



(RESEARCH ARTICLE)



## Examining the influence of motivation on employees' productivity: A case study of first bank of Nigeria Plc, Head Office, Lagos Nigeria

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### Abstract

Motivation for a bank worker refers to the internal and external factors that drive an individual employed in a banking industry to engage in their work with enthusiasm, dedication, and a sense of purpose. It involves the underlying reasons and incentives that influence an employee to perform their job tasks effectively and contribute to the overall success of the bank. Motivated bank workers are more likely to be proactive, innovative, and productive, which can lead to enhanced customer service, increased efficiency, and better organizational performance. The study extensively explored the correlation between motivation and employees' performance, with a particular focus on the Head Office of First Bank of Nigeria Plc in Lagos. Employing a survey research design, the research involved a purposive sampling technique to carefully select a sample size of forty (40) participants. Data collection employed a well-structured questionnaire, and subsequent analysis encompassed the utilization of frequency tables, simple percentages, and the chi-square test. The outcomes derived from the analysis revealed a significant connection between motivational factors and employees' performance within the organizational context. Consequently, the study's recommendations underscored the importance of ensuring robust motivation for the workforce at First Bank. By implementing efficacious motivational strategies, the bank has the potential to elevate employee performance levels and cultivate a more productive and thriving work milieu.

**Keywords:** Motivation; Employee; Performance; Organization; Productivity

### 1. Introduction

The correlation between motivation, remuneration, and employee performance has been a well-established organizational policy over time, serving as a means to enhance workforce efficiency and subsequently elevate overall productivity. In the context of today's global economic landscape, employers have recognized that a company's competitive standing is significantly influenced by the collective performance of its employees. Motivation, as defined by Daniel and Caryl (1995), represents the impetus or influence that propels individuals towards fulfilling their desires. Egwurudi (2008) characterizes motivation as a potent force that fortifies behavior, guides its trajectory, and triggers a persistent drive. This perspective underscores the need for individuals to exhibit sufficient vigor and a clear sense of purpose to attain set objectives. Eze (2009) further elaborates that motivation is an internal drive aimed at satisfying unfulfilled needs and attaining goals. This intrinsic impetus propels and sustains goal-directed actions (Jibowo, 2007),

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functioning as an internal engine that compels individuals to achieve both personal and organizational objectives (Nwachukwu, 2004). In essence, motivation operates as a dynamic force that propels performance towards specific targets (Rukhmani, Ramesh, and Jayakrishnan, 2010). Among the triad of financial, economic, and human resources, the latter holds particular significance and the potential to confer a competitive advantage upon a company. While several factors influence employee performance, including performance appraisals, satisfaction, compensation, training, job security, and organizational structure, this study centers its focus exclusively on employee motivation due to its potent impact. Employee motivation is a pivotal strategy employed by managers to foster effective job performance within organizations. A motivated employee possesses a clear understanding of the objectives and goals to be achieved, thereby channeling their efforts towards those specific targets. As posited by Yazdani et al. (2011), motivation imbues an organization with enhanced success, as motivated employees perpetually seek superior approaches to task completion. The enduring challenge of eliciting optimal performance, even in challenging circumstances, can be successfully addressed through effective motivation strategies.

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## **2. Factors Affecting Employees' Motivation**

Employees seek a reasonable salary and want to ensure their compensation reflects their efforts (Adam, 1999). Money is a powerful incentive and motivator, attracting and maintaining individuals for higher performance. Frederick Taylor and his scientific management associate emphasized money's importance in driving industrial workers to achieve greater productivity (Mani, 2010). Research shows that rewards lead to employee satisfaction, directly impacting their performance (Adam, 1999). Businesses utilize various rewards like pay, promotions, and bonuses to encourage high employee performance. Effective use of salaries as motivators requires considering factors like job importance, performance-based pay, allowances, benefits, and pensions (Akerle, 2001). Leadership involves guiding people to achieve tasks correctly and build trust. Motivation plays a crucial role in effective leadership (Assam, 2002). Theories suggest leaders and followers elevate each other's morals and motivation, showcasing motivation as a vital leadership trait (Banjoko, 2010). Leadership and motivation are dynamic processes that stem from a desire to benefit both individuals and the organization (Daniel and Caryl, 1995).

### **2.1. De-Motivational Factors**

De-motivational factors can lead to a decrease in workers' productivity as they feel a lack of control over their tasks and outputs. Some of these de-motivational factors that negatively impact workforce productivity include:

#### *2.1.1. Lack of Autonomy*

When employees have little or no say in their work processes or decision-making, it can lead to a sense of powerlessness and reduced motivation.

#### *2.1.2. Inadequate Recognition*

If employees' efforts and achievements go unnoticed or unappreciated, it can diminish their enthusiasm and commitment to their work.

#### *2.1.3. Unfair Compensation*

Unequal or insufficient pay in relation to the workload and responsibilities can lower morale and diminish the motivation to perform at a high level.

#### *2.1.4. Unclear Expectations*

When employees are unsure about what is expected of them or lack clear job roles and responsibilities, it can lead to confusion and reduced motivation.

#### *2.1.5. Lack of Growth Opportunities*

The absence of opportunities for skill development, career advancement, or personal growth can lead to feelings of stagnation and demotivation.

#### *2.1.6. Poor Work-Life Balance*

Excessive work hours or unrealistic demands that disrupt personal lives can lead to burnout and decreased motivation.

### *2.1.7. Inadequate Resources*

Insufficient tools, technology, or support needed to accomplish tasks effectively can hinder productivity and frustrate employees.

Makulsawatudom and Emsley (2001) identified 8 factors that craftsmen in the Thailand construction industry believed influenced productivity. These factors were:

### *2.1.8. Labor Skills and Training*

The craftsmen highlighted the importance of having well-trained and skilled workers to enhance productivity on construction projects.

### *2.1.9. Working Conditions*

Factors such as a safe and comfortable working environment, appropriate tools, and equipment were emphasized as essential for maintaining productivity.

### *2.1.10. Management Practices*

Effective management strategies, including proper planning, organization, and coordination, were seen as crucial for optimizing productivity.

### *2.1.11. Communication*

Clear and efficient communication among team members and stakeholders was identified as a factor that significantly impacted productivity.

### *2.1.12. Materials and Equipment*

Availability of high-quality materials and efficient equipment was noted as vital for ensuring smooth and efficient construction processes.

### *2.1.13. Worker Motivation*

The craftsmen recognized the importance of keeping workers motivated and engaged to sustain productivity levels.

### *2.1.14. Workforce Relations*

Positive relationships among workers, supervisors, and management were seen as contributing to a conducive and productive work environment.

### *2.1.15. External Factors*

External influences such as government regulations, economic conditions, and market demands were acknowledged as factors that could affect productivity.

These factors collectively shape the productivity landscape in the Thailand construction industry, indicating the multifaceted nature of influences on workers' efficiency and project outcomes.

## **2.2. Employees Performance**

Despite advancements in project management technology, the pivotal role of workers remains unchanged in projects. They are the determining factors in project success or failure, setting goals, planning, organizing, directing, coordinating, and monitoring project activities. Yvonne du Plessis and her colleagues highlight that in project settings, individuals can either present challenges or offer solutions, underlining the significance of human resource management in projects. The focus lies on managing and leading the workforce to enhance individual and collective efficiency and effectiveness. Timely integration of the right personnel, their organization, motivation, and collaborative teamwork are crucial to achieving project objectives. Acknowledgment and rewards for accomplishments are essential components. Du Plessis defines performance as a combination of Commitment, the ability to successfully complete tasks, and Caliber, encompassing personal qualities and task-related skills. Performance, represented as  $\text{Performance} = \text{Function}(\text{Caliber} \times \text{Commitment})$ , is influenced by an individual's willingness and dedication to task completion, which is commitment. Unlike caliber, commitment is dynamic, responding to changing conditions. A manager must adopt an appropriate leadership style to create a conducive environment that fosters workforce commitment and self-motivation, ultimately

driving project goal attainment. Employee motivation significantly influences their job productivity. A high level of motivation is linked to better quality performance and increased work and life satisfaction. Maintaining motivation is vital as it drives employee initiative, creativity, and quality performance, especially when direct monitoring is challenging. Measuring employee performance involves self-rating via a program called SAP, willingness to undertake tasks beyond job description, and absence frequency. Motivation is crucial for ensuring high-quality performance and fostering employee engagement. First Bank of Nigeria, also known as First Bank, is a leading Nigerian multinational bank and financial services company headquartered in Lagos. It holds the position of Nigeria's largest bank in terms of total deposits and gross earnings. With a vast network spanning Africa, the United Kingdom, and representative offices in key locations, including Abu Dhabi, Beijing, and Johannesburg, it caters to trade-related activities between regions. The bank excels in retail banking and boasts the largest retail client base in Nigeria.

Over the years, First Bank has received recognition for its excellence. It has been awarded the Best Retail Bank in Nigeria by The Asian Banker for five consecutive years, emphasizing its prominence in the Nigerian banking sector. With a strong presence nationally, the bank serves over 10 million active customers and employs a workforce of more than 7,000 individuals. The bank's operations are organized into Strategic Business Units (SBUs) encompassing Retail Banking, Corporate Banking, Commercial Banking, and Public Sector Banking. Founded in 1894, First Bank holds the distinction of being Nigeria's oldest bank. Over time, it evolved into a public company and was listed on the Nigerian Stock Exchange (NSE) in 1971. The bank's assets reached NGN3.9 trillion (approximately \$12.2 billion as per 2017 exchange rates) by December 2015. Despite its extensive reach and size, First Bank maintains diversified ownership with over 1.3 million shareholders. Accolades have further solidified First Bank's reputation. It has been named "The Best Bank Brand in Nigeria" for five consecutive years and awarded "Most Innovative Bank in Africa" in the EMEA Finance African Banking Awards 2014. Although it was delisted from the NSE as part of the non-operating holding company restructure in 2012, First Bank continues to stand as a pillar of strength and innovation in the Nigerian banking landscape.

### **2.3. Statement of the Problem**

Recent research has concentrated on the relationship between organizational performance and employee motivation. Motivating employees to align with an organization's mission and vision is a crucial consideration. Both public and private sector employees recognize that motivation enhances productivity. Given the dynamic business landscape and its constant changes, addressing these challenges becomes important. Despite this awareness, there has been a lack of research specifically examining the impact of employee motivation on organizational performance. In Nigeria, only a limited number of studies have explored this relationship within the economy. This study aims to fill this gap by investigating how First Bank of Nigeria Plc, headquartered in Lagos, can leverage motivational tools to enhance its performance.

#### *Objectives of the Study*

The main objective of this study is to investigate the effect of motivation on employees' productivity with the case study of First Bank of Nigeria Plc, Head Office Lagos, while the specific objectives are:

- To examine the effect of salary as a factor that increases motivation of employees in an organization.
- To evaluate the effect of employee's motivation on organizational performance.
- To examine the relationship between employee performance and organizational performance or firm growth.

### **2.4. Significance of the Study**

The study's significance lies in the imperative need for organizations to motivate their workers for survival. Particularly in a developing country, such as ours, sustained economic growth depends on effective governance and maximum workplace effort. Assessing the current state of employee motivation and identifying avenues for enhanced efficiency is crucial. Furthermore, comparing with other entities offers insights for personal advancement. The study's results are indispensable, offering valuable insights into employee psychology and expectations, enabling top management to provide better facilities. The findings will benefit organizational managers, policymakers, workers, and stakeholders.

### **2.5. Scope of the Study**

This study is limited to the employees of First Bank of Nigeria Plc, Head Office, Lagos. It focuses on staff members involved in organizational productivity and decision-making within the study group.

## **2.6. Limitations of the Study**

The research delves into the impact of motivation on employee productivity using First Bank of Nigeria Plc, Head Office, Lagos as a case study. The researcher encountered challenges including financial constraints and time limitations, as the study coincided with academic commitments and daily activities. Despite these limitations, the study provides valuable insights into the chosen area of investigation.

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## **3. Research Methodology**

### **3.1. Research Design**

The research methodology involves the approach taken by the researcher to conduct the study, encompassing data collection, analysis, and hypothesis testing. A scientific research project includes a structured framework for controlling data collection, known as the "Research Design." This design ensures accurate and efficient data gathering and aims to validate formulated hypotheses.

### **3.2. The Study Population**

The study focuses on a population sample of over one hundred individuals, consisting of permanent staff, management/executives of First Bank of Nigeria Plc at the Lagos Head Office, and a small number of customers.

### **3.3. Sampling Method and Sample Size**

The research employs a sampling method that combines surveys with the development of a questionnaire. The sample size comprises fifty (50) respondents, randomly selected from the larger population. The questionnaire is designed to assess employee performance in their work, providing insights into the effectiveness of motivational factors.

### **3.4. Sources of Data**

Reliable information is the life blood of any research survey. In this research work, two major sources of data are used, namely the primary sources and secondary sources of data.

#### *3.4.1. Primary Sources*

The primary sources of data include the use of questionnaire and personal interview granted to the respondents and it affords us the opportunity to provide objective information for the research work. These data are unique because they are not available elsewhere prior to the time of this interview. Examples of primary sources are the questionnaire, interview, observation and discussion etc.

#### *3.4.2. Secondary Data*

This is where I made use of data collected from the published work of other authors such as relevant textbooks, articles and journal, magazine, file and records.

### **3.5. Data Collection Instrument**

The instruments used in collecting data are oral interviews, observation, close ended questionnaire and downloaded materials. It is necessary and desirable to explain the methods used in collecting data.

#### *3.5.1. Questionnaire*

Designed for this study was prepared to collect information on personal data from the respondents.

#### *3.5.2. Interview*

A face to face approach interview meant to validate some information supplied by some respondents to the question is adopted. The system also enable researchers to elicit some information from the management and customers of the company.

### 3.5.3. Internet

The researcher consulted the internet service with the help of search engines such as google.com, devilfinder.com etc. In order to enrich their knowledge on the subject matter and to verify the data already collected from various sources.

## 4. Results

Data analysis is an essential part of research and deserves to be treated with utmost importance and care. This is because well-designed research should be named by pool statistical design and data analysis. When data are poorly analyzed, interpretation and conclusion based on them could be seriously compounded. Therefore, simple percentage, frequency table and simple additions were used to present the data.

### 4.1. Data Presentation and Analysis

This chapter deals with the presentation of the data in a readable manner as well as the analyses of data based on the responses of the respondents. A total of 40 copies of questionnaire were distributed to the respondents and all the questionnaire were retrieved and duly completed.

The analyses of the data are shown in tables as follows:

### 4.2. Presentation and Analyses of Data

#### 4.2.1. Section A: Personal Data of Respondents

**Table 1** Respondents Gender Distribution

Sex	Number of Respondents	Percentage of Respondents
Male	26	65%
Female	14	35%
Total	40	100%

Source: Survey Data, 2020

The gender distribution table above shows that 65% of the respondents were male, while the rest 35% of the respondents were female.

**Table 2** Age Distribution of Respondents

Age in Years	Number of Respondents	Percentage of Respondents
20 years and below	6	15%
21-30 years	15	37.5%
31-40 years	7	17.5%
Above 40 years	12	30%
Total	40	100%

Source: Survey Data, 2020

An examination of table 2 revealed that 15% of the respondents fell within 20 years and below, 37.5% were within the ages of 21-30 years, 17.5% were within 31-40 years while 30% were above 40 years.

Table 3 shows that 62.5% of the respondents were single, 37.5% were married while there was no divorce.

**Table 3** Marital Status Distribution

Marital Status	Number of Respondents	Percentage of Respondents
Single	25	62.5%
Married	15	37.5%
Divorced	-	-
Total	40	100%

Source: Survey Data, 2020

**Table 4** Educational Qualification of Respondents

Description	Number of Respondents	Percentage of Respondents
SSCE/GCE	5	12.5%
NCE/OND	6	15%
B.Sc/BA/HND	20	50%
Post-Graduate	4	10%
Professional	5	12.5%
Total	40	100%

Source: Survey Data, 2020

Table 4 above shows that 12.5% of the respondents had SSCE/GCE, 15% had NCE/OND, while 50% which was the highest had B.Sc/BA/HND. Those with Post-Graduate were just 10%, while 12.5% had Professional certificates.

**Table 5** Length of Service of Respondents

Description	Number of Respondents	Percentage of Respondents
5 years and below	4	10%
6-10 years	18	45%
11-15 years	9	22.5%
16 years and above	9	22.5%
Total	40	100%

Source: Survey Data, 2020

From table 5 above, 10% of the respondents had spent 5 years and below, 45% had spent 6 and 10 years in the organization, 22.5% had spent between 11 and 15 years while 22.5% had spent 16 years and above with the organization.

**Table 6** Status of Respondents in the Organization

Description	Number of Respondents	Percentage of Respondents
Junior staff	13	32.5%
Senior staff	21	52.5%
Executive staff	6	15%
Total	40	100%

Source: Survey Data, 2020

From the table above, out of the total respondents, the organization had a total of 13 with 32.5% as junior staff, 21 with 52.5% as senior staff while 6 with 15% represented the executive staff.

4.2.2. Section B: Research Questions

**Table 7** Is there any effect of salary as a factor that increase motivation of employees in an organization?

Option	Number of Respondents	Percentage of Respondents
Strongly Agree	9	22.5%
Agree	16	40%
Strongly Disagree	6	15%
Disagree	4	10%
Undecided	5	12.5%
Total	40	100%

Source: Survey Data, 2020

Table 7 above shows that 22.5% of the respondents strongly agreed there is effect of salary as a factory that increase motivation of employees in an organization, 40% agreed, 15% strongly disagreed, 10% disagreed and 12.5% could not make a decision.

**Table 8** There is significant difference between employee motivation and organization performance.

Option	Number of Respondents	Percentage of Respondents
Strongly Agree	4	10%
Agree	5	12.5%
Strongly Disagree	18	45%
Disagree	9	22.5%
Undecided	4	10%
Total	40	100%

Source: Survey Data, 2020

Table 8 above shows that 10% of the respondents strongly agreed that there is difference between employee motivation and organization performance, 12.5% agreed, 45% strongly disagreed, 22.5% disagreed, while 10% were undecided.

**Table 9** How does employee motivation affect organizational performance?

Option	Number of Respondents	Percentage of Respondents
Positively	15	37.5%
Negatively	23	57.5%
Undecided	2	5%
Total	40	100%

Source: Survey Data, 2020

Table 9 above shows that 37.5% of the respondents had the view that employee motivation affect organization performance positively, 57.5% of the respondents had the view that is negatively while 5% were undecided.



**Table 10** To what extent does motivation influence employee productivity?

Option	Number of Respondents	Percentage of Respondents
High extent	25	62.5%
Low extent	15	37.5%
Total	40	100%

Source: Survey Data, 2020

Table 10 shows that 62.5% of the respondents were of the view that the extent at which motivation influence employee productivity is high, while 37.5% of the respondents said it was low.

**Table 11** There is effect of employee motivation on organizational performance?

Option	Number of Respondents	Percentage of Respondents
Strongly Agree	7	17.5%
Agree	6	15%
Strongly Disagree	4	10%
Disagree	17	42.5%
Undecided	6	15%
Total	40	100%

Source: Survey Data, 2020

Table 11 above shows that 17.5% of the respondents strongly agreed that there is effect of employee motivation on organization performance, 15% agreed, 10% strongly disagreed, 42.5% disagreed while 15% were undecided.

**Table 12** There is relationship between employee motivation and workers performance?

Option	Number of Respondents	Percentage of Respondents
Strongly Agree	12	30%
Agree	18	45%
Strongly Disagree	5	12.5%
Disagree	3	7.5%
Undecided	2	5%
Total	40	100%

Source: Survey Data, 2020

Table 9 above shows that 30% of the respondents strongly agreed that there is relationship between employee motivation and workers performance, 45% agreed, 12.5% strongly disagreed, 7.5% disagreed while 5% were undecided.

**Table 13** There is impact of employee motivation on organization performance?

Option	Number of Respondents	Percentage of Respondents
Strongly Agree	7	17.5%
Agree	18	45%
Strongly Disagree	3	7.5%
Disagree	7	17.5%
Undecided	5	12.5%
Total	40	100%

Source: Survey Data, 2020

Analysis: Table 7 shows that 17.5% of the respondents strongly agreed that there is impact of employee motivation on organization performance, 45% agreed, 7.5% strongly disagreed, 17.5% disagreed while 12.5% could not make a decision.

### 4.3. Test of Hypotheses

The hypotheses formulated for this research work were tested with Chi-Square Technique. The formula for the technique is thus:

$$X^2 = \frac{\sum(O - E)^2}{E}$$

Where

- $X^2$  = Chi-Square
- $\sum$  = Summation
- $O$  = Observed frequency
- $E$  = Expected Frequency

#### 4.3.1. Decision Rule

If the  $X^2$  calculated value is greater than  $X^2$  tabulated value, accept the alternative hypothesis ( $H_1$ ). Otherwise, if  $X^2$  calculated value less than  $X^2$  tabulated value, accept the null hypotheses ( $H_0$ ).

### 4.4. Testing of Hypothesis One

#### 4.4.1. Question 12 will be used to test hypothesis one.

- **H<sub>0</sub>**: There is no significant relationship between employee motivation and workers performance.
- **H<sub>1</sub>**: There is a significant relationship between employee motivation and workers performance.

**Table 14** Chi-Square of Hypothesis One

O	E	O - E	O - E <sup>2</sup>	(O - E <sup>2</sup> ) ÷ E
12	8	4	16	2
18	8	10	100	12.5
5	8	-3	9	1.13
3	8	-5	25	3.13
2	8	-6	36	4.5
40	40	0	186	23.26

$$X^2 = \sum(O - E)^2 \div E = 23.26$$

$$X^2 \text{ Critical/Table Value} = 9.49$$

$$\text{Degree of freedom} = (r - 1) = 5 - 1 = 4$$

Where, r = number of rows

$$5\% \text{ level of significance} = 0.05$$

Since calculated value was greater than critical/table value, accept the alternative hypothesis (Hi). This implies that there is a significance relationship between employee motivation and workers performance.

#### 4.5. Test of Hypothesis Two

4.5.1. Question 7 is used to test whether there is an effect of salary as a factor that increases motivation of employees in an organization?

- Ho: Increase in motivational tools does not have any significant effect on employee performance.
- Hi: Increase in motivational tools has significant effect on employee performance.

**Table 15** Chi-Square of Hypothesis Two

O	E	O-E	O-E <sup>2</sup>	O-E <sup>2</sup> ÷E
9	8	1	1	0.13
16	8	8	64	8
6	8	-2	4	0.5
4	8	-4	16	2
5	8	-3	9	1.13
40	40	0	94	11.76

$$X^2 = \sum(O - E)^2 \div E = 11.76$$

$$X^2 \text{ Critical/Table Value} = 9.49$$

$$\text{Degree of freedom} = 5 - 1 = 4$$

$$5\% \text{ level of significance} = 0.05$$

If this hypothesis is tested at 5% level of significance, X<sup>2</sup> table value = 9.49 at four degrees of freedom. Since X<sup>2</sup> calculated value is greater than X<sup>2</sup> tabulated/table value, accept the alternative hypothesis Ho. This implies that increase in motivational tools does not have any significant effect on employee performance.

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## 5. Discussion of Findings

Based on the analysis, the following findings were discovered and discussed as follows:

The first hypothesis which states that there is a significant relationship between employee motivation and workers performance was accepted. This shows that the kind of motivation given to workers in an organization has a significant influence on workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The findings also agrees with the work of Berjum et al (2004) which showed that subjects who received individual incentives performed better than those who did not receive them. And workers exhibited productive work behavior when rewards were made contingent upon performance. The second hypothesis which states that "Increase in motivational tools does not have any significant effect on employee performance" was also accepted. This finding suggests that there is a significance relationship between motivational tools such as wages; remuneration, recommendation, recognition e.t.c receive by workers and their performance.

## 5.1. Summary, Conclusion And Recommendation

### 5.1.1. Summary of Findings

This research work was on wages and salaries administration on employee productivity. The major findings discovered from the analysis of data include the following:

- That the extent at which motivation influences employee productivity is high.
- That employee motivation does not affect organizational performance.
- That there is significant difference between employee motivation and organization performance.
- That there is effect of salary as a factor that increases motivation of employees in an organization.
- That there is no effect of employee motivation on organization performance.
- That there relationship between employee motivation and workers performance?

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## 6. Conclusion

The significance of rewards in daily work performance cannot be overstated, particularly when it involves acknowledging job completion. It is widely recognized that motivation increases human performance in various capacities. From the study's findings, it's evident that a worker's reward package holds substantial importance and should be a shared concern between employers and employees. The research outcomes indicate that employees attach significant value to the rewards they receive from their employers. Consequently, the absence of these rewards can lead to reduced commitment and subpar performance. Organizations must prioritize their workforce's needs and sentiments to maintain industrial harmony, as content employees tend to be more productive. Given the emphasized role of effective remuneration policies and the various types of rewards that influence improved job performance, this study emphasizes the necessity for employers to establish suitable incentive plans. These plans can promote purposefulness and performance enhancement among workers, reinforcing their commitment and dedication.

### *Recommendation*

Employers constantly face the challenge of creating effective pay policies to attract, motivate, retain, and satisfy their employees. The insights from this study offer a valuable resource to address individual conflicts arising from inadequate reward systems. At this point, it is crucial to propose that additional research should explore the connection between rewards and worker performance across various private and public organizations. Further studies are needed to comprehensively examine all factors affecting employee performance. Due to the identified limitations, the ability to apply the findings of this study universally is limited.

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## Compliance with ethical standards

### *Disclosure of conflict of interest*

No conflict of interest to be disclosed.

### *Statement of ethical approval*

We declare that there is no ethical issue associated with this research.

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### *Statement of informed consent*

Informed consent was obtained from all individual participants included in the study.

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