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EFFECTS OF REWARD ON EMPLOYEE PERFORMANCE

Cameroon development corporation, Limbe - Cameroon

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ABSTRACT

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<p>Human resource forms one of the most essential assets of any organization and a good reward system will help the workforce in the organisation effectively and efficiently. This work is aimed at examining the impact of reward on employees' performance with special reference to Cameroon Development Corporation (CDC), Bota-Limbe Cameroon. Structured questionnaire was used to collect data from one hundred and twenty (120) participants through incidental sampling method and data were analysed by multiple regression analysis. The results showed that reward dimensions jointly predict employees' performance. Therefore, the recommendations made to the management of CDC are that they should make use of both intrinsic and extrinsic reward to motivate employees so that both individual and organizational objectives can be achieved.</p>		

<p>Key words Extrinsic reward, intrinsic reward, performance, reward</p>

ABSTRACT
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1 INTRODUCTION

In today global competitive world, the human asset is seen to be the most paramount asset of organizations and for employees to be effective and efficient, human resource motivation is imperative. The objective of this work is to establish the effects of reward on employees' performance with special attention to the Cameroon Development Corporation (CDC). This chapter provides introductory information on the background to the study, problem statement, and research questions, objectives of the study and scope and significance of the study.

The world today is a global village characterized by new technologies, competition, and communication systems which increases the ability of the organisation to entice and hold a competent workforce and at the same time keeps them highly motivated. This has been a challenge for organisations and employers who want their employees to do more with fewer resources and as a result, employees are requesting increased incentives. In order for organisations to have increase in performance, they need to build a balance system. As clearly noted by Puwanenthiren (2011) that, organisations have realised that they have to establish a reasonable balance between the employee's contribution and the organisation's contribution.

A reward system is imperative for the employee performance and an increase in employees' performance will obviously lead to an increased in organizational performance. Employee reward system could be defined as a program by an organization to reward performance and motivate individuals as well as group employees. In order for a company to design a reward system, the company should specify the organizational goals to be attained and the specific performance that will attract rewards. By so doing, the reward system will help management shape behaviour of employees, thereby attaining the organization's goal. Chartered Management Institute (2004) noted that the traditional standard payment system has gradually taken over the reward system and all aspect of employee's compensation has been packaged together. According to Fay & Thompson (2001) as cited in Hatice (2012) "Reward systems have a critical role in determining the organization's ability to attract high potential employees and to retain high performing employees to achieve greater levels of quality and performance".

Performance is important for the organisational success and every organisation solely depends on employee's good performance. The rewards are considered an important tool to check the employee's

performance in every organisation. Management uses rewards for employees' motivation. Hence, an effective reward system attracts new employees to the organisation and motivates existing employees to perform higher. Schuler and Jackson (1996), the connection and relationship between rewards, motivation and job satisfaction of employees have much significance to the success of both public and private sectors.

According to Chin-Ju (2010), rewards could either be in the form of recognition, cash (extrinsic), or praise (intrinsic) or a combination of both and group schemes which is performance-related may reward a group or team for achieving an agreed target with cash payment. These schemes are all design to enhance company performance by aligning the interest of employees with the financial performance of their companies. Two main types of rewards are available according to Luthans (2000). They are; financial (or extrinsic) and non-financial (or intrinsic) reward and both can be used positively to enhance employee performance. Financial rewards mean pay-for-performance, such as performance bonuses, job promotion, commission, tips, gratuities, and gifts. Nonfinancial rewards are non-monetary/non-cash and it is a social recognition, praise and genuine appreciation.

Laakso (2012) agrees that financial incentives are indeed effective in motivating employees. Also, Ojokuku and Sajuyigbe (2009) found out that financial incentives (pay satisfaction) have a significant effect on employee performance. On the other hand, Perry et al. (2006) uncover that financial reward; financial incentives do not motivate employees. Nelson (2004) noted firmly that praise and recognition are the components of intrinsic reward that increases employee performance.

The work environment has changed considerably over the past years in terms of the nature and scope of work. The changing nature of the work environment has brought about different ways of management approaches. Yet an important and constant factor has been the way in which managers reward their workers to help achieve not only the organizational goals but also that of employees. Motivating workers require an in-depth understanding of the human nature, individual differences and perceptions of appropriate rewards and incentives, as well as a combination of extrinsic and intrinsic rewards. Cameroon Development Corporation journal (2018), about 50% of the workers who had resigned from work complained of poor motivation and reward system. The researcher has, therefore, become interested in finding the effects of reward on employee performance.

In order to adequately address the research problem, the researcher came up with the following questions:

1 What have been the effects of intrinsic reward on employees' performance in CDC?

2 What is the effect of extrinsic reward on employees' performance in CDC?

The main objective of this study is to establish the effects of reward on employees' performance in CDC. This is, however, supported by the following specific objectives;

To examine the effects of intrinsic reward on employee performance in CDC

To examine the effects of extrinsic reward on employees' performance in CDC

To find out the necessary recommendations

The following hypotheses were set in a null form as follows;

H0: Intrinsic and extrinsic reward does not significantly affect employee performance as measured job satisfaction

This study is designed with the hope to assist management to be aware of problems associated with employees' performance. Secondly, the findings of this work would add knowledge in improving decision-making process as far as maintenance of employee efficiency; rewards and grievance handling are concerned. Finally, this research will serve as a requirement for the researcher to graduate in the business management department of Centria University of Applied Sciences, Finland.

The current study has certain limitations, which are;

1 Language Barrier: Though the Company is located in the English-speaking part of Cameroon, most documents were written in French and most workers are of French background. Therefore, it was difficult for the researcher to properly get the necessary information.

2 Sample size: the conclusions may be made more valid if the sample size used was larger.

3 Respondents from the sample group with different educational background might have a different interpretation of questions proposed in the questionnaires.

2 REWARD AND EMPLOYEE PERFORMANCE RELATED LITERATURE

According to Chiang and Birtch (2008), reward is a broad construct that has been said to represent anything that an employee may value, that an employer is willing to offer in exchange for his or her contributions. Most employees withdraw from their work as a result of the unpleasant work environment caused by inadequate rewards which by implication weakens employees' work effort. The main purpose of rewards is to attract and retain employees, to motivate employees to achieve high levels of performance and to elicit and reinforce the desired behaviour of the employees (Nyanja 2013.)

2.1 The Concept of Employee Performance

A good deal of research in human resource management has suggested that employee performance could be measured by work quality (productivity), customer satisfaction, job satisfaction timeliness, absenteeism or tardiness and achievement of objectives (Njanja 2013). Quality can be measured by percentage of work output that has been rejected or is redone; Customer satisfaction that can be measured by taking together the number of loyal customers and customer feedback, timeliness is measured by of how fast work is done by the employee when assigned a given task; absenteeism or tardiness is observed when employees are absent from work and achievement of objectives is captured by employee exceeding its target on a given task, he/she is then considered to have performed well to attain objectives (Hakala 2008). Measuring individual performance of employees in an organization is as important as weighing the effect of reward system on the workforce and by extension, the organization. In addition, Torrington, Hall & Stephen (2008), planning in an enabling environment have a serious effect on individual performance, by means of performance goals and standards, suitable resources, guidance and support from the managers are at the central of every organisation.

Job satisfaction: Job satisfaction designates how content a person is with his or her job. It greatly depends on the rewards and benefits to employees by their employers, the relationship (intrinsic). The reward also needs to link employees' personality. For example, a commuter would be happy to get some tickets for the next bus. However, a man may spend all his time with his children without doing something productive and end up wasting. When rewarding one, the manager needs to choose if he wants to reward an individual, a Team or a whole Organization. One will choose the reward scope in harmony with the work that has been achieved (Khan et al.2017).

2.2 Extrinsic Reward

Extrinsic rewards, on the other hand, comprise promotions, private office space and the social climate. Other examples include competitive salaries, pay raises, merit bonuses, gift, promotion and time-off' (Hatice, 2012). Research has shown that employees derive satisfaction from the work they do in terms of accomplishing set targets, taking up challenging jobs, taking responsibility and working to enhance personal and professional growth. These are regarded as intrinsic rewards because they fill a particular need for employees.

Bonuses: bonuses are paid yearly in order to motivate the employee to put in all his/her best and effort for the job during the year to realise satisfactory output. The scheme of bonuses varies within organizations; many organizations implement the fixed bonus system which eliminates the element of asymmetric information, on the other hand, organizations look at bonuses in terms of performance, which in most cases may be biased since it is subjective and may dampen employees and produce a setback. Thus, managers should be very careful and avoid bias (Khan et al. 2017).

Gifts: Are temporal gratitude for success. The employee would normally be happy for any a tangible material that increases their self-esteem for the reason of recognition and gratitude from the management. This type of reward (gifts) gives an understanding of the employees' right route and persuades employee into increasing and maintaining their efforts to achieve higher returns (Khan et al. 2017).

Promotion: Quite similar to the former type of reward. Promotions tend to affect the long-term satisfaction and fulfilment of employees. This can be done only by uplifting the employee to a higher level and offering a new position with an increased responsibility as a result of the employee efforts and period serving a specific function in the organization. Under his type of reward system, the employee is motivated to put in all their efforts in order to attract managements trust and gain their delegation and responsibility. Adverse selection may occur when promotion is adopted as a reward system and thus, managers being watchful in promoting their employees (Khan et al. 2017).

2.3 The Conceptual Framework

Conceptual framework below was formulated carefully by the researcher from the various literature reviewed. This framework will guide this research throughout.

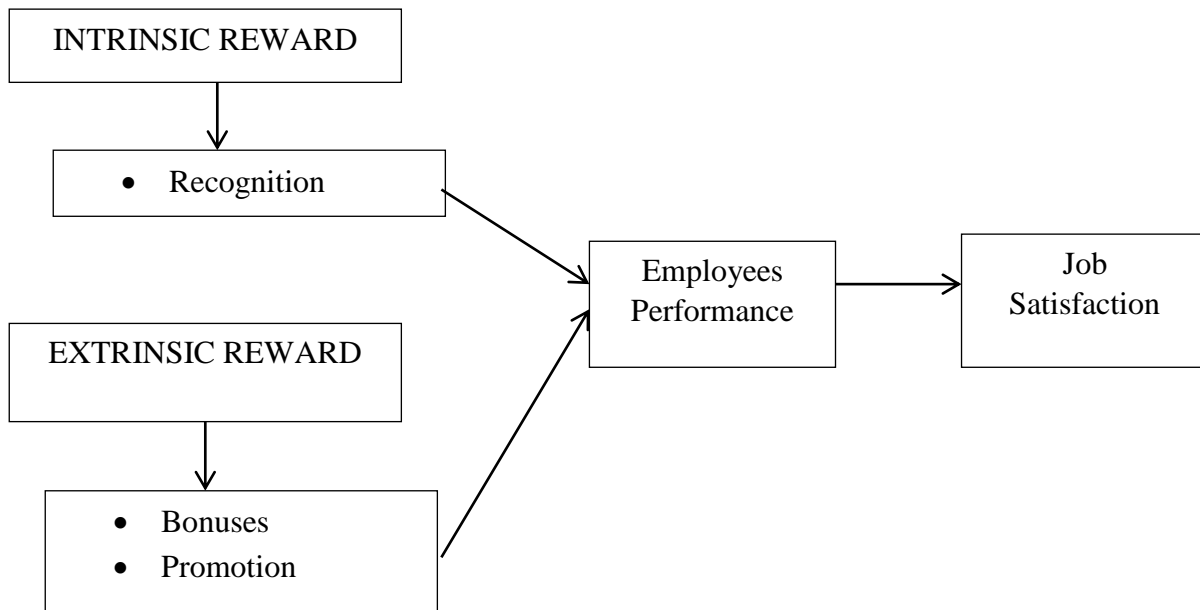


FIGURE 1. Relationship between the reward and employee performance

2.4 Relationship between Reward and Employees Performance

Jehanzeb Khawaja, (2012) investigated the relationship between rewards and employee's performance in cement companies in Pakistan. A total of two hundred questionnaires were randomly distributed among the employees of private schools in the Khyber Pakhtoonkhawa Province of Pakistan. The results revealed that there is a direct relationship between reward system and employee's performance.

Ali and Ahmad, (2009) revealed that there is a positive relationship between "recognition and reward", "performance" and stated that if reward and recognition are given to employee then there is a huge change in their employee performance.

Mansor (2012) investigated the effect of rewards towards job performance among employees in Chemical-based industries in Malaysia. A research model was developed in line the theories of both intrinsic and extrinsic rewards to indicate the relationships between intrinsic and extrinsic rewards towards job performance. This study adopts the quantitative method involving random sampling of feedbacks from 127 employees in chemical-based industries in Malaysia. The results revealed that both the intrinsic and extrinsic rewards are in line with the hypotheses, whereas the most influential rewards' booster for the higher job performance of the employees is the evaluation practices on the performance. The results reviewed that compensation has a strong and positive impact on the performance of university

teachers. Compensation is the major element to influence teachers. The more teachers are compensated fairly, the more they will perform better. On the other hand, the performance evaluation and promotion practices were insignificant with the performance of university teachers. The reason for this is most promotion and performance evaluation procedures are vague and not properly practice.

Aktar (2012) studied the relationship between rewards and employee performance and also investigated the relationship between extrinsic and intrinsic rewards. The study explored factors determining extrinsic and intrinsic rewards and their impact on employee performance and actions to influence the commercial banks for a consideration of a more systematic and structured approach to acknowledge the employee's efforts which would, in turn, prosper high-performance culture in commercial banks of Bangladesh. Descriptive statistics with the use of frequency tables and graphs were used in the study to provide information on demographic variables. The results were investigated in terms of descriptive statistics and inferential statistics. A total of 200 questionnaires were distributed to employees of the commercial bank and a total of 180 employees completed the questionnaire properly. The result indicates that there is a statistically significant relationship between all the independent variables with dependent variables' employee work performance and all the independent variables have a positive influence on employee work Performance.

Rizwan and Ali (2010) are of the view that employees outshine in their performance the organisation when favourable working conditions are ensured as a result of effective implementation of recognition and reward. When employees are recognised, they developed that feeling of belonging and as a result, their morale is increased which eventually augment their output and the productivity of the organisation. So, reward, motivation and performance have a significant relationship.

Employees take recognition as their feelings of value and appreciation and as a result, it boosts up the morale of employee which ultimately increases the productivity of organizations. Rewards play a vital role in determining the significant performance in job and it is positively associated with the process of motivation. Akerele (1991) noted that poor remuneration is as a result of poor profits recorded by the organization and wage differences between high and low-income earners were as a result of low morale, inadequate commitment and low productivity.

Banker and Lee (1996) as cited in Chin-Ju, (2010) observed that organisations that implement an incentive plan would have a positive effect on customer satisfaction, sales and profit.

2.5 Theoretical Literature

The following sub-headings would outline some theories and concepts related to reward and employee performance.

2.5.1 McGregor's Theory X and Theory Y

In his book, *The Human Side of Enterprise* (1960), McGregor looked at the management systems that existed during his time and divided management approach into two essential psychological types. The conventional view of management, which he terms as Theory X resembles a top-down approach to management. He noted that managers who employed theory X approach perceived people as needing direction and control. According to McGregor, this perspective assumed that:

- a. Management is responsible for organizing the elements of productive enterprise- money, materials, equipment, and people in the interest of economic ends.
- b. Without this active intervention by management, people would be passive even - resistant to organisational needs. They must, therefore, be persuaded; rewarded, punished, controlled their activities must be directed.
- c. The average man is by nature indolent- he works as little as possible
- d. He lacks ambition, dislikes responsibility, and prefers to be led
- e. He is inherently self-centred, indifferent to organizational needs
- f. Again, he is gullible, not very bright, the ready dupe of the charlatan and the demagogue. (McGregor 1960)

McGregor notes that with such assumptions, management tends to be of two opposing types. On the one extreme end, management tends to be strong, where the methods of directing or managing behaviour involve coercion and threat. On the other extreme end, management approach tends to be soft, whereby the need for management to maintain harmony leads to permissiveness. McGregor notes the inappropriateness of both forms of management types as coercion and threats generate resistance while extreme permissiveness leads to inefficiency.

In addition, both management approaches are wrong because man as a social being needs more than financial rewards at work, he has a higher and deeper order of motivation, with the opportunity for self-fulfilment topping them. He asserts that to understand why the conventional perception is the wrong one need to look at the nature of human motivation. Human motivation, according to McGreg-

or, is ordered in a hierarchical manner of importance: the physiological needs, safety needs, social needs, ego needs, and self-fulfilment needs.

At the physiological level is the need for food, water, etc. These are also ordered such that when he is hungry, he ignores all others. The safety need, which includes protection, against danger and threats begins to dominate once the physiological needs are fulfilled. He notes that the 'arbitrary management actions, behaviour which arouses uncertainty with respect to continued employment or which reflects favouritism or discrimination, unpredictable administration policy can be powerful motivators of the safety needs' (McGregor 1960).

The need for a sense of belongingness to the group constitutes the social need. Above the social need is ego need which relates to the need for reputation and self-esteem. Finally, there is the self-fulfilment need, to 'realize one's potentialities, continued self-development and for being creative in the broadest sense of the term' (McGregor 1960). Each lower level of need will remain important until it has been satisfied. Thus, a satisfied need is not necessarily a motivator of behaviour, but rather a motivator to achieve or fulfil the next level of need.

McGregor, therefore, proposed a shift in perspective by incorporating a humanistic approach through the 'integration of the individual and organizational goals' (McGregor 1960), a perspective he terms as Theory Y and resembles a bottom-top approach. He indicates that:

- a. The various elements of a productive enterprise (such as money, materials, equipment, and people in the interest of an economic end) are the core responsibilities of management.
- b. People become passive or resistant to organizational needs as a result of their experience in the organization but not because they are naturally passive in nature.
- c. Human characteristics, such as their readiness for development, their inward ability to take responsibilities, their zeal be organizationally oriented are all imbibed in people, but it is the responsibility of management to make them recognize and exhibit the potential abilities.
- d. The crucial responsibility of management is to ensure that the organizational conditions and methods of operations are properly arranged, to enhance people to adequately achieve their own goals by directing their effort towards the organizational objectives. McGregor notes that a more accurate assumption about human nature and human relation such as the above is essential to managing human relations, motivating employees, and achieving efficiency in the workplace between employers and employees, communication between the two parties and maintenance of employees by management. (McGregor 1960.)

2.5.2 The Concept of Rewards System

Reward serves many commitments in organizations and it is usually something valuable like money. Reward typically incorporates traditional, quantifiable factors like money or salary, variable pay and benefits and intangible non-cash elements such as scope to achieve and exercise responsibility, learning and development, career opportunities, the intrinsic motivation delivered by the work itself and the quality of working life provided by the organization Thompson (2002) cited by Armstrong (2009). Rewards help to form a better employment contract, retained a good worker and increase turnover. The principal goal is to increase people's willingness to work in one's organisation and to augment their productivity.

Bratton and Gold (2003) in their definition of reward said that reward represent all the cash, non-cash together with psychological payments provided by an organization for work done or for their contribution to the company. Work rewards indicate the benefits workers receive from their workplace and are considered the determinants of job commitment and satisfaction (Malhotra, Budhwar & Prowse, 2007). Gross & Friedman (2004) view reward to include compensation (consisting of base pay, short and long-term incentives), benefits (health issues, work life, and other benefits), and careers (training and development, career progression). There are two kinds of rewards; intrinsic and extrinsic rewards.

2.6 Intrinsic Reward

Intrinsic rewards are derived from ‘the content of the task itself and include such factors as interesting and challenging work, self-direction, feedback, recognition, trust and responsibility, variety, creativity, opportunities to use one's skills and abilities and sufficient feedback regarding the effectiveness of one's efforts. Intrinsic rewards tend to give personal satisfaction to an individual.

Information/feedback: Also, a significant type of reward that successful and effective managers never neglect. This type of rewards offers direction to employees both positively and or negatively. “This also creates a bond and adds value to the relationship between managers and employees” (Khan et al., 2017).

Recognition: This is the act of recognising or noticing an employee's performance by verbal appreciation. Recognition may take the form of formal a “pat on the back” to increase employees' self-esteem and fulfilment which may result into extra contributing efforts to the organisation (Khan et al. 2017).

Trust/empowerment: in any society or organization, trust is a vital aspect of living employees in order to enhance value to any relationship. This form of confidence is needed to complete tasks accurately and successfully. Also, reward takes place in empowerment when managers are given tasks to employees. This adds importance to an employee where his decisions and actions are reflected. Therefore, this reward may benefit organizations for the idea of two minds better than one. Intrinsic rewards make the employee feel better in the organization, while Extrinsic rewards focus on the performance and activities of the employee in order to attain a certain outcome. The principal difficulty is to find a balance between employees' performance (extrinsic).

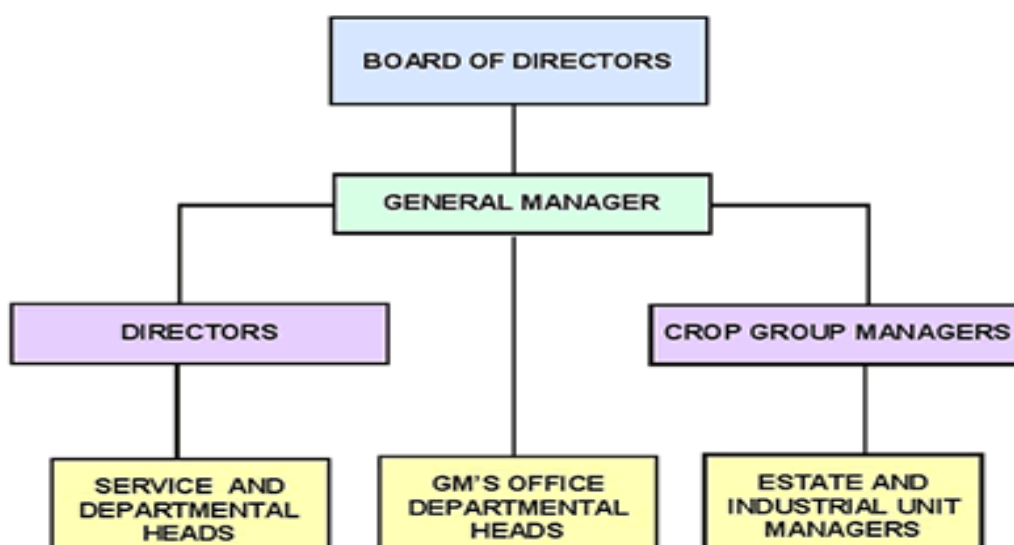
3 RESEARCH METHODOLOGY

The research methodology would detail out the research design, sampling population, size and techniques, data collection methods and analytical techniques as explained below.

3.1 Background of the Study Area

The target organisation where the research on reward and employee performance was carried is the CDC. The Cameroon Development Cooperation (CDC) is an Agro-industrial company that grows processes and markets tropical export crops and it is one of Cameroon's major exporters and employers. CDC is a parastatal company headed by a General Manager and governed by a Board of Directors with a chairman being at the head. The company was founded in 1947 for the purpose of developing and running plantations of tropical crops in the country. Its general office is based in Bota, Limbe. Rubber, oil palm, bananas, coconuts, tea are its main products. CDC has about 41,000 hectares of land covered with plantations and among the plantation, about 38,000 hectares are mature and of production level. CDC has employees of over 15,700 including both temporal workers and non-temporal workers; this makes CDC the second highest employer after the state of Cameroon. (Cameroon Development Corporation).

3.2 Management Structure of CDC



The administrative affairs of the CDC are managed at its head office at Bota, limbe. The head office sets and manages the policies of the corporation and coordinates all activities. Services under the head office include:

The general manager's office

Human resources' department

Information systems department

Inspection and control

3.2.1 The general manager's Office

The general manager's office coordinates the management of the corporation. It is made up of the general manager's office, head office management control, plan & development, industrial safety & cost control, communications department, logistics department and security service. The mission of the head office management control is to assist management in the definition and follow up of its strategy on a long-term basis, assist managers in the preparation of the annual budget and consolidate at head office the annual budget for CDC, control the execution of the budget aiming at maximizing production and minimizing cost. Collect, analyse and present to management all information required for controlling and improving the performance of CDC, propose new methods to improve work efficiency, simplify operations and modify habits in order to achieve set goals. The office is headed by the head office management controller and has support staff at head office and one management controller in each crop and service group.

The role of the plan & development office is to set and follow up on CDC'S strategic short and long-term projects. It also coordinates and supervises all on-going projects and development activities. The office is headed by the director plan & development and has support staff at head office to carry out its functions. The operational research & industrial safety department is charged with studying and improving on-field operations, managing the aspects of safety of personnel and equipment involved in every CDC operation and to coordinate the management of environmental aspects relating to the corporation's activities. It is headed by the director of operational research and industrial safety.

The mission of the communications' department is to provide public relations services to the corporation. This involves providing management and other employees with relevant information and also providing useful information about CDC to the outside world. It is also in charge of all CDC publications and publicity aspects. It is headed by the communications manager; the logistics department is responsible for managing every aspect of the vehicle fleet in the corporation. The security service coordinates security and protection in the corporation. It manages both the in-house and contracted security guards. This service is headed by the security officer and supported by a chief security guard. There are several chiefs of post controlling the different areas of CDC.

3.2.2 Human resource department

This department is in charge of formulating and coordinating all personnel related activities within the Corporation. It sets out decision making structures and ensures its realisation for the wellbeing of the corporation and the workers. It has a training centre at Moliwe which carries out continuous training and retraining of CDC personnel. Its main functions include recruitment, development, separation, retention and appraisal of works in the corporation.

3.2.3 Finance department

The mission of the finance department in CDC is to take care of all financial activities of the corporation. It monitors and prepares short and long-term plans for the financial expectations of the corporation. The department manages all the income and expenditure of the corporation. It keeps records of all financial transactions and prepares the accounts of the corporation. It is responsible for the computation and payment of workers' wages and salaries. The finance department is headed by the financial director and has other managers who run the different offices that make up the department.

3.2.4 The information systems department

The information systems department basically coordinates its services in CDC. It is responsible to study and analyse the need for computerization, advise management on these needs and recommend implementation strategies. The service carries out design and development or advises on the acquisition of management applications and communication services, to satisfy requirements of operations, does the installations and supports the related hardware and software implementations. It trains and

upgrades users in related operational procedures. The service is headed by the management information systems and supported by an apt technical team at head office to coordinate its activities.

3.2.5 Inspection & control

The inspection & control service is in charge of internal auditing of the corporation. It is responsible for providing guidelines for the proper functioning of all operations by carrying out routine and specific auditing. The service is headed by the manager inspection and controls and has a team of auditors in head office who assist in carrying out its functions. (Cameroon Development Corporation 2009.)

3.3 Research Design

According to Bryman and Bell (2007) a research design is the framework for collecting and analysing data and generating this into evidence. Scholars agree that there are five major research designs; experimental, longitudinal, comparative, case study, and the most common form, the cross-sectional design. To achieve the project purpose and collect the relevant data the author used cross-sectional survey design to enrich the empirical findings and provide for greater case understanding. Cross-sectional survey was employed with the help of self-administered questionnaires used to gather information from 120 workers of the factory, office and plantation of CDC Bota Limbe. This design was also adopted because it is cheap and quick as the information was collected once and fewer resources were needed to run the study.

3.3.1 Research Population

In this study the sampling technique used was incidental. Incidental sampling was utilised to select a respondent. This technique will be used because initially the total number of respondents was not set, and the sample size depended on the availability of the respondents and the chance of meeting them during the study period.

3.3.2 Sample Size and Sampling Technique

The sample was chosen from factory, office and plantation workers. A carefully selected sample provides data representative of the population from which it is drawn. All the 120 workers available at the time we were administering the questionnaires were included in this study.

TABLE 1. Distribution of the population and Sampling

Categories	Population	Sampling
Factory	40	35
Office	10	10
Plantation	130	75
Total	180	120

3.3.3 Sampling Technique

In this study the sampling technique used was incidental. Incidental sampling was utilised to select a respondent. This technique will be used because initially the total numbers of respondents were not set, and the sample size depended on the availability of the respondents and the chance of meeting them during the study period.

3.4 Model Specification

An effective reward system can motivate, ease communication and feedback which can have a significant effect on employees' performance of an organization. Employee performance of an organization is taken to be a function of intrinsic and extrinsic rewards. Quantitative representation of this functional relation can thus be presented as;

$$EP = \lambda_0 + \lambda_1 INTR + \lambda_2 EXTR + \epsilon \dots \dots \dots 1$$

Where:

EP = Employee Performance

INTR = Intrinsic reward,

EXTR = extrinsic reward,

ε = error term

3.5 Source and Method of Data Collection

With regard to the current study, data were collected through a self-administered questionnaire for primary information. While the secondary information was collected from journals, books and the internet. The questionnaire was chosen as the most appropriate data collection method. The design of the questionnaire was based on the objectives of the study and literature review. All the questions were closed-ended questions (i.e. questions in which respondents are given options from which they can choose), grouped into similar categories.

The researcher chooses to use the questionnaire in the current study because of the advantages below:

It is the least expensive method of obtaining data from large numbers of subjects since it does not require trained personnel.

It permits anonymity and may result in more honest responses, as data could not be linked with any respondent.

It reduces biasing error due because questions are not phrased differently for different respondents. All respondents had to answer the same standardised sets of questions

The respondents were at ease as the researcher was not present during completion of the questionnaires.

In this line, the questionnaire was the most suitable data collection instrument for gathering data on the various construct, which is aimed at establishing the effect of rewards on employee performance.

Despite the fact that most of the study constructs have been previously used in many studies in other countries, the degree to which the constructs could be used in the case of Cameroon could be different. Therefore, prior to the final study, we conducted a pilot (Pre-test) study, which enabled us to test out the effectiveness of the measuring instrument in gathering the appropriate data. In doing so, 20 respondents were randomly selected to answer the questionnaires. The responses were helpful to clarify

instructions, usability, relevancy and to improve and introduce modifications where necessary in order to build suitable questions for SMEs and banks official.

In the final administration phase of the questionnaires, the researcher went to the companies in person and distributed the questionnaires, as well as collection. The possibility of questionnaires being given to the wrong respondents and misunderstanding of items, language and non-return of questionnaires were problems that were foreseen and resolved as follows:

The questionnaires were translated into the French language to enable French-speaking respondents to better understand the questions. The researcher introduced himself to the respondents, thus making them feel relax and by that this means to provide a pleasant and non-threatening environment. The researcher explained the study and instructions for completing the questionnaire and also ensures that respondents were finance officials of the SMEs and Credit administrators of the banks. At each venue, pens, questionnaires and consent forms (authorisation letter) were available.

For the respondents who could not answer the questionnaires immediately, the researcher requested to call back after three days. The researcher thanked the respondents for their willingness to participate in the study.

One of the most significant limitations of this current study was that respondents might not have been honest in responding to the questionnaires for the mere fact that they knew that they were under study, they might have given responses to questions in a manner which they perceived as being more polite and not really as they felt about or perceived them, they might have given the answers they thought the researcher expected.

3.6 Measurability of Variables

The table below shows the dependent variable, independent variables and their level of measurement.

TABLE 2. Definition and Measurement of main Variables

	Variable	Explanation and Measurement
Dependent	Job Satisfaction	Measured by how content an individual is with his or her job. The qualitative variable indicating which level of the

	Variable	Explanation and Measurement
		respondents (ranging from 1=Strongly Disagree, 2=Disagree, 3=Indifferent, 4=Agree and 5=Strongly Agree).
Independent variables	Recognition	Measured employee's performance appreciation Qualitative variable indicating which level of the respondents (ranging from 1=Strongly Disagree, 2=Disagree, 3=Indifferent, 4=Agree and 5=Strongly Agree).
	Bonuses	Measured by how motivated employee are to put in all activities and efforts during the year to achieve more than a satisfactory appraisal that increases the chance of earning several salaries as a lump sum. The qualitative variable indicating which level of the respondents (ranging from 1=Strongly Disagree, 2=Disagree, 3=Indifferent, 4=Agree and 5=Strongly Agree).
	Promotion	Elevating the employee to a higher stage and offering a title with the increased accountability and responsibility. Qualitative variable indicating which level of the respondents (ranging from 1=Strongly Disagree, 2=Disagree, 3=Indifferent, 4=Agree and 5=Strongly Agree).

3.7 Methods of Data Analysis

The data obtained is subjected to both descriptive analysis and quantitative analysis. The descriptive component of the study is done using tables, percentages, charts and frequency diagrams. The quantitative component of the study concerned transforming the qualitative data collected into quantitative data to be used for the regression analysis. The responses from each set of questions we added and the arithmetic average of each were calculated to transform each set of questions into quantitative data representing the variable the questions measured. This enabled the transformation from ordinal data to continuous data for multiple regression analysis. Multiple regressions were done by means of the survey ordinary least squares methodology.

3.8 Reliability and Validity

Quality data are ascertained by establishing the validity and reliability of the data collection instrument and it forms part of the scientific integrity of the researcher. Reliability and validity of an instrument relate mainly to the items measuring the constructs under investigation. With regard to the current study, these constructs entail the intrinsic reward, extrinsic reward and job satisfaction.

3.8.1 Reliability

Reliability refers to the extent to which a measuring instrument contains variable error, that is, an error that appears inconsistently from observation to observation during one measurement attempt or that vary each time a given unit is measured by the same instrument (Chava & David 1996). This means that the higher the inconsistencies in the measurement instrument, the lower the reliability of the instrument and the lower the inconsistency of the instrument the higher the reliability. According to Burns and Grove (2005), reliability is the consistency, constancy or dependability; accuracy and precision with which an instrument measures the target attribute. Meaning if an instrument is used on a similar group of respondents in a similar context, the instrument should yield similar results.

In this current study reliability of different items of the instrument was tested by means of the Cronbach's alpha, which is the most common means of testing the internal consistency of the items using SPSS package. Cronbach's alpha is a widely used reliability index that estimates the internal consistency of a measure composed of several sub parts, by comparing each item in a scale to all others; also referred to as coefficient alpha. The higher the values, the higher the internal consistency. For the purpose of this research, a Cronbach alpha value of 0.5 was considered reliable.

3.8.2 Validity

Validity refers to the degree to which a tool measures what it is supposed to measure. In other words, a valid instrument measures the concept and construct it claims to measure (Burns & Grove 2005). With regard to the current research on rewards and employee performance, validity addresses the appropriateness, meaningfulness and usefulness of the specific inferences made from instrument scores. It is the inferences made from the scores, not the scores themselves (Bryman 2008). There are several

measures of validity that provide evidence of the quality of a study, among which include; internal and external validity, content validity, criterion validity and construct validity.

In this study, criterion validity will be enhanced because the study variables are related in such a way that variation in rewards will influence employee's performance in any direction. And again the conceptual framework is designed in such a way that the links between the variables are clear. Construct validity was enhanced because it was presented to experts in the field of research and statistician for their evaluation, comments and recommendations; to evaluate the constructs and items of the questionnaire prior to use. The questionnaire was also based on the importance to validate (Burns and Grove 2005). According to literature review relevant to the variables in the study. Face validity was enhanced by discussing the questionnaire with the course made, my supervisors and experts in the current field of research, before, during and after administering it to respondents during the pre-test and actual study. The experts evaluated the presentation, design of the instrument, clarity of instructions, relevancy, and ease of completion and completion time of the instrument. Content validity was enhanced by the fact that: Literature was reviewed to enhance the refinement and adaptation of all the concepts contained in the conceptual framework, experts in the field of study and statisticians were called upon to judge whether the instrument reflects the known content area and during pre-testing of the questionnaire respondents gave feedback regarding the content of the questionnaires.

Meanwhile, quantitative results of the study are validated on the basis of three conventional criteria namely the a priori criterion, the statistical criterion and the quantitative criterion. In the a priori criterion interest is on examining the theoretical and a priori backing of the observed signs and sizes of the coefficients of the variables. Meanwhile, the statistical criterion involves the use of statistical tools of analyses such as the t-statistic, F-ratio and the R-squared. The R-squared measures the percentage of the total variation in choice of rewards accounted for by the modelled variables. The t-statistic and p-values justify whether the coefficients of the estimated parameters are significant at 10% while the F-ratio tests the overall significance of the R-squared and to show the degree of reliability of the results obtained. Finally, the quantitative criterion involves testing for multicollinearity within the variables on which data were collected.

3.9 Ethical Considerations

The conduct of research requires not only expertise and diligence, but also honesty and integrity (Burns & Grove 2005). The following ethical considerations were made to ensure that the respondents' rights were not violated. Verbal information about the study was provided to respondents to ensure their self-determination. The anonymity of the information provided by respondents was enhanced by not given respondents the option to disclose their identities and in the first paragraph of the questionnaire, the researcher explained to the respondents that the results of the current study would be used for academic purposes only. So, respondents were anonymous in the reports and publication of this study. Access to all raw data from respondents was limited to the researcher only in order to ensure confidentiality. The researcher's telephone numbers were provided in case any respondent wish to discuss anything with the researcher during or after completing the questionnaire.

All the sources of literature reviewed in the current study were acknowledged in the form of references at the end of the report. The researcher generated knowledge through honest conduct, reporting and publication of research results. The researcher is aware that scientific misconduct has to be identified and reported in order to maintain the quality of the research results and report.

4 DATA PRESENTATION AND ANALYSIS

4.1 Presentation of Results

The questionnaires were analysed, and the results were presented according to demographic and descriptive results as seen below.

4.1.1 Presentation of Demographic Results

Table 3 below shows the distribution of respondents according to whether they were males or females.

TABLE 3. Sex distribution of respondents

Respondents	Frequency	Percentage
Male	80	66.7
Female	40	33.3
Total	120	100%

Tables 3 above show that out of the 120 respondents, 80 (66.7%) were males while 40 (33.3%) were females. This means that the majority of the respondents in Cameroon Development Corporation were males.

TABLE 4. Age category of respondents

Ages(years)	Frequences	Percentage
20-39	35	29.2
40-55	70	58.3
60 and above	15	12.5
Total	120	100%

Table 4 relates to a question asked in relation to the age group of the respondents.

From table 4 above, majority 70 (58.3%) of the respondents were adult of ages between 40 years and 55 years, 35 (29.2%) were of ages 20-39 years while least 15 (12.5%) number of respondents were of age above 60 years.

TABLE 5. What is your area of work?

Respondents	Frequency	Percentages
Factory	35	29.2
Office	10	8.3
Plantation	75	62.5
Total	120	100%

Based on table 5, a question was asked of respondents about what area of work they carry their daily task. From the table 5, majority 75 (62.5%) of the respondents worked in plantation while the least 10 (8.3%) worked in offices and 35 (29.2%) worked in a factory.

4.1.2 Presentation of Descriptive Results

The table, below, illustrates the responses of respondents on reward packages they would prefer.

TABLE 6. Which of the below rewards pay package would you prefer?

	Frequency	Percentage
Good payment system (Bonuses)	65	54.17
Promotion	15	12.50
Recognition	20	16.67
Security	10	8.33
Others	10	8.33
Total	120	100%

Table 6 above revealed that majority 65(54.2%) of the respondents preferred good payment (bonuses), 20 (16.7%) preferred recognition, 15 (12.5%) preferred job promotion, 10 (8.33%) preferred job security and another 10 (8.33%) preferred other reward types other than the ones mentioned above.

Based on table 7, a question was asked of respondents that “are you satisfied with your salary in relation to input”? With options to either say yes, no or indifferent.

TABLE 7. Are you satisfied with your salary in relation to the input?

Respondents	Frequency	Percentage
Yes	45	37.5
No	75	66.7
Total	120	100%

From table 7, it's clear that majority 75 (66.7%) of the CDC workers were not satisfied with the wages they earned and just the least 45 (37.5%) of the workers attested that they were satisfied with the wages earned in relation to their input. It shows that a majority of workers who said that they and not satisfied with what they earned are plantation workers (see table 3) who are generally labourers.

Table 8 below illustrates the responses to a question asked that; do you believe that lack of good pay system will contribute to employee turnover and absenteeism?

TABLE 8. Responses related to lack of good pay system and employee turnover and absenteeism?

Respondents	Frequently	Percentages
Yes	80	66.7
No	40	33.3
Total	120	100%

Table 8, showed that majority 80 (66.7%) of the respondents agreed that they believed that lack of favourable payment system has contributed to the employee turnover and absenteeism in the organization and only 40 (33.3%) of the respondents were against the fact that lack of good pay system and Employee's turnover and absenteeism

Based on the table below, a question was asked like; have you ever been recognized for outstanding performance by Management? And the responses were given, whereas follows;

TABLE 9. Responses on have you ever been recognized for outstanding performance by Management?

Respondents	Frequency	Percentages
Yes	50	41.7
No	45	37.5
Doubtful	15	20.8
Total	120	100%

Table 9 shows that 50 (41.7%) of the respondents said they have been recognized for outstanding performance, 45 (37.5%) said No while 15 (20.8%) are doubtful of ever being recognized for outstanding performance. Out of 120 respondents, majority of the workers have already been recognized for this outstanding performance by management.

TABLE 10. What is your present category?

Respondents	Frequency	Percentages
1-6	70	58.3
7-9	35	29.2
10-12	15	12.5
TOTAL	120	100%

Table 10 shows that out of the 120 respondents, majority 70 (58.3%) of them who are in category 1-6, 35 (29.2%) are in category 7-9 and 15 (12.5%) are in category 10-12. Majority of the

Cameroon Development Corporation is in category 1-6 which represent the most active population who are in the plantation.

TABLE 11. Are you comfortable with your workload?

Respondents	Frequency	Percentages
Yes	55	45.8
No	45	37.5
Doubtful	20	16.7
Total	120	100%

Table 11 shows that out of 120 respondents, 55 (45.8%) are comfortable with their payload against 45 (37.5%) respondents and 20 (16.7) respondents who are not comfortable and doubtful respectively. Though some workers said they are not comfortable with their work load, they will do their best to make comfortable to meet the need of the corporation and their goals.

4.1.3 Presentation of Inferential Statistics

The table below shows the Cronbach's Alpha reliability coefficients for the various constructs

TABLE 12. Cronbach's Alpha Reliability Coefficients

Items Cronbach's	Alpha (r)
Performance bonus	0.86
Recognition	0.77
Promotion	0.75
Satisfaction	0.80

Table 12 above shows that all the cronbach alpha (α) coefficients were above 0.5, which signified that the scales used to measure the study variables were consistent and therefore the study variables were reliable.

In this study employees' performance as measured by satisfaction is dependent variable and intrinsic reward as measured by the recognition and extrinsic reward as measured by bonus and promotion are independent variables. The effect of recognition on job satisfaction is shown in regression table 10 below:

TABLE 13. Multiple Regression results

Independent	Coefficient	Robust Standard Errors	t	P> t
INTR	1.555	0.297	5.234	0.000
EXTR	0.441	0.211	2.089	0.001
_CONS	-1.188	0.832	-1.433	0.000
R-Squared	0.6879			
Adjusted R-squared	0.6763			
F-Stat	9.49			
Prob> F	0.00			
N	120			

Results from table 10 above show that intrinsic and extrinsic reward were predictors of employee performance ($F_{4, 108} = 9.49$; $R^2 = 0.69$; $P < .05$). The predictor variables jointly explained 69% of the variance of employees' performance, while the remaining 31% could be due to the effect of other variables not captured in the model.

Intrinsic ($\lambda_1 = 1.55$; $t = 5.23$ $P < .05$), this means that a unit increase in intrinsic reward would lead to a 1.55 unit increase in employee performance and this is statistically significant at 5% level. Secondly, extrinsic ($\lambda_2 = 0.44$; $t = 2.09$; $P < .05$); were significantly independent predictors of employee performance. The coefficient of 0.44 for extrinsic reward means that a unit increase in extrinsic reward would lead to a 0.44 unit increase in employee performance.

The P-values $< \alpha = 0.05$ at 95% confidence level indicating that both intrinsic and extrinsic reward significantly affects workers performance. Hence, we reject H_0 that states that intrinsic and extrinsic reward does not significantly affect employees' performance as measured job satisfaction. Also, the F value = 0.000 $< \alpha = 0.05$, indicate that reward as a whole it has a significant effect on workers' performance.

4.2 Discussion of Results

The objectives of the study were to determine the effects of intrinsic rewards and extrinsic rewards on employee's performance. Based on the findings, firstly, there is a high and positive relationship between intrinsic and extrinsic rewards on employees' performance. Therefore, the study showed that intrinsic rewards motivate workers to increase their job performance. Intrinsic reward is related to the work itself as the individual enjoys the reward as a result of completing the task successfully by reaching his objectives. It covered the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation and being treated in a caring and considerate manner. In extrinsic reward, results showed that the individuals enjoyed the payment given security and promotion in the work place and at the same time it may enhance their performances.

The results that reward intrinsic and extrinsic reward have a positive significant effect on employees' performance. This result is in line with the findings of Rizwan and Ali (2010) and Ali and Ahmed (2009) that reward is the predictor of employee's performance. However, studies that contradict these findings, especially the results of extrinsic reward is the work of Perry et al.(2006) who holds that extrinsic reward is not a good motivation factor. Therefore, we reject Ho and conclude that intrinsic and extrinsic reward have a significant effect on the employee's performance. Hence, in order for organizations to attain their objectives and remain competitive in a global environment, employee motivation must be taken into consideration.

5 CONCLUSION AND RECOMMENDATIONS

The importance of reward in organisations cannot be overemphasized. The success of most companies depends on employee performance and human elements output of the system. This research examined the effect of reward on the employee's performance with special reference to CDC. Findings revealed that it can be concluded that reward has a significant effect on employees' performance. The result found out that recognition and bonuses can be used by management to motivate employees. From this study, we inferred that workers reward package matters much and should be a worry of the employers and employees.

The following policy recommendations are made in a bit to resolve the challenges of reward systems:

A balance should be created by managers in adopting both intrinsic and extrinsic motivational measures.

Management should employ feedback mechanisms to inform them of the performance of the various rewards system.

Management of organizations should utilise intrinsic and extrinsic reward to motivate its employees in order to achieved organisational objectives as well as individual objectives.

Employees have different ways of perceiving and reasoning. Hence, CDC management should identify employees' individual needs and provide for them.

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