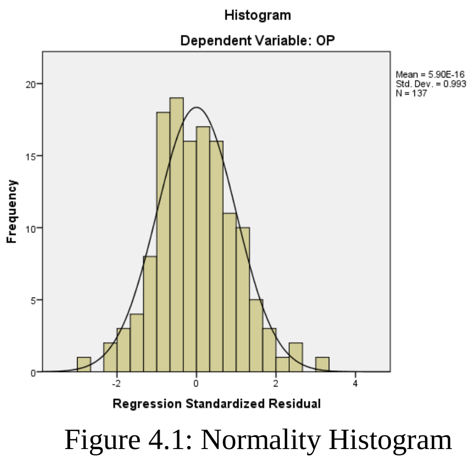

Figure 4.1: Normality Histogram

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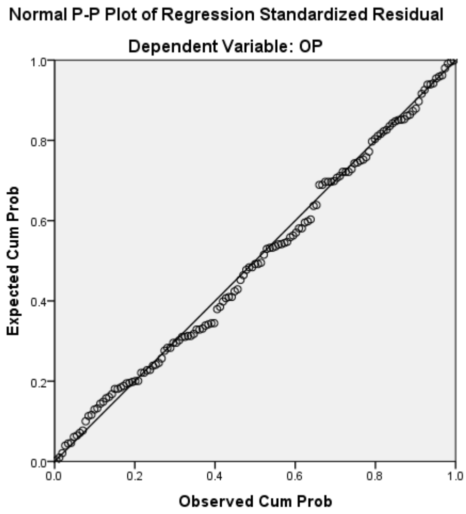

Figure 4.2: Linearity P-P Plot

Table 4.2: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.755[a]	.571	.564	2.313	2.229

a. Predictors: (Constant), ER, IR

b. Dependent Variable: OP

Table 4.3: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	952.704	2	476.352	89.059	.000[b]
	Residual	716.727	134	5.349		
	Total	1669.431	136			

a. Dependent Variable: OP

b. Predictors: (Constant), ER, IR

Table 4.4: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.601	1.262		6.024	.000
	IR	.483	.049	.622	9.852	.000
	ER	.217	.058	.234	3.712	.000

a. Dependent Variable: OP

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