

**TRNC
NEAR EAST UNIVERSITY
DEPARTMENT OF HUMAN RESOURCES
DEVELOPMENT IN EDUCATION**

**IMPROVING EMPLOYEES PRODUCTIVITY
THROUGH REWARD AND INCENTIVE PACKAGES IN
EDUCATIONAL INSTITUTIONS**

MASTER'S THESIS

Salim Usman TAHIR

**Nicosia
May 2019**

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DECLARATION OF THE ETHICAL CONDUCT

I hereby prepared this dissertation in accordance with the dissertation writing rules and convention of the graduate school of education, and I hereby declare that;

All the information and document have been obtained on the basis of academic rules.

In case of using other works, related studies have been cited in accordance to educational standards.

I also declare that, as required by these rules and conduct, I have fully cited and referenced all materials and results that are not original to this work.

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In the name of Allah. Most Gracious. Most Merciful.

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ABSTRACT

IMPROVING EMPLOYEES PRODUCTIVITY THROUGH REWARD AND INCENTIVE PACKAGES IN THE EDUCATIONAL INSTITUTION

TAHIR, Salim Usman

Human Resources Development in Education Department

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The study examined the impact of reward and incentives on employee level of productivity in educational institutions. 18 male and 23 female participants participated in the study. The qualitative research method was adopted in sourcing data as well as making analysis for the study. In today's organization it has been found that most workers lack the needed motivation to perform exceedingly excellent in their job. Aside from completing tasks for the enjoyment of doing them, it has been discovered that motivation drives people's behavior to realize a particular outcome. The results indicate that there is not any statistically significant distinction between the male and also the female participants in terms of perceptions of learners connected responsibilities, abilities, and activity choices. This explains why developing an effective and efficient reward and incentive system becomes an important part of the human resource management process in advanced countries. In this regard the study recommended amongst other things that relevant educational agencies need to be set up to harmonize all entitlements, fringe benefits or incentives to be enjoyed by teachers to be in line with their counter parts in other professions. Since teaching is regarded as "mother of all profession", the treatment of the goose that lay the golden eggs should be above average and seen to command social respect and recognition from all and sundry. The conditions of service for teachers should be attractive to the extent that qualified people will be proud to disengage from other fields and take on teaching. Also, car loans, housing loans, health insurance schemes, and overseas traveling opportunities should be made available to teachers to make them have firsthand knowledge of what obtains on other parts of the world and discharge their duties with utmost good faith.

Keywords: Educational Institutions, Education, Employee Productivity, Reward and Incentive.

ÖZET

EĞİTİM KURUMLARINDA ÇALIŞANLARIN VERİMLİLİKLERİNİN ÖDÜL VE TEŞVİK YOLUYLA ARTIRILMASI

Tahir, Salim Usman

Eğitimde İnsan Kaynakları Geliştirme

Tez Danışmanı: Doç. Dr. Behcet ÖZNACAR

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Bu çalışmada, ödül ve teşvik yönteminin eğitim kurumlarında çalışanların verimliliği üzerindeki etkisi araştırılmıştır. Çalışmaya 18 erkek, 23 kadın katılmıştır. Veri toplanmasında nitel araştırma ve analiz yöntemi kullanılmıştır. Günümüzde yapılan organizasyonlarda, çalışanların beklenen verimliliği sergilemeleri için gerekli olan motivasyonun var olmadığı ortaya çıkmıştır. Yaptıkları işten tatmin olmaları yanında, motivasyon, çalışanların verilen görevleri daha başarılı bir şekilde yerine getirmeleri için bir itici güç olduğu gözlemlenmiştir. Elde edilen sonuçlar, kadın ve erkek katılımcılar arasında, öğrencilerle ilgili algılarda, yeteneklerde, ve aktivite tercihlerinde önemli istatistiksel bir farkın olmadığını göstermiştir. Bu da, gelişmiş ülkelerde etkin bir ödül ve teşvik sisteminin, insan kaynakları yönetimi sürecinde önemli bir faktör olduğunu göstermektedir. Bu bağlamda, diğer uygulamaların yanında, öğretmenlere de, farklı mesleklerde çalışanlarda olduğu gibi benzer uygulamaları yapacak ve ekstra faydalar sağlayacak eğitim birimlerinin gereğine işaret edilmektedir. Öğretmenlik mesleğinin “tüm mesleklerin anası” olduğu düşünüldüğünde, böylesi önemli bir konu tüm diğer konulardan daha fazla saygı ve kabul görmelidir. Öğretmenlere sunulan hizmet şartları, başkalarını da bu mesleği yapmaya özendirerek şekilde cazip hale getirilmelidir. Bunun yanında, araba, ev kredileri, sağlık sigortası, dış ülkelere gezi fırsatları sağlanmalıdır. Böylece onlara, dünyanın farklı yerlerindeki meslektaşlarının görevlerini en üst düzeyde bağlılıkla yaptıklarını birinci elden görme fırsatı verilecektir.

Anahtar Kelimeler: Eğitim kurumları, Eğitim, Çalışanın verimliliği, Ödül ve Teşvik

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Symbols and Abbreviations

ELT : English Language Teaching

GSS : Government Secondary School

CHAPTER ONE

1.1 Introduction

The level of competition which most organizations face in recent times are numerous hence most organizations are sourcing for methods towards ensuring that its staffs are committed to their duty and efficiency is achieved. Numerous businesses are thinking about the approach at securing the skilled workforce and furthermore holding them. This study attempts to inspect the impact of remuneration and motivating forces on worker's productivity. Research has demonstrated that the most significant assets any association has are an exceptionally energetic human asset. In this way, it is significant for organizations to look for approaches to energize inspirational mentality by its management so as to empower them show progressively positive work practices. Representative's profitability can be characterized as carrying out various exercises and responsibilities that their work comprises of (Al-Rabayah 2013).

The delighted and motivated workers are the cherished resources for any association. In the field of human resources, the conspicuousness of worker's activity fulfillment has gigantic significance and various research examines has been led on this issue (Locke, 2009).). The preeminent thought process in the most elevated number of inquiries about around there is the conviction that worker's activity fulfillment influences their exhibition and by and large hierarchical efficiency (Shipley, 2015). Along these lines, because of the phenomenal significance of worker's productivity organizations structure various reward approaches to intrigue and save their capable workforce (Henderson, 2016).

Some organizations are faced with the challenge of achieving workers commitment on the grounds that there is diverse antecedent which affect management's efforts at fulfillment of workers' demands. Thus, for organizations to structure viable budgetary or non-money related reward bundles for workers is testing task. The majority of the general population thought about financial rewards as the best instrument to move their employee. However, some of managers additionally utilize uncommon sorts of non-monetary prizes to upturn the satisfaction and persuasive dimension of their workers. A portion of these non-monetary prizes have their benefits in making an amazingly delighted workforce come as occupation independence, take an interest in basic leadership, acknowledgment, work association,

and employment essentialness. In this way, it is generous for the businesses to appreciate the necessities, and wants of their workers and support those prizes that will prompt the fulfillment of their representatives (Soon, 2013). Some of Non-money related rewards for instance commendation and acknowledgment are recognized as empowering apparatuses for expanding representative's employment execution (Rahim & Daud, 2013). Associations have recorded that encouraging the workers with high pay rates isn't adequate to impact and fulfill them (Thompson, 2014). So also in another investigation Whitaker (2009) found that representatives' underlying inspiration and fulfillment may have upgraded with an increase in salary or money reward, however the impacts were shorter lived than the propelling impacts of non-monetary prizes. Non-monetary rewards, for example, consolidated working hours, sponsored dinners or administrations, extra occasions and group occasions were found to improve specialist's inspiration, cultivate a positive culture and urge steadfastness and promise to the association (Whitaker, 2009).

Similarly, in present day period like other area, higher instructive are foreseen to deliver authority characteristics among the understudies and advance the social equity. In accomplishing the mission and objectives of the establishments, numerous elements ought to be thought about particularly the workforce work fulfillment, as they assume fundamental job in understudies and national improvements (Johnes & Taylor, 2009). Presently days the job of colleges wound up more extensive than at any other time, as colleges job moved from customary job of conferring instruction towards the commitment in the financial improvement through information sharing and ability advancement, (Göransson & Brundenius, 2010).

Doherty (2013) ongoing debate is by all accounts a consistent avocation of this development. He focused on the need of a domain and reward frameworks in the college that not just holds college representatives for example employee yet engaged them to accomplish the goal of delivering enriched workforce.

Al-Rabayah (2003) opines that most people spend enormous pieces of their lives scanning for occupation fulfillment because of its constructive endeavors on their own and expert lives. It likewise prompts increment foundations and representative's efficiency and advantage. In this manner, it is so difficult to accomplish abnormal amounts of the long-haul efficiency except if the activity fulfillment is there. There is

a solid connection among remuneration and motivating forces given to workers and their profitability level. Each association whether huge or little is shaped to accomplish explicit goal(s) and that such association's destinations must be accomplished through the work and maintenance of qualified HR available to its. So as to accomplish the authoritative objectives and goals, certain inspirational elements must be set up to goad representatives to put in their best in their work place.

Every impetus tendency reason individual to carry on in specific examples, this implies in each association the representatives conduct decides the dimension of the motivations been given to them by the business or the administration. This truly makes connection between the workers and the business to be compromised, except if the authoritative motivating forces are comprehended and utilized appropriately. Along these lines, the rest of this study examines the impact of reward and incentives on employee productivity.

1.2 Statement of Problem

Responsibility of organizational managers has been portrayed by Abbas (2009), as the most significant elements in achieving a motivated workforce. Besides finishing errands for the delight of doing them, it has been found that inspiration drives individuals' conduct to achieve a particular result. This clarifies why building up a compelling and proficient reward and motivating force framework turns into a significant piece of the human asset the executive's procedure in cutting edge nations.

The disposition of certain workers as far as profitability as of late is getting to be troubling given the low dimension of staff inspiration and duty. This could be ascribed to uneven non money related impetuses, remunerate framework, poor pay, and ominous social, monetary, and political foundation of the nation (Odeh, 2011). Likewise, it's been before expressed that scientists have gone to the acknowledgment that month to month wages and Salaries are insufficient to improve and upgrade hierarchical execution in the work environment (Al-Rabayah, 2003). All things considered a few endeavors have been made to improve authoritative execution and efficiency in the working environment, among these endeavors incorporates benefits as a methods for upgrading hierarchical execution (Fajana, 2012).

This research is an attempt to analyze the role of reward and incentives in enhancing the employee's productivity. The problem under this study is therefore to

find out whether the reward and financial incentives as administered in the organization has enhanced employee's productivity in the organizational and fulfill organizational objectives.

1.3 Aim and Objectives of the Study

The primary aim of this thesis is to examine the impact of reward and incentives on employee level of productivity in educational institutions in Abuja. This study is carried out with a view to achieving the following objectives:

- I. To identify the various forms of reward and incentives in Abuja organizations that results in increased employee productivity,
- II. To ascertain factors that determine the reward and incentive packages in Abuja organizations,
- III. To examine the factors the impact on organizational productivity,
- IV. To examine the existing policies used by management to enhance organizational productivity through reward and incentives,
- V. To identify the problems encountered in the administration of incentives and rewards in the organization.

1.4 Research Question

The research provides response to the following questions:

- I. What are the various forms of reward and incentives in the organization that results in increased employee productivity?
- II. What are the factors that determine the reward and incentive packages in an organization?
- III. What are the factors that impact on organizational productivity?
- IV. What are the existing policies used by management to enhance organizational productivity through reward and incentives?
- V. What are the problems encountered in the administration of incentives and rewards in the organization?

1.5 Significance/Justification of the study

The study reveals the effectiveness of the use of reward and incentives in improving employee's productivity. The role of reward and incentives in improving worker's presentation in each association cannot be overemphasized. Management has come to realize that, human resources are the greatest and most difficult factor to manage, if organizational goals are to be realized.

Therefore, in achieving this, the study will base on an update of the happenings at selected educational institution, particularly on reward and incentive which have an impact on productivity.

Also, the findings of this study will help managers and organizations in understanding how best to improve the conditions of service of the workers and also to give clue to the best reward and incentives programs.

In addition, the study would be of undeniable contribution to the problem of productivity and motivation of employees by providing useful administrative insights on ways by which management can explore the several employees' motivational strategies to improve employee's level of commitment in the organization. Finally, recommendations will be given on how employees can be effectively inspired to put in their best towards organizational growth and development, in order to help in the overall achievement of the organizational goals and objectives.

1.6 Scope of the Study

The study will cover issues on employees different forms of reward and incentives as well as its role in determining employee's productivity in an organization.

1.7 Limitation of the study

For this study, the data will be collected from only the 41 teachers working at the public primary schools in GSS Gariki, GSS-Jabi, GSS-Maitama and GSS-Kubwa and other schools in Nigeria. That means only the teachers' and academicians' views will be taken into consideration because the students are too young to answer any interview questions.

The major challenge faced by the researcher was time constraints in carrying out the study. In other to argument for this constrain, the research was narrowed down to a single educational institution in order to provide the needed information on non-financial incentives in the organization. Also, the level of cooperation from the respondent answering the interview would was also anticipated as a potential challenge.

1.8 Definition of Terms

- a. Incentives:** Incentives generally refer to any motivating factor that encourages individual to work harder or perform an action.
- b. Reward:** This refers to monetary or non-monetary persuading factor that encourages individuals to work harder or perform an action.
- c. Motivation:** Motivation entails what activates, directs human behavior and the way this behavior is sustained to attain a specific goal. Also, it is outlined because the set of processes that arouse, direct and maintain human behavior towards attaining some goals.
- d. Employee Satisfaction:** Employees satisfaction entails those positive or negative aspects of employee's elevation towards their occupations or a few highlights of the activity.
- e. Organizational Goals:** This refers to strategic objectives that a company management establishes to outline expected outcomes and guide employee effort.
- f. Employee attitudes:** Employee's attitude refers to a worker's mental state of readiness for motive arousal to carry out a task.
- g. Productivity:** Simply put refers to the achievement of a given errand estimated against present known guidelines of precision and ability.
- h. Efficiency:** This is a concept used to define the ability to produce value using limited resources.

1.9 Organization of the Study

The research will be structured as follows: chapter one contains, background to the study, statement of the problem, objectives of the study, significance of study, scope and limitation of the study, research hypothesis, organization of study. Chapter two reviews related literature and theoretical framework. Chapter three is the methodology, chapter four presents the data and analyzes the results. And finally chapter five contains the summary, conclusion, and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Education institutional reforms seem generally to be driven by declining productivity linked to state funding and college affordability initiatives (Fryar and Carlson, 2014). Despite high level of spending on education and its increasing share in national economies, it is not well understood how productive the sector is. Measurement of output and productivity in education presents challenges. Most studies have adduced these productivity challenges to the issue of inadequate reward and incentives. The rest of this chapter explores these concepts by conducting an empirical and theoretical analysis of the major impacts of reward and incentives on employee's productivity particularly in the educational sectors.

2.2 Conceptual Review

Armstrong (2001) expressed that compensation comprises of an organization's incorporated strategies, procedures and practices for remunerating its workers as per their commitment, ability and capability and their business sectors worth. The reward framework is created inside the system of the association's reward rationality, methodologies and strategies and contains courses of action as procedures, practices, structures and methodology which will give and keep up fitting sorts and dimensions of pay, benefits and different types of remuneration. Reward framework as per Lewis (2013) is a prize given to workers as an incitement towards their presentation. Robert (2015) characterizes compensate framework as the way toward creating and executing procedures, approaches and frameworks which help the association to accomplish its targets by getting and keeping the general population it needs and expanding their inspiration and duty.

Besides, Johnson and et al (2010) diagrams the points of remuneration framework to include: pull in, hold and rouse worker, to help the fulfillment of the association's key and transient destinations by guaranteeing that it has the gifted, equipped, submitted and well-propelled work drive it needs, to meet the desires for representatives that they will be dealt with evenhandedly, decently and reliably in

connection to the work they do and their commitment. Neckermann and Kosfeld (2018) draw a refinement between two essential sorts of remunerations to be specific: Intrinsic prizes and outward rewards.

Natural rewards frequently called non-money related prizes are inborn of an action and their organization isn't needy upon the nearness or activities of some other individual or thing. Inherent is worried about the sentiment of being perceived, adulated for a vocation very much done and cooperation in whatever we do. Extraneous prizes don't pursue normally or naturally from the presentation of an action yet are regulated to an individual by some outside operators. Extraneous reward concerns such inspirations like cash, retirement benefits, medical coverage plot, remuneration, compensation, reward, and so on.

Armstrong (2009) included that a decent reward framework must have the accompanying highlights:

- i. Aggressiveness: The reward framework must be appealing and focused for the high gauge of individuals that are for the most part hard to come by. These workers will know their value, the real or potential estimation of their commitment and hope to be remunerated in like manner (Hayble, 2011).
- ii. Prizes must fulfill employee's needs: Reward is a significant fixing in an association and it isn't inspirational except if the prizes fulfill their fundamental needs, for example, sustenance, haven, wellbeing and security. Not all workers need something very similar and one representative may require various things at various occasions (Ajzen, 2011). Cash for instance, is an amazing helper for the individuals who look for security through material riches.
- iii. Value: The circulation of remunerations inside the association must be seen to be done reasonably and impartially. Prizes are impartial if representatives see it as reasonable and just.
- iv. Adaptability: A great reward framework ought to be equipped for managing individuals from the association as people. The reward framework must take insight of distinction in individuals' needs, wants, desires, objectives, and goals (Iodhi, 2013).

2.2.2 Rewards Packages in Educational Institutions

Each association has remunerated exceptional to it. A similar reward can take diverse terminology from one association to the next. In any case, the few regularly utilized authoritative annuity plans, official autos, advance for buy of individual vehicles, appropriation for lodging rent, instruction leave with pay, medical advantages, vouchers plot as an option in contrast to an immediate money reward, advancement to the post of Director-general or mentors general, uncommon honors and endorsements, time away and stock discretionary commission (Nagendra, 2014).

2.2.3 Employee Productivity

The term efficiency portrays how a worker does the undertakings that make up the activity. Great profitability results from endeavors, capacity and course. Worker execution can consequently be characterized as the totality of the budgetary and other non-money related prizes that a representative gets as a byproduct of his work or administrations. It incorporates his essential pay and different various money related and non-monetary advantages and motivating forces. The totality of which decides how well he lives in the general public (Kabak, 2014).

All in all, the idea of profitability implies the objectives that establishments try to accomplish through their workers. It associates exercises and objectives through representatives' obligations inside establishments. At the end of the day, it's the people's obligations, exercises and obligations that their work comprises of, which ought to be done in the correct manner with mulling over the certified representatives' capacities to do them. Representative's exhibition can be characterized as carrying out various exercises and responsibilities that their work comprises of (Al-Rabayah 2013). Most people spend huge pieces of their lives looking for occupation fulfillment because of its constructive endeavors on their own and expert lives. It additionally prompts increment organizations and worker's efficiency and advantage. In this way, it's so difficult to accomplish abnormal amounts of the long haul efficiency except if the activity fulfillment is there. Be that as it may, numerous examinations show the solid connection between inspirations given to representatives and their fulfillment. Accordingly, that improves their presentation, which communicates person's endeavors' outcomes that begin from their capacities and understanding their

obligations. Taking everything into account, the idea of execution shows the level of accomplishing and finishing people's obligations their employments comprise of.

Motivating forces applied are an outer inducing factor that energizes the intention which emphatically coordinates the person into working harder, coordinating the required exhibition in the foundation, as to get the motivator. Motivating forces are additionally characterized both as strategies utilized by organizations to urge representatives to work with uplifted spirits and furthermore as concrete and good techniques for fulfilling the people's good and material want. Palmer (2012) characterizes motivating forces as the outside enticements and empowering factors that lead the person to work more diligently; they are offered because of the person's superb exhibition since he will work more enthusiastically and produce all the more viably when he feels fulfilled in the organization. Moreover, motivating forces can likewise be characterized as the thought of the fantastic presentation, accepting that the compensation is sufficient to cause the specialist to value the estimation of the activity that additionally fulfills his essential needs throughout everyday life (Palmer, 2012).

For all intents and purposes, impetuses allude to the majority of the solid and good strategies that Jordanian travel and the travel industry organizations give so as to emphatically support the representatives such that expansion the generation rate and upgrade the workers' exhibition, which has its significance in fulfilling the workers' wants and assurance a reliable frame of mind towards the establishment.

2.2.4 Benefits of Incentives

The possibility of motivations triggers much thought particularly from the earliest starting point of searching for qualified employees who can proficiently accomplish the organization's objectives; it is on the grounds that impetuses assume a noteworthy job in the workers' profitability. The significance of motivations begins from the requirement for the worker to be perceived and acknowledged for his or her endeavors. As a matter of fact, acknowledging individuals for their endeavors by giving them impetuses is a huge factor in fulfilling the inside wants of a person. The people's very own aptitudes are insufficient to give them a chance to work with high profitability except if there is a motivating force framework that empowers their inner intentions and afterward leads persevering endeavors (Locke and Braver, 2015).

An effective organization is the one, which can proficiently misuse its representatives' abilities and capabilities. In this way, researchers have buckled down as to concocted a thorough depiction of how to upgrade the demonstrable skill of the representatives and how the organization picks dynamic people, and furthermore how to interface the foundations' objectives to the individual destinations of the people which will improve their exhibition. It is conceivable to state that fruitful associations set a functioning impetus framework fit for influencing the representatives' presentation such that pushes them into working harder and keeping up the objectives of the establishment. Also, it is observable that persuading representatives may assist them with overcoming a great deal of their hindrances at work (Palmer, 2012). Then again, for the director to be boosting, he should attempt to make certainty and a situation of quietness, security and regard in a genuine and real way. One must realize that acknowledging or individuals' work and lauding their accomplishments don't influence one's very own prosperity, so one must do this straightforwardly to who merits it or just before a gathering of individuals by adulating their achievement (Locke and Braver, 2014).

2.2.5 Types of Incentives

Motivator is idea of material and good qualities and they are likewise an essential issue for various exercises in the cutting-edge workplaces. Solid motivators are what called direct remuneration frameworks, for example, compensations, rates and rewards. Then again, moral motivating forces are called aberrant remuneration frameworks, for example, the steadiness of the work, taking an interest in basic leadership, duty, congruity, advancement and valuing the representatives' exhibition by expressing gratitude toward them. This demonstrates motivators are the thought of great execution, which could be in the quality, amount or bounty in the work's time or even in the costs (Palmer, 2012).

Impetuses have been grouped into various kinds, and they will in general meddle. They have been characterized via searchers into various ways and systems that can be utilized by the organization to get the most astounding measure of capability from the human execution. Some have grouped them relying upon their impact on every person, while some put together them with respect to the manner in which they are given out, or on their objectives and different methods for

characterizations which after far of research can be put under two primary sorts of impetuses which are: motivating forces dependent on the reason and motivators dependent on the sort of the motivation itself (Robbins and Judge, 2017).

Right off the bat: motivating forces dependent on the reason for the motivator, ordered into two sorts: the first is the constructive Incentives which is the manners in which that emphatically influence individuals' conduct through fulfilling their requirements, for example, promising the workers of money rewards when they achieve a phase of profoundly qualified execution. Such motivating forces are useful for both the necessities and purpose of the representatives and that of the foundation; it is on the grounds that ascent in the creation, improving the quality, working as indicated by elevated requirements, thinking of inventories alongside high obligations are generally positive ramifications for the establishment, which, consequently, rewards its representatives with solid, good or social motivators (Robbins and Judge, 2017).

The second grouping of motivators dependent deliberately is the pessimistic impetuses which are the methods for influencing individuals' conduct by compromising representatives of denying them of certain benefits, for example, truncating some portion of their compensation on the off chance that they damaged any of the work's standards. These ways are techniques utilized by the organization so as to diminish negative practices and unsatisfactory habits among workers, for example, following requests, absence of duty and sluggishness. This sort of strategies for incorporates methods for alerts and cautioning, avoiding the representative of certain benefits for a particular time, postponing advancement or notwithstanding bringing down the activity position and exchange to different divisions. These strategies are utilized by the level of infringement; such negative motivating forces are called impediment impetuses. Be that as it may, the utilization of negative motivators is some of the time vital for expanding proficiency underway particularly when managing apathetic representatives (Palmer, 2012).

Also: motivating forces dependent on the sort of the motivator itself; are arranged into two kinds: A-Concrete impetuses including grouped into three sorts:

- i. The solid motivator which is the most significant one since it is viewed as the main wellspring of living notwithstanding its being the base on which individuals depend

so as to fulfill their essential needs and security. This sort of motivators incorporates rates, empowering money rewards, commissions, periodical advancements, persuasive advancements and partaking in a portion of the organizations' benefits alongside presents for additional work.

ii. Security and solidness at work which is accomplished through genuine ensures that counteract maltreatment towards the worker on the off chance that he submits an infringement. Such assurances make a climate of security and strength and it additionally relaxes the resolve of the workers which upgrades efficiency. In this way, the organization must make an association between the security of the representative and his job in expanding generation in the foundation. This dependability is offered distinctly to fruitful representatives who buckle down (Robbins and Judge, 2017).

iii. Enlisting the employee in instructional meetings help in expanding the assurance of these workers; it additionally gives them reasonable work conditions and convinces them to work more diligently. This is because of the highlights of administration that emphatically improve habits exhibitions in the establishment (Shaikhah, 2012).

All in all, solid motivating forces could be viewed as a standout amongst the best factors in empowering the representatives into working genuinely when there are appropriate rates that fulfill the person's needs. Despite what might be expected, low and unjustifiable rates are a central point in ignoring the required work and low profitability, when the given rates don't fulfill the necessities of the individual (Robbins and Judge, 2017). Furthermore, it is essential that solid motivators are one of the old impetuses that are both quick and prompt and it acknowledges promptly the person's endeavors. Additionally, solid impetuses may be certain, for example, rewards, helps, advancements and outstanding additional money over the pay, or they may be negative, for example, denying the representatives from the rewards and advancements, or notwithstanding bringing down their pay rates (Helal, 2014).

B: Moral motivating forces, which include: Delegating some portion of the central's forces to his subordinates is an incredible impetus for them, which values their abilities and makes an air of trust in their exhibition. Appointing a few forces helps facilitating the weights and gives adaptability however it ought to have lawful and physical controls as to make the ideal progress. Knowing the consequences of the person's endeavors gives the individual a sentiment of pride and magnificence and it is viewed

as a significant motivating force for the representative to improve his presentation when he feels fulfilled and acknowledged in his position. Thankful, advancements Honors and decorations to value the accomplishments and developments achieved by the worker, can likewise fill in as good impetuses. Gratefulness and expressing gratitude toward discourses coordinated to the worker. Respect sheets so as to list the dedicated representatives (Robbins and Judge, 2017).

It merits referencing that ethical motivating forces in the workplace that fulfill the person's needs are the explanations behind pulling in the people into work, since such motivators fulfill a particular requirement for the person. Hence, the organizations ought not stick just to money motivations, which fulfill just a single requirement for the individual and by one way or another disregard other social and mental needs. So it is the ethical motivators that support the individual and fulfill the other social and mental needs, which subsequently makes a sentiment of dedication towards work and rouses collaboration among associates. To put it plainly, moral motivating forces are as significant as solid ones in regards to their job in improving human relations expanding the people's efficiency inside the association, in light of the fact that, as referenced prior, some solid impetuses may not work except if they are went with good ones (Shaikhah, 2012).

2.3 Measuring Employees Productivity

- a. The Amount of the Effort: It alludes to the measure of the physical or mental vitality that the individual spends in a particular timeframe in the work, notwithstanding the speed in execution.
- b. The Quality of the Effort: It alludes to the dimension of the nature of the done work and the level of coordinating between the done work and some particular guidelines. A few sorts of work are not estimated by the sum or the speed of execution; but instead by the level of blunder free execution and coordinating between the creation and the required gauges.
- c. Way of Performance: It is the manner by which the work obligations are finished. For instance, execution can be estimated through the way of execution, estimating critical thinking systems or in issue distinguishing.

d. Rates of Performance: It alludes to the procedure where the evaluator builds the representative's profitability so as to decide the effectiveness, the quality and the measure of the worker's work in a particular timeframe. At that point, he contrasts the worker's done work and the predetermined rate (Al-Rabayah 2013).

2.4 Causes of Employees Low Productivity in Educational Institutions

As per Carraher et al (2016), the different reasons for representatives' low profitability in schools may incorporate the accompanying:

a. Lack of successful reward framework: A compelling prize framework holds the superior workers in the association and such reward ought to identify with the representative's efficiency. Besides, effective reward framework can be a decent helper however a wasteful reward framework can prompt demotivation of the representatives. Reio and Callahon (2014) infer that both natural and outward rewards rouse the representatives towards completion of authoritative objectives.

b. Lack of systems and jobs: Performance can likewise be influenced by the authoritative strategies, jobs and orders. On the off chance that a statement of purpose is inadequate with regards to, workers may experience issues playing out their obligations without right data (Garland, 2012). A reasonable statement of purpose must comprise of characterized hierarchical standards, objectives and practices.

c. Communication, criticism and acknowledgment: A contributing variable to poor execution is absence of correspondence among representatives and the executives or among subordinates and bosses. This makes hindrances, a situation of staff doubts and the support of bits of gossip. On the off chance that gossipy tidbits are not tended to believability might be given to the bogus data (Freeman, 2016).

d. Lack of staff satisfactory preparing and acknowledgment of demonstrable skill: Proper preparing of representatives is a standout amongst the most significant viewpoints influencing worker's presentation (Hill, 2012). Preparing is fundamental for open division workers because of the consistent advancing strategy confronting the task of obligations in the open administration. Execution will be low if unrivaled officer is without preparing and expert capabilities so as to accomplish explicit assignments (Watson, 2012).

2.4 Impact of Employees Low Productivity in Educational Institutions

Worker's low profitability has numerous unfavorable ramifications for the attachment of the unit all in all. Negative resolve may prompt smugness and unattention to obligations which is a hazardous issue confronting open workers (Vellani, 2011). These outcomes not just expand the measure of pressure confronting open segment workers, yet make a huge number of faculty issues for supervision and organization. Negative spirit decreases individual and gathering execution levels. Low confidence will in general heighten all through the positions until at last; it harms the whole organization (Garland, 2012). Negative assurance can prompt abnormal state of workers turn over.

Ward (2015), points out that pay isn't the transcendent motivation behind why individuals relinquish their professions for evidently greener fields. Fajana (2012) on his part contended that at whatever point a representative or gatherings of workers are disappointed with their compensation one could expect a long arrangement of misconception occasion or occurrences to happen, for example, poor occupation execution, strike, complaints, turnover, work disappointment and mental issue.

2.6 Teachers' Rewards and Productivity: The Nexus

At all dimension and size, each instructive organization would be in danger if the workforce (instructors explicitly) are aimlessly utilized, ineffectively compensated, not remunerated for coincidental commitments, and not uncovered or given other incidental advantage or motivator (Reilly, 2011). The case may likewise not be distinctive when a school (provincial or urban) is staffed with apathetic and wore out instructors. It along these lines pursues that issues of instructive strategies and standards will stay insignificant unrealistic reasoning if educator – related concerns like compensations are not taken as an issue of impulse for human asset the executives in our schools. An exceptionally energetic faithful and powerful encouraging staff at all dimensions of training is a result of good reward framework. The nearness of operational and administrative issues can be found in some instructive organizations. These issues going from most prominent beast of store, un-accessibility to add up to nonattendance of Herzberg inspiration cleanliness motivator bundles, particularly the material and the money related. The poor pay bundle and the

unpredictable method of installment antagonistically influence instructor's presentation in the study hall (Helgesen, 2018).

Peterson (2013) in his view says that the present school situations are a reward rare setting for expert work and regularly appear to neutralize educators best exertion to develop expertly and improve understudies' learning be alluded to as those variables that work inside the educational system which if not made accessible to the instructors would hamper execution, cause pressure, discontent and dissatisfaction all of which consequently diminish understudies quality yield and upgrade educators choice to leave the activity. This suggests instructor motivating force incorporate factor that reason, channel and support impact educators' conduct towards high scholastic accomplishment measures, work fulfillment and solidness at work (Bourne, 2015). Kennerley (2015) deplored that notwithstanding the job educators played in the training framework, there was plentiful proof proposing that instructors were disregarded regarding backing and welfare. Instructors' welfare should be viewed as a reasonable inspiration factor for the survival of the showing calling and the instructive framework.

2.7 Empirical Review

A study was directed by Abbas and Hammadi (2015) titled "The Incentives and their Effect on the Performance" demonstrated a poor cooperation by the representatives in basic leadership; moreover, most of workers grumbled about the absence of solid motivating forces, for example, rewards and rate. Hammam and Al-Maqableh (2015) talked about the elements that help in achieving work fulfillment for representatives in Jordanian inns. The investigation demonstrated that activity fulfillment for the representatives was middle of the road and that the administration style is the principal factor in improving employment fulfillment, at that point it is the workplace that assumes a job in this improvement; though the least powerful factor was the pay framework at inns. Muhsen (2014) explored the dimension of occupation fulfillment for workers at the UNRWA in Amman; the examination endeavored to distinguish the best factors that help achieving work fulfillment and powerful execution. The investigation found that the level of occupation fulfillment was generally low since it achieved 58.82%. The investigation likewise demonstrated that there are contrasts, with factual proof, in employment fulfillment because of factors, for example, compensation, age, and long periods of experience, conjugal status and

spot of habitation. At long last, the analyst suggested that there must be a unification of the authoritative guidelines notwithstanding reevaluating the motivating force framework actualized in the UNRWA.

Al-Fares (2011), then again, endeavored to clear up the connection between the motivating forces strategies utilized in four open organizations. He found that there is a solid connection between the motivating forces and unwaveringness towards the association, which, subsequently, influences the presentation at work. The investigation prescribed that there ought to be more consideration committed to building up the motivating forces given to the workers as to enroll the representatives to progress toward becoming activists in the establishment. Kennerley (2012) think about endeavored to distinguish the quality and job of motivating forces, given to the representatives at Nables medical clinic in Palestine, in upgrading the workers' exhibition. The outcomes demonstrated that most of representatives concur that there are not many good and solid impetuses; in any case, the outcomes demonstrated that there is no immediate connection between the motivators and the workers' presentation.

Al-Nsour (2012) led an examination expected to research the effect of budgetary and good motivating forces on authoritative execution for the representatives of the Jordanian Universities. This investigation goes for distinguishing the job of the Jordanian colleges in gathering the representatives' societal needs, realizing the actualized motivations approach and knowing the dimension of execution in the Jordanian colleges. The examination found that there is a satisfactory dimension of motivators gave to workers. Money related motivating forces positioned in first spot while moral motivators positioned in the second spot. Furthermore, it was discovered that there is an abnormal state of authoritative presentation. Consumer loyalty positioned in the first spot, inward business process in the second spot pursued by learning and development. There is connection between money related and moral motivators and authoritative execution just as among budgetary and moral impetuses and inside business procedure and consumer loyalty.

2.8 Theoretical Framework

There are different hypotheses to the investigation of remuneration framework and representative's efficiency, for example, value hypothesis, hope hypothesis,

cafeteria pay hypothesis, Lawler and watchman's hypothesis of inspiration and work pay, equivalent pay for equivalent work hypothesis, and so on. This examination will receive value hypothesis as the system of investigation. This hypothesis was first upheld by Adam (Kennerley, 2012). The idea of value stipulates that equity and reasonableness ought to rule, for instance in remuneration framework. Fajana (2012) characterizes disparity as a treachery seen by an individual when he thinks about the proportion of his prizes to his information sources endeavors with the proportion of another practically identical individual's results to his data sources and finds that they are not rise to.

As indicated by value hypothesis, the inspiration of people in association is impacted by the degree to which they feel that they are being treated in a reasonable and impartial way (Santos, 2015). At the point when individuals feel that they are being treated in an evenhanded and unjustifiable manner, the hypothesis contends that they will be propelled to take part in exercises went for reestablishing sentiments of impartial treatment. Robbins, (2011) recognizes two noteworthy parts to the hypothesis. To start with, the hypothesis indicates the elements, which impact the degree to which individuals feel that they are by and large evenhandedly treated. Second, the hypothesis traces the sort of exercises which people may be roused to take part in to reestablish sentiments of value when they are feeling unjustly of uncalled for treated. Value hypothesis predicts that individuals are always occupied with making two sorts of correlations.

a. The sources of info they convey to the activity as Education, experience, preparing, time, exertion and so forth with the outcomes (rewards, for example, pay, advancements, acclaim, acknowledgment, sentiments of individual achievement they get or get because of playing out the activity (Robbins, 2011).

b. The examination by the individual of his or her very own proportion of out comes to contributions to the practically identical proportion of results to contributions of someone else known as correlation other (Allen, 2012). The hypothesis additionally surmises that when individual sees that his or her very own proportion of out comes to inputs is roughly equivalent to the relating proportion of the correlation of others, a condition of value is said to exist. In such a circumstance the individual will feel happy with the prizes that the individual in question is getting, will feel that the person in

question is in effect genuinely treated, and would be anticipated to be persuaded to keep doing the sorts of thing the person in question had been doing at work up to that point. To accomplish best outcomes, associations must break down each employment, know the necessities, and pay a similar compensation for work of similar data sources. Where differential wages must be paid, the premise must be clear (Cole, 2012).

2.8.1 Equity Theory and Reward System in Educational Institution

Clearly efficiency of a worker is being affected by the normal reward and acknowledgment from the association. That acknowledgment of individual abilities, qualities, capacities and capabilities by the association upgrades the worker execution at work (Robbins, 2011). Fair rewards among individuals of various callings have extraordinary effect on efficiency fulfillment relationship. The money related rewards in term of pay are by all account not the only measuring stick to guarantee profitability improvement and fulfillment among representatives aside from on the off chance that it is needed, yet other non-budgetary prizes do upgrade workers' exhibition on the off chance that it is given acknowledgment. Subsequently, to the extent inborn and extraneous prizes are concerned, administrator in instructive condition would be all around informed to consider the idea with respect to value and morals. Akuoko and Donkor (2012) recommend at any rate seven reasonable ramifications of value hypothesis. It furnishes chiefs with another clarification about how convictions and frames of mind influence execution. It accentuates the requirement for directors to focus on representative's impression of what is reasonable and evenhanded. Chiefs advantage by enabling representatives to take part in settling on choice about significant work results. Representatives ought to be allowed the chance to request against choices that influences their welfare. Workers are bound to acknowledge and bolster hierarchical change when they trust it is executed decently. Directors can advance co-task and collaboration among gathering individuals by treating them similarly. Representatives denied equity at work is going progressively to assertion and the courts. Be that as it may, this hypothesis isn't without its downsides, for example, imbalance among instructive staff can prompt strain and uneven staff inputs. The other real downside of this hypothesis is that it is just helpful after instructive directors must know their subordinates and their individual identities, and this takes some time and exertion.

CHAPTER THREE

METHODOLOGY

In the previous chapter, literature related to the interview intensive reward was reviewed. This chapter describes the method of the study. It includes the design of the study; the subjects of the research, research questions, instrumentation, data collection procedures, and data analysis are described. Limitations of the study are also described in this chapter.

3.1 Research Purpose

The purpose of this study was to evaluate the effectiveness of the use of reward and incentives in improving employee's productivity. The role of reward and incentives in enhancing employee's performance in every organization cannot be overemphasized. In this study, qualitative research design was used. Specifically, the data were naturalistic, being gathered from a particular, they were descriptive, taking the form of words rather than numbers, with no detail being considered as trivial; and finally, the focus of the current study was meaning based, with the aim to reveal how participants in a real setting make sense of their everyday lives. The data were collected from staff of senior secondary schools in Abuja metropolis in Nigeria on the impact of reward and incentives on employee level of productivity in educational institutions. Therefore, this study used one Interview. The interview was designed for the respondents. The interview is divided into two sections. The first section covers respondent demographic information such as Gender, Education, Year of Service and Age.

3.2 Participants

The participants of the study consisted of 41 second-grade English teachers from different public schools in Abuja who used the second-grade incentive reward course book and other ELT academicians from different universities in Nigeria. 23 of the teachers are female and the 18 of them are male. The age range of the participants is between 28 and 43. Their professional experience range is between four and 17 years. They graduated from different universities of Nigeria for example, ABU Zaria,

Bayero University, Baze University, University of Abuja. Danfodio University, Lagos University etc.

Table 1.

Information concerning the gender of the teachers

Gender	Frequency	Percentage
Male	18	43.9%
Female	23	56.1%
TOTAL	41	100

Table 2.

Information concerning the ELT experience of the teachers

Years of teaching Experience	Frequency	Percentage
1 to 6 years	13	31.7%
6 to 11 years	11	26.8%
12 to 16 years	9	21.9%
17 years and above	8	19.6%
TOTAL	41	100

The adapted version of the interview form was sent to 49 academicians in the field of ELT working at different state-run universities in Nigeria. Only 41 of the academicians responded. Twenty-three of the academicians are female, eighteen of them are male. The age range of the academicians is between 28 and 43. They have been teaching for 14, 16, 18, 20 and 35 years. Four of them are assistant professors. One is an instructor doctor. Two of them are at ABU ZARIA University, one of them is at Lagos University, and one of them is at Abuja University. Participation was on a voluntary basis.

3.3 Research Method

The research method adopted for this study would be survey method. However, qualitative research method was used in getting some information on this subject. The framework for the research incorporates the system in a way the research work is finished with a specific extreme target to give honest, good and sensible outcomes.

3.4 Research Philosophy

This dissertation adopts a qualitative method using semi-structured, face-to-face Interviews, which were conducted using open-ended questions. This approach provides the researcher with the prospect to understand the impact of reward and incentives on employee level of productivity in educational institutions (Stage and Manning, 2015). Interviews were used to gather data from the sampled participants. Their responses were recorded and transcribed and provided the necessary information to develop themes that were used to design the interview. Interviews are indispensable in that they help the researcher to follow up on the responses given (Smith, 2015), something that makes the research interesting and exciting especially because the researcher also observes the respondent's non-verbal behaviors which gives the opportunity to construct the questions until satisfaction is achieved. Once the themes are developed and further refined and codified thematic maps are thereafter created and themes titles formed. Subsequently, the interview was developed into two parts with Part A covering demographic information about the participants and part B which covers mainly the questions that the participants would attempt to answer.

3.5 Research Strategy

The research strategy the researcher adopted for this dissertation is the exploratory research. This is stemmed from the fact that the strategy is guided by the research questions which seek to evaluate the impact of reward and incentives on employee level of productivity in educational institutions. This type of research follows a case study approach in order to explore the research topic in a true-to-life setting for get-together in which the information is collected for the research and data is assessed (Sekaran and Bougie, 2016). The two most appropriate frameworks which are widely utilised for the research is assistance and fundamental information. Concerning present research subject, the information was collected with the assistance

of both aides and technology. The gathering of vital information was done through optional research technique while secondary information was accumulated from past research and meetings (Smith, 2015). The optional information for the research work has been amassed with the assistance of past research done by aces and ace specialists, for example, online diaries, magazines, explore articles and whatnot the certified favoured point of get-together the information with the assistance of key assets is to get coordinate data (Saunders, 2011).

3.6 Data Collection Procedures

In Abuja Nigeria there are more than 36 public primary schools. 20 of these schools were selected randomly by the researcher. In order to improve the reliability of the research, more than half of the public schools of Abuja Nigeria were decided without any consideration in terms of location of them. In the second term of 2018-2019 academic year, each week over a period of 10 weeks, the researcher went to two or three schools in order to interview the staff. In order not to disturb the staff during their lessons as the permission from MNE asked, the researcher waited for the break; therefore, the interviews took about fifteen minutes. In addition, because of the time limitation, and in order to prevent any misconception caused by language, the interview questions were asked one by one in English by the researcher and the teachers answered them in English, too. With the participants' permission, the interviews were recorded as well as transcribed in the Word files. The interview questions were modified accordingly and sent by e-mail to the ELT academicians in the second term of 2018-2019 academic year by the researcher. The modified interview questions were in intensive reward. Five ELT academicians returned with the answers in Intensive reward, too within two and three weeks.

3.7 Data Analysis

In order to analyze the data obtained from the participants, the 41 interview files were read carefully by the researcher. The missing parts of the notes were completed using the transcription of the recorded data. The answers of the participants for each question were evaluated together to recover the common issues or different ideas about the intensive reward. The ideas of the teachers were reflected to the results according to their answers to the questions in the interview. Finally, the qualitative

data collected by the teacher interviews were transcribed and content analyzed. Summative content analysis method was used in this research. The interviews were given numbers such as I1, I2, I3 etc. In order to analyze the differences and similarities between the ideas of the participants. The ideas of the participants were also categorized according to positive and negative answers. The open-ended interview forms were given numbers such as A1, A2, A3 etc. Their opinions were analyzed and categorized in the same way in order to compare with the teachers' ideas.

3.8 Limitations

As with any piece of academic research, the current study has a number of limitations. First, it is limited to 20 state primary schools in Abuja Nigeria. Similar studies could be conducted in different cities in Nigeria to gain a more comprehensive representation of teachers' opinions about the interview being conducted. Second, only the teachers' and ELT academicians' opinions about the Interview were taken into consideration as the students are not at the right stage of development to express their likes and dislikes, criticize in a proper way. They are young learners and have just here and now motive. Given the reduction in the age at which Intensive reward change in Nigeria, further studies could be conducted to determine a means by which the opinions of young learners regarding instructional materials could be validity and reliability collected by making observations. Future Interviews could adopt a comparative approach to research the strengths and weakness of the currently available rewards.

3.9 Validity and Reliability

The title of the research is "impact of reward and incentives on employee level of productivity in educational institutions" which will be carried out using a qualitative approach. Burns & Grove (1997) noted that qualitative research involves the process used to describe and analyse relationships where the focus is on causes and effects existing between variables. The method for getting some information about in light of qualitative approach take a gander at is clarified as the approach which is inside and out subject to an organisation with the social obliging case that spotlights on progress socially concerning the likelihood of reality (Thomas, Silverman and Nelson, 2015).

This study was conducted using interviews as the main instrument of data collection. Interviews will be used to gather data from sampled participants. Their responses will be recorded or note taken from their responses. Interviews are indispensable in that they help the researcher to collect qualitative data in a most cost-effective way because it can be printed and hand delivered or email directly to the participants, something that makes the research interesting and flexible especially because the researcher will be in a position to follow up with reminders to the participants (Smith, 2015). The Interview which is a structured self-completed that was written in simple grammar and designed based on Likert-type scale because this is the most commonly used psychometric scale for psychological measurements (Wakita, 2012).

For the purpose of this study data were gathered from staff of senior secondary schools in Abuja metropolis in Nigeria on the impact of reward and incentives on employee level of productivity in educational institutions. Therefore, this study used one interview. The Interview was designed for the respondents. The Interview is divided into two sections. The first section covers respondent demographic information such as Gender, Education, Year of Service and Age. The second section covers respondent's information's on the impact of reward and incentives on employee level of productivity in educational institutions. The questions were asked in simple English language free of ambiguity in order to enable the respondents easily understand and provide answer to the research questions.

In addition to the primary sources of data collection, the study also utilized the secondary data. Secondary data essentially constitutes that information utilized in the course of the studies which are not first and in nature. The secondary information's includes, the use of already available data which most have gone through some level of criticism and amendments by both the writer and other scholars in the area being studies. Therefore, for the purpose of this study the researcher also utilized secondary information's which stem from data deduce form articles, journals, periodical, textbooks, internet sources and other literature materials which has gone through stringent editing, especially those that border on the impact of reward and incentives on employee level of productivity in educational institutions (Asika, 2004).

3.10 Sampling Technique

In reference to Burns & Grove (1997), the study population has involved all elements that satisfy the sample criteria to be included in the study. The study population will be composed of 87 staff of senior secondary schools in Abuja metropolis in Nigeria. The simple random sampling technique was chosen as the sampling technique to be adopted for this study. The sampling technique was chosen after many evaluations on the most suitable sampling technique which will best apply to the nature of the research topic under study. Also, the ethical considerations and requirements, technical and financial as well as human material cost of adopting the simple random sampling techniques were also evaluated before choosing the sampling technique. The chosen random sampling techniques will help the researcher give every member of the population an opportunity to participate in the study and ensure that the conclusion of the research is a product of the, most popular opinion of the study without bias (Cope, 2014). Only sampled participants will be included in the study.

3.10.1 Sample Size

In calculating the sample size, the Yamane's formula was adopted for the analysis. The Yamane formula has grown to become one of the widely and generally acceptable statistical packages used in most scientific research in arriving at the specific sample size from the population of study. The formula is thus calculated as shown below (Yamane, 1967:154):

$$n = \frac{N}{1 + Ne^2}$$

Where, n = the sample size

N = the size of the population

e^2 = the error of 5%

$$n = \frac{N}{1 + N(e)^2}$$

Where

$N = 87$

$$e = (0.05)^2 = 0.0025$$

$$n = \frac{87}{1 + \frac{87(0.0025)}{87}}$$

$$= \frac{87}{1 + 0.2175}$$

$$= \frac{60}{1.2175}$$

$$= 49$$

$$n = 49$$

Using Bourley's proportion allocation formula

$$n_1 = \frac{n_1(n)}{N}$$

Where n_1 = Element within the sample frame i.e. Number
Allocated to each class of employee (department)

n = Sample or the proportion of the universe used for the study (Total sample size)

N = Population of the study i.e. overall employee.

Schools:	Sample Size
1) GSS Gariki ----	12
2) GSS Jabi -----	8
3) GSS Maitama ----	19
4) GSS Kubwa ----	10
Sample for the study	49

To cross check:

$$8 + 19 + 10 + 10$$

$$= 49 \text{ (sample size)}$$

Based on the Yamane's formula adopted with a sample error of 5% and a confidence coefficient of 95%, it can be seen from the result of the sample size that a total of 49 respondents has been sampled to participate in the fieldwork of distributing Interviews.

3.10.2 Sampling Criteria

Respondents of the study will be identified using a specific criterion. Teachers will have to meet the following qualifications before they can be considered ideal to take part in the study.

- The participant must be/had been a teacher in FCT
- Must have experienced the impact of reward and incentives on employee level of productivity
- If it is the head teacher, he/she must have witnessed challenges with administering reward and incentives in educational institutions.

3.11 Moral Consideration

There are certain moral concerns identified with every research work most of which were clearly stated in the University research ethics, which are fully complied by the researcher. The essence of the research is to get both essential and discretionary data, in this manner the investigator needs to ensure the quality and authenticity of the data are not compromised. Similarly, it was equally important to ensure that the data recouped fundamentally to the subject was referenced truly (Bryman, 2015). Since the research was conducted in an organization it was proper to seek and obtain necessary approvals from the school heads, letter was designed approved by the supervisor and sent to the school heads for approval. After the approval was obtained each of the participants was sent a copy of University approved information sheet for proper guidance on the objective of the research. Thereafter, a Participant Information sheets and Consent Forms were sent to each of the participants in order to get their signatures and consent to participate. It is encouraging to note that 49 of the completed forms were received by the researcher before the commencement of the research.

It is important to note that at the end of the research a debriefing form was equally sent to all the participants to thank them for participating and provide them with the contact details of the researcher and the supervisor in case they may need to contact anyone after the research.

CHAPTER FOUR

RESULT

4.1 Introduction

The activity under this chapter was structured in order to present and analyze the major finding from the interview conducted among the respondents consisting of teachers in selected secondary schools in Abuja. From the previous chapter, the methodology was explained which showed that a total of forty-nine (49) formed the respondents for the interview. In the course of the fieldwork some hitches were encountered, in which out of the forty-nine (49) interviewed candidates eight were not interested in responding, hence the interviewer found forty-one (41) candidates were useful for the interview. Therefore, a total of 41 interviews were conducted and used for onward analysis of the study using simple percentage.

4.2 Data Presentation

Table 3.

Poll Distribution among Respondents

Respondents	Interview requested	Percentage	Interview accepted	Percentage
Teachers	34	69.4%	31	75.6%
School proprietors	15	30.6%	10	24.4%
Total	49	100%	41	100%

The outcome of the above analysis hence shows that out of the 49 interviews only forty-one were able to respond. It can be deduced for the table that 34 interviews were asked to teachers and 15 to school proprietors but only 31 and 10 were able to respond respectively. Hence the table simple shows that only 41 interviews were successful and used for the present analysis.

Table 4.

Response Rate on whether Employees will surely perform well even if the incentives and reward system are not available

Theme	f	%	Theme	f	%
Teacher			Administrator		
Demotivates workers	8	36.4	Demotivates workers	4	21.1
Postponement of Responsibility	10	45.4	Decrease performance	8	42.1
Lack of punctuality	4	18.2	No deal expectation	7	36.8
Total	22	100	Total	19	100

The study above indicates that 22 are teachers frequency and 19 are the administrators. The above shows that respondents are highly regarded and valued by management to some extent in their respective organization.

(A View (8)) *“Employees are individually motivated for a higher level of performance in the organization”*.

(T View 10)) *“Organizational ability will increase due to individual’s satisfaction at work”*.

(A View 7)) *“Since the individual incentive is provided with an additional output, employees tend to increase their output as far as possible and they give less importance to the quality”*.

Table 5.

Response Rate on whether employees in your organization are adequately motivated

Theme	f	%	Theme	f	%
Teacher			Administrator		
Limited materials	9	40.9	Limited materials	6	31.6
Sufficient fund	5	22.7	Sufficient fund	6	31.6
Insufficient fund	8	36.4	Time limit	7	36.8
Total	22	100	Total	19	100

The result of the fieldwork led above demonstrates that 22 respondents are teachers while 19 are the administrators.

(T View (9)) *“I believe subsequently the above examination goes to infer with some of the employees”.*

(A View (19)) *“Individual incentives will result in greater job satisfaction and organizational productivity”.*

(T View (8)) *“Goal conflict occurs between individual goals and organizational goals”.*

Table 6.

Response Rate on whether employees are highly regarded and valued by management

Theme	f	%	Theme	f	%
Teacher			Administrator		
Motivation	13	68.4	Planning	10	45.4
Problem solving	3	15.8	Decision making	9	40.9
Easy access	3	15.8	Problem solving	3	13.7
Total	19	100	Total	22	100

The study above indicates that 19 respondents are teachers and 22 are the administrators.. The above shows that respondents are highly regarded and valued by management to some extent in their respective organization.

(A View (9)) *“Individual incentive reduces organizational expenses”.*

(T View (13)) *“The quality of work life is reduced”.*

(A View (3)) *“Individual incentives can be easily administered and applied”.*

Table 7.

Response Rate on whether fringe benefits affect the performance of employees in your organization

Theme	f	%	Theme	f	%
Teacher			Administrator		
Discussion	12	52.2	Evaluating all skills	14	77.8
Inadequate skills	7	30.4	Peer revision	4	22.2
Try different techniques	4	17.4			
Total	23	100	Total	18	100

The data analysis conducted above indicates that 23 of the respondents are teachers while the 18 are the administrators.

(T View (4)) *“Individual incentive does not promote teamwork”*.

(T View (12)) *“Bonuses are not directly linked to employee’s performance”*.

(A View (14)) *“The plan provides substantial financial awards to key employees”*.

Table 8.

Response Rate on whether there are financial and non-financial incentives in my organization

Theme	f	%	Theme	f	%
Teacher			Administrator		
Recognition of reward	6	30	Recognition of reward	6	28.5
Opportunity	12	60	Opportunity	6	28.5
			Enhance decision making	7	
					33.4
Chance to lead	2	10	Chance to lead	2	9.6
Total	20	100	Total	21	100

The outcome of the analysis conducted above goes to show that 20 of the respondents are teachers and 21 are the administrators.

(A View (7)) *“Performance standards are specific”*.

(A View (6)) *“Performance standards are tied directly to increase in the company's value”*.

(T View (8)) *“Part of the bonus is deferred and subject to vesting”*.

Table 9.

Response Rate on whether my level of productivity will diminish if I'm poorly rewarded

Theme	f	%	Theme	f	%
Teacher			Administrator		
Positive reinforcement	10	47.6	Positive reinforcement	7	35
Positive punishment	5	23.8	Positive punishment	8	40
Negative support	6	28.6	Negative discipline	5	25
Total	21	100	Total	20	100

The study conducted above goes to show that 21 of the respondents teachers and 20 are the admintrators. Hence it can be concluded that employee level of productivity will diminish poorly if negative is better than positive.

(A View (20)) *“Incentive plans motivate workers for higher efficiency and productivity”*.

(T View (10)) *“Incentive plans can lead to disputes among workers since some earn more than others”*.

(T View (11)) *“incentive plans make employees hardworking and innovative”*.

Table 10.

Response Rate on whether I feel a sense of recognition when I'm rewarded

Theme	f	%	Theme	f	%
Teacher			Administrator		
Getting bonuses	6	30	Getting bonuses	8	38.1
Salary raise	5	25	Salary raise	6	28.6
Reward	5	25	Reward	4	19.1
Promotion	4	10	Promotion	3	14.2
Total	20	100	Total	21	100

The above analysis indicates that 20 of the respondents are teachers and 21 are administrators. It shows that majority of the employees support getting bonuses.

(A View (8)) *“When employees are dedicated, supervision costs can be reduced”*.

(T View (14)) *“Hunger for money among the workers forces them to overwork, which may affect their health”*.

(A View (9)) *“Incentive plans help establish positive response within an organization”*.

Table 11.

Response Rate on whether there are existing policies used to enhance organizational reward and incentive measures

Theme	f	%	Theme	f	%
Teacher			Administrator		
Request feedback	7	43.7	Inform representatives	14	56
Present last item	7	43.7	Request feedback	3	12
Request employees sign off	2	12.6	Provide deal	6	24
			Request employees sign off	2	8
Total	16	100	Total	25	100

The outcome of the field work conducted above goes to show that 16 of the respondents are teachers and 25 are the administrators. There are existing policies used to enhance organizational reward and incentive measures.

(T View (7)) *“It helps workers improve their standard”*.

(A View (14)) *“Some workers may involve in malpractices in order to earn more money”*.

(T View (2)) *“Incentive plans can create tensions among different personnel”*.

Table 12.

Response Rate on whether management adheres strictly to the reward and incentive policies

Theme	f	%	Theme	f	%
Teacher			Administrator		
Incentive fulfillment	8	36.4	Incentive fulfillment	7	36.8
Promotional item	11	50	Promised deal	8	42.2
Charitable donation	1	4.5	Charitable donation	3	15.8
Pre-incentive	2	9.1	Pre-incentive	1	5.2
Total	22	100	Total	19	100

The study above indicates that 22 of the respondents are teachers and 19 of the respondents are administrators. The above shows that management adheres strictly to the incentive fulfillment policies.

(A View (19)) *“Monetary incentives reward workers for performance and productivity through money”*.

(T View (11)) *“These incentives encourage friendly competition between associates when linked to job performance”*.

(T View (8)) *“Job satisfaction increases, it encourages employees to stay within the company”*.

Table 13.

Response Rate on whether I'm highly satisfied with the reward and incentive policies in the organization

Theme	f	%	Theme	f	%
Teacher			Administrator		
Gain sharing incentive	7	33.4	Gain sharing incentive	10	50
Potential issues	10	47.6	Moral incentive	6	30
Productivity	3	14.2	Productivity	2	10
Hard working and innovative	1	4.8	Hard working and innovative	2	10
Total	21	100	Total	20	100

The data analysis conducted above indicates that 21 of the respondents are teachers and while the other 20 are the administrators. It can be concluded that employees are not highly satisfied with the reward of hard working in the organization.

(T View (10)) *“Remove energy drainers to improve focus and reduce stress”*.

(A View (18)) *“Setting up your workspace for efficiency”*.

(T View (4)) *“Helps companies achieve sustained improvement in key performance measures”*.

CHAPTER FIVE

DISCUSSION

The outcome of the above analysis hence shows that out of the 49 interviews only forty-one were able to respond. It can be deduced for the table that 34 interviews were asked to teachers and 15 to school proprietors but only 31 and 10 were able to respond respectively. Hence the table simple shows that only 41 interviews were successful and used for the present analysis.

On whether employee will surely perform well even if the incentives and reward system are not available it was deduced from the study that most of the respondents would surely not perform well even if the incentives and reward system are not available indicating the role of incentives in improving productivity.

Employees in your organization are adequately motivated, the above analysis goes to show that employees in most schools are not adequately motivated. Employees are highly regarded and valued by management, the above shows that employees are highly regarded and valued by management to some extent in their respective schools. On whether fringe benefits affect the performance of employees in your organization, it can be concluded that Fringe benefits affects the performance of employees in your organization. There are financial and non-financial incentives in my organization, it goes to show that there are financial and non-financial incentives in my organization.

Counting upon the study results, we exhibit here the most important recommendations for educational institutions shall commit to pay attention to incentive systems application and put it into force, for it has several advantages summarized in obtaining two factors having great abilities and skills in coping with beneficiaries and providing them with services of high level of quality. The institutions' success relies, in the first place, upon working individuals' performance. In this sight, organizations should take care of workers as they do of beneficiaries and shall work on having them motivated in order for their abilities and skills to be elevated because achieving high level of quality depends upon those workers' behavior toward beneficiaries. Whereas not only does beneficiaries' viewpoint toward the organization count on dissatisfaction with what such an organization provides but also it depends

on treatment offered to beneficiaries by working individuals at the same organization. Thus, incentives and their systems perform a huge role in any organization failure or success by reaching this result.

In other ways, employee's level of productivity will diminish if poorly rewarded, it can be concluded that employee level of productivity will diminish if poorly rewarded. I feel a sense of recognition when I'm rewarded, it can be deduced from the study that employees feel a sense of recognition when they are rewarded. There are existing policies used to enhance organizational reward and incentive measures, the above analysis got to conclude that there are no existing policies used to enhance organizational reward and incentive measures.

On the issue of managements adherence to strict policies regarding reward and incentive policies in the organization, the study above shows that management adheres strictly to the reward and incentive policies. I'm highly satisfied with the reward and incentive policies in the organization, it was concluded that employees are not highly satisfied with the reward and incentive policies in the organization.

Management tries to ensure the available reward and incentives are relevant to the contemporary needs of the employees, it goes to show that management tries to ensure the available reward and incentives are relevant to the contemporary needs of the employees. Employees can improve their productivity to earn more rewards, it was concluded that employees can improve their productivity to earn more rewards.

Therefore, the financial incentives are most effective in improving employee performance, it was deduced from the study that the financial incentives are most effective in improving employee performance. The non-financial incentives are most effective in improving employee productivity, the above analysis goes to conclude that the non-financial incentives are most effective in improving employee productivity.

Rewards and incentives encourage improved team performance, the above shows that rewards and incentives encourage improved team performance. Therefore, rewards and incentives can reduce the level of employee turnover, it can be concluded that Rewards and incentives cannot reduce the level of employee turnover. And there are challenges of ineffective implementation of reward and incentive packages in my organization, the study showed that there are challenges of ineffective implementation of reward and incentive packages in my organization.

In other word, there are challenges of non-inclusion in the formulation process of reward and incentive administration in my organization, it can be concluded that there are challenges of non-inclusion in the formulation process of reward and incentive administration in my organization. There are problems of poor management strategy in the administration of reward and incentives, it was deduced from the study that there are problems of poor management strategy in the administration of reward and incentives. Basically, the existing reward and incentives are inefficient and ineffective, the above analysis goes to conclude that the existing reward and incentives are inefficient and ineffective.

I feel additional responsibilities will reduce my level of productivity, the above shows that additional responsibilities will reduce my level of productivity. Employees can improve their productivity level with or without a reward and incentive package, it can be concluded that employee cannot improve my productivity level with or without a reward and incentive package. Employee's passion for their job can improve my productivity level, it goes to show that their passion for my job can improve my productivity level. They believe there are some levels of discrimination in the implementation of reward and incentive packages in the organization, it was found that employees believe there are some levels of discrimination in the implementation of reward and incentive packages in the organization. It was also deduced from the study that employee cannot improve their level of productivity if only they can be assured of job security.

The ranked importance of motivational factors of employees at educational institutions provides useful information for the school management and employees. Knowing how to use this information in motivating employees in private and state educational institutions is complex. The strategy for motivating educational institutions employees depends on which motivation theories are used as a reference point. If Herzberg's theory is followed, management should begin by focusing on pay and job security (hygiene factors) before focusing on recognition and full appreciation of work done (motivator factors). If Adams' equity theory is followed, management should begin by focusing on areas where there may be perceived inequities (pay and full appreciation of work done) before focusing on promotion and job security. If Vroom's theory is followed, management should begin by focusing on rewarding (pay

and interesting work) employee effort in achieving organizational goals and objectives.

Regardless of which theory is followed, recognition and employee pay appear to be important links to higher motivation of university employees. Options such as goal-setting, job enlargement, job enrichment, promotions, monetary, and non-monetary compensation should be considered. Job enlargement can be used (by managers) to make work more interesting (for employees) by increasing the number and variety of activities performed. Job enrichment can be used to make work more interesting and increase payment by adding higher level responsibilities to a job and providing monetary compensation to employees for accepting this responsibility.

Based on the data collected from the survey, job enrichment should be an effective way to motivate employees of educational institutions as they expressed the readiness and willingness towards taking additional responsibility, additional power and freedom of decision making.

CHAPTER SIX

CONCLUSION AND RECOMMENDATION

6.1 Conclusion

The significance of remuneration in the everyday activity of employees' obligations can't be overemphasized, particularly with regards to being compensated for an occupation done. Human execution of any kind is improved by expanding inspiration (Qureshi& et al, 2010). From this study it tends to be effectively derived that managements remunerate bundle matters a great deal and ought to be a worry of both the businesses and workers. The outcomes acquired from the investigation demonstrated that specialist's place incredible incentive on the various prizes given to them by their managers. Thus, when these prizes are not given, specialists will in general express their dismay through poor execution and non-pledge to their activity. It is hence basic for the association to think about the necessities and sentiments its representatives and not simply neglect them so as to safe gatekeeper modern congruity, in light of the fact that "an upbeat laborer they state is a beneficial specialist". Moreover, compensate is the main impetus that invigorates a laborer to indicate greater pledge to work and to improve his or her efficiency. These is in type of motivating forces, for example, expanded pay, transport and recreational offices, free or sponsored restorative administrations, standard and brief installment of pay rates, advance to purchase vehicle just as protection plans (Adelabu, 2003).

This is one of the central approaches to guarantee that individuals from staff are very much spurred towards elite. The present dimension of educator's inspiration in the region under investigation will keep on empowering work disappointment, low confidence and untimely takeoff from the educational system and diminish homeroom adequacy (Onyene, 2001). There is along these lines the need to set a reward customized in movement to upgrade representatives (instructors) execution at work. The examination reasons that, most of the private and state colleges staff has served the instructive organizations for a considerable number of years enables them rich experience and to think on persuasive issues concerning their work. Staff advancement arrangements and procedures expect audit to suit the requirements of individual worker. Rewards as persuasive factor for representatives were the correct way aside from, they didn't comparable with work done and need an upward change.

Professional success and advancement at the colleges appear to be certain and empowering as throughout the years reliable and dedicated representatives have ascended through the positions to their present positions. Relational relationship among the board and staff was phenomenal. Utilization of outside workshops as remunerating expanded execution was nonexistent. Extra obligation to compensate superior is the supporting stage and had not been that conspicuous. From the above investigation, this is presumed that from by and large respondents which are representatives the vast majority of them mark working propensity as the most significant factor in the worker working procedure.

Also, in the wake of working propensities factors persuasive factor has the most effect on the worker working procedure. Thirdly, mechanical components influence the representative working procedure most. In the last spot, attitudinal components are significant in the worker working procedure.

From the consequences of the discoveries, we can finish up the accompanying: Additional obligation assumes an imperative job in the foundation of representative's character and their working procedure. In this manner, supervisors' disposition ought to be well disposed and fair-minded with everybody. Correspondingly, workers ought to carry on in a legitimate way. They should regard their director to get a similar reaction. Working propensities had an incredible effect on representative working procedure. In this way, representatives ought to be permitted to choose the method for working. They ought not be implemented by anyone; generally, quite possibly it influences their working procedure. Chiefs ought to likewise give complete consideration to their representatives and look into their working procedure. They ought to persuade their representative towards undertakings.

Instructive foundations generally rely upon the inspiration of its workers. By and large, great wages ought not be viewed as simply a fundamental need factor as in Maslow's Theory of inspiration, yet a factor that can prompt inspiration may likewise can possibly de-rouse workers. In spite of the fact that a significant inspirational factor has been recognized a swage by past investigations, since the things that propels individuals to play out their best are unique and unmistakable. Finding out about what representatives needs from their employments, or what is increasingly significant for them, may create basic data for powerful human asset the executives.

The viability of both private and open instructive establishments relies on the inspiration of their representatives. Realizing what persuades representatives and fusing this learning into the reward framework will enable instructive establishments to recognize, select, utilize, train, and hold a profitable workforce. Propelling representatives requires participation of the two administrators and workers. Instructive foundations workers must be eager to tell chiefs what inspires them, and administrators must be happy to configuration remunerate frameworks that rouse representatives.

Overview results, similar to those introduced here, are valuable for helping instructive foundations directors figure out what spurs representatives. In the event that appropriately structured reward frameworks are not executed, in any case, workers won't be spurred.

The investigation uncovers that outward motivators (expanded pay, for this situation) given to the workers, is profoundly valued by them; notwithstanding, this isn't the best method for propel staff in higher instructive organization. Acknowledgment, gratefulness, and occupation include show up as the most significant variables of inspiration for the outright lion's share of open and private colleges staff. The discoveries of the investigation certainly will be helpful for instructive establishments in the event of appropriate understanding and usage by the Top Management.

6.2 Recommendations

The findings from this study have genuine implications for organizations to redirect its approaches on the arrangement of remunerations and welfare administrations for employees. The accompanying suggestions exuded from the study include:

- i. Relevant educational organizations should be set up to blend all qualifications, incidental advantages or motivators to be appreciated by educators to be in accordance with their partners in different callings.
- ii. Since teaching is viewed as "mother of all calling", the treatment of the goose that lay the brilliant eggs ought to be better than expected and seen to order social regard and acknowledgment from one and all.

iii. Professionalization of teachings as a vocation ought to be dealt with most extreme truthfulness by the administration and just enlisted teachers ought to be permitted to rehearse.

iv. The states of administration for educators ought to be appealing to the degree that certified individuals will be glad to separate from different fields and take on teaching.

v. Car advances, lodging credits, medical coverage plans, and abroad voyaging chances ought to be caused accessible to instructors to make them to have firsthand information of what acquires on different pieces of the world and release their obligations with most extreme great confidence.

vi. Government ought to guarantee that there is sufficient arrangement of showing materials and infrastructural offices which would improve educator's exhibition at work.

vii. Lack of correspondence between workers in instructive organizations representatives and the board was observed to be powerless and ought to be improved. This would consequently expand inspiration viability and execution.

viii. Employees thought about instructive foundations compensation and advantages as lacking for their necessities. The board ought to guarantee that no huge compensation holes exist among the various dimensions of execution.

ix. Furthermore, it ought to be evenhanded and execution connected. Most importantly, the executives should better the accessible prizes to accomplish higher and more prominent dimensions of inspiration and worker execution.

x. Consequently, prizes should have a target measure of execution which can be seen by the employee. This would be an amazing correspondence of trust and backing to instructive establishments workers. Fundamentally, prizes ought to convey regard and ought to obviously recognize representatives' aptitudes and individual gifts.

xi. Educational establishment boards ought to likewise furnish the employees with progressively authoritative opportunity and individual self-governance. Workers ought to take an interest in basic leadership with the goal that they feel that their conclusions are significant for improvement of instructive foundations.

xii. Some culture of festivity ought to be made in which channel of correspondences can be built to educate levels regarding the board of worker's accomplishments, helping representatives in conquering obstructions and increment work duties. Prizes ought to be given evenhandedly to execution.

6.3 Research Limitation and Future Research

In this study, subjective techniques were utilized to investigate the elements of staff look into inspiration and the elements that impact examine efficiency. During the time spent investigation, the shortcomings can be found as far as the range and number of the members in the example. Future research in this field can build up extra investigations to diminish these constraints.

Consequently, because of the above research constraints, later on, any future study ought to be chosen from general educational foundations in different locales in Nigeria. Further research will furnish the educational institutions strategy producer with a reference and help them understand whether their staffs are happy with the flow approach, and where it ought to be improved or adjusted later on.

Further research should consolidate subjective research since this study utilized subjective research philosophy. Longitudinal information may likewise be gathered to research genuine easygoing derivation for the connections guessed in this investigation. Besides, relative examinations might be accomplished for private and open instructive establishments in Nigeria.

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