

## Understanding Non-Financial Reward as Instrument for Building a Motivated Workforce

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### **Abstract**

*This study adopts a qualitative method of data collection. Our argument is on the important role non-financial rewards play on a motivated workforce. The obtained data was from secondary sources viz, books, journals, newsletters, magazines, term papers, and etcetera. Abraham Maslow's Theory of the Hierarchy of Needs, guided this study. We understand that, humans as emotional beings are motivated by several factors. What may motivate one may demotivate another. From this study, the following findings were obtained: that there are other factors aside financial rewards that motivates employees in the organization. Some of these factors include, flexible work, summer hours, giving birthday off, once in a while giving of meals, snacks and treats, financial wellbeing support, discounts on commonly used essentials and etcetera. Submissively, for employers, management, organizations and government to get the best from employees vis-a-vis job performance, subsidies on transportation should be made available, and the need for a flexible working hours should be considered, especially for employees whose work are way far from home.*

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**Keywords:** Financial Reward, Management, Non-Financial Reward, Motivation, Workforce

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## 1.1 Introduction

Reward management refers to the act of establishing and executing strategies cum programs that allow employees to have fair compensation as well as recognition for their contributions to the organization. Reward management system plays a crucial role in promoting employees' performance and job satisfaction in the Nigeria Civil Service (Dewhurst, 2010).

The performance of employees in any organization is arguably affected by the reward systems present in the organization. This assertion is supported by the belief that incentive programs has a major role to play in the motivation of workers to work towards targets by influencing them as well as, pointing them towards that direction (Ejumudo, 2014). In reality, employees depend on both their own potential and the environment of the organization where they work to function, making them the most relevant of all organizational resources. The relevance of reward systems as a key component of environments within the workplace is underscored by this nature-nurture approach on employee performance metrics. In this regard, it is expedient to state that highly compensated employees are more likely to have the feeling of being appreciated and respected by their businesses. Rewards of employees takes different form, it may be either monetary, non-monetary, or even both. It is important that an employee be compensated fairly for his or her, as such act actually motivates them to step up (Gunu, 2019). Employee motivation, however, is relative, as it may not be the same for everyone. Fery (2017), argues that intrinsic elements are more effective motivators after income rises above the subsistence level and that intrinsic incentives, such as pride in a job well done and a sense of accomplishing something important, are necessary for employee motivation.

The Nigerian Civil Service is a group of government workers in charge of carrying out the policies and plans that fuel the socioeconomic development of the nation. In this perspective, Mukoro (2007) acknowledges that the civil service plays a very special role in governance. The Nigerian Civil Service is arguably, highly bureaucratic (Erude, et al, 2023). The Nigerian Civil Service, however, has had a number of difficulties throughout time, including low employee morale, insufficient pay, and a lack of incentives. These difficulties have caused low output, high personnel churn, and a general lack of dedication to the service. The use of reward management systems is essential in overcoming these obstacles. Erude, et al (2023) argued that, motivation and job performance moves *pari-pasu*. The Nigerian Civil Service can attract, retain, and inspire its staff to meet its goals through a well-designed reward management system. This system may be implemented in a variety of ways, including as pay scales, benefit plans, performance-based bonuses, and recognition initiatives (Adel, 2019).

To understand how the reward management systems works in Nigeria, it is expedient to know the structure of the civil service. The civil service provides administrative as well as professional support to the government so as to expedite the execution of policies and programs that are formulated to improve the standard of living of the citizens. The Nigerian civil service is structured into different ministries, departments, and agencies (MDAs). Each MDAs is headed by a permanent secretary who is responsible for the general administration of the department. The permanent secretary is assisted by directors and other senior officials who are responsible for managing the various functions within the department. The civil service is made up of career

professionals who are recruited based on their qualifications, experience, and competence. The recruitment process is usually transparent and competitive, with positions advertised and candidates required to go through various stages of testing and selection before being offered employment (Ajila & Abiola, 2004).

The civil service is structured in a hierarchical way that is designed to allow for efficiency and accountability. At the top of the hierarchy is the President, who is the overall head of the civil service. The civil service comprised of four levels: the administrative level, the professional level, the technical level, and the support level. The administrative level is made up of officials who are saddled with the responsible of the general management of the civil service. This level includes the President, the Secretary to the State Government, and the Head of Service. The professional level is made up of officials who are responsible for providing professional advice and support to the government. This level includes doctors, lawyers, engineers, and other professionals. The technical level is made up of officials who are responsible for providing technical support to the government. This level includes technicians, artisans, and other skilled workers. The support level is made up of officials who are responsible for providing administrative and support services to the government. This level includes clerical and administrative staff, drivers, and other support staff. By and large, the civil service is an integral part of the government of Nigeria. Its structure is designed to allow for efficiency as well as accountability, and it is made up of career professionals who are recruited based on their qualifications and competence. The civil service plays a crucial role in the execution of policies and programs that are designed to improve the lives of the citizens of Nigeria (Ejiofor, 2014).

## **1.2 Statement of the Problem**

Reward management in the civil service has been a big challenge for sometime now, and has affected the civil servants productivity and job performance, level. The civil service is known to be bureaucratic and hierarchically structured which has created a system of reward and recognition that is mostly based on tenure and seniority, as against merit and performance. This has resulted in low morale, poor motivation, and a lack of performance among civil servants. Erude, et al (2023) argued that, the structure of the civil service itself has brought about the problem of age falsification. In the Civil Service, the implementation of an effective reward management system has been a major challenge, leading to a range of issues that affects job performance as well as, the productivity of civil servants. One of the major problems with reward management is the lack of a clear cum transparent system for determining rewards. The current system is largely based on seniority, with promotions and salary increases often given based on years of service rather than performance. This has led to a situation where employees who have been in the service for a long time may be rewarded more than those who have demonstrated exceptional performance. Another problem is the issue of inadequate compensation. Many civil servants in Nigeria are not paid enough, leading to low morale, and in some cases, corruption. This is particularly true for lower-level employees who are often paid minimum wage despite the high cost of living in Nigeria. This leads to a situation where employees are not motivated to perform at their best, as they do not feel that their efforts are adequately recognized or rewarded. Additionally, the lack of a performance-based reward system in the Nigerian Civil Service has also contributed to a situation where there

is little accountability and poor work ethics (Iheriohanma, 2016). The absence of rewards for exceptional performance or consequences for poor performance means that there is little incentive for civil servants to work hard or improve their skills. Furthermore, the issue of favoritism and nepotism in the reward system is another problem. Civil servants who have connections to those in higher positions may be favored for promotions and rewards, regardless of their performance. This creates a demotivating work environment where employees who do not have these connections may feel they have little chance for career advancement.

### **1.3 Objectives of the Study**

The objective(s) of the study are as follows:

- To understand non-financial reward as an instemen for building a motivated workforce.
- To identify the current rewards management practices in the civil service and assess their importance in motivating employees to perform at a high level.
- To examine the impact of rewards management on overall organizational performance, including the extent to which rewards are linked to strategic goals and contribute to the achievement of key objectives.

### **1.4 Research Questions**

The following research questions guide this study:

1. What is motivation?
2. What are financial rewards?
3. What are non-financial rewards?
4. To what extent can non-financial reward enhance the building of a motivated workforce?

### **1.5 Method of Study**

This study adopts the qualitative research method of data collection cum gathering. We made ample use of literatures that are relevant to the study under consideration. Journals, published and unpublished, books, and the internet formed the source of data discussed in the study. We also made use of focus group discussion.

### **1.6: Theoretical Framework**

A foremost proponent of employee motivation and job satisfaction was Abraham Maslow (1954). Maslow's work is regarded as the first vis-a-vis motivation theories and has been used as basis for many other theories. His work suggested relevant notions, concepts, and ideas that are linked to behaviours that are exhibited within the organization and job satisfaction. According Maslow's hierarchy of needs, there exists certain basic level of needs that must be achieved, preceding a strong desire to get motivated for higher level needs (Tan and Waheed, 2011). "Meta-motivation" as a concept was coined by Maslow to explain the stages of motivation of an individual who

attempts to exceed the basic needs as well as strives for growth, constantly. The brain of humans are complex with various processes running parallel cum simultaneously, all these processes has bearings on the level of motivation of the employee. Maslow was explicit on his statements as well as relations vis-a-vis these levels and the impact they have on the satisfaction of an individual (Latham, 2012). Maslow's theory is relevant to this study as it carefully explains the realities that meeting basic needs of an individual is not a guarantee for motivation. Rather, motivation happens when a person is deliberate with his or her intent for growth. In corporate context, Maslow's theory reveals that the basic needs viz salary is not a guarantee for motivation in employees vis-a-vis job performance. To him, there must be some greater level of needs that the management must target in order to motivate employees for constant improvement. In the context of reward system, the management should aim at providing incentives for employees so as to pursue continuous improvement vis-a-vis their performance so that management can realise steady growth in job performance, within the organization.

## **2.0 Empirical Review**

### **2.1 Rewards Management System**

Rewards management system speaks to the strategic as well as systematic approach to designing, implementing, and managing compensation and benefits programs which are centered on attracting, retaining, and motivating employees. It embodies a range of practices that organizations apply to give incentives to employees in return for their contribution to actualizing corporate goals. These incentives may be monetary or non-monetary, and they may take either of the following forms viz, base pay, bonuses, stock options, profit sharing, paid time off, health insurance, retirement plans, and other perks.

The central focus of a reward management system is to synthesize employee behavior with the organization's objectives cum values by establishing a sense of equity and fairness among employees. This system should be designed based on the organization's overall strategy, culture, and goals, as well as the external market conditions and industry benchmarks. It should be flexible enough to allow for changes in the work environment, whilst also being consistent and transparent in its application. An effective rewards management system should be seen by employees as being relevant, timely, and equitable. It should have a clear and consistent communication about the organization's compensation policies, procedures, and expectations. Moreover, it should encourage performance improvement, career development, and employee engagement by recognizing and rewarding exceptional performance, skills, and behaviors that contribute to the organization's success.

Submissively, a rewards management system is a holistic approach to managing compensation and benefits of programs aimed at attracting, retaining and motivating employees by aligning their behaviors with the organization's objectives cum ethos. It requires a range of practices that should be designed and implemented based on the organization's strategy, culture, and goals, whilst also being perceived as equitable and transparent by employees. A major benefits of reward management systems is that they are enhancers to workers' performance. These according to Armstrong (2014) can be done in the following ways: Align Rewards with

**Organizational Goals:** One way to use reward management systems to improve workers' performance is to align rewards with the organization's goals. By doing so, employees will understand what is expected of them and what rewards they can expect for achieving those goals. This is why Mukoro (2005) aver that recruitment is a critical process in any organization. He noted that a well-designed recruitment process ensures that an organization attracts the right people with the required skills, knowledge, and experience to fill its vacant positions. Once the right people have been recruited, the organization must invest in their training and development to ensure that they have the necessary skills and knowledge to perform their roles effectively. Training should be ongoing and relevant to the specific roles that employees are performing. Finally, to retain and motivate employees, organizations must have an effective rewards management system that recognizes and rewards employees for their contributions. The rewards management system should be linked to the organization's overall strategy and objectives and should be fair and transparent to ensure that employees feel valued and motivated. Mukoros (2005) highlighted that staff recruitment, training, and rewards management system are interdependent and linked to the organization's overall strategy and objectives. A well-designed recruitment process ensures that the organization attracts the right people with the required skills, knowledge, and experience. Once these employees are recruited, training and development are necessary to ensure that they have the necessary skills and knowledge to perform their roles effectively. Finally, an effective rewards management system is crucial to retain and motivate employees, which in turn helps the organization achieve its overall objectives;

**Link Rewards to Performance:** The most effective way to improve workers' performance is to link rewards to their performance. This can be achieved by setting clear performance targets and providing rewards when these targets are achieved. For example, if an employee's sales target is \$10,000 per month, the reward system could provide an additional bonus when the employee reaches \$15,000 in sales;

**Provide Timely Feedback:** Providing employees with timely feedback on their performance is crucial for improving their performance. By providing feedback, employees can identify areas where they need to improve and take corrective action. A reward management system can be used to provide timely feedback by linking rewards to specific performance metrics. For example, if an employee's sales performance is measured on a monthly basis, the reward system could provide feedback at the end of each month;

**Recognize and Reward Good Performance:** Recognition and rewards are powerful motivators for employees. When employees feel that their hard work and achievements are recognized and valued, they are more likely to continue to perform at a high level. Therefore, it is important to recognize and reward good performance as part of the reward management system. This can be achieved by providing bonuses, promotions, or other forms of recognition for outstanding performance;

**Provide Fair and Equitable Rewards:** The reward management system should be designed to provide fair and equitable rewards to all employees. This means that rewards should be based on objective criteria, such as performance metrics, rather than subjective factors, such as personal relationships or favoritism. By providing fair and equitable rewards, employees will feel that their hard work and achievements are recognized and valued, and will be motivated to continue to perform at a high level (Riswan & Ali, 2010)



Consequently, a well-designed reward management system can be a powerful tool for improving workers' performance. By aligning rewards with organizational goals, linking rewards to performance, providing timely feedback, recognizing and rewarding good performance, and providing fair and equitable rewards, organizations can motivate their employees to achieve their full potential.

### **2.1.2 The Importance of Reward Management in Building a Motivated Workforce**

A rewards management system is a strategic approach used by organizations to attract, retain, and motivate employees through the use of various rewards and incentives. This system is designed to create a positive workplace culture and increase employee engagement, productivity, and job satisfaction. In this paper, we will explore the key components of a rewards management system and its importance in organizational success. One of the key components of a rewards management system is the identification of organizational objectives and goals. This involves understanding the business strategy and aligning the rewards system with the company's mission, vision, and values. According to Milkovich and Newman (2019), aligning rewards with organizational objectives can help create a shared sense of purpose and encourage employees to work towards achieving the company's goals.

Another important aspect of a rewards management system is the identification of employee needs and preferences. This involves understanding what motivates employees and tailoring the rewards system to meet their individual needs. According to Maslow's hierarchy of needs, employees have different levels of needs that must be met before they can be motivated to perform well (Maslow, 1943). By identifying these needs, organizations can create a rewards system that motivates employees at all levels. The third component of a rewards management system is the design and implementation of the rewards program. This involves determining what types of rewards will be offered, how they will be earned, and who will be eligible to receive them. According to Lawler and Worley (2017), an effective rewards program should be transparent, fair, and consistent. Employees should understand how rewards are earned and what they need to do to be eligible for them. In addition, the rewards management system should be regularly evaluated to ensure that it is achieving its intended goals. This involves monitoring employee performance, tracking the effectiveness of the rewards program, and making adjustments as necessary. According to Sturman, et al. (2018), continuous evaluation and improvement of the rewards management system is critical to maintaining employee engagement and motivation. A rewards management system is an essential component of organizational success. By aligning rewards with organizational objectives, identifying employee needs and preferences, designing and implementing an effective rewards program, and regularly evaluating its effectiveness, organizations can create a positive workplace culture and motivate employees to perform at their best.

### **Types of Reward**

Reward management is a vital component of human resource management that encompasses the formulation and implementation of strategies aimed at motivating employees by providing them with various incentives and rewards. A well-designed reward management system can

enhance employee performance, job satisfaction, and overall organizational success. In this section, we will discuss the various types of reward management systems.

- **Financial rewards:** Financial rewards are the most common type of reward management system, whereby employees are given monetary compensation for their work. These can include base pay, bonuses, profit-sharing plans, and stock options. Financial rewards are an essential tool for attracting and retaining talented employees, but they must be tied to performance to maintain their effectiveness.
- **Non-financial rewards:** Non-financial rewards include incentives such as recognition, promotion, flexible work arrangements, and training opportunities. These rewards do not involve monetary compensation, but they are still essential in motivating employees to perform at their best. Non-financial rewards can improve employee morale, job satisfaction, and reduce employee turnover.
- **Benefits:** Benefits refer to non-wage compensations provided to employees as part of their employment package. These can include health insurance, retirement plans, paid time off, and other benefits. Benefits are an important component of the total compensation package and can be used as a way of attracting and retaining top talent.
- **Performance-based rewards:** Performance-based rewards are linked to individual or group performance, which can be measured using objective criteria. These rewards can include bonuses, stock options, or other financial incentives, as well as recognition or promotion. Performance-based rewards are effective in motivating employees to perform at their best, and they can be used to reinforce the desired behaviors and outcomes.
- **Employee development rewards:** Employee development rewards are used to encourage employees to develop their skills and knowledge through training and development programs. These rewards can include tuition reimbursement, paid training, or mentoring opportunities. Employee development rewards are effective in improving employee skills and knowledge, which can enhance their performance and job satisfaction.
- **Pay-for-Performance:** Pay-for-performance is a rewards management system where employees receive financial incentives based on their performance. The system motivates employees to perform better and achieve set goals. The system has its advantages, such as increasing employee engagement and retention. However, the system can also have some disadvantages, such as the risk of creating unhealthy competition and putting too much emphasis on short-term goals (Beer & Cannon, 2020).
- **Skill-Based Pay:** Skill-based pay is a rewards management system where employees receive financial incentives based on their skill level. The system motivates employees to develop and improve their skills, which leads to increased productivity and job satisfaction. The system has its advantages, such as creating a more skilled workforce and reducing turnover. However, the system can also have some disadvantages, such as the challenge of accurately measuring and evaluating employee skills (Cameron & Pierce, 2019).
- **Recognition Programs:** Recognition programs are rewards management systems where employees receive non-financial incentives such as verbal or written praise, certificates, or public recognition. The system motivates employees by acknowledging their efforts and contributions. The system has its advantages, such as improving employee morale and



creating a positive work culture. However, the system can also have some disadvantages, such as the risk of favoritism and the challenge of keeping the program fair and consistent (Bishop, Scott, & Burroughs, 2020).

- **Employee Benefits:** Employee benefits are rewards management systems where employees receive non-financial incentives such as health insurance, retirement plans, and paid time off. The system motivates employees by providing them with a comprehensive benefits package that enhances their work-life balance. Orimuo et al (2023), sees training of employees, as another way of rewarding them. In this direction. The system must always come up with strategic training programmes that would enhance efficiency cum performance, whilst on the-job training (Orimuo et al, 2023) The system has its advantages, such as improving employee retention and loyalty. However, the system can also have some disadvantages, such as the cost of providing the benefits and the challenge of selecting benefits that meet the needs of all employees (Milkovich & Newman, 2019).

## **2.2 Understanding Non-Financial Reward as Instrument for Building a Motivated Workforce**

With the consistent rise in the cost of living and an incommensurate wage cum salary, most companies are sorting out for the idea of non-financial reward, as a strategy to motivate employees as well as enlighten them on how to accommodate the rising cost of living.

Contemporary findings show persons, families alike, than before are being face with financial distress. The greater chunk of employees are concerned about money and what its value, as the economy gets crippled and the Nigeria naira devalued.

The reality is, beyond the normal remuneration, most organizations cannot afford to increase the pay of their employees to match with the hyperinflation. In this regard, many are tilting towards non financial rewards, as a substitute for money vis-a-vis employees motivation.

Non-financial employee rewards refer to the non-cash benefits provided for employees by their organisations. Some of these could be in form of summer working hours, subsidized (or scholarships) for children basic education, gym memberships, free (or subsidized) medical facilities, free meals or employee discounts (peopleinsight, 2023).

Here are seven (7) non-financial rewards that could motivate employees and help them in dealing with the rising cost of living (peopleinsight, 2023).

- Flexible working
- Summer hours
- Birthdays off
- Free meals and snacks
- Financial wellbeing support
- Employee discount scheme
- Subsidised gym membership

The above non-financial incentives are being analyzed to show how individuals, families, organization and the government can use it as a tool for employee's motivation.

### **1. Flexible working**

Flexible working is a very great form of non-monetary incentives that motivates staffs cum employees. By flexible working we mean that employees are given the privileges of determining where and when to work so as to flex their patterns of working together with other engagements cum commitments. Flexible and/or hybrid working has shown to enhance job performance, productivity, retention, as well as the level of employee's engagement. In addendum, remote working for some of the days of the weeks could help employees to save money, especially in a period as this when cost of transportation is very alarming, due to the consistent hike in PMS prices.

### **2 Summer hours**

Another popular non-monetary incentive to employees is summer hours, as employees working hours are being reduced during the summer. This suggests that, employees should have time for leave to enable them see and perhaps, relax with their young one's. Some companies and/or organizations, invite staffs to work more time, perhaps an extra hour in a day of the week, so as to finish their task ahead in any day of their choice.

Some organizations recently allowed their employees to choose either two or three days of the week, when they will be at work and finish their task for the week.

### **3. Giving Birthday off**

Granting employees one day off during their birthday is a very simple non-monetary incentive that motivate them, with an attendant of improved job performance.

### **4. Meals, snacks and treats**

Some companies cum organizations offer free refreshments and meals at work. Snacks and meals are still a desirable perk for employees, however most organizations that are capable of providing it for their employees do not provide it. So many organizations are moving away from the conventional offices into co-working spaces like Work.

Additionally, with the rise in hybrid working, organisations should put to bear how to synergize those remote workers. More recently, civil servants like lecturers, teachers who live far from their work, go either twice or thrice a week to their offices, so they can have something to save.

### **5. Support for financial wellbeing**

At this material point in time, the support for financial wellbeing cannot be overemphasized. Financial wellbeing refers to the feeling of being in charge of one's finances, conducive meeting present and future responsibility, and plan for your financial future. Organisations could provide the following support:

- Financial literacy (help planning, budgeting, improved credit rate and etcetera)
- Debt Management
- Longer-term plans for savings, investments and retirement

Staff needs will differ based on individual circumstances, stage in life as well as goals so the support one gets for financial wellbeing should also be flexible.

## **6. Discounts on commonly used essentials**

Another well known non-monetary incentive that motivates employees, is the Employee discount schemes. These discounts are far more than encouraging employees to take good care of themselves. A all encompassing employee discount scheme can enhance employees to have savings on basics viz groceries or school uniforms, and making holidays, home improvements or trips to cinema more affordable.

Peradventure, you have subscribe to a scheme as this, do well to always communicate about it as well as advocating its tenets to staffs. You can have a plan of test running, say 6 months, to perform level of employees. If things remain sacrosanct, it could be a feedback that employees are not in the know that such scheme work, are experiencing difficulty trying to access it, or perhaps, need something else. Ensure you interact with your employees to know how the scheme can be more effective as well as, efficient.

## **7. Subsidised gym membership**

Another important non-financial reward that would motivate the employee especially in a very peculiar time as this, is the subsidies or support gym memberships for employees (People insight, 2023). As cost of living keeps increasing steadily, individuals, as well as employees tend to cut back on gym and sport club memberships. Considering its innumerable benefits on physical health, regular gymnastics cum sport exercises have overtime, proven to improve mental stability, as it reduce stress, it would be a gainful venture to investing in such a business.

## **3.1 Summary and Conclusion**

Motivation is a major determinant and enhancer to the performance level of employees in the organization. Every organization that wants to achieve optimum level of output must at all times, look out for the needed things, not necessarily much that can make employees bring in their best. From this study, we have been able to highlight the place of reward to employees. When employees are appreciated and given a sense of belonging, recognition and etcetera, their attitude to work change, completely. *Ceteris paribus*, the average employee would always exhibit cum manifest a positive attitude in an organization that makes him/her motivated, and by so doing, job performance would increase.

From our study, there are basically two kinds of reward vis-a-vis organization. The two kinds of reward are 1. Financial reward and 2. Non-financial rewards. Our concern is on the importance cum role of non-financial reward in the motivation of employees. Whilst financial rewards refers to any and every monetary incentives that employees get from the organization, that motivates

them at work, non-financial rewards refers to any service other than money that the employee is privileged to have, in the course of working that motivates him/ her to be at optimum capacity. Some of these non-monetary incentives include, flexible work, summer hours, subsidized gym membership, for financial wellbeing, discount on commonly used services, and etcetera.

By and large, in building a Motivated workforce that brings about the actualization or organizational goal, companies, and/or organization must never downplay the instrumentality of non-monetary incentive. In crucial times like now, there are numerous reasons why an employee would be demotivated and perform below expectations, and for management to get the best of them, it must ensure that to engage the instrument of non-financial rewards.

### **3.2 Recommendation**

This study would be a journey in futility, if having understood the importance of non-financial rewards, fails to give at least one policy recommendation. It is in this regard, we recommend the following:

- **Transportation subsidy**

Transportation is as important as life itself. It is a characteristic feature of living things to move from here to there. Considering the consistent hike in PMS prices, alot of employees have packed their vehicles at home, and now use public transit to their destination. Also, the price for transportation is not smiling at all, owing to the fuel hike. If the organization can subsidized the cost of transportation by providing buses and fuelling it, so as to enable employees save part of their money, meant for transportation.

- **Flexible Working Hours**

Another major step organization and even government can take, is to make working hours flexible. Since the cost of transportation is abnormally high, regardless of who pays for it, it would be wise if employees staying far from their work, reduce their days of coming and merging it to the times they would be on ground. In a week, the management can ask employees to come at least thrice. Alot of burden, stress and frustration that the employee may face would be reduced. On the part of the management and employers, it would further increase job performance, as the days employees would come, they will be at their best.

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