

## The Relationship between Extrinsic Rewards and Employee Performance of Shyogwe Diocese

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### ABSTRACT

This research looked at the relationship between extrinsic rewards and employee performance of Shyogwe diocese. The specific goal of this research was to determine the relationship between extrinsic rewards and Shyogwe diocese employee performance. This study used a correlational research design. A questionnaire survey and an interview guide were used to obtain data. Frequencies, percentages, means, correlation, and regression were used to analyze quantitative data. Content analysis was used to analyze qualitative data. The results showed that extrinsic rewards were high. In conclusion, this research shows that extrinsic rewards are critical for employee performance.

**Keywords:** Extrinsic, rewards, employee and performance.

### INTRODUCTION

[1] conducted a survey of 270 employees from 13 Indonesian SMEs in Central Java to explore the influence of transformational leadership, extrinsic compensation, and information sharing on creative performance of Indonesian SMEs. Structural equation modeling is used to examine the direct impact of the postulated connections. The findings suggest that transformational leadership, as well as extrinsic rewards and information sharing, are associated to knowledge sharing and creative performance in a good way [2,3,4,5]. Contrary to common opinion, extrinsic incentive has little to do with information sharing. According to the study's findings, high levels of transformational leadership and extrinsic incentive stimulate high levels of information sharing, which increases creative performance [6,7,8,9].

The influence of the incentive system on employee performance in the banking industry was investigated by [2]. Data was examined using a descriptive research technique, which included the mean and standard deviation. To examine if there was a significant positive connection between each award type and employee

performance, the Pearson correlation coefficient was employed, and regression analysis was conducted to see if there was a link between the variables evaluated in the study goal. Overall, bank employees' performance was considered sufficient, and the study discovered that both intrinsic and extrinsic rewards boost employee performance and have a positive impact. [3] conducted a study on the differences in incentives across different levels of employees, finding that benefits such as sick pay, contributory pension schemes, free life insurance, and subsidized canteens are pretty equitably distributed across all levels of employees. According to [4,10,11,12,13], pay is a job satisfier for younger employees at Ugandan institutions, but it is not a major satisfier for senior non-teaching and academic personnel. As a result, all employees aspire to be fulfilled at work, and if all employees are adequately compensated, their performance will undoubtedly improve, and they will recognize the value in what they are doing, improving employee morale.

[5] investigated the influence of motivation on employee performance at Telkom Kenya Limited, using descriptive

statistics and simple linear regression to find out how motivation affects employee performance [14,15,16,17]. Motivation has a statistically significant beneficial influence on employee performance, according to the data. As a result, improving employee enthusiasm boosts productivity. According to this research, employee motivation is a strong predictor of employee performance at Telkom Kenya Limited. Affiliation with a company. According to these results, employees' progression should be based on academic merit and tasks, and it should be done on a regular basis to allow them to proceed from one job group to the next. The importance of incentives in determining the degree of a person's attachment to an organization is one of the most significant aspects to consider [17,18]. They went on to say that if a person realizes that he can't get the incentives he wants, he either leaves the group or joins another, or if that isn't possible, he takes the rewards he can get while feeling less dedicated to that organization. Obtaining the benefits desired, on the other hand, serves to reinforce his sense of responsibility to the group [19,20,21].

According to descriptive data, the practice level of both intrinsic and extrinsic rewards was low in OCSSCO when [6] evaluated the influence of reward system on employee innovation. Furthermore, the Pearson correlation results show a substantial and positive

#### RESEARCH METHODOLOGY

##### Research Design

This study employed the cross-sectional and correlational research designs. A cross-sectional research design is one in which the entire population or a subset of the population is studied by gathering data on a study subject at only one point in time [7]. Because of the small amount of time spent in the field, cross sectional studies are frequently quick, simple, and affordable to undertake. The cross-sectional design enables the researcher to acquire important data quickly and inexpensively [8]. Correlation design was used to establish the relationship between

relationship between extrinsic reward, intrinsic reward, and employee innovation. Additionally, regression research reveals that extrinsic and intrinsic rewards contribute for around 76.3 percent of employee ingenuity. Similarly, the data demonstrate that intrinsic motivation has a stronger influence on employee creativity than extrinsic motivation. Similarly, the data demonstrate that intrinsic motivation has a stronger influence on employee creativity than extrinsic motivation [10,17,19]. As a consequence of the study, management must successfully use both extrinsic and intrinsic reward systems for their employees in order to address employee innovation and achieve organizational goals. Furthermore, management must assess the incentive policies of similar firms and make any necessary changes.

##### Aim of the study

The aim of this study was to establish the relationship between extrinsic rewards and employee performance of Shyogwe diocese

##### Objective of the study

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##### Null Hypothesis

There is no significant relationship between extrinsic rewards and employee performance in Shyogwe diocese.

the study as suggested by [9]. To gather and evaluate both qualitative and quantitative data from respondents, the researcher used both quantitative and qualitative methodologies, resulting in a mixed method. This strategy was used to collect data and information from employees in the Rwanda Anglican Church projects in the Shyogwe diocese.

##### Study Population

Pastors, Teachers, Administrative, Audit Department, Human Resource, and Academic Staff from Shyogwe Diocese comprised the research population. The study's target demographic was 300

employees from Rwanda Anglican church initiatives in the Shyogwe diocese as per (Shyogwe Diocese Human Resource Records, 2019).

#### **Sample size and Sampling Techniques**

The population was divided into departments using basic random selection and selective sampling techniques. By scrutinizing the sampling techniques, procedure, and sample size employed, the researcher was able to ensure that the samples were representative. In accordance with Slovine's formula, the researcher calculated the sample size.

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

$$300 = \frac{N}{1 + 300(0.05^2)}$$

$$300 = \frac{N}{1.75}$$

$$300 \times 1.75 = N$$

$$525 = N$$

$$N = 525$$

#### **Data Collection Sources**

The information was gathered from both primary and secondary sources. However, original data from respondents was prioritized, while secondary data was gathered through a study of current literature.

##### **Primary data**

The major source of data was primary data. Self-administered questionnaires were used to gather this information. Unstructured interviews were employed to allow the researcher to probe respondents for more information regarding the study variables, and the pastors and administrative members were the primary interviewees. Teachers, the audit department, human resource, and academic staff were the key responders to this instrument, and self-administered questionnaires were utilized to collect data from diverse respondents chosen from the population.

##### **Secondary data**

Secondary sources involved information related to reward and employee performance in Rwanda and the world in general. Relevant text books, journals, periodicals, newspapers and Internet were used.

#### **Data Collection Tools**

Data was collected using the methods and instruments as explained below;

#### **Questionnaires**

The researcher created a questionnaire to collect data from respondents for this investigation. The questionnaire was self-administered, and it was chosen since the respondents are well-educated and could fill it out with little or no assistance, saving time. The response modes were (1) Strongly Disagree (2) Disagree (3) Undecided (4) Agree, (5) Strongly Agree, and the questionnaires were closed-ended based on a five-point Likert scale due to its simplicity and ease of answering, coding, and data analysis, and the response modes were (1) Strongly Disagree (2) Disagree (3) Undecided (4) Agree, (5) Strongly Agree.

#### **Interview Guide**

Using the interview-guide, the researcher conducted formal interviews with respondents, mainly pastors and administrative members, in order to collect data. The interview questions were pre-planned, and the researcher guided the interviewee using the interview guide. Formal interviewing was employed since it is simple to completely understand one's expressions or experiences, as well as to learn more about the questionnaire responses.

#### **Data Quality Control**

##### **Validity**

The amount to which the measuring technique or instruments truly measures the attribute that is targeted in the research is referred to as validity. It refers to the precision and significance of conclusions drawn from study findings [10]. The researcher created instruments that addressed the study's aims and research questions to guarantee instrument validity. According to [11], an instrument's validity is determined by expert input. The questionnaire, interview guide, and document analysis guide are therefore discussed with the supervisors to ensure construct validity of the tools. Validity, according to [12], is the degree to which the outcomes of data analysis accurately represent the phenomena under investigation. According to their research, the content validity index was used to discover and remove unidentified

flaws. Using the statistical software for social scientists, the following formula was applied to establish content validity index (CVI). The CVI must be at least 0.7 [9] to be considered acceptable.

The CVI was ensured as follows;

CVI=Number of relevant items in the questionnaire divide by:

Total number of items in the questionnaire

CVI= 19/23

CVI = 0.8

The content validity of 0.8 was regarded acceptable since the minimum threshold is 0.7. This means that the instruments were valid for collection of data.

### Reliability

Reliability, on the other hand, is defined as the degree to which a research instrument produces consistent outcomes or data after repeated trials, according to [10]. The instrument's dependability was determined based on the early findings of the pilot research. The questionnaire was given to ten employees who were chosen at random. Using the statistical package for social scientists' software (SPSS), the Cronbach alpha co-efficient technique of assessing internal consistency was used to determine the reliability of the questionnaires, and the findings are provided in the table below.

**Table 1: Reliability**

Variables	Cronbach alpha co-efficient
Employee performance	0.86
Extrinsic Rewards	0.78
Intrinsic Rewards	0.83
Employee Recognition	0.89

### Data Collection Procedures

To allow the researcher to conduct the study, an introduction letter was received from Kampala International University Post Graduate Studies and Directorate and forwarded to Rwanda Anglican Church, Shyogwe Diocese. When permission was obtained, the respondents were asked to reply honestly to the questionnaires in front of them and were told that the information they supplied would be kept secret. Appointment on when the researcher would pick up the filled questionnaires was sought to avoid inconvenient situations on either side until all of the disseminated questionnaires were recovered.

### Measurement of Variables

The degree of measurement is a result of the principles under which the numbers are given, and it is also concerned with assigning numbers to various levels of observations, views, and attitudes regarding variables [13]. The variables of reward management and employee performance were measured using an ordinal scale based on the 5-point Likert

scale (Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4 and Strongly Agree = 5) adopted from [14]. To provide a scale value to statements, the Likert scale approach was employed (indicators of the chosen dimensions of reward management and employee performance) and to assess the respondent's favourableness to support a certain point of view. This method of measuring variables was preferred since it is simple to create, saves time, and is considered reliable because it allows respondents to answer each statement included in the questionnaire. It also allows the use of statements that may or may not be directly related to the attitude being studied [13]. The usual cut off or significance level of regression analysis was used to interpret the data (0.05). In Shyogwe Diocese, reward management has a substantial beneficial influence on employee performance if the outcome is below the standard and a score over the cut off indicates that reward management has no discernible impact on employee performance.

### **Data Analysis**

According to [15], there is no one proper technique to all assessments and analyses of situations. Some studies may necessitate a quantitative method, while others will necessitate a qualitative one, with the latter likely benefiting the most from a combination of the two. Furthermore, [10] and [15] suggested that field data in raw form is difficult to understand. Such data must be cleaned, coded, keyed, punched, and processed on a computer. Processing and evaluating data acquired in the research is both qualitative and quantitative in nature, according to [15], and [10]. The questionnaire data was evaluated quantitatively, and the interview guide and document review guide data were studied subjectively. The researcher employed descriptive analysis in the form of frequency tables, mean and standard deviation, Pearson's Linear Correlation Coefficient, and regression. Content analysis was performed with qualitative data.

### **Ethical Considerations**

Like any other social interaction process this research is vulnerable to respondent's bias and other constraints. The researcher made sure that she acts responsible and ethically to promote a bias-free environment for the respondents. First she sought for informed consent from the respondents and ensured confidentiality. The researcher assured respondents that the information sought was to be kept confidential and would not be tampered with in any way except for this academic purpose. Ethics are meant to improve the safety and integrity of the respondents in the study. In this respect, the researcher first built rapport with the respondents in

the study. This improved public relation and encouraged respondents to open up and give data. In addition, the researcher took care of issues like dressing code, communication skills and appropriate timing of interview schedules. The researcher ensured that all the data got from respondents was not disclosed to non-authorized parties, but handled with utmost confidentiality as the basic principle to promote ethics.

### **Limitations and Delimitation of the Study**

The researcher anticipated certain limitations in the process of conducting this study. For example, she anticipated respondent bias where some of the respondents may not disclose data freely. This could be as a result of the language used or how the researcher presents herself to the respondents, the nature of questions that were asked or the time the interview was scheduled. In this respect, the researcher was ethical throughout the study. Secondly, failure to respond to the questions; The respondents were reluctant to respond and looked uneasy and suspicious of the information being collected from them thinking it's not purely academic. The researcher kept emphasizing the purpose of the study as mainly academic. Since majority of the respondents are full time workers, they were unavailable at the time wanted due to work engagements, otherwise the responses might have been generated in a hurry because of their daily activities that might affect response rate. This was solved by the researcher considering convenient time when respondents were free like during break tea and lunch hours.

RESULTS  
Bio data of the respondents

Table 2: Biodata of Respondents

Item	Category	Frequency	Percentage
<b>Gender</b>	Males	90	52.8
	Females	81	47.2
	<b>Total</b>	<b>171</b>	<b>100</b>
<b>Age Bracket</b>	18-25	29	16.7
	26-35	53	30.4
	36-45	72	41.4
	Above 46	17	11.5
	<b>Total</b>	<b>171</b>	<b>100</b>
<b>Marital Status</b>	Single	60	34.5
	Married	81	46.6
	Widowed	22	12.6
	Divorced	8	6.6
	<b>Total</b>	<b>171</b>	<b>100</b>
<b>Level of Education</b>	Masters and above	15	8.6
	Bachelor's Degree	89	52.9
	Diploma	49	28.2
	Certificate	18	10.3
	<b>Total</b>	<b>171</b>	<b>100</b>
<b>Department of Service</b>	Church	32	18.4
	Health	56	33.9
	Education	58	35
	Finance	24	13.14
	<b>Total</b>	<b>171</b>	<b>100</b>
<b>Duration of Service</b>	Below 2 Years	38	21.8

2-5 Years	54	31.0
5-10 Years	67	40.3
Above 10 Years	12	6.9
<b>Total</b>	<b>171</b>	<b>100</b>

From the table above, 52.8% of the respondents were male while 47.2% were females. With majority respondents being males, it means that it's the males who are providers of families and as thus will be more likely to seek for employment. More so, most organisations employ more males to cut off the periods of leave especially maternity where females are unproductive and yet have to be paid. Majority respondents were in the age bracket of 36-45 years represented by 41.4%. These are strong and energetic and at this point in one's life, responsibilities have set in thus the desire for employment. These were followed by the age range of 26-35 years, which had 30.4 percent. This is a youth full workforce, with limited responsibilities and more time to their disposal hence a more reliable workforce. Employees in the age bracket of 18-25 constituted 16.7%, fresh graduates seeking to earn a living. Lastly the age group above 46 amounted to 11.5%. These are accomplished service men and women in strategic positions giving advice and leadership to the church projects.

The Frequency and percentage table above shows that 60 respondents were single, 81 were married, those widowed were 22 and the divorced were 8. This means that Shyogwe Diocese has in its employment more married employees. As a religious organisation promoting the marriage institution, it is no wonder that many of its employees are married. 60 single employees show that Shyogwe diocese gives opportunity to fresh graduates to earn a living. More so, the small number of divorced employees (8) indicates the strong voice of religious preaching of marriage for life. The table above shows clearly that most

respondents have bachelor's degrees as their educational qualifications represented by 52. %. This means that Shyogwe diocese employees highly skilled/trained employees for maximum delivery. Those with masters are represented by 8.6%, mainly comprised of top management for strategic decision making. Diploma holders comprised of 28.2% mainly support staff especially in the health department. Finally, certificate holders comprised of 10.3. The fact that they are in employment with Shyogwe diocese shows how liberal the diocese is in giving opportunities to the population to earn a living. These also comprised mostly of nurses, drivers, and office attendants.

Analysis of the table above is indicative that most respondents were working with the education department represented by 35%. This implies that Education department has the majority of workers. The Diocese runs primary schools, secondary and tertiary/vocational institutions to impart livelihood skills to the population of Rwanda. The respondents in religious department comprised of 18.4% and the Health department amounted to 33.9% indicating a fairly big number of employees servicing the Main hospital and Health centres in some parishes in Shyogwe diocese. The finance department was the smallest with a representation of 24%. These work in the Diocese SACCO to provide loan opportunities to the worshippers of Shyogwe diocese. From the above table, most respondents have been in employment with Shyogwe diocese between 5-10 years represented by 40.3%. This means that their stay in the diocese is long enough for them to give viable data for this study. It also

means that Shyogwe diocese is a good employer thus employees have a sense of loyalty to commit to the organisation. Those who have stayed between 2-5 years were represented by 31%, below two years

were 21.8% an indicator of fresh graduate employment and those above 10 years were 6.9%. These are old administrators and clergy with permanent employment with Shyogwe diocese.

### Descriptive Statistics on Extrinsic Rewards

**Table 3: Descriptive statistics on extrinsic rewards**

Statements		SA	A	N	D	SD	Mean
My organisation pays salaries every month	F	60	53	3	25	30	3.78
	%	35.1	31.1	1.8	14.6	17.5	
When salaries delay, a valid and timely explanation is given to us	F	33	17	2	67	52	2.46
	%	19.3	9.9	1.2	39.2	30.4	
Bonuses are given by my organization for extra work and hours put in	F	34	19	4	61	53	2.33
	%	19.9	11.1	2.3	35.7	31.1	
I am happy because I am given accommodation at my workplace	F	65	58	-	30	18	3.77
	%	38.0	33.9	-	17.5	10.5	
Due to excellent performance and qualification, promotions are effected	F	11	17	5	80	58	2.47
	%	6.4	9.9	2.9	46.8	33.9	
Our canteen gives meals at subsidized rates	F	64	71	2	18	16	3.55
	%	37.4	41.5	1.2	10.5	9.4	
I am entitled to paid annual leave	F	87	74	-	4	6	3.80
	%	50.9	43.3	-	2.3	3.5	
My organization has a good insurance policy for all the employees	F	32	16	5	89	20	2.45
	%	18.7	9.4	2.9	52.0	11.7	
My efforts are high so that my pension is adequate	F	19	11	6	95	40	2.36
	%	11.1	6.4	3.5	55.5	23.4	
I perform well because when I am sick, my organization cares.	F	68	70	3	16	14	3.49
	%	39.8	40.9	1.8	9.4	8.2	
<b>Overall mean</b>							<b>3.046</b>

The results in Table 3 about organisation pays salaries every month showed that cumulatively, the majority percentage (66.2%) of students indicated it was true and 32% indicated it was not true while 1.8% of them were neutral. With the high mean = 3.78 close to code 4 which on the scale used corresponded with true, the results suggested Shyogwe diocese pays salaries every month to its employees. Employees reported that it was not accurate that when paychecks were delayed, a valid and timely reason was provided to employees since the majority of respondents (69.6 percent) disagreed, 29.2 percent agreed, and only 1.2 percent

were indifferent. The results were confirmed by the low mean = 2.46. also with the majority percentage (66.8%) of the respondents disagreeing and the low mean = 2.33, respondent suggested that they bonuses are not given by my organization for extra work and hours put in. The employees further indicated that they are happy because they give accommodation at their workplace because the majority percentage (71.9%) agreed that it was true and this was supported by the high mean = 3.77. With a high percentage (80.7%) of respondents indicating it was true and a low mean = 2.46, the respondents also suggested that



it's not due to excellent performance and qualification, promotions are effected. Further, employees indicated that organisation's canteen gives meals at subsidized rates because majority percentage (78.9%) and the mean = 3.55 was high. However, with the larger percentage (94.2%) of the employees agreeing that it was true and high mean = 3.34, the results suggested that they are entitled to paid annual leave. As to whether, organization has a good insurance policy for all the employees, the larger percentage (63.7%) of respondents indicated that it was not true while 33.4% indicated that was true and 2.9% were neutral and with low mean = 2.45 suggested that the organization has no good insurance policy for all the employees.

Finally, employees' efforts were not high to get adequate pension the larger percentage (78.9%) of the respondents indicated that it was not true while 17.6% pointed out that was true and 3.5% were neutral.

The low mean = 2.36 suggested that employees' efforts are not high so get adequate pension. Also employees agreed that they perform well because when they are sick, the organization cares for them and this was supported by the majority of the respondents agreeing and with the high mean = 3.49.

In the interviews with employees, they were asked to give their opinions on what motivate them to work. In their responses, the employees gave several

related responses that indicated that over time extrinsic rewards like high pay drive them to perform better. As one employee mentioned:

***"Killing ourselves over work does not benefit us in the long run as the diocese will not even give us an ample package when we retire. We do what we can as long as it sustains our jobs."***

More so, respondents disagreed with the variable that their organisation has a good insurance policy for all employees. This is represented with a mean of 2.45. From the interviews, a respondent clarified that only top management members are insured and the rest cater for themselves. He went on to say:

***"The Senior management staff have medical insurance which covers their spouses and three of their biological children and yet they have all the allowances like accommodation, meals and take home big salaries at the end of the month. Surely this is not fair."***

Respondents disagreed with the notion that bonuses are given for the extra work put in and time over worked. This was represented by a mean of 2.46. Thus, employees will not be compelled to put in extra hours since they are never rewarded for this effort. This brings about poor and delayed results thus low employee performance which ultimately affects the entire organizational performance negatively.

**Descriptive statistics on Employee Performance**  
**Table 4: Descriptive Statistics on Employee**

	N	Mean	Std. Deviation
I am always on time while reporting to work	171	4.04	1.119
My presence at meetings and functions is consistent	171	3.60	1.186
I am a good supervisor of our activities	171	3.51	1.178
We achieve our targets always	171	2.03	1.308
Creativity and innovation is what I strive for as an employee	171	2.03	1.339
I put in extra effort to ensure deadline are met even when not rewarded	171	2.58	1.363
I ensure organizational property and equipment is better maintained	171	3.03	1.465
While performing my tasks, quality is my main objective	171	2.08	1.443
I am a reliable and responsible employee of my organisation	171	3.27	1.423
My contribution towards overall organizational performance is commendable	171	3.19	1.414
<b>Over all mean</b>		<b>2.936</b>	

The overall mean of variables under employee performance is 2.936. This is an indicator of low employee performance levels and thus points out the need for this to be addressed immediately so as to improve organisational performance. Most respondents agreed that they are always on time while reporting to work. This is represented with a mean of 4.04. This means that most employees are committed to their work and arrive on time to execute their duties.

A respondent had this to say during interviews:

***“Employees here do keep time. In fact, it is one of our strong points. We have short breaks and people do bother to be at their work stations during working time. Rarely do we get cases of consistent late coming.”***

More so, from the table above, respondents acknowledge consistency attendance at work meetings and functions. A clear sign of loyalty to the organisation. The results in the above table show that Shyogwe diocese does not always achieve their targets. Employees acknowledged this gap and this means

that ultimately their organisational goals are not realised. With a mean of 2.03, respondents disagreed that innovation and creativity are not what they strive for. They noted that rather, since their creativity and innovation are not rewarded, then task accomplishment as assigned to them is what they strive for. As noted from an interview, a respondent had this to say:

***“Hmmm. As long as I get the work on my table done, I have no business stressing myself to bring something new to the organisation. After all, no one cares. I shall get nothing in return for my outstanding innovation. We have the ideas, but there is no platform to put them forward and have them supported and nurtured to maturity”***

With a mean of 2.08, most respondents were of the view that while performing their tasks, they hardly mind about quality of their output. This means that quality of services and products at Shyogwe diocese is undermined and therefore should be incorporated in their

training sessions to ensure that all employees consider this vital incentive in business survival. Most employees were not sure if they cared about the safety of organisational equipment entrusted in their care. More so, a good number were not decided whether they are reliable and responsible employees of Shyogwe diocese both at work and off work. This means that they lack loyalty and commitment to the organisation to be able to stand for it at all times. A fault as an employee of such a reputable

According to the data, there is a favorable relationship between extrinsic rewards and employee performance as shown by ( $r = 0.758$ ,  $p = 0.000 < 0.05$ ). This means that when employees are rewarded with things like monthly pay, bonuses, and allowances, their input increases. This is the purpose of rewards: to incentivize employees to contribute more to the organization's well-being. It indicates that when the principal rewards are incorporated in the reward program, the employee feels obligated to perform what is within their job description and meet the expectations of the firm. Respondents in the qualitative findings stated that their monthly income meant a lot to them since they allowed them to satisfy their family's fundamental necessities. They went on to say that when bonuses and different allowances are tacked on, it serves as a good motivation since it raises their level of life.

This finding is in line with [1] investigated the effects of transformational leadership, extrinsic reward, and knowledge sharing on the creative performance of Indonesian SMEs and discovered that the highest levels of transformational leadership and extrinsic reward encourage the highest levels of knowledge sharing, which improves creative performance. Data was analyzed using a descriptive research technique,

As a result, there is a considerable relationship between extrinsic rewards and employee performance. This suggests that organizations should pay greater

organisation and definitely an area of concern to the Management.

***"I have never bothered to check if the equipment is in the right order, though I have never deliberately spoilt anything. On the part of being reliable, what I do outside work is none of the business of the organisation. I can be drunk as long as I do my work well the following day, It does not matter"***

## DISCUSSION

which included the mean and standard deviation, in accordance with [2], who investigated the influence of incentive system on employee performance in the banking industry. To examine if there was a significant positive connection between each award type and employee performance, the Pearson correlation coefficient was employed, and regression analysis was conducted to see if there was a link between the variables evaluated in the study goal. Overall, bank employees' performance was considered sufficient, and the study discovered that both intrinsic and extrinsic rewards boost employee performance and have a positive impact. [3] conducted a study on the differences in incentives across different levels of employees, finding that benefits such as sick pay, contributory pension schemes, free life insurance, and subsidized canteens are pretty equitably distributed across all levels of employees. According to [4], pay is a job satisfier for younger employees at Ugandan institutions, but it is not a major satisfier for senior non-teaching and academic personnel. As a result, all employees aspire to be fulfilled at work, and if all employees are adequately compensated, their performance will undoubtedly improve, and they will recognize the value in what they are doing, improving employee morale.

## CONCLUSION

attention to extrinsic benefits, which are the foundation of every reward system. They direct employees' fundamental requirements and provide them with a

sense of value. This encourages them to focus their efforts on completing the duties allotted to them, which enhances

individual performance and, as a result, the overall organizational performance.

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