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Incentives And Performance Of Workers In Tertiary Institutions In Anambra And Enugu State, Nigeria

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ABSTRACT

The main aim of this study is to investigate the incentives and performance of workers in tertiary institutions in Anambra and Enugu state, Nigeria. The main objective of the study is to examine the effect of monetary incentives, non-monetary incentives and career development on performance workers in tertiary institutions in Anambra and Enugu State. Relevant conceptual, theoretical and empirical literature was reviewed taking cognizance of the problem and the hypotheses of the study. The study is anchored on expectancy theory of work motivation. Descriptive research survey was adopted in this study. The population of the study were comprises of 7,300 selected academic and non-academic staff of the of the tertiary institutions in Anambra and Enugu state, Nigeria, while the sample size of 362 was obtain using connivance Sampling Technique of Nwana's (1992). Data was source from primary sources. The instrument was validated through face and content validity and research experts while internal consistency and Cronbach's alpha was used in test the reliability of the instrument used. Multiple regression analysis was employed in analyze the data generated. It was discovered that monetary incentives have a positive significant influence workers' productivity in Nigerian organization; Non-monetary incentives have a positive significant influence workers' productivity in Nigerian organization; while career development has negative significant effect on workers' productivity in Nigerian organization. The study concludes that incentives have a positive significant effect on workers' performance in Nigerian organization. Therefore, the study recommends that effective and good employee financial incentives schemes should be designed to include a mix of both and non-financial incentives. Organization should strive to improve on non- monetary package giving to their employees in order to get the best out of them. Finally, the study recommends that employers of labour should use career development incentives from time to time to motivate their workers' employee.

Keywords: Monetary Incentives, Non-Monetary Incentives And Career Development On Performance Workers

INTRODUCTION

Economists widely assume that incentives represent the dominant stimulator of human productive activities. Incentives are considered one of the most important factors that encourage workers to put forth great efforts and work more efficiently (Rydval 2013). It is because incentives and reward system direct workers' capabilities into more efficiency in their work in an attempt to achieve the institution's goals (Gana and Bababe, 2011). Organizational performance is a complex phenomenon largely affected by the ability and motivation of the workforce in any firm. Monetary incentives are provided in organizational setting with a view to motivating and influencing individuals, teams and organizational behaviour for the achievement of strategic objectives and performance of organizations (Randhawa 2018). In consideration of the era of global hyper competitiveness in the business world, incentives are fundamental imperatives to derive maximum employee inputs, retention, commitment from workers and industrial harmony between the workforce and manufacturing concerns.

However, a good number of firms do not provide appropriate mix of incentives to stimulate individual and sub-unit behaviour to attain strategic goals resulting in dwindling performance in the manufacturing sub-sector of the Nigerian economy (Maryam 2013). Employee performance simply is the target and goal achievement of an entity facilitated by the contributions labour which is skilled or unskilled and possible suggestions to decisions or policies made by the entity the employee works for. That is to say, that the extent to which an organizations objective (goals) are being achieved courtesy to the role played by the employee is what employee performance is all about (Maryam 2013). Consequently, employee performance includes all of the employees efforts in terms of his/her commitment to work, punctuality, willingness to work extra hours, expression of innovation in the execution of task to mention but a few directed at goal achievement at effective cost(Maryam 2013). However, this performance of employee which is desired by entities in bothprivate and public sectors is a function of employee motivation. These motivations are broadly referred to as monetary and non-monetary incentives. It is a general belief that reward system seek to attract people to join an organization, to keep them coming to work and motivate them to perform to high levels (Puwanenthiren & Pratheepkanth, 2011). Hill and McShane (2018) assert that "motivation represents the forces within a person that affect his or her direction, intensity and persistence of voluntary behavior. Thus, employees of an organization have motives and inner desires that are expressed in the form of actions and efforts towards job roles to meet their needs. Employee motivation is the level of energy, commitment, and creativity that a company's workers apply to their job (Ebrurajolo, 2004). In effect, it is the ability to activate human potentials, influence human efforts and will to do a given job. Mullins (2015) contends that having the workforce with the right talents and skills is not enough for realization of maximum results, but individual effort, motivation and employee retention are keys to maximizing organizational performance and performance.

The performance of an individual employee or the entire workforce is a major determinant to organizational success. Organizational members meet their personal needs from the incentives given to them in exchange for the services rendered and outstanding performance on the job. Organisations provide incentives to their personnel in order to motivate them and enhance the loyalty and retention of the workforce. According to Krietner and Kinicki (2007), incentives is the compensation for doing work well given to a worker in the form of both financial and non-financial incentives while Torington and Hall (2011) submit that incentives suggests a special payment for a special act.

Human efforts are required to achieve the goals of organizations. The overall performance of an organization is directly dependent on the amount of efforts positively applied by workers individually or collectively towards attaining the desired goals (Agu, 2013). The term motivation is derived from the Latin word "movere" meaning to move. In this context, motivation represents the psychological processes that cause arousal, direction and persistence of voluntary actions that are goal directed (Kreitner and Kinicki, 2007). According to Bateman and Snell (2009), motivation means the forces that energies direct and sustain a person's effort. From the propositions advanced by different scholars, there is common theme in the definitions.

The views of these organizational scientists underscore the energetic forces and needs experienced by individuals that direct them to behave in certain ways. The notion of goal orientation suggests that behaviour is directed towards some desirable end and the motivation of employees is more likely to be sustained when outcomes (rewards) are viewed as satisfying and meeting the deeply held values of the workforce. Motivation of the workforce is stimulated and sustained by the varying incentives provided in the organizational setting. The concept of rewards and incentives are used interchangeably among scholars. These concepts are quite interrelated, overlapping and complementary in the context of employee motivation. According to Smith (2000), incentives are payment schemes which represent an attempt to influence the behaviour and work performance of employees through the provision of cash or cash equivalent reward additional to basic remuneration. From the perception of Smith, incentives are provided to employees with the intention to exert influence or induce the work behaviour of the workforce. He further buttressed that incentives are given to employees as reward beside the basic remuneration. Reward is the compensation for doing work well given to a worker in the form of both financial and non-financial incentives. It is obvious that reward is a special payment offered to organizational workers who have done excellent jobs.

Some scholars tried to draw a line of distinction between the concepts of reward, incentives and recognition. According to Silverman (2004), the central tenet of the distinction is that rewards are promised from the outset, whereas recognition is afforded in a post hoc manner. Armstrong and Murlis (1994) posit that the essential distinction is that incentives are forward looking while rewards are retrospective and that the difference is necessary when defining the objective of pay for performance. From the view points of the scholars, the concepts are used interchangeably. However, the concept of incentives (especially monetary incentives) and motivation is the centre piece of discussion.

Employee performance essentially means what an employee does or does not do. Employee performance common to most jobs includes the element of output, timeliness of output, presence at work, and cooperativeness (Mathis and Jackson, 2004). According to Jones, George and Hill (2016), organizational performance is a measure of how efficiently and effectively managers use resources to satisfy customers and achieve organizational goals. The scholars further stress that organizational performance increases in direct proportion to increases in efficiency and effectiveness. It succinctly refers to the effectiveness of any organization in fulfilling its purpose.

Therefore, this research work examine effect of incentives on the performance workers' in tertiary institutions inAnambra and Enugu States

Statement of the Problem

The success and the survival of any organization are determined by the way the workers are remunerated and rewarded (Lawler, 2013). The reward system and motivating incentives will determine the level of employees' commitment and their attitude to work. Poor incentives packages have been a major factor affecting employees' commitment, performance and performance especially in higher institution (Bateman and Snell 2009). However, for any organization to achieve its objective in any competitive society, employers of labour must have a thorough understanding of what drives the employees to perform efficiently and reward them accordingly. Besides, employees must be motivated through adequate incentives plans and reward systems, and this will invariably encourage them to be proactive and have right attitude to work, thereby promote organizational performance (Armstrong, 2007).

In addition, the absence of the suitable incentives may negatively affect the hardworking employee's; it may also weaken their performance at work which, and this decrease the chances of attaining the promising goals of the institution (Palmer, 2012).Basically, it is stated that if people receive payments for certain behaviors, the expectation is that they are likely to engage in these desired behaviors (Bettinger 2018). Akerele,(2011) blamed the performance of employees on several factors. Among them is the type of incentives, employers' failure to provide adequate compensation for hard work and the indiscipline of the privileged class that arrogantly displays their wealth, which is very demoralizing to working class. This consequently reduces their performance. Markova and Ford (2011) mentions that the real success of companies originate from employees' willingness to use their creativity, abilities and know-how in favour of the company and it is organization's task to encourage and nourish these positive employee inputs by putting effective reward practices in place. A lot of studies have dwelt on the effects of incentives on workers' performance in Nigerian organizations. But none of these studies have examined the effect of incentives on performance workers in tertiary institutions in Anambra and Enugu State

Objectives of the Study

This study aims to examine the effects of incentives on performance workers in tertiary institutions in Anambra and Enugu State. The specific objectives are to:

1. Determine the influence of monetary incentives on performance workers in tertiary institutions in Anambra and Enugu State
2. Examine the effect of non-monetary incentives on on performance workers in tertiary institutions in Anambra and Enugu State

3. To evaluate effect of career development on performance workers in tertiary institutions inAnambra and Enugu State

Research Questions

In line with the objectives, the following research questions were formulated to guide this study:

1. To what extent does a monetary incentives influence performance of workers in tertiary institutions in Anambra and Enugu State?
2. To what extent does non-monetary incentives affect the performance workers in tertiary institutions in Anambra and Enugu State?
3. To what extent does career development effect the performance workers in tertiary institutions in Anambra and Enugu State?

Hypotheses

The following hypotheses were formulated in line with the objective and hypotheses to guide this study. The hypotheses are presented in null form.

Ho_1: Monetary incentives has no significant influence on performance workers in tertiary institutions in Anambra and Enugu State

Ho_2: Non-monetary incentives has no significant effect on performance workers in tertiary institutions in Anambra and Enugu State

Ho_3: Career development has no significant effect on performance workers in tertiary institutions in Anambra and Enugu State

REVIEW OF RELATED LITERATURE

Conceptual Framework

Incentive

Ashraf and Mohammad (2014) define incentives as an external persuading factor that encourages the motive which positively directs the individual into working harder, matching the required performance in the institution, as to get the incentive. Incentives are also defined both as methods used by institutions to encourage employees to work with high spirits and also as concrete and moral methods of satisfying the individuals' moral and material desires. Palmer (2012) define incentives as the external temptations and encouraging factors that lead the individual to work harder; they are given due to the individual's excellent performance since he will work harder and produce more effectively when he feels satisfied in the institution. In addition to this, incentives can also be defined as the consideration of the excellent performance, assuming that the salary is enough to make the worker appreciate the value of the job that also satisfies his basic needs in life (Palmer, 2012).This results in improving the general performance and increasing the performance. Incentives, also, help in attaining job satisfaction which increases the interaction between the employee and the organization.National Performance Council (2014) define incentive as a measure stimulating human effort, whereby employees are driven to put in their best". Matocchio (2016) in Tongo (2016) encapsulated the concept of incentives defining it as "compensation, other than basic wages and salaries that fluctuates according to employees' attainment of some standard, such as pre-determined benchmark, individual or group goals or organizational earning". Generally, "incentives are variable payments made to employees on the basis of the amount of output or results attained" (Banjoko, 2016). According to Tongo (2016), the use of performance incentives dates back to the era of scientific management movement, championed by Frederick Taylor in the 20th century, and ever since then, the private sector has employed the use of incentives as a method to raise the performance of their employees. Incentive provision is meant to drive employee to go extra mile to achieve better result. It is a tool that can be engaged by any employer of labour, whether public or private employer and regardless of the type of task involved. However, amongst the various forms of incentive, an employer is at liberty to engage anyone considered suitable and affordable. Being a vocation and profit driven, real estate management practitioners engage incentive provision to motivate workers and increase performance.

Incentives are considered one of the most important factors that encourage workers to put forth great efforts and work more efficiently. It is because incentives and reward system direct workers capabilities into more efficiency in their work in an attempt to achieve the institution's goals (Gana and Bababe, 2011). In addition, the absence of the suitable incentives may negatively affect the hardworking employee's performance; it may also weaken their performance at work which decreases the chances of attaining the promising goals of the institution (Palmer, 2012). Kaya (2007) state that incentives are one technique by which employees‟ carry out their end of the employment contract, that is, compensating employees for their efforts. In general, an incentive scheme (payment or programme) is any compensation that has been designed to recognize some specific accomplishment on the part of an employee. It is expected that the prospect of the incentive payment will „trigger‟ the desired performance behaviour in the employee. Incentive schemes as define by Arnolds and Venter (2007) are special pay programmesdesigned to motivate high performance. Incentive schemes attempt to link at least a portion of pay to job performance to encourage higher performance. Incentives, as often called, should be aligned with the behaviours that help achieve organizational goals or performance. Incentives are either individual or group (organization wide). In this study, financial incentives are designed to motivate employees to improve their performance to increase effort and output and by producing better results expressed in such terms as objectives for profit, performance, sales turnover, cost reduction, quality customer service and on time delivery. This financial compensation provides extra money for achievement in terms of contribution or output. The emphasis in financial compensation is on equity, in the sense of paying people according to their just deserts.

Incentive schemes relate compensation to performance. A primary purpose of an incentive scheme is to encourage greater performance from individuals and work groups. The assumption usually made by management is that money or cash alone may not motivate employees. In designing incentive schemes, output standards should be established. The standard is a measure of work that an average, well-trained employee, working at a normal pace, should be able to accomplish in a given period of time. In addition to motivating employees to increase their level of performance, incentive schemes may reduce turnover among good performers or productive workers. Incentive schemes are also cost effective because of savings that often resulted from performance improvements.

are an instrumental drive towards employee motivation and performance and it has great benefits and high potentials to motivate workers to put in their best in any giving task (Condly, Richard, and Harold 2013). “High performance may be determined by workers employees’ ability to work and therefore employees that are not well rewarded produce less” (Koontz, 1984). Luthans (2013) divided these incentives into monetary incentives and non-monetary incentives which is also known as financial or non-financial incentives. Extrinsic motivation is related to “tangible” incentives such as wages and salaries, fringe benefits, cash bonuses, security, promotion, wall plaques, free dinner or movie tickets etc. (Pattanayak, 2015) Intrinsic and extrinsic incentives are two important tools in ensuring motivation, commitment and satisfaction of employees in the world of work. It is therefore possible to state that nonmonetary incentives as a motivational tool address both intrinsic and extrinsic motivation concepts. While monetary incentives may only be classified as a factor leading to extrinsic motivation.

Incentive schemes are classified into two types: material incentive and non-material incentives. Material incentives according to Hongoro and Normand (2002), are those provided for specific group of workers to motivate them for a specific behaviour. Non-material (non-financial) incentive schemes on the other hand are directed at moral motivation to serve in the interest of the community. Non –material incentives to employee especially in the public service attract a certain kind of person that more readily identifies with the mission of the organization, Paul and Marc (2007). Caruth (2000) however, classified incentives into individual incentives and group incentive schemes. For this article, the following specific incentive programmes are relevant and open to organizations in Nigeria:

Cash incentives: This is payment for performance that meets established criteria. Employees are paid certain sum of money or savings bond. Successful suggestions, for example, are recognized with a sum of money equal to the fraction of the cost of the savings attributed to the suggestion.

Recognition: Employee recognition as an incentive, offer relatively low cost but high-impact means to reward to employees. This recognition could be done by holding annual dinners, luncheons, banquets etc at which high-achievers or performers are celebrated. Other recognition techniques include the distribution of T-shirts, certificates and gold nameplates. Sometimes high performing employees are featured in organizational in house newsletters and in some cases are the subjects of press releases.

Special Opportunities: Available records suggest that management in some organizations used special opportunities as incentive schemes. These special opportunities include the chance to experience special training favoured assignments, flexible working conditions, mentorship and so on.

Piece Rate: Under this incentive scheme, a uniform price is paid per unit of production. Employees may therefore be compensated according to the number of pieces they produced or processed. Compensation is therefore directly proportional to the level of performance or results obtained. The scheme is easy to calculate and employees may determine or predict their rewards in the short term and regulate their pace of work in accordance with the level of compensation they want to attain.

Commission: Used typically with sales people, commissions are incentive compensation based on a percentage of total sales. A good number of sales people work on a salary (base pay) plus commission. Others work on a straight commission basis only. Commission according to Armstrong (2013) is intended to act as an incentive, a reward and a means of recognizing achievement. A commission only incentive scheme provides a sales person for example, with incentive payment based on a percentage of the sales turnover they generate, while a base salary plus commission scheme provide for a proportion of total earnings to be paid in commission, and the rest in a fixed salary.

Profit Sharing: Profit sharing is an incentive compensation plan that results in the distribution of a predetermined percentage of the company's profits to employees. This plan is used to integrate the employee's interests with those of the company. It is the payment to eligible employees of sums in the form of cash or shares related to the profits of the company during a specified period of time. Nwachukwu (2009) opines that the essence of profit sharing is to give employees a share in the company profits as recognition of their outstanding effort. Management decides on what percentage of company profit to be shared by employees. To act as a motivator, profit sharing may be closely tied to performance. The profit to be shared may come once a year and when well administered, profit sharing acts as an incentive and helps to instill the spirit of common purpose. A profit sharing plan is designed to pay out incentives when the company is most able to afford it and it may come in the form of current distribution plan, deferred plan and combined plan.

Gain-sharing: Armstrong (2013) emphasizes that gain-sharing is a formula- based company or factory wide incentive plan that provides for employees to share in the financial gains resulting from increases in added value or another measure of performance. Gain-sharing plans (also known as performance incentives) generally refer to incentive plans that involve many or all employees in a common effort to achieve a company's performance objectives. Gain-sharing formulae may include: The Scalon plan, the Rucker Plan, Improshare, Taylor Plan, Gantt Plan, and so on. The link between employee efforts and the payout can usefully be made exploit by involving them in analyzing results and identifying areas for improvements. Profit-sharing differs from gain-sharing in that the former is based on more than improved performance. Gain sharing aims to relate the payouts much more specifically to performance and performance improvements within the control of employees.

Golden Handcuffs: Sometimes called retention or loyalty incentives, golden handcuffs are used by a company to retain talented employees by demonstrating that they are valued for their contributions and by working fairly and consistently. Golden handcuffs make it difficult and costly for an employee to leave the organization. Golden handcuff packages include share options for managers, high salary scale, and high retirement benefits. The standard established by this incentive scheme is too high for any other company to meet up. This is why the scheme is called „golden or executive handcuff‟; it ties the employee fully to the organization. This scheme is one of the recent incentives provided to employees in many private organizations in Nigeria.

Share Ownership: This plan intends to make employees co-owners of the company. It creates a provision for employees to have a stake in the company and longer term compensation by giving them options to buy shares at a future date for their current market price. Stock options are motivational to employees because they confer on employees the right to buy the company's stock at a specified price. Many organizations in Nigeria now motivate employees through the employee stock ownership approach.

Workers Performance

Durga (2017) defined performance as the act of executing a task or an accomplishment or achievement. He adds that employee performance is how well an employee is effectively fulfilling his/ her job requirement or discharging his/ her duties so as to achieve good results. O'Flynn, et al. (2001) citing William and O'Reilly (1998) said employee performance is defined using three criteria. First criteria, is that employees' output meets the standard of performance set by the organization's external customers. Secondly, employee performance can be defined in terms of how the social processes utilized in the performance of their jobs enhances or maintain the capability of the employees to work together on subsequent group tasks. Finally, that employee's personal needs are satisfied instead of them being frustrated by the group performance. Performance is an individual's behaviour and results. It is also seen as the way in which people get their work done (Armstrong, 2012).

O'Flynn, et al. (2001) argues that the performance of employees is not truly representative of what a group performance is. Rather, it is the personal experience of group members and the subsequent ability of the employees to perform in the future that also defines the employee's performance. O'Flynn, et al. (2001) argue that there are multiple dimensions when it comes to rating of performance seeing that different constituents have their different performance criteria and access to data. For instance, management may be more interested in looking at the output of the employees whereas; the employees make be interested in creating a productive environment for themselves. They make have daily information about their interactions with co-workers or group members and use this data to evaluate performance. Information and decision making theory predict that a positive outcome exist between employee performance in intellectual and complex tasks and information as employees have diverse knowledge, skills, experience and expertise which results in innovation, new product design and improved decision making.

Different scholars have developed different formulas or factors that are considered to determine performance such as;

Employee Effective: Effectiveness is a function of performance (i.e. the value free maker of employee behaviour) (Borman, Ilgen, &Klimoski, 2013). It is the capacity of the workforce to generate the right results. It has to do with employees working on those things that creates or adds value and their ability to produce high quality (Blackard, 2000).

Employee efficiency: refers to either cost of achieving a task or the speed at which task is accomplished (Secord, 2013). Blackard (2000) sees efficiency as the general cost of the employee's effort in relation to the results achieved. Efficiency is making better use of time and/ or materials to achieve result (Khan, et al., 2015). Employee efficiency looks at the degree to which an employee is able to accomplish task with minimum resources available. Effective is the ability to accomplish a purpose or produce an intended or expected result. Employee performance, effectiveness or efficiency according to Vroom (1994) cited in Armstrong (2012) is a function of ability and motivation. Thus, employees need both ability and motivation for effective performance. This formula is also supposed by (Robert, Leonard, & Leonard, 2015) who stated that performance = f (ability x motivation) and it is a means by which human resource management conceptualize the determinants of performance. This means that if employees' motivation or ability is low, the resulting effect is that employees' performance will also be low.

Rahman, Hussain, & Hussain (2011) stated that employee performance can be determined based on three factors; work environment, ability and motivation, thus expressed by the formula; Performance = f (work environment x ability x motivation). Ability here has to do with the employee's physical, emotional and intellectual capability to carry out his task. That is the employee possesses the skills and knowledge needed for the job. Robert, Leonard, & Leonard (2015) listed performance indicators as ability i.e. competencies, commitment and self-efficacy (self-efficacy is a motivational factor and it is that believe that an employee has concerning his or her ability to perform the task assigned to him/her); motivation-contingencies, goal-task clarity, feedback; system- technology, task interference opportunity, workplace layout. System factors include factors such as poor relationship among employees, lack of adequate training, etc. Motivation looks at the employee's desire and commitment to his job.

Armstrong (2012) formulated a performance equation as; performance = individual attribute x work effort x organizational support. Armstrong (2012) introduced yet another factor 'opportunity to participate' to the formula. Boxall and Purcell (2013) cited in Armstrong (2012) formulated AMO formula combining Bailey et al. and Vroom idea on performance (Armstrong, 2012). That is employees having the opportunity to make use of their skills and knowledge to contribute to both workgroup and organizational success. Thus, Purcell, Kinnie, Hutchinson, Rayton, & Swart (2013) said the Boxall and Purcell (2013) model of performance indicates that performance is a function of ability, motivation and opportunity which is referred to as AMO. Employee performance is having the capacity and the commitment to do job.

Theoretical Framework

Expectancy theory

Expectancy theory was first proposed by Victor Vroom who asserts that motivation is a conscious choice process (Werner and DeSimone, 2016). According to this theory, people choose to put their effort into activities that they believe they can perform and that will produce desired outcomes. Expectancy theory argues that decisions about which activities to engage in are based on the combination of three set of beliefs: expectancy, instrumentality and valence. Expectancy is concerned with perceived relationship between the amount of effort an employee puts in and the resulting outcome. Instrumentality refers to the extent to which the outcomes of the worker's performance, if noticed, results in a particular consequence; valence means the extent to which an employee values a particular consequence.

The implications of their theory is that if an employee believes that no matter how hard he works he will never reach the necessary level of performance, then his motivation will probably be low in respect of expectancy. As regards instrumentality, the employee will be motivated only if his behaviour results in some specific consequence. If he works extra hour, he expects to be incentives while for valence, if an employee is rewarded, the incentives must be something he values (Aamodt, 2007). An increasingly large number of organizations have explained how incentives, particularly money could be linked to desired behaviour and performance outcomes to improve effectiveness (Beer and Cannon, 2004; Gerhart and Rynes, 2013; Rigby 2001). The powerful role that monetary incentives can play in influencing behaivour has been widely acknowledged over time (Peach and Wren, 1992). Early motivation theories such as expectancy theory (Vroom, 1964) have demonstrated intuitive appeal and its basic components have received empirical support (Van and Thierry, 1996).

Over the years, organizational research demonstrates that employees are motivated more those just monetary incentives alone. However, many organizations rely solely on financial incentives. These are a whole host of alternative motivators that can influence employee behaviour and enhance motivation (Silverman, 2004). Gratton (2004) underpins the view of Silverman that motivation of employees is determined by both monetary and non-monetary factors. Armstrong and Murlis (1994) underscore the need to provide non-financial incentives in sympathy with the needs of people at various degrees for achievement, recognition, responsibility, influence and personal growth. The assertion of Armstrong and Murlis is in line with the motivators enumerated by Herzberg, Mausner and Snyderman (1957) in their two factor model of employee motivation. These are forms of non-monetary incentives or intrinsic incentives as considered by some scholars.

Empirical Review

Ahmed and Ali (2018) carried out a research on the "impact of reward and recognition programs on employee motivation and satisfaction". Research design used was exploratory. Sample chosen for the study was 80 employees of Unilever companies and data collection instrument used was a questionnaire. Pearson's correlation was used to analyze data to determine the degree of relationship between reward and satisfaction and motivation. Major findings indicated a positive relationship between rewards and work satisfaction as well as motivation. Factors affecting satisfaction were identified; payment 86%, promotion 74%, work conditions 61%, personal 37%. Analysis showed support for a positive relationship between reward and employee satisfaction. The researchers recommended that further studies can be done on 'impact of reward and recognition on motivation and satisfaction for diverse groups of people' example gender, race and disability.

Emily (2018) examined the effects of employee incentives on employee Performance in private Universities in Kenya. The study involved use of structured questionnaire. The analysis of the collected data was done by use of Mann Whitney U test, factor analysis and Chi-square, and presented using descriptive statistics in frequency tables and charts. Financial and nonfinancial incentives are applied to a great extent to motivate the employees. Financial incentives that are perceived to have significant influence on employee motivation include: salary, insurance financing, retirement benefits, performance based rewards, etc. Among the non-financial incentives with significant influence on performance were: creativity at work, organizational goals, challenging tasks, opportunity for Personal development, Autonomy and responsibility, teamwork, job security, professionally stimulating environment, opportunity to set performance goals, predictable work life, opportunity to lead, training and development and flexible police. Recommendations include; the need For top management of organizations to design effective incentive schemes that comprise a mix of financial and non-financial incentives, with non-financial incentives key, supplemented by financial incentives. The findings are vital for policy makers in human capital intensive organizations such as universities and managers in general.

Anastasia (2015) examined the impact of a financial incentive Program on the employee performance. The research is implemented through analyzing the sales reports of 2 months before and after the introduction of the incentive program and, the HRC staff survey conducted by the author. The monetary data obtained from the sales reports allows the author to examine the employee performance during the incentive program, compare it with the performance before the program and indicate a change in the key areas. Conduction of the HRC staff survey provides the research with the overall attitude of the personnel towards the experimental financial incentive program, and the level of their motivation. The outcome of the Financial Incentive program shows contradicting results after 2 months of analysis in terms of sales and employee performance. The results help to indicate important failures in the design of the program and its ways of assessing the actual employee performance. The HRC staff survey outlines overall negative attitude of the staff towards the program due to certain aspects including fairness of the program. Therefore, the author concludes that the incentive program is not effective due to its multiple design failures, which makes it impossible to assess an actual employee performance, and it does not address the issues of fairness and equality. Moreover, the program has a lack transparency and clarity, which causes negative opinions among the staff. By taking into consideration the issues mentioned above and improving them, the company will be able to create better incentive programs for the personnel in the future.

Falola, Ibidunni and Olokundun (2014) investigated incentives packages and employees' attitudes to work in Government parastatals. Descriptive research method was adopted for this study using one hundred twenty valid questionnaires which were completed by members of staff of four (4) selected government parastatals in Ogun State, South-West Nigeria using stratified and systematic sampling technique. The data collected were carefully analyzed using percentage supported by standard deviation to represent the raw data in a meaningful manner. The results show that strong relationship exists between incentives packages and employees' attitudes towards work and the workers are not satisfied with the present incentives packages. The summary of the findings indicates that there is strong correlation between the tested dependent variable and independent construct. However, employers of labour and decision maker s should endeavor to review incentives packages at various levels in order to earn employees' commitment and satisfaction.

Abdul, Muhammad, Hafiz M. Kashif, Ghazanfar and Muhammad (2014) examined the impact of compensation on employee performance. A questionnaire was designed to collect the data on the factors related to compensation like salary, rewards, Indirect Compensation and employee performance. The data was collected from different banks of Pakistan. The data collected were analyzed in SPSS 17.0 Version. Different analytical and descriptive techniques were used to analyze the data.It is founded from different results that Compensation has positive impact on employee performance. It is proved from correlation analysis that all the independent variables have weak or moderate positive relationship to each other. Regression analysis shows that all the independent variables have insignificant and positive impact on employee performance. Descriptive analysis also reveals that all the independent variables have positive impact on employee performance. ANOVA results reveal that education have not same impact on employee performance.

Ashraf and Mohammad (2014) examined the role of monetary incentives on employee performance for the employees of the Jordanian tourism and travel institutions. Statistical packages for social sciences (SPSS) program were used for descriptive analysis for the purpose of this study, the sample was chosen randomly and it consisted of 28 institutions found in Amman. As for the respondents of the sample, they were 44 employees who received 44 questionnaires. 41 questionnaires were returned, which forms 93% of the sample. The main findings indicate that there is an adequate level of monetary incentives provided to employees. Moral incentives, rewards, efficiency of reward system and promotions are four factors found to have significant impacts on employee performance in Jordanian travel and tourism institution. However, rewards ranked in the first place of its impact on the employee performance while promotion ranked in the last place. Finally, this study has verified further research opportunities that could enrich the understanding of incentives and employee performance at the Jordanian travel and tourism institutions

Sajuyigbe and Olaoye (2013) examined the impact of monetary reward on employees' performance with special reference to selected manufacturing companies in Ibadan, Oyo State, Nigeria. Structured questionnaire was used to collect data from one hundred (100) participants through purposive sampling method and data were analyzed by multiple regression analysis with the aid of statistical package for social science (SPSS) version 16. Result showed that reward dimensions jointly predict employees' performance, which accounted for 71% variance of performance. Subsequently, recommendations were made to the management of organizations that they should buildup the commitment among employees by rewards and achieve both individual and Organizational objectives

Maryam (2013) assessed the impact of non-monetary incentives on employee performance. To do this, requisite data was sourced via primary and secondary sources. Primary data was sourced through the instrument of a questionnaire, while secondary data requisite for this study was sourced from performance appraisal report viz-a-viz non-monetary incentives implemented by the organization. Due to the structured (closed ended) and unstructured (open ended) nature of question data useful for analysis were mostly nominal and interval in nature while, the secondary data were mostly ratio in nature. Consequently, the research questions were analyzed using single (%) and calculation of means (x). However, to test the hypothesis, the secondary data was analyzed using regression analysis facilitated by Ms-Excel software. It was found that employee performance was significantly related to non-monetary rewards and that the organization actually implements variants of non-monetary incentives. However, implementation of non-monetary incentives was considered unjust and unfair by employees and the fact that some form of non-monetary incentive was actually not effective. The researcher therefore, recommended the implementation of non-monetary incentives however without discrimination.

METHODOLOGY

The descriptive researches were adopted in this study. The major purpose of descriptive research is to describe characteristics of a population or phenomenon. It seeks to determine the answers to who, what, when, where and how. The purpose of descriptive research for this research project is because it can obtain a lot of information through description. It does not establish any relationships among variables and it is used to do description and not to make any conclusions. Thus, it is easier to start the research using this descriptive analysis. Besides, it is rearing search and experiences may include many variables, data can collect from sample geographical area and it identify further area of research like investigated through other means. This study covers the effect of incentive on worker performance in Enugu State and Anambra state using tertiary Institute of learning. The name of those tertiary Institution are: Institute of management and Technology (IMT), University of Nigeria Nsukka (UNN), Enugu State University of Technology (ESUT), Nnamdi Azikiwe University, Awka, Chukwuemeka Odumegwu Ojukwu University Igbariam Campus and Saint Paul's University, Awka were used as the case study. All the academics and non-academics staff were covered in this study to examine incentives and its effect in University performance. The study will also evaluate the appropriateness of the programme with a view to ascertaining how they influence workers to perform efficiently which results in an increase in the organizational performance. Finally, the study also addresses the effect of the incentive on the workers in the university. The population comprised 365 academic staff of Institute of Enugu State University of Technology (ESUT), and Chukwuemeka Odumegwu Ojukwu University Igbariam Campus. Due to manageable size of the population, the researcher used the entire population as sample size of the study. This study data was obtained from primary sources. The major instrument that in this research work is the questionnaire. The researcher use face and content validity in this research work. Cronbach's alpha, and test-retest reliability was adopted.

The data generated through questionnaires ware analysis using multiple regression analysis. Multiple regression analysis was conducted to assess the relative predictive power of the independent variables on the dependent variable. The statistical package for social sciences (SPSS) version 21

DATA PRESENTATION AND ANALYSIS

The data generated from the questionnaire distributed to the employees of the selected SMEs were presented and analyzed. A total of three hundred of sixty-five (365) copies of questionnaire were distributed to the employees of the selected Universities in Enugu and Awka. A total of three hundred sixty fifty (365) copies were retrieved from the respondents, out of which three hundred and fifty (350) copies were properly filled and found usable for the study. Ten copies were not properly filled while the remaining six copies were misplaced by the respondents. This gives a response rate of 96 percent. Therefore, the analyses presented below were based on the three hundred and fifty relevant copies.

Test of Hypotheses

Here, the hypotheses formulation in chapter one of this study is tested for acceptance or rejection. This was done using multiple regression analysis. The coefficients of the multiple regression analysis were presented in the table below.

Table 1 Coefficients of the Multiple Regression

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	18.146	2.370		7.655	.000
MI	.196	.056	.120	2.714	.000
NMI	.205	.066	.217	3.120	.000
CD	.025	.060	.028	.409	.000

Source: SPSS Version 21.0

Hypothesis One

Ho: Monetary incentives has no significant influence workers' performance in Nigerian organization

Hi: Monetary incentives has a significant influence workers' performance in Nigerian organization.

Based on the t-statistics of 2.714 and probability value of 0.000 in table 1, MI(Monetary incentives) Monetary incentives was found to have a significant effect on workers' performance in Nigerian organization. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. We then conclude monetary incentives have a significant influence workers' performance in Nigerian organization.

Hypothesis Two

Ho: Non-monetary incentives has no significant effect on workers' performance in Nigerian organization

Hi: Non-monetary incentives have a significant influence workers' performance in Nigerian organization

Table 1 show that non-monetary incentives (NMI) have a t-statistics of 3.120 and probability value of 0.000 which is statistically significant at 5% level. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. We then conclude that non-monetary incentives have a significant influence workers' performance in Nigerian organization

Hypothesis Three

Ho: Career development has no significant effect on workers' performance in Nigerian organization

Hi: Career development has a significant effect on workers' performance in Nigerian organization

CD (Career development) have a t-statistics value of 0.409 and a probability value of 0.000 which is greater than 5%. Based on probability value which is highly statistically insignificant, the null hypothesis is accepted while the alternative hypothesis is rejected. Therefore, we conclude that Career development has no significant effect on workers' performance in Nigerian organization

Summary of Findings

This study examined the effect of incentives on workers' performance in Nigerian organizations. The data generated were subjected to descriptive statistics and multiple regression analysis. It was discovered that:

1. Monetary incentives have a positive significant influence workers' performance in Nigerian organization
2. Non-monetary incentives have a positive significant influence workers' performance in Nigerian organization
3. Career development has positive significant effect on workers' performance in Nigerian organization

5.2 CONCLUSION

The study examined the effect of incentives on workers' performance in institutions of higher learning in Anambra and Enugu State**.** All the variables in the research were tested and it was found out that strong relationship exists among the variables having subjected the collected data to empirical analysis with the use of multiple regression analysis. However, the results of the findings indicated that monetary incentives has a significant influence workers' performance in Nigerian organization, non-monetary incentives has a significant influence workers' performance in Nigerian organization, while career development has a significant effect on workers' performance in Nigerian organization.

Based on the research results, this researcher concludes that incentives has a positive significant effect on workers' performance in institutions of higher learning in Anambra and Enugu State

RECOMMENDATIONS

On the basis of the findings and conclusions of the study, the following recommendations were made:

1. Effective and good employee financial incentives schemes should be designed to include a mix of bothand non-financial incentives.
2. Organization should strive to improve on non- monetary package giving to their employees in order to get the best out of them. Efforts must also be intensified to ensure that employees are giving what is due to them without any delay..

3. Employers of labour should use career development incentives from time to time employers of labour should use career development incentives from time to time to motivate their workers. Since career development increased success of quality projects, reduction of project failures and defects, reduction of staff turnover, minimal supervision needs, ability to progress, greater capabilities to carry out more projects and changes in employee behavior

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