

**INCENTIVIZING PERFORMANCE OF PUBLIC ENTERPRISES IN NIGERIA  
THROUGH ACHIEVEMENT-BASED PERSONNEL REWARD SYSTEMS: A  
STUDY OF ENUGU STATE HOUSING DEVELOPMENT CORPORATION  
(ESHDC)**

**Silk Ogbu (Ph.D.)**

Pan Atlantic University, Km 52 Lekki-Epe Expressway, Ibeju-Lekki, Lagos – Nigeria.

**Jude Udentia (Professor)**

Enugu State University of Science and Technology, Enugu – Nigeria.

---

**ABSTRACT:** *This study examined how public enterprises in Nigeria can be incentivized through achievement-based personnel reward systems. Three reward systems were used as the yardstick for this study- Intrinsic, Extrinsic, and Social reward system. A cross-sectional survey design was adopted for this research and this required the use of questionnaires to collect data from 157 employees of Enugu State Housing Development Corporation (ESHDC). A simple random sampling technique was adopted for the selection of the respondents. Data generated from the study were analyzed using multiple regression techniques. From the data analysis, it was revealed that intrinsic and social achievement-based rewards significantly affect the performance of Enugu State Housing Development Corporation; while extrinsic achievement-based rewards did not. Among the recommendations were that the human resource division should make conscious efforts to always praise the achievements of exceptional employees and ensure that other members of staff in the corporation are aware of those achievements. This could be implemented through a periodic newsletter showing the performance of the corporation as well as the specific achievements of employees towards the achievement of the corporation's goals. Furthermore, it was recommended that the management of ESDHC should readily delegate higher responsibilities or authorities to high performing employees as a social reward for their efforts in the corporation.*

**Keywords:** public enterprise; motivation; employee satisfaction; personnel reward systems; total rewards; recognition; compensation.

---

## **INTRODUCTION**

The existence of a state and a government as instruments of social organization is a fact. What varies from state to state is the size and role of the government and the private economic agents in the economic development of a state (Krukru, 2015). Public corporations in their various forms allow the government to play an instrumental role in national development. The provision of affordable and conducive housing is a key goal of the Nigerian government, and especially, the Enugu State government. In fact, in 2018, Enugu State Housing Development Corporation (ESHDC) represented by the General Manager of the Corporation, Mr. Chukwuemerie Agu, said it is poised to compete favorably with its contemporaries in the private sector for a sizeable share real estate market in Nigeria, to provide affordable housing to the public. He also stated that the agency would continue to serve the housing needs of the public, stressing that it was part of efforts to deepen its awareness drive of the provision of affordable housing to the people of the state and beyond (Njoku, 2018). This indicates that

public enterprises have set goals and objectives upon which their performance can be measured.

Whether it is in a public or private organization, employee reward programs are one method of motivating employees to change work habits and key behaviors to improve organizational performance. Well-designed pay and benefits packages can attract people to an organization, retain staff, and motivate them. As noted by Kibisu, Muturi, and Elijah (2014) reward systems can have negative or undesired effects on employee's performance if not designed and managed properly. This makes a case for an achievement-based reward system which is the focus of this study.

The concepts of rewards and incentives are interchangeably used by researchers. Ezigbo and Court (2011) argued that the concepts are quite interrelated, overlapping, and complementary in the context of employee motivation. A reward is a compensation for doing the work given to an employee well. It can take the form of both financial and non-financial incentives (Ezigbo & Court, 2011). This definition agrees with the position of Kreitner (2004) that reward is the material and psychological payoffs given to an employee as recognition for good contribution and for performing tasks well in the workplace. In the views of Molhotra, Budhwar, and Prowse (2007), organizational reward means all the benefits which include financial and non-financial, that an employee receives through the employment relationship with an organization.

Williamson, Burnett, and Bartol (2009) categorize rewards into three main types that individuals seek from their organization; extrinsic, intrinsic, and social rewards. The extrinsic rewards are the physical benefits provided by the organization such as pay (wages and salary), fringe benefits, promotion prospects, recognition, status symbols, and praise. The intrinsic rewards represent those rewards that are related directly to performing the job. They are self-granted and internally experienced payoffs. This includes a sense of accomplishment, self-esteem, autonomy, personal growth, and self-actualization (Inyang & Enouh, 2008; Adrian, Margaret & Nuala, 2010). The social rewards arise from the interaction with other people on the job and may include having supportive relationships with supervisors and co-workers (Khawaja, Mazen, Anwar & Alamzeb, 2012).

This study focuses on the intrinsic, extrinsic, and social rewards that accrue to personnel achievement and the role these reward systems play in incentivizing the performance of public enterprises in Nigeria.

### **Statement of the problem**

With few exceptions, the performance of public enterprises in Nigeria has always been a big source of concern to many. Their operational performances have largely been inefficient and always fallen far below the social and economic objectives for which they were established. For instance, despite the establishment of Enugu State Housing Development Corporation to curb the housing crisis for civil servants in Enugu State, little or no impact has been felt in the area of provision of affordable accommodation for public servants. At inception, public enterprises seem promising but over the years, these enterprises have failed to deliver on their promises. The direct involvement of government in enterprise ownership and management to foster economic development usually flops. The non-accomplishment of developmental objectives has been viewed as a common generic scenario in all developing countries. In some

countries, public enterprises have become an unsustainable burden on the budget and the banking system, absorbing scarce public resources. Investments in public enterprises have hardly produced cost-covering streams of income. For example, the financial performance of nine key outfits (Telecommunications, Postal Services, Airlines, Railways, Transport, Power, Cement, Iron and Steel, and Textiles) in five West African economies such as Ghana, Guinea, Benin Republic, Nigeria, and Senegal have been persistently poor, with annual government transfer and overdrafts to these sectors dropping from 18-14 percent of GDP (Krukru, 2015).

Regardless of the poor performance of public sectors including the Enugu State Housing Development Corporation, employees of the corporation continue to receive salaries and allowances which are not commensurate with their performance. Given the fact that monies are paid to employees irrespective of their performance, there is little or no motivation for employees to work harder or be committed to the goals and objectives of the public corporation. Again, as in most state-owned enterprises, individual incentives, merit pay, and bonuses do not exist and therefore the focus is on how much is paid rather the form of payment. As a result, the overall performance of the Enugu State Housing Development Corporation is hampered. This research seeks to investigate the effect that achievement-based incentives can have on the overall performance of public enterprises with specific reference to Enugu State Housing Development Corporation.

### **Objectives of the study**

The main objective of the study is to examine the effect of achievement-based personnel reward systems on the performance of public enterprises in Nigeria. The specific objectives are to:

1. determine the extent to which intrinsic achievement-based rewards affect the performance of Enugu State Housing Development Corporation;
2. ascertain the effect of extrinsic achievement-based rewards on the performance of Enugu State Housing Development Corporation; and
3. evaluate the extent to which social achievement-based rewards influence the performance of Enugu State Housing Development Corporation.

### **Research hypotheses**

The following null hypotheses were raised for determination in the study:

1. Intrinsic achievement-based rewards do not significantly affect the performance of the Enugu State Housing Development Corporation.
2. Extrinsic achievement-based rewards have no significant effect on the performance of the Enugu State Housing Development Corporation.
3. Social achievement-based rewards do not significantly influence the performance of the Enugu State Housing Development Corporation.

## **REVIEW OF RELATED LITERATURE AND THEORETICAL FRAMEWORK**

This section discusses the relevant theoretical framework upon which the study is based. It also discusses various concepts of personnel reward systems and organizational performance. The section concludes by proffering a conceptual model for this paper.

### **Conceptual Framework**

The examination of some concepts that are relevant to this study is required to situate this investigation within the existing body of knowledge in the field. Some of these concepts include rewards, achievement-based rewards, intrinsic, extrinsic, and social rewards. The term “reward” is discussed frequently in organizational literature as something that an organization offers to the employees in response to their contributions and performance and also something which is desired by the employees (Nwokocha, 2016). Armstrong (2012) averred that a reward is something that recognizes a person’s contribution. He argued that people are rewarded financially for the job they are in (basic pay) and, often for the levels of their performance, competence or skill (contingent or variable pay), or for their services in the job (service-related pay). Krietner and Kinicki (2007) concur with these views that reward is compensation for doing work well assigned to an employee which can come in the form of both financial and non-financial incentives. Armstrong and Stephens (2005) see reward strategy as a management declaration of intent which expresses what the organization wants to accomplish in the longer term to develop and implement reward policies, practices, and processes that will enhance the achievement of its business goals and meet the needs of its stakeholders. They argue that the reward strategy provides a sense of purpose and direction and a framework for developing reward policies, practices, and policies, which are based on an understanding of the needs of the organization and its employees and how they can best be satisfied.

The purpose of reward strategy is to develop policies and practices which will attract, retain and motivate high-quality people to the organization (Armstrong, 2005), and support the achievement of business goals and provide fair and equitable pay for employees in the organization (Armstrong, 2012). This is because employees want their performance to be appreciated and providing appropriate rewards and benefits packages is an effective medium not only to achieve organizational goals but also to ensure the continuation of relationships with talented employees in the organization (Saba, 2011). Silbert (2005) concludes that it is important that rewards have a lasting impression on the employee and continue to substantiate the employees’ perception that they are valued in the organization. This assertion is amplified by the views of Olakunle and Ehi (2008), that if a reward plan is perceived to be unfair and unrealistic, it may pose a negative effect as a motivator. Every company needs a strategic reward system for employees to address four areas: compensation, benefits, recognition, and appreciation (Sarvadi, 2010).

There are a variety of ways to reward people for the quality of the work they do in the workplace. Rewards can be in the form of money, benefits, time off from work, acknowledgment for work well done, affiliation with other workers, a sense of accomplishment from finishing a major task or training opportunities given to employees (McNamara, 2011). Rewards should support behaviors directly aligned with accomplishing strategic goals. Rate busters are awarded more pay to compensate for the efforts they give in return while non-performance is reprimanded (Kibisu, Muturi & Elijah, 2014). This is the premise upon which achievement-based reward systems also known as Performance –Related Pay (PRP) are built. Recently, some organizations have adopted the compensation of employees for their achievement as a way of achieving organizational objectives (Mullins, 2005). Importantly, they have based compensation on performance. The argument as to the efficacy of financial compensation on performance is unending as scholars try to ascertain the organizational and cultural appropriateness of such a practice. Rayner and Adam-Smith (2005) contend that as far

as performance and drive are influenced by a lot of factors, performance-related pay (PRP) (or any other intervention) cannot be treated casually.

Armstrong (2009) opines that it is preferable to detach performance management from pay to create a difference between developmental prospects and the effect of incremental pay rise on individual performance. Armstrong (2009) defines the complexity in compensating for performance where it needs to be measured on diverse levels, thus evidence-based. This proof should be deemed fair and obvious and not beclouded in secrecy.

Determining the appropriate kind of compensation program will enhance the growth and maturity of employees, and this will be of tremendous benefit to the organization. Remuneration, both 'variable and base', is essential in making sure that the most are gotten from employees, especially those noted to be exceptional performers, according to a report on salary surveys (Zingheim, 2010). Organizations that do not base their pay on performance will most likely not be attractive to high performers rather it will encourage and perpetuate the same type of mediocre performance all over the organization. This empirical investigation (Zingheim, 2010) believes that financial rewards should be based on the value an individual adds to the organization. To achieve this, employee inspiration should be based on inherent rewards (e.g. doing work you enjoy) than by extrinsic compensations (pay, bonuses). In an investigation on employee and change drives, Stumpf, Tymon, Favorito, and Smith (2013) beamed their searchlight on two in-built rewards - meaningfulness and the right to choose. They opine that these are necessary for employees to be satisfied with their jobs and endeavor to retain the same in times of organizational uncertainty and change. So, in this case, in-built compensations are more potent than monetary compensations. Job contentment is an essential aspect of a worker's productivity and intrinsic rewards play a vital role in this.

Bratton and Gold (2012) underscore the fact that pay systems that are based on performances tie employees' remuneration to their productivity. Thus, outputs will likely encompass positive contributions from both the individuals and the team, thus providing the basis for diverse types of compensation systems. But this approach is not free of shortcomings, especially if not properly managed or implemented. Lewis (2006) is of the view that employees and managers can doubt the fairness of this reward system due to the following reasons:

- i. If it is poorly designed or communicated
- ii. If it focuses excessively on financial results
- iii. If there is no clear differentiation in salaries
- iv. If much emphasis is placed on individual performances.

Armstrong (2009) opines that there has been criticism against PRP in the 1990s and this has made it necessary for modern-day organizations to initiate second-generation schemes to guard against previous errors. There is still space for more investigations into this area about trying the idea with more competency-based or contribution-based remunerations. However, as stated earlier in the background of the study, Williamson, Burnett, and Bartol (2009) categorized rewards into three main types that individuals seek from their organization; intrinsic, extrinsic, and social rewards.

Also referred to as non-financial rewards, the intrinsic rewards represent those rewards that are related directly to performing the job. They are self-granted and internally experienced payoffs. This includes a sense of accomplishment, self-esteem, autonomy, personal growth, and self-actualization (Inyang & Enouh, 2008; Adrian, Margaret & Nuala, 2010). Non-financial rewards are considered as those rewards offered by organizations that do not involve any direct financial payments and often arise from work itself (Armstrong and Stephens, 2005).

Intrinsic rewards incorporate the notion of relational rewards, which are intangible concerned with the work environment (Armstrong, 2012). These rewards may include achievement, autonomy, recognition, scope to use and develop skills, training, career development opportunities, and high-quality leadership (Armstrong and Stephens, 2005; Adrian et al., 2010; Armstrong, 2012). The whole essence of non-financial rewards is that it has been argued that money will motivate some of the people all the time and, perhaps, all of the people some of the time. But it cannot be solely relied on to motivate all of the people all the time, hence the money has to be reinforced by non-financial rewards, especially those that provide intrinsic motivation (Armstrong, 2012). This is a pointer for the organization to blend their reward strategies in line with the organizational and employees' needs.

The extrinsic rewards are the physical benefits provided by the organization such as pay (wages and salary), fringe benefits, promotion prospects, recognition, status symbols, and praise. Extrinsic rewards are tangible rewards and these rewards are external to the job or task performed by the employee. External rewards can be in terms of salary/ pay, incentives, bonuses, promotions, job security, etc.

The social rewards arise from the interaction with other people on the job and may include having a supportive relationship with the supervisor and co-workers (Khawaja, Mazen, Anwar & Alamzeb, 2012). Social rewards can include simple praise and/or recognition. Some empirical findings point to the link between reward systems and the performance of employees. Eze (2012) assessed the role of reward management in organizational performance at the University of Nigeria Nsukka in Enugu State, Nigeria. The findings of the study revealed that; there is a significant relationship between monetary rewards and employees' performance among the University of Nigeria Nsukka Staff; that there is a significant relationship between non-monetary rewards and employee performance among staff in the University of Nigeria Nsukka. Based on the findings of this project, it was concluded that; both monetary and non-monetary rewards have significant effects on the staff performance in the University of Nigeria Nsukka.

Ibrar and Khan (2015) investigated the effect of compensation on workers' productivity in private schools. Questionnaires were distributed to 100 respondents while descriptive analysis, correlation, and multiple regression tests were applied for data analysis. The study concluded that there is a positive relationship between rewards (extrinsic and intrinsic) and employee's job performance. Most of the organizations were also found to implement a rewards system to increase the job performance and job satisfaction of their employees.

A study by Kibisu, Muturi, and Elijah, (2014) focused on basic salary, training opportunities, health benefits, and house allowance as specific metrics in establishing the effects of employee reward system on the achievement of targets of semi-autonomous government agencies in

Migori Sub-County. Findings from this study indicate that basic salary, house allowance, and health benefits have a very strong influence on employee performance as compared to the moderate influence that training had on their performance. The study recommended the harmonization of schemes of service within departments/ministries so that every individual is rewarded appropriately and fairly to improve employee performance.

Another research conducted by Smith and Rupp (2003) explored the linkage between performance ranked compensation and motivation. The study examined the dangers of accepting unmerited increases where performance-induced pay models apply and the consequences of this on motivation. From studying five diverse companies, ranging from administrative support staff to supervisors and managers, it was discovered that about 58% of those investigated admitted that they received an increase that did not match up to their actual performance. It was discovered that the “de-coupling” notion among performance rating and compensation was a widespread practice among companies surveyed. This brings to the fore the need for any merit-based pay model to be fair and apparent to ensure long term success in increased motivation and productivity. A vast number of respondents did not agree that their increased reward was as a result of their performance but rather was influenced by organizational resources constraints.

De Waal and Jansen (2011) also studied the role that reward systems have on the performance level in organizations. They discovered that pay-related bonuses were neither effective nor ineffective to an organization’s performance. Although evidence exists that suggests that certain types of performance-related rewards increase productivity, this study’s conclusion was contrary. Out of the 12 High-Performance Organizations’ (HPO) characteristics analyzed in the research, the most dominant was pay. The study however concluded that in the long run, pay does not have any effect, positive or negative on organizational performance.

Bart, Bratsberg, Haegeland, and Raaum (2008), in a wide range investigation on how rewards affect performance in some Norwegian establishments surveyed for seven years (1997 to 2003), established that success or failure of performance-related reward depends very much on the setting into which it is introduced. They established that performance-related reward is prevalent in larger establishments and not very common in unionized establishments and that there was a linkage between the academic qualifications of employees and the influence of individual-based performance reward. The researchers also discovered that the performance of employees was influenced by Performance Reward Pay (PRP), and the degree of independence they have in their job. In this regard, the more far-sightedness an employee has over his or her responsibilities, the more triumphant PRP will be.

However, in research involving six different case studies from the Italian central government, Azzone and Tommaso (2011) found serious flaws in the reward structure where no link exists between performance appraisal and rewards. In this case, the performance was found to suffer adversely, and it was recommended to use existing reliable performance measures to overcome this especially when an organization is going through change. However, in the context of the public sector performance-based rewards schemes (PBRs), pay as a facet of these, is effective in managing employee performance, especially high performers.

Pay that is based on performance aligns with a wider performance evaluation system that can enhance customer-focused performance indicators as well as other organizational goals in a public sector environment (Kealesitse, O'Mahony, Lloyd-Walker & Polonsky, 2013). A study aimed at developing a customer-focused public sector compensation schemes in the Botswana government's performance-based payment system discovered that the implementation of a performance induced payment scheme was impractical in situations where employees have a little degree of autonomy. This is very prevalent in many public sector establishments. It was also discovered that the wide range of sometimes conflicting targets in the public sector means that performance-related compensation schemes are often not easy to execute successfully to stimulate increased productivity.

### **Theoretical Framework**

The study is anchored on the total rewards system theory and Herzberg's two-factor theory. These theories and their applications to personnel achievement-based rewards are discussed herein in more detail.

### **Total Rewards System Theory**

The total rewards concept, although broad in its application, is defined by Taylor (2011) as overall compensation that involves the designing of a loaded mix of initiatives which aim to fully utilize the chances that a member of staff will find his/her work 'rewarding' in the broadest sense of the word. Aligning this system of reward with the general strategy of the organization so that it is not seen to be improvised is crucial in its accomplishment, according to Stredwick (2000). Stredwick (2000) established that "broad-banding" or the apportioning of roles into diverse categories with diverse incentives motivates workers to perform better to achieve progression in their chosen careers, but these incentives need to vary and be flexible, not just pay related.

Therefore, there is a need for Human Resource experts to comprehend the business requirements of the organization and to propose compensation strategies that modify employee attitudes that will culminate in improved performance. Determining the right mix of concrete and intangible compensations to sufficiently inspire and hold on to employees is tasking. The overall reward strategy is very broad in scope and can never constitute a one size fits all solution to compensating employees in the workplace.

One pertinent question asked by scholars is how a mix of reward packages can be used to strengthen and promote high levels of personal productivity while fostering teamwork amongst those working together. Some scholars have suggested that instead of selecting persons or groups of persons-based incentives on their own, a mix of the two motivation strategies may be more successful in motivating performance at the personal level and collaboration at the team level (Heneman and von Hippel, 1995).

As presented in Figure 1, the 'World-at-work' total rewards model identifies strategies to attract, motivate and keep workers, and shows how an entire incentives package, integrated into the organization's plan, is believed to bring about positive performance result. Investing in such a reward system can promote high-performance work teams and individuals, thereby leading to the attainment of organizational goals (Hall-Ellis, 2014).



**Fig. 1. World-at-Work Total Rewards Model.**

World-at-Work (2006), retrieved from [www.worldatwork.org/pub/total\\_rewards\\_model.pdf](http://www.worldatwork.org/pub/total_rewards_model.pdf)

### Herzberg Two-Factor Theory

Also called the motivation-hygiene theory, the two-factor theory propounded by Herzberg (1964) says that there are some factors (motivating factors) that promote job satisfaction and motivation, and some other factors (hygiene factors) cause dissatisfaction. In this context, the opposite of satisfaction is not dissatisfaction, but rather, no satisfaction. According to Herzberg (1959), the job satisfiers deal with the factors involved in doing the job, whereas the job dissatisfiers deal with the factors which define the job context. If the hygiene factors, for example, salary, working conditions, work environment, safety, and security are unsuitable (low level) at the workplace, this can make individuals unhappy, dissatisfied with their job. Motivating factors, on the other hand, can increase job satisfaction, and motivation is based on an individual's need for personal growth. If these elements are effective, then they can motivate an individual to achieve above-average performance and effort. For example, having responsibility or achievement can cause satisfaction (human characteristics) (Murphy, 2015). Hygiene factors are needed to ensure that an employee is not dissatisfied. Motivation factors are needed to enhance employees' satisfaction and to motivate an employee to higher performance:

Herzberg's five factors of job satisfaction (motivating factors):

- i. Achievement
- ii. Recognition
- iii. work itself
- iv. Responsibility
- v. Advancement

Herzberg's five factors of job dissatisfaction (hygiene factors – deficiency needs):

- i. Company policy and administration

- 
- ii. Supervision
  - iii. Salary
  - iv. Interpersonal relationships
  - v. Working conditions

Herzberg (1964) addressed salary not as a motivator in the way that the primary motivators such as achievement and recognition are but as a hygiene factor. Thus, the salary can only be a motivator, if employees always get a higher salary with higher performance. Otherwise, it will fail to incentivize at a point.

### **Application of the theories to the study**

In applying the total reward system to this study, it must be acknowledged that reward choices may differ from one organization to the other, and from private to public enterprises. Therefore, integrating different types of reward systems could be of immense benefit to an organization. Many Human Resources experts agree that a combination of both intrinsic and extrinsic rewards engenders the overall fulfillment of employees (Newman, 2009). As was earlier pointed out, there is no “one size fits all” solution when it comes to a reward system that will lead to the achievement of an optimal level of organizational efficiency. The moment the organization explains the performance and attitude accepted, it needs to formulate the correct combination of financial and non-financial (extrinsic and intrinsic rewards). These can vary from recognition, opportunities to succeed, and skills development to the various types of pay rewards, whether team-based or individual (Newman, 2009). Determining the reward system which will work best for each organization is necessary if the desire is to strive for enhanced performance.

On the other hand, the two-factor model of motivation is based on the notion that the presence of one set of job characteristics or incentives leads to employee satisfaction at work, while another and separate set of job characteristics lead to dissatisfaction at work. Thus, satisfaction and dissatisfaction are not on a continuum with one increasing as the other diminishes, but are independent phenomena. This theory suggests that to improve job attitudes and productivity, administrators must recognize and attend to both sets of characteristics and not assume that an increase in satisfaction leads to a decrease in un-pleasurable dissatisfaction (Herzberg, 1964).

The problem of unrealistic self-rating exists partly because supervisors in most organizations do not communicate a candid evaluation of their subordinates' performance to them. Such candid communication to subordinates, unless done skillfully, seriously risks damaging their self-esteem. The bigger dilemma, however, is that failure by managers to communicate a candid appraisal of performance makes it difficult for employees to develop a realistic view of their performance, thus increasing the possibility of dissatisfaction with the pay they are receiving. Employees often misperceive the rewards of others; their misperception can cause the employees to become dissatisfied. Evidence shows that individuals tend to overestimate the pay of fellow workers doing similar jobs and to underestimate their performance. Misperceptions of the performance and rewards of others also occur because organizations do not generally make available accurate information about the salary or performance of others (Searle, 1990).

**Public Enterprises in Nigeria**

One of the ways through which governments intervene in the economy is by establishing public enterprise or state-owned companies. Ezeani (2006) believes that public enterprises are seen by governments as veritable tools for achieving national socio-economic development. Nwoye (2005) agrees that there are many reasons for the establishment of public enterprises, one of which is development, because, in many developing countries, the resources available to the private sector are not adequate for the provision of certain goods and services. For example, the investment required in the construction of a hydroelectricity-generating plant or a water scheme for a large urban center is quite enormous and the returns on such investment will take a very long time to realize. Ozor (2006) opines that like in many other British-ex-colonial territories, Nigeria realized soon after political independence that she still had to battle for her economic independence. Thus, her weak economic base, limited infrastructural facilities, the paucity of social services, inadequate local financial entrepreneurship, etc., necessitated the investments in the establishment of public enterprises.

Adeyemo (2005) affirms that another factor that accelerated the growth of Nigeria's public sector was the indigenization policy of 1972 which provided a legal basis for extensive participation of the government in the ownership and control of significant sectors of the economy. Ugorji (1995) observes that some public enterprises were established for political reasons; many of such government undertakings were used to provide jobs for constituents, political allies, or friends, on the pretense of maintaining "federal character" and promoting national integration. Consequently, public enterprises, because of some of the afro-mentioned reasons, became active in many sectors of the economy, such as manufacturing, construction, finance, services, utilities, transportation, agriculture, natural resources, etc.

**About Enugu State Housing Development Corporation (ESHDC)**

The Enugu State Housing Development Corporation (ESHDC) is a Parastatal owned by the Enugu State Government and established by "Enugu State Housing Development Corporation Law" Cap. 58 Laws of Enugu State Government 2004 (ESHDC, 2019). ESHDC is one of the fully commercialized agencies of the Enugu State Government charged with the responsibility of implementing the State government's housing policy. The State government appoints the Board of Directors of the Corporation which consists of seasoned and accomplished professionals in the housing and real estate business, and other related sectors of the society. The eight (8) member Board and the Management Committee of the Corporation are in charge of the policy formation and the day to day running of the Corporation as provided for in the Corporation's Law, and as directed by His Excellency, the Governor of the State (ESHDC, 2019).

ESHDC is not subvented by the State government. It is commercialized; hence it generates its projects and funds the same, conducts its business to ensure positive returns, and to achieve the socio-economic and political goals set by the State government. Funds generated by the Corporation are geared towards the provision of houses, estate infrastructure and facilities; maintenance of such estates and facilities; the day to day running of the Corporation, and remittances to the State government (ESHDC, 2019).

The Enugu State Housing Development Corporation (ESHDC) is structured very simply with the Board of Directors at the apex of the pyramid, formulating the Corporation's Policies. This

is followed by the Management Committee of eight (8) Directors with the General Manager as the Chief Executive Officer overseeing the daily operations of the Corporation. The Enugu State Housing Development Corporation (ESHDC) has a staff strength of about 250 (Two Hundred and Fifty) permanent staff (ESHDC, 2019).

The Corporation is structured as follows:

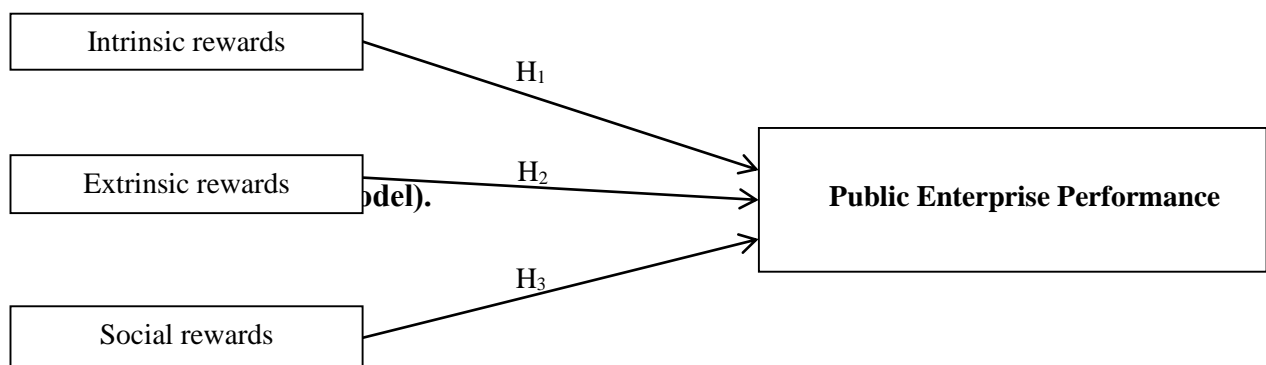
1. Board of Directors (Secretary/Legal Department)
2. Office of the General Manager
3. Administration and Personnel Division
4. Estate Division
5. Finance and Accounts Division
6. Marketing Division
7. Planning Division
8. Works Division

The Corporation is endowed with qualified, committed and capable professionals such as Engineers, Architects, Land Surveyors, Administrators, Accountants, Lawyers, Estate Surveyors and Valuers, and Town Planners, etc., some of whom are Management staff. The Management of Enugu State Housing Development Corporation (ESHDC) is made of the following: General Manager/CEO; Director, Estate Services/Project Coordinator; Director, Works; Director, Marketing; Director, Planning; Secretary/Legal Adviser; and Director, Finance and Accounts (ESHDC, 2019).

### Conceptual Model

A conceptual model designed from the review of literature relevant to this study shows the proposed effect of achievement-based rewards on the performance of public enterprises:

**Figure 2: Model of achievement-based rewards affecting the performance of public enterprises**



The model in Figure 2 shows that several achievement-based rewards such as intrinsic, extrinsic, and social are proposed to have direct relationships on the performance of public enterprises.

### METHODOLOGY

The study employed a survey research design. The population of the study comprised of the two hundred and fifty-eight (258) permanent staff of Enugu State Housing Development

Corporation (ESHDC Database, 2019). Since this population is known, the Taro Yamane formula was used to arrive at a sample of one hundred and fifty-seven (157) respondents using an error margin of 5% (0.05). This was calculated as follows:

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

$$n = \frac{258}{1.645}$$

$$n = \frac{258}{1.645} = 157 \text{ respondents}$$

In selecting this sample, a simple random sampling technique was employed to give every member of the population an equal opportunity of being selected for the study. The primary data were obtained from the respondents through the deployment of a structured questionnaire consisting of a four-point Likert scale (Strongly Agree-4; Agree- 3; Disagree- 2; and Strongly Disagree- 1). Using a pilot survey of 30 respondents from Enugu State Water Corporation (which shares characteristics with but is not part of the study population) the data obtained from the research instrument were subjected to Principal Component Analysis (PCA) technique to establish the content validity of the questionnaire constructs. The results showed that the constructs designed were valid as the initial Eigenvalues revealed that 86.996 percent of the total variance is explained by each of the components (KMO> 0.5; Bartlett's Test of Sphericity< 0.05).

Furthermore, the Cronbach Alpha coefficient was used to confirm reliability. The result of the coefficient for each construct ranged from 0.74 to 0.78 as shown in Table 1 below:

**Table 1: Cronbach's Coefficient Alpha reliability estimate for the study instrument**

S/n	Variables	No of items	Reliability
1.	Intrinsic rewards	4	0.741
2.	Extrinsic rewards	4	0.782
3.	Social rewards	4	0.749
4.	Public Enterprise Performance	4	0.755

**Source: Field Survey, 2019**

Multiple linear regression was used as the technique for data analysis because it ascertains the causal relationship between the three independent variables (Intrinsic, Extrinsic and Social rewards) on the same dependent variable (Public Corporation Performance). This analysis was computed electronically with the aid of the Statistical Package for Social Science (SPSS) version 23.

### Data Presentation and Analysis

Of the 157 questionnaire copies distributed, 127 were completed and returned, while 30 were not returned. This yielded a response rate of 80.9 percent as seen in Table 2. The following are the analysis and interpretation of the field survey for this study:

**TABLE 2: Distribution and return of the questionnaire**

S/N	Option	Frequency	Percentage
1	Number of questionnaires properly completed	127	80.9
2	Number of questionnaires not returned	30	19.1
	<b>Total</b>	<b>157</b>	<b>100</b>

**Source:** Field Survey, 2019

Table 3 shows that out of the 127 respondents, 70 (55.1 percent) are males while 57 (44.9 percent) are females. The age distribution of the respondents revealed that 17 respondents (13.4 percent) are within 18 to 25 years of age, 34 respondents (26.8 percent) are within 26 to 35 years of age; 28 respondents (22.0 percent) are within 36 to 45 years; 23 respondents (18.1 percent) are within 46 to 55 years of age, and 25 respondents (19.7 percent) are aged 56 years and above.

Furthermore, the table shows that the highest academic qualification of 12 respondents (9.5 percent) is Senior School Certificate (SSCE); 44 respondents (34.6 percent) are holders of National Certificate in Education (NCE) or Ordinary National Diploma (OND); 45 respondents (35.4 percent) are holders of Higher National Diploma (HND) or Bachelor of Science degrees (B.Sc.); while 26 respondents (20.5 percent) hold post-graduate degrees such as Master of Science (M.Sc.) and Doctorate degrees (Ph.D.).

The departments or units where the respondents came from also varied. 37 respondents (29.1 percent) work with the Administration/personnel division; 14 respondents (11.0 percent) work with the Estate division; 25 respondents (19.7 percent) work with the Finance/Accounts division; 26 respondents (20.5 percent) work with the Marketing division; and 25 respondents (19.7 percent) work with the Planning/Works division.

Lastly, the respondents' had different work experiences. 47 respondents (37.0 percent) had worked with the corporation for less than 5 years; 71 respondents (55.9 percent) have been with the corporation between the periods of 5 to 10 years; while 9 respondents (7.1 percent) have been with the corporation for more than 10 years.

**TABLE 3: Demographic representation of the respondents**

<i>Demographic</i>	<i>Frequency (f)</i>	<i>Percent (%)</i>
<b>Gender</b>		
Male	70	55.1
Female	57	44.9
Total	127	100
<b>Age</b>		
18 –25 years	17	13.4
26 – 35 years	34	26.8
36 – 45 years	28	22.0
46 – 55 years	23	18.1
55 years and above	25	19.7
Total	127	100

<b>Academic Qualification</b>		
SSCE	12	9.5
NCE/ND	44	34.6
HND/B.Sc	45	35.4
Post Graduate	26	20.5
Total	127	100
<b>Departments/Units</b>		
Administration	37	29.1
Estate	14	11.0
Finance/Accounts	25	19.7
Marketing	26	20.5
Planning/Works	25	19.7
Total	127	100
<b>Work Experience</b>		
Less than 5 years	47	37.0
5 – 10 years	71	55.9
More than 10 years	9	7.1
Total	127	100

Source: Field survey, 2019

Table 4 presents the responses on intrinsic achievement-based personnel rewards in Enugu State Housing Development Corporation. The result of statement 1 in Table 4.3 shows the opinion of respondents as to whether they experience a sense of accomplishment when they achieve targets. 36 respondents which represent 28.3 percent strongly agreed, 35 (27.6 percent) of the participants agreed; 46 participants (36.2 percent) disagreed, and 10 respondents (7.9 percent) strongly disagreed.

The result of statement 2 in Table 4 shows the opinion of respondents as to whether their self-esteem is enhanced when they accomplish a feat. 18 respondents which represent 14.2 percent strongly agreed, 71 (55.9 percent) of the participants agreed; 28 (22.0 percent) of the participants disagreed and 10 respondents (7.9 percent) strongly disagreed.

The result of statement 3 in Table 4 shows the opinion of respondents as to whether they experience personal growth from working hard in the organization. 36 respondents which represent 28.3 percent strongly agreed, 63 (49.6 percent) of the participants agreed; 19 (15.0 percent) of the participants disagreed and 9 respondents (7.1 percent) strongly disagreed.

The result of statement 4 in Table 4 shows the opinion of respondents as to whether they benefit from career development opportunities as a result of their achievements. 36 respondents which represent 28.3 percent strongly agreed, 63 (49.6 percent) of the participants agreed; 19 (15.0 percent) of the participants disagreed and 9 respondents (7.1 percent) strongly disagreed.

**TABLE 4: Responses on intrinsic achievement-based rewards**

S/N	Intrinsic rewards	achievement-based	Strongly Agree	Agree	Disagree	Strongly disagree
1.	Sense of accomplishment		36 (28.3%)	35 (27.6%)	46 (36.2%)	10 (7.9%)
2.	Self-esteem		18 (14.2%)	71 (55.9%)	28 (22.0%)	10 (7.9%)
3.	Personal growth		36 (28.3%)	63 (49.6%)	19 (15.0%)	9 (7.1%)
4.	Career development opportunities		36 (28.3%)	63 (49.6%)	19 (15.0%)	9 (7.1%)

**Source: Field survey, 2019.**

Table 5 presents the responses on the extrinsic achievement-based personnel reward system in Enugu State Housing Development Corporation. The result of statement 1 in Table 5 shows the opinion of respondents as to whether they get pay raise when they meet targets. 85 respondents which represent 66.9 percent strongly agreed, 42 (33.1 percent) of the participants agreed; no participant (0 percent) disagreed and no respondent (0 percent) strongly disagreed. The result of statement 2 in Table 5 shows the opinion of respondents as to whether there is a prospect of getting promoted for a job well done. 102 respondents which represent 80.3 percent strongly agreed, 25 (19.7 percent) of the participants agreed; no participant (0 percent) disagreed and no respondent (0 percent) strongly disagreed.

The result of statement 3 in Table 4.4 shows the opinion of respondents as to whether the corporation gives awards of recognition to hardworking staff. 44 respondents which represent 34.6 percent strongly agreed, 37 (29.1 percent) of the participants agreed; 19 (15.0 percent) of the participants disagreed and 27 respondents (21.3 percent) strongly disagreed.

The result of statement 4 in Table 5 shows the opinion of respondents as to whether bonuses are added to their pay when they accomplish a given task. 53 respondents which represent 41.7 percent strongly agreed, 74 (58.3 percent) of the participants agreed; no participant (0 percent) disagreed and no respondent (0 percent) strongly disagreed.



**TABLE 5: Responses on extrinsic achievement-based rewards**

S/N	Extrinsic rewards	achievement-based	Strongly Agree	Agree	Disagree	Strongly disagree
1.	Pay raise		85 (66.9%)	42 (33.1%)	0 (0%)	0 (0%)
2.	Promotion prospects		102 (80.3%)	25 (19.7%)	0 (0%)	0 (0%)
3.	Recognition awards		44 (34.6%)	37 (29.1%)	19 (15.0%)	27 (21.3%)
4.	Bonuses		53 (41.7%)	74 (58.3%)	0 (0%)	0 (0%)

**Source: Field survey, 2019.**

Table 6 presents the responses on the social achievement-based personnel reward system in Enugu State Housing Development Corporation. The result of statement 1 in Table 6 shows the opinion of respondents as to whether they have a good working relationship with colleagues due to their performance. 64 respondents which represent 50.4 percent strongly agreed, 18 (14.2 percent) of the participants agreed; 9 participants (7.1 percent) disagreed, and 36 respondents (28.3 percent) strongly disagreed.

The result of statement 2 in Table 6 shows the opinion of respondents as to whether their achievements have earned them the support of their supervisors. 44 respondents which represent 34.7 percent strongly agreed, 47 (37.0 percent) of the participants agreed; 26 participants (20.5 percent) disagreed, and 10 respondents (7.9 percent) strongly disagreed.

The result of statement 3 in Table 6 shows the opinion of respondents as to whether they can easily approach their directors as a result of their performance at work. 53 respondents which represent 41.7 percent strongly agreed, 10 (7.9 percent) of the participants agreed; 36 (28.3 percent) of the participants disagreed and 28 respondents (22.0 percent) strongly disagreed.

The result of statement 4 in Table 6 shows the opinion of respondents as to whether co-workers respect them due to their achievements at work. 72 respondents which represent 56.7 percent strongly agreed, 18 (14.2 percent) of the participants agreed; 17 participants (13.4 percent) disagreed, and 20 respondents (15.7 percent) strongly disagreed.

**TABLE 6: Responses on social achievement-based rewards**

S/N	Social achievement-based rewards	Strongly Agree	Agree	Disagree	Strongly disagree
1.	Good-working relationship with colleagues	64 (50.4%)	18 (14.2%)	9 (7.1%)	36 (28.3%)
2.	Support of supervisors	44 (34.7%)	47 (37.0%)	26 (20.5%)	10 (7.9%)
3.	Easily approach directors	53 (41.7%)	10 (7.9%)	36 (28.3%)	28 (22.0%)
4.	Co-workers respect	72 (56.7%)	18 (14.2%)	17 (13.4%)	20 (15.7%)

**Source: Field survey, 2019.**

Table 7 presents the responses to the performance of the Enugu State Housing Development Corporation. The result of statement 1 in Table 7 shows the opinion of respondents as to whether employees accomplish set tasks effectively. 88 respondents which represent 69.3 percent strongly agreed, 39 (30.7 percent) of the participants agreed; no participant (0 percent) disagreed and no respondent (0 percent) strongly disagreed.

The result of statement 2 in Table 7 shows the opinion of respondents as to whether the corporation is meeting its set goals and objectives. 63 respondents which represent 49.6 percent strongly agreed, 29 (22.8 percent) of the participants agreed; 35 participants (27.6 percent) disagreed and no respondent (0 percent) strongly disagreed.

The result of statement 3 in Table 7 shows the opinion of respondents on if the corporation is achieving impressive growth margins. 18 respondents which represent 14.2 percent strongly agreed, 45 (35.4 percent) of the participants agreed; 19 (15.0 percent) of the participants disagreed and 45 respondents (35.4 percent) strongly disagreed.

The result of statement 4 in Table 7 shows the opinion of respondents as to whether the corporation meets clients' expectations. 51 respondents which represent 40.2 percent strongly agreed, 71 (55.9 percent) of the participants agreed; 2 participants (1.6 percent) disagreed, and 3 respondents (2.4 percent) strongly disagreed.

**TABLE 7: Responses to public corporation performance**

S/N	Performance variables	Strongly Agree	Agree	Disagree	Strongly disagree
1.	Employees accomplish set tasks effectively	88 (69.3%)	39 (30.7%)	0 (0%)	0 (0%)
2.	The corporation is meeting up its set goals and objectives in the State	63 (49.6%)	29 (22.8%)	35 (27.6%)	0 (0%)
3.	The corporation is achieving impressive growth margins	18 (14.2%)	45 (35.4%)	19 (15.0%)	45 (35.4%)
4.	The corporation meets up clients expectations	51 (40.2%)	71 (55.9%)	2 (1.6%)	3 (2.4%)

**Source: Field survey, 2019.**

### **Test of hypotheses**

#### **Hypothesis one**

H<sub>0</sub>: Intrinsic achievement-based rewards do not significantly affect the performance of the Enugu State Housing Development Corporation.

#### **Hypothesis two**

H<sub>0</sub>: Extrinsic achievement-based rewards have no significant effect on the performance of the Enugu State Housing Development Corporation.

#### **Hypothesis three**

H<sub>0</sub>: Social achievement-based rewards do not significantly influence the performance of the Enugu State Housing Development Corporation.

**Independent variables:** Intrinsic rewards, extrinsic rewards, and Social rewards

**Dependent variable:** Public corporation performance

**The test statistic:** Multiple Linear Regression.

**TABLE 8:** Model summary of the effect of achievement-based personnel rewards on the performance of ESHDC

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935 <sup>a</sup>	.874	.871	1.510

a. Predictors: (Constant), Social, Extrinsic, Intrinsic

Source: SPSS output, 2019.

**TABLE 9:** Analysis of variance (ANOVA) of the effect of achievement-based personnel rewards on the performance of ESHDC

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1938.514	3	646.171	283.338	.000 <sup>b</sup>
	Residual	280.510	123	2.281		
	Total	2219.024	126			

a. Dependent Variable: Performance

b. Predictors: (Constant), Social, Extrinsic, Intrinsic

Source: SPSS output, 2019.

**TABLE 10:** Coefficients of the effect of achievement-based personnel rewards on the performance of ESHDC

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	-.380	.446			-.852	.396
	Intrinsic	.459	.156	.269		2.939	.004
	Extrinsic	.235	.142	.144		1.662	.099
	Social	.857	.120	.551		7.155	.000

a. Dependent Variable: Performance

Source: SPSS output, 2019

The regression tables (Tables 8, 9, and 10) show the effect of achievement-based personnel rewards on the performance of Enugu State Housing Development Corporation. Table 8, which is the model summary reveals that the relationship between both variables is 93.5 percent (as seen in the *R* column). The  $R^2$  value (0.874) signifies that up to 87.4 percent of public corporation performance is caused by the achievement-based personnel rewards when other variables are held constant. The value of the adjusted R-square of .871 indicates the soundness of the fit of the data to the model.

The F-test (283.338,  $p < 0.05$ ) of the relationship in Table 9 indicates that the overall prediction of the independent variable to the dependent variable is statistically significant, therefore, the regression model provides sufficient evidence to conclude that public corporation's performance is influenced by the achievement-based personnel reward system.

Table 10 is the coefficients table, which provides the necessary information on the capability of each achievement-based personnel reward system to predict public corporation performance. From the table, it can be seen that two out of the three variables (Intrinsic rewards

and Social rewards) significantly affect public corporation performance positively as seen from their p-value ( $p < 0.05$ ). On the other hand, the table shows that extrinsic rewards do not significantly affect the public corporation's performance ( $p > 0.05$ ;  $t = 1.662$ ). However, social achievement-based rewards have a more significant effect on the public corporation's performance than intrinsic achievement-based rewards as noted from their beta coefficients ( $\beta_{\text{Intrinsic}} = 26.9$  percent;  $\beta_{\text{Social}} = 55.1$  percent).

The result of the regression requires that we reject the first and third null hypotheses and accept the second null hypothesis. The results are summarized as follows:

1. Intrinsic achievement-based rewards significantly affect the performance of the Enugu State Housing Development Corporation.
2. Extrinsic achievement-based rewards have no significant effect on the performance of the Enugu State Housing Development Corporation.
3. Social achievement-based rewards significantly influence the performance of the Enugu State Housing Development Corporation.

## DISCUSSION OF FINDINGS

The result from the test of hypothesis one reveals that intrinsic achievement-based rewards significantly affect the performance of Enugu State Housing Development Corporation. The finding is supported by Stumpf, Tymon, Favorito, and Smith's (2013) study on employee and change initiatives. As argued by the authors, intrinsic compensations are often more effective than monetary compensations, especially when they are situated within the framework of catalyzing organizational change. It was evident that performance metrics such as work contentment and determination to remain in an assigned role in periods of organizational change depends on the correct mix of monetary and non-monetary rewards. Job fulfillment is an essential ingredient in a worker's productivity and intrinsic payments play a prominent part in this rather than extrinsic or monetary rewards.

From the test of hypothesis two, it is seen that extrinsic achievement-based rewards have no significant effect on the performance of Enugu State Housing Development Corporation. This finding is backed by the work of Waal and Jansen (2011) which discovered that pay-related bonuses (extrinsic rewards) were neither effective nor ineffective stimulants of organizations' productivity. Although ample proof exists that certain types of extrinsic related compensation enhance productivity, their study's conclusion is to the contrary. They concluded that over a longer period, extrinsic rewards do not have a positive or negative effect on organizational performance.

Hypothesis three reveals that social achievement-based rewards significantly influence the performance of Enugu State Housing Development Corporation. Although most literature interchange social rewards and intrinsic rewards for each other, the finding of this study indicates that there is a difference between both concepts. While intrinsic achievement-based rewards involve the psychological rewards associated with achievements, social achievement-based rewards involve the enhanced status-quo obtained by the achiever within the organization. Both concepts are intangible, yet different. However, social achievement-based rewards proved more effective for organizational performance than intrinsic and extrinsic rewards. Smith and Rupp (2003) reasoned that this may be the case as an increased extrinsic

reward is hardly based on performance but rather on organizational budget provisions. Hence, there is a need to anchor payment and reward systems more on merit and transparency. This will ensure its long-term success, leading to increased motivation and performance.

## CONCLUSION

Just like in other organizations, public corporations have set goals and objectives which they seek to achieve within a particular time. The achievement of these goals become the metrics for measuring their performance. An understanding of a specific achievement-based personnel reward system that is effective is a necessary step towards incentivizing a public corporation's performance. This study considered three kinds of personnel reward system- intrinsic, extrinsic, and social. The research results have shown that two reward systems affect public corporation performance - intrinsic and social. As a result, it is concluded that incentives and their systems perform a huge role in any organization's (public or private) failure or success.

From the findings and conclusions of the study, the following recommendations are made:

- i. The human resource division should make conscious efforts to always praise the achievements of exceptional employees and ensure that the entire corporation is aware of the achievements. This could be implemented using a periodic newsletter showing the performance of the corporation as well as the specific achievements of employees towards the achievement of the corporation's goals.
- ii. Furthermore, the management should readily delegate higher responsibilities or authorities to high performing employees as a social reward for their efforts in the corporation.
- iii. The use of extrinsic or monetary rewards should not be ruled out. However, the management of Enugu State Housing Development Corporation should take care to ensure that increase in pay based on performance or achievement is differentiated from normal grade level pay raise in the payslips of the employees.

## REFERENCES

- Adeyemo, D. O. (2005). Public enterprise reform in Nigeria: A review. *Journal of Social Sciences*, 10 (3), 223-231.
- Adrian, M., Margaret, I. & Nuala, O. (2010). *Unlocking human resource management*. London: Hollder Education.
- Armstrong, M. (2005). *A handbook of human resource management practice*. London and Sterling, VA: Kogan Page.
- Armstrong, M. (2009). *Managing reward systems*. Buckingham: Open University Press.
- Armstrong, M. (2012). *Armstrong's handbook of human resource management practice*. United Kingdom: Ashford Colour Press.
- Armstrong, M. & Stephens, T. (2005). *Employee reward management and practice*. United Kingdom: Kogan Page.
- Azzone, G. & Tommaso, P. (2011). Adapting performance appraisal and reward systems, *Journal of Organisational Change Management*, 24(1), pp. 90-111.
- Bart, E., Bratsberg, B., Haegeland, T. & Raaum, O. (2008). Who pays for performance?, *International Journal of Manpower*, 29(1), 8-29.

- Bratton, J. & Gold, J. (2012). *Human resource management: Theory and practice*. 5th ed. New York: Palgrave Macmillan.
- Carl, A. (2001). Fayol's 14 principles of management then and now: A framework for managing today's organizations effectively. *Management Decision*, 39(10), 880-889.
- De Waal, A. & Jansen, P. (2011). *The bonus as hygiene factor: role of reward systems in a high-performance organization*. Conference paper presented during the 3rd European Reward Management, 1-16
- Enugu State Housing Development Corporation (ESHDC, 2019). Who we are and what we do? Retrieved from <https://eshdc.org/about-us/>.
- Eze, C. (2012). *The role of reward management in organizational performance (A case study of the University of Nigeria Nsukka)*. MBA thesis, University of Nigeria, Enugu Campus, Nigeria.
- Ezeani, E. O. (2006). *Fundamental of public administration*: Enugu: Zik-Chuks Publishers.
- Ezigbo, C. A. & Court, O. T. (2011). The effects of monetary and non-money rewards on the employees' performance in manufacturing firms in Rivers State, Nigeria. *Journal of Sociology, Psychology, and Anthropology in Practice*, 3(1), 120-129.
- Hall-Ellis, D. S. (2014). Reward systems promote high-performance work teams achieving library mission. *The Bottom Line: Managing library finances*, 27(2), 66- 69.
- Heneman, R. L. & Von Hippel, C. (1995). Balancing group and individual rewards: rewarding individual contributions to the team. *Compensation and benefits review*, 27(4), 63-8.
- Herzberg, F. (1964). The motivation-hygiene concept and problems of manpower. *Personnel Administration*, 27(1), 3-7.
- Herzberg, F. (1959). *The motivation to work*. New York: John Wiley & Sons Inc.
- Ibrar, M. & Khan, O. (2015). The impact of reward on employee performance (A case study of Malakand private school). *International Letters of Social and Humanistic Sciences*, 52, 95-103.
- Inyang, B. J. & Enouh, R. O. (2008). Creating an enabling environment for organizational goal attainment through employee motivation and job satisfaction. *Nigerian Journal of Labour Law and Industrial Relations*, (2), 92- 109.
- Kealesitse, B., O'Mahony, B., Lloyd-Walker, B. & Polonsky, M. J. (2013). Developing customer-focused public sector reward schemes: Evidence from the Botswana government's performance-based reward system. *International Journal of Public Sector Management*, 26(1), 33-55.
- Khawaja, J., Mazen, F. R., Anwar, R. & Alamzeb, A. (2012). Impact of rewards and motivation on job satisfaction in the banking sector of Saudi Arabia. *International Journal of Business and Social Science*, 3 (21), 272-278.
- Kibisu, P. A., Muturi, W. & Elijah, C. M. (2014). Effect of reward systems on employees' achievement of targets in the semi-autonomous government agencies: A case study of Migori Sub-County. *International Journal for Innovation Education and Research*, 2(11), 184-208.
- Kreitner, R. (2004). *Management*. New York: Houghton Mifflin Company.
- Kreitner, R. & Kinicki, A. (2007). *Organizational behavior*. Boston: McGraw Hill/Irwin.
- Krukru, K. (2015). Public enterprises in Nigeria. A critical evaluation of their performance. Munich, GRIN Verlag. Retrieved from <https://www.grin.com/document/338943>.
- Lewis, P. (2006). *Contemporary human resource management*. 2nd ed. Edinburgh: Pearson Education.

- McNamara, C. (2011). How to reward employee performance. Guiding principles of effective reward systems. Retrieved from <https://managementhelp.org/employeeperformance/rewarding.htm>
- Molhotra, N., Budhwar, P. & Prowse, P. (2007). Linking rewards to commitment: A empirical investigation of four UK Call Centers. *International Journal of Human Resource Management*, 18 (12), 2095-2128
- Mullins, L. (2005). *Organizational behavior*. 6th ed. Boston: Palgrave Macmillan.
- Murphy, B. (2015). The impact of reward systems on employee performance. MBA thesis, Dublin Business School, Ireland.
- Newman, M. (2009). Motivation: Reward system and the role of compensation. Retrieved from <http://www.articlesbase.com/organizational-articles/motivation-reward-system-and-the-role-of-compensation-1308078.html>
- Njoku, L. (2018). Enugu moves to provide affordable housing. Retrieved from <https://guardian.ng/news/enugu-moves-to-provide-affordable-housing/>
- Nwokocha, I. (2016). Managing a reward strategy to enhance employee performance, retention, and productivity in organizations: A general overview. *International Journal of Development and Management Review*, 11. 20-38.
- Nwoye, M. I. (2005) Privatization of public enterprises in Nigeria the views and counterviews. *Journal for Political Theory and Research on Globalization, Development and Gender Issues*, 1, 1-7.
- Obadan, M. I. & Ayodele, A. S. (1998). *Commercialization and privatization policy in Nigeria*. Ibadan: National Centre for Economic Management and Administration.
- Olakunle, A.O. & Ehi, P.O. (2008). *Industrial sociology*. Ibadan: Penthouse Publications
- Ozor, E. (2006). *Public enterprises in Nigeria; A study in public policymaking in a changing political economy*. Ibadan: University Press.
- Rayner, C. & Adam-Smith, D. (eds.) (2005). *Managing and leading people*. 3rd ed. London: Chartered Institute of Personnel Development.
- Saba, S. (2011). The impact of financial incentives on employees' commitment. *European Journal of Business and Management*, 3 (4), 258-266.
- Sarvadi, P. (2010). The best ways to reward employees. Retrieved from <http://www.entrepreneur.com>.
- Searle, P. (1990). Performance management. In V. H. Broom, *Manage people not personnel*. Boston: Harvard Business School Press.
- Silbert, L. T. (2005). The effect of tangible rewards on perceived organizational support. Unpublished M.Sc Thesis, University of Waterloo, Canada-Ontario.
- Smith, A. D. & Rupp, W. T. (2003). Knowledge workers: exploring the link among performance rating, pay, and motivational aspects. *Journal of Knowledge Management*, 7(1), 107-124.
- Stredwick, J. (2000). Aligning rewards to organizational goals: a multinational's experience', *European Business Review*, 12(1), 9-19.
- Stumpf, A. S., Tymon, W. G., Favorito, N. & Smith R. R. (2013). Employees and change initiatives: Intrinsic rewards and feeling valued. *Journal of Business Strategy*, 34(2), 1-15.
- Taylor, S. (2011). *Contemporary issues in human resource management*. 1st ed. London: Chartered Institute of Personnel Development.



- Ugorji, E. C. (1995). Privatization/commercialization of state-owned enterprises in Nigeria. Strategies for improving the performance of the economy. *Comparative Political Studies*, 27(4), 537-560.
- Williamson, I. O., Burnett, M. F. & Bartol, K. M. (2009). The interactive effect of collectivism and organizational rewards on affective organizational commitment. *Cross-Cultural Management: International Journal*, 16, 28-43.
- Zingheim, P. (2010). Employers need to identify and reward high performers. *Report on Salary Surveys*, 10(11), 9-10.