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Reward Management and Employee Performance in Private Owned Primary Schools in Anambra State, Nigeria.

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ABSTRACT: The study examined Reward management and employee performance of private owned primary schools in Anambra state. Promotion and career development serves as objectives of the study, two research questions were also raised in consonance with the objectives, two hypothesis were also included in the study. The study was anchored on Equity theory which suits best for the study. The population of the study was 1933 of private owned primary schools in Anambra state and 321 was used as sample of the study also for the analysis and was determined by the formula designed by kirjice and morgan. Descriptive research design was employed for the study. Sources of data collection was questionnaire. Area of study was Anambra state in Nigeria. Reliability of test instrument was ensured through test retest. Method of data analysis was obtained through statistical package for social science (SPSS). Promotion has a significant positive effect on employee task performance in selected private primary schools in Anambra State. (t= 0.614 with p-value of 0.000) Career development has a significant positive effect on employee adaptive performance in selected private primary schools in Anambra State. (t-= 1.625 with p-Value of 0.001). The study concluded that reward management has crucial roles to play in improving employee job performance. It was recommended that the proprietors of private primary schools should put in place approved condition of service for staff members. Management of private primary schools should continuously recognize good performance and administer the promotional opportunities in a fair and transparent manner which considers all employees.

Keywords: Reward management, career development, Promotion, Employee performance.

1 INTRODUCTION

Employee performance is a crucial factor of every firm or organization, this factor has to be deeply looked into and be given the most attention and consideration because the success of any organization depends on and begins with the performance of the employees. Private owned schools are

privately funded allowing for more individualized attention for students. Most private schools are more focused, offering more attention to their students by preparatory classes, high academic attention and expectation, they have more opportunities for leadership and encourage students to go above and beyond expectations. They are autonomous and generates its own funding through various means like students tuition, private grants and endowments. All private schools are independent schools and all private schools must be registered with the government before they start to operate. We have a lot of private owned schools in Anambra state, they started springing up when late Governor Mbadinuju was the governor of Anambra state most public schools didn't operate for more than one year so most private schools have to emerge for the school age children to start going to school. Employee performance could be negative or positive and either of these have great effect on the organization at large. Employee performance could include; job quality, job accomplishment, goal achievement, employee commitment, team work, and many more.

In Nigeria as a whole private primary schools prove to be the highest in employment compared to other sectors. The data showed that during the 2019 recession, other sectors lost sales of about 17%, while private primary schools performance was outstanding and still continued its normal stand in growth (Kevin Grier, 2022; Logan, Okanya, Nduka, Manasseh, Ede, Onoh, Omeje, Ozioko, & Agu, 2025). The nature of motivational problems is such that when employees are not motivated adequately, they become dissatisfied and their attitude to work automatically becomes negative.

The reward for executing a task or a function is what is termed as motivation. Even though people work for salary or wages (rewards), there are numerous ways of rewarding employees from the task or function performed. In any organization, rewards play an important role in building and sustaining the commitment among employees that ensures a high standard of performance (Wang 2004). Reward refers to all categories of financial benefits, tangible services and benefits that an employee receives as part of employment relationship with the organization (Bratton and Gold, 2018; Anusi & Nduka, 2022). Lawler (2023) described that there are two aspects that decide how much a reward is attractive, the quantity of reward which is provided and the effort of an employee for a specific reward. Gabriel, Afamefuna & Baridam (2016) opined that employees are certainly closer to their organizations and perform better job, while they receive

healthier reward and recognition in their organizations. Rewards increase the level of efficiency and performance of the employees on their jobs and in the result thereof increase the success of the organization.

Statement of the Problem

Private primary schools are among the specific organizations that employ a large number of workers and hence contribute positively to development of Nigeria economy, yet there is a shortage of literature and studies on reward management and employees' performance in the private primary schools .In spite of the increasing interest of organizations to provide effective reward system that can motivate employees to work harder and increase their job performance, most employees of private primary schools in Anambra State appear not to put in their best with rewards. Most private schools do not pay their employees well mainly these ones dealing with only primary school, their employees are not happy working with them most of them are going to work from there also seeking for a better place to move. Most private primary schools don't even check what reward is the steps to follow to get there, Thus, the intention of any reward system in any organization is to attract, retain and maintain satisfied workers that will always stay focused on producing standard students.

However, researches have revealed that low employees' job performance of private primary schools in Anambra State are attributed to low pay, lack of promotion or opportunities to move to position of higher authorities have been found to be the problems affecting private primary schools in Anambra State.

Objectives of the Study

The main aim of the study is to examine the effect of reward management on employees' performance of private primary schools in Anambra State. The specific objectives of the study are as follows:

i. To investigate the effect of promotion on employees' task performance of private primary schools in Anambra State.
ii. To Explore the effect of career development on employee adaptive performance of private primary schools in Anambra State.

2. LITERATURE REVIEW

Conceptual Review

Reward Management

Rewards play a vital role in determining the significant performance in job and it is positively associated with the process of

motivation. Rewarding employees is an important factor in employee motivation. Most organizations have gained the immense progress by fully complying with their business strategy through a well-balanced reward management programs for their employee. Nduka, Achugbu, & Ucheahara (2016) argued that motivation of employees and their performance can be enhanced through providing them with effective rewards which ultimately results in improved performance of organizations. The entire success of an organization is based on how an organization keeps its employees motivated and in what way they evaluate the performance of employees for job compensation. Muogbo and Chineze (2018) opine that reward and recognition can motivate employees to look for more efficient ways of doing their jobs, and when employees feel otherwise, their efforts and performance could dwindle. This is because reward is a form of stimulus that pushes an individual to repeat some positive behavior(s) and serves as a motivation for a repeat of that same behavior if the result is perceived to be pleasing.

Although rewards could be financial and non-financial. The difference between extrinsic and intrinsic rewards are that, intrinsic reward is inbuilt to an activity, and its administration is not based on the existence or conduct of anyone. Intrinsic reward is about the feeling of being appreciated or recognized for satisfactory job performance and is also viewed as a non-financial reward. Extrinsic rewards are, on the other hand, administered by some agents and may not be attached in the strict sense to the performance of an activity.

Promotion

Promotion is the acknowledgement of employee's efforts and their commitment to work. It is an incentive tool that influences employees in the work place. It is an occasion given to employees by their employers to elevate or change employees from their present positions to higher positions of service within an organization. Generally, employees want promotion policies that they perceive as being just unambiguous and in line with their expectations. Promotion typically involves positive changes in supervision, pay and work content. Nzuve (2017), refers to promotion as a change in assignment from a job at lower level to a higher level within the organization. Promotion is simply the reassignment of an employee to a higher-rank of job.

Career Development

Career progression is the process of progressing of an individual's career (Chanin, 2022). The researcher asserted that career progression is measured in terms of

job accomplished through the efforts of the employee in pursuit of personal career goals. A Study by Weng, McLeroy and Morrow (2016) found out that career progression entails two main dimensions namely career growth and job promotions. The study postulated that individual career progression included the acquiring of new competencies which are worthwhile to the organization and employees in meeting future career needs. Career progression was also found to indicate an increase in job security for the employees. Further, the study found out that there existed a positive relationship between career progression and employee performance. Okurame (2015) argued that employees occasionally hope to progress in their jobs and to attain a notable career.

Employee Job Performance

The concept of employee performance refers to all organizational outputs attributable to the employees (Ejiemudo 2022). Employee performance is a record of all outcomes traceable to the employee in an organization. In the same vein, employee performance is seen in terms of behavior and results attributable to the employee. As reported in Mba, Mgbemena and Ejike (2017), Nduka & Uchehara (2016), employee performance is simply all behaviors of the employee towards organizational goals. Maclean (2018) defined job performance as the actual accomplishment of assigned task. It is the actual work done against the expected standard of achievement. There are numerous activities which employees carry out which determine how effective and productive their jobs might be. Job performance is defined as the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period of time. Saka & Salman (2019),

Theoretical Framework

This study is anchored on Equity Theory. The theory was propounded by Adams (1965). Equity Theory proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress, and that this distress leads to efforts to restore equity within the relationship (Adams 1965). The theory focuses on determining whether the distribution of resources is fair to both relational partners. In any organization, an employee wants to feel that their contributions and work performance are being rewarded. If an employee feels underpaid then it will result in the employee feeling hostile towards the organization and perhaps their co-workers, which may result in the employee not performing well at work anymore. It is the subtle variables that also play an important role in the feeling of equity. Just the idea of

recognition for the job performance and the mere act of thanking the employee will cause a feeling of satisfaction and therefore help the employee feel worthwhile and have better outcomes. In equity theory there are inputs and outputs. Inputs are as each participant's contributes to the relational exchange. The inputs that a participant contributes to a relationship can be either assets entitling them to rewards or liabilities entitling to costs. Inputs typically include any of the following: time, effort, loyalty, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, personal sacrifice, trust in superiors, support from co-workers and colleagues and skill. When the ratio of inputs to outcomes is close, than the employee should have much satisfaction with their job. Outputs can be both tangible and intangible. Typical outcomes include any of the following: job security, salary, employee benefits, expenses, recognition, reputation and responsibility, sense of achievement, praise, thanks and stimuli.

Empirical Review

Fapohunda (2022) conducted a study on pay disparity and pay satisfaction in public and private universities in Nigeria. The study employed the survey research design, and the sample size used in the study was 200 academic staff consisting of 50 respondents randomly selected from each of the two public and two private universities in Nigeria selected for the study. The whole population was used for the analysis because it is manageable. Data was gathered using questionnaire and data was analyzed using pearson product moment correlation coefficient and simple percentage for the analysis. The results showed disparity in pay between public and private sector academic staff, with the private universities paying better than the public universities showing significant relationship between pay parity and pay satisfaction .Employees with better pay will be satisfied in their job than employees poorly paid.

Agba and Ushie (2023) in their study examined the medical and para-medical staff perception of the impact of wage differential on industrial disputes in South-South geopolitical zone in Nigerian hospitals. A sample of 1109 respondents was purposively selected from Primary, Secondary and Tertiary hospitals in South-South Geo-Political Zone of Nigeria (SSGZN) but Taro yameni fomular was used in bringing down the population to 250. Which was used for analysis. Information was elicited from respondents through structured questionnaire and data was analyzed using Pearson product moment correlation coefficient (r) and multiple regression analysis. The Results showed that wage differentials in terms of basic salary, hazard and fringe benefit

allowance significantly influenced industrial disputes in Nigerian hospitals.

3. METHODOLOGY

Descriptive survey research design was adopted for the study. Descriptive survey research design seeks to answer the extent to which rewards management systems and job performance of employees of private schools in Anambra State, Nigeria. It is an effective and efficient method of gathering information about the population, as it describes the characteristics of subject's opinions and attitudes, of the people's interest to the researcher and it also explains their relationships without manipulation. This study made use of primary data. The primary source of data is the use of questionnaire to collect information on first hand basis. For this study, the questionnaire used was divided into two sections; Section A and Section B. Section A is demographic and consisted of the personal data of respondents, while Section B is made up of the general questions related to the research topic. The population of study is made up of all the management senior and junior staff of the selected private primary schools stated below. The population of the study is shown in the table below:

S/N	Schools	Population
1.	Greenville Citadel Academy, Nkwelle Ezunaka	240
2.	Bright Primary School, Awkuzu	200
3.	Global Growth Primary School, Ogbunike	252
4.	Goodness Primary School, Nkono Ekwulobia	302
5.	St Peters Primary school, Achina	247
6.	Acada Primary school, Akpo	135
7.	Spring field Primary Academy, Onitsha	220
8.	Noble trial Primary Academy, Onitsha	200
9.	Redeemers International Primary School, Awka	135
	Total	**1933**

Source: Personnel unit of each school used in the study

Therefore, the population of the study is one thousand nine hundred and thirty three (1933).

The sample size for the study was determined using Kerjcie and Morgan formula which states as follows:

Sample Determination

$n = x^2 NP (1-P)$ where:

$(N-I) + x^2 P (1-P)=$

sample size to be determined

n= Sample size

N = Population size

e = acceptance sample error

x^2 = Chi square of degree freedom/ confidence 95% = $(1.96)^2 = 3.841$

P= Proportion of population (if unknown)

$$n = \frac{3.841\ (1933)\ (0.5)\ (1-0.5)}{(0.05)^2\ (1933 - 1) + (3.841)\ (0.5)\ (1-0.05)} = \frac{1,856.16}{5.79} = 320.58$$

n = 321

4. DATA PRESENTATION AND ANALYSIS

In this section, the data generated from the employee of the sampled schools were presented, analyzed and interpreted. 321 questionnaire were distributed but 300 came back and was used for analysis.

Test of Hypotheses

In order to make decisions on the extent to which reward management and employee performance in private owned primary schools in Anambra State, Nigeria, the following hypothesis were tested at 0.05 level of significance.

Hypothesis one

H_0: Promotion has no significant effect on employees' task performance in selected private schools in Anambra State.

H_1: Promotion has a significant effect on employees' task performance in selected private schools in Anambra State.

Table 1: Independent t-test of the effect of promotion has no significant effect on employee task performance in selected private schools

Variable	N	Means	SD	t-cal	df	p-value	Remark
Promotion	300	30.62	5.28	0.614	166	0 .000	significant

Employee	300	29.86	6.83
Task performance			

Table 1: Displayed the independent t-test effect of promotion on employees' task performance in selected private schools in Anambra State. The table depicted t-calculated of 0.614 with 166 degrees of freedom and associated p-value of 0.000. The associated p-value of 0.000 was less than 0.05 alpha level, thus the null hypothesis was rejected. Consequently, the alternative was accepted. Therefore, we can say that promotion has a significant positive effect on employees' task performance in selected private schools in Anambra State.

Hypothesis two

Ho: Career development has no significant effect on employee adaptive performance in selected private primary schools in Anambra State.

H_1: Career development a significant effect on employee adaptive performance in selected private primary schools in Anambra State.

Table 2 Independent t-test of effect of career development on employee adaptive performance in selected private primary schools

Variable	N	Mean	SD	t-cal	df	p-Value	Remark
Career Development	300	31.11	5.86		166	0.001	
				1.625			significant
Adaptive Performance	300	29.00	7.04				

Table 2 displayed the independent t-test of the effect of career development on employee adaptive performance in selected private primary schools in Anambra State. The Table depicted t-calculated of 1.625 with 166 degrees of freedom and associated p-Value of 0.001. The associated p-Value of 0.001 was less than 0.05 level of significance; therefore the null hypothesis was rejected. Invariably, the alternative was

accepted which state that Career development a significant positive effect on employee adaptive performance in selected private primary schools in Anambra State.

Discussion of Findings

This work effect of reward management on employees' performance of private primary schools in Anambra State. Data generated questionnaire were analyzed and the results showed

Promotion and Employee task Performance

The study found that Promotion has a significant positive effect on employees' task performance in selected private primary schools in Anambra State. (t= 0.614 with p-value of 0.000). This agrees with the findings of Onyango (2018) that promotion has a significant positive effect on employees' task performance. This also tallies with the findings of Odoh (2021) that promotion has a significant effect on employee performance in Nigeria workers. Bedfast (2018) promotion has a significant positive effect on employee performance. He points out that promotion touches not only the welfare of the employee but also that of an organization's performance.

Career Development on Employee Adaptive Performance

The result of last hypothesis revealed that career development a significant positive effect on employee adaptive performance in private primary schools in Anambra State. (t-= 1.625 with p-Value of 0.001). This agrees with the findings of Apeyusi (2012) that career development has a significant positive effect on employee adaptive performance. The findings are also consistent with the findings of a study by Bett, (2015) who conducted a study on effect of career development on employee performance in Kenya private primary schools. The result showed that career development has a significant positive effect on employee performance in private primary schools in Kenya.

5. CONCLUSION

Rewards management have crucial roles to play in bringing about improving employee job performance. Their ability to effectively carry out these roles would be determined largely by the quality of reward system made available to private primary schools in Anambra State, promotion has a significant positive effect on employees' task performance and career development has a significant positive effect on employee adaptive performance in private primary schools in Anambra State. Based on the foregoing, the study concluded that reward management has a significant positive effect on employee performance in private

primary schools in Anambra State, and recommended as follows:

1. Management of private primary schools should continuously recognize good performance and administer the promotional opportunities in a fair and transparent manner which considers all employees.
2. This study recommends that there should be an awareness campaign of all career development programs within private primary schools that will help in developing the career path of the employees as this will boost the morale and ultimately the productivity of staff.

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