

## REWARD SYSTEMS AND EMPLOYEE PERFORMANCE IN NATIONAL ORIENTATION AGENCY IN ABUJA, NIGERIA

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### ABSTRACT

*The main objective of this study focused on investigating reward systems and employee performance in National Orientation Agency in Abuja. The provisions of fair and satisfactory work conditions for employees now became serious factors in adding significance value in the fulfillment of the predetermined goals and objectives of many organizations in this digital economy. The study had a population of 578 staff of National Orientation Agency, Abuja. A sample of 233 was determined using Taro Yamane's formula. The study adopted a survey research design and questionnaires as instrument of data collection. Percentage method, mean and standard deviation (descriptive statistics) were used for data presentation and analysis, while the simple regression analysis was used to determine the effect between the variables with the aid of statistical packages for social sciences (SPSS version 21). Findings of the study indicated that there was significance positive effect between; fringe benefits reward systems and job satisfaction of employees, great pay reward system and quality of service delivery of employees, monetary recognition and commitment of employees in the National Orientation Agency in Abuja respectively. It was concluded that reward systems exert a considerable positive effect on the extent of work done and served as significance determinant in employees' performance in the Agency (NOA). It was recommended that National Orientation Agency (NOA) Abuja should reinforce its commitment in the adoption and promotion of effective reward systems practice to keep the status quo of improving employee's performance.*

**Keywords:** Reward, employees' performance, monetary recognition, great pay, and job Commitment.

### INTRODUCTION

It is no longer news to say that every organization has their own diverse means of reward systems fully packaged alongside beyond salary and wages payable to their workers. All of these are geared toward the desire of making the work place and environment suitable for employees. The provisions of fair and satisfactory work conditions for employees now became serious factors in adding significance value in the fulfillment of the predetermined goals and objectives of many organizations in this digital economy.

Reward system or incentive means any enticement that inspire workers interest and encourage them to work with high level of dedication. Reward is any kind of return (usually positive) as a result of a given behavior Gonpang et al, 2021. In a complex and rapidly changing environment of modern public organizations, achieving sustained high performance depends heavily on maximizing the potential of human capital (Gonpang et al, 2021). A key aspect of this endeavor is the development and execution of efficient reward system, which have been recognized by many

scholars as crucial tool in shaping employee performance. The relationship between rewards and performance is multifaceted and encompasses a range of benefits, including attracting and retaining top talent, boosting motivation, engagement, job satisfaction, and ultimately, productivity.

Employees can best be encouraged if their employers create conducive work condition for them to explore their full potential. This simply means that workers are always happy because of the fact that there is stable and enticing reward systems. The happiness of employees in any organization depend on the available work friendly service benefit and reward systems put in place by the organization (Gonpang et al, 2021)

The National Orientation Agency (NOA) is a government organization whose mission is to promote national unity and consciousness. As a non-partisan and non-political entity, the NOA disseminates government policies and initiatives through public enlightenment campaigns, community engagement, and media relations. By focusing on civic education, good governance, and positive values, the NOA works at both national and local levels. Its activities include public awareness campaigns, community interactions, and media collaborations, and it provides valuable feedback to policymakers based on public sentiment and concerns. The NOA is instrumental in fostering a sense of national identity and patriotism among Nigerian citizens. Reward system is very fundamental to employees' level of work performance in the National Orientation Agency context. Like any other government agency, reward system needs urgent state of priority to enables workers feel a sense of belonging all year-round while in service.

This study aspires to enhance the existing corpus of knowledge by examining the intricate attributes of reward systems and their impact on various aspects of employees' performance. The ultimate goal is to offer practical implications that can inform strategic decisions in contemporary human resource management.

## **Statement of problems**

Organizations globally are faced with increasingly competitive market force. It therefore become pertinent to deploy different rewards systems including intrinsic and extrinsic form to build up a formidable workforce team. It is no longer news to say that every organization has their own diverse means of reward systems fully packaged alongside beyond salary and wages payable to their workers. All of these are geared toward the desire of making the work place and environment suitable for employees. The provisions of fair and satisfactory work conditions for employees now became serious factors in adding significance value in the fulfillment of the predetermined goals and objectives of many organizations in this digital economy.

To this end, reward systems such as great pay, monetary recognition, fringe benefits, bonus pay, health insurance, child care reimbursement, stock option reward, retirement planning services among others outside salary and wages payable to employees monthly now are deployed as a sustainable tool used to enhanced employee's performance at all level by many organizations. However, these rewards systems are not adequately utilized and effectively provided by companies and government agencies and parastatals in Nigeria as obtainable in some developed nations (Chiekezie et al, 2017). The National Orientation Agency is not excluded from this menace as pubic institutions in Nigeria and other African countries faced severe short fall in the provisions of effective reward system to their staff which disrupt their work morale and performance significantly (Chiekezie et al, 2017). Similarly, evidence from previous findings according to (Gonpang et al, 2021) that effective reward systems have positive significance impact on employee performance. This buttress the fact that rewards systems is seen as the basic force used by organizations to motivate positive work behavior toward effective work performance of workers. Various studies were analyzed with notable contribution from (Andraini et al 2021). These studies collectively revealed positive association

between reward system and employee's performance. However, a significant research gap emerged in the literature as it lacked comprehensive exploration into the assessing how reward systems impact positively or negatively on job satisfaction, quantity and quality of service delivery, job commitment level of employees respectively in a broad perspective. Filling this gap is crucial for developing a holistic knowledge of the intricate mechanisms through which reward system facilitate the fulfillment of the above dependent proxies. This study aims to investigate how reward systems determine employee's performance in National Orientation Agency in Abuja, Nigeria. By doing so, this research endeavors to offer practical insights to human resource practitioners and organizational leaders striving to create environment that foster both employee's well-being and optimal performance in the public Sector.

### **Research questions**

To address the identified problems, the following research questions were drawn to provide answers for the study.

- i. To what extent do fringe benefits reward system influence job satisfaction of employees of National Orientation Agency in Abuja, Nigeria?
- ii. To what magnitude does great pay reward system affect quality of service delivery of employees of National Orientation Agency Abuja, Nigeria?
- iii. To what extent does monetary recognition and praises affect commitment level of employees of National Orientation Agency Abuja, Nigeria?

### **Research Objectives**

The primary objective of this study is to assessed the impact of reward systems and employee's performance in the National Orientation Agency in Abuja, Nigeria. Other specific objectives include the followings.

- i. To examine whether there is significance effect between fringe

benefits reward systems and job satisfaction level of employees of the National Orientation Agency Abuja, Nigeria.

- ii. To evaluate the links between great pay reward system and quality of service delivery of employees of National Orientation Agency in Abuja, Nigeria.
- iii. To assess whether monetary recognition affect employee's commitment level in the National Orientation Agency Abuja, Nigeria.

### **Statement of hypotheses**

- i. **H<sub>0</sub>.** There is no significance effect between fringe benefits reward systems and job satisfaction level of employees of the National Orientation Agency Abuja, Nigeria.
- ii. **H<sub>0</sub>.** There is no effect between great pay reward system and quality of service delivery of employees of National Orientation Agency in Abuja, Nigeria.
- iii. **H<sub>0</sub>.** Monetary recognition doesn't affect employee's commitment level in the National Orientation Agency Abuja, Nigeria.

## **LITERATURES REVIEWS AND THEORETICAL FOUNDATION**

Reward system generally cut across the following examples, annual bonus, and tactical short-term incentives (promoting particular behaviors), professional development opportunities, token gifts, non-financial or peer recognition awards, promotions, profit-sharing and social events, among others (Chiekezie et al, 2017). Reward systems are classified into extrinsic and intrinsic rewards. The extrinsic reward includes the combination of both direct and indirect financial and non-financial rewards. Extrinsic rewards includes, pay, fringe benefit, job security, good working condition, supportive supervision, status, power, promotional opportunities, group working conditions, respect , recognition and praise among others. While

intrinsic rewards include: sense of achievement, involvement, independency, participation, self-esteem, challenge, self-responsibility and self-development and so on.

**Annual bonus:** These represent bonus paid to employees annually for recognition of reasonable level of service excellence within a year of successful operation. Industries usually key into such reward systems to put smile on the faces of their workers from year to years.

**Tactical short-term incentives** represent any reward schemes specifically awarded to employees for a short term in respect of work done within the period of assessment. Such incentives may go a long way in motivating employees to put in their best periodically.

**Professional development opportunities:** This includes opportunity of on the job-training granted to employees to broaden their skills and continuous study. This enhanced positive work commitment at the long run to a reasonable extent.

**Token gifts:** This includes gifts like materials benefit which employers of labors gives to their workers to attract them from time to times.

**Non-financial or peer recognition reward:** This cut across rewards which comes inform of praise, giving of tittle or note of recognition for service excellence. All of these attract the curiosity of employees to operate at their best always.

**Profit sharing:** This are reward for return on possible investment in services or interest benefit paid to employees for representing an interest in a given opportunity or task.

**Promotion:** Employees are promoted on the basis of their level of job exposure and commitment. Desirable positive work commitment exhibited by employees is recognized through appreciation in form of promotion.

**Great pay** is a serious reward package used by many organizations to motivate employees in the workplace. Great pay is one of the top

drivers of job satisfaction ((Joe, s.n, 2023). This, when you see your people or staff going above and beyond for the job, don't shy back from compensating them fairly for their efforts. Go above the basic pay grade if you have the means. Therefore, great pay packages are a reward system which organization used to protect top talents especially in the 21<sup>st</sup> century where there are lots of competitive force from rival companies with better pay packages had great advantages in retaining top talents.

**Fringe benefits** are any incentive granted to employees outside the normal salary and wages to encourage them to remain committed in the discharge of their daily assigned work effectively. This could be child care development packages in form of fees and insurance packages of any kinds among others.

**Monetary recognition:** Workers who felt so appreciated at his or her job decided to put in the highest level of effort in getting thing done. Previous studies attest evidence that monetary recognition like financial pay reward system such as salary bonus and wages provided for workers as a sign of appreciation for a formidable effort is a veritable source of job motivation and satisfaction which triggered positive work behavior (Joe, s.n, 2023). It therefore means that organization that takes into cognizant the provisions of financial reward benefits to their workers stand a better chance of positive work performance.

### **Employee performance**

Wibowo (2020), employee performance is a work achievement for the implementation of work plans that have been prepared, which are done by employees who have the ability, motivation, and interest. Employees' performance means actions related to the tasks expected of an employee and how they are performed.

The elements that are in employee performance include job satisfaction, job motivation, job commitment, quantity and quality of service delivery among others are described as key performance indicators or metrics used is

assessing employee's performance attribute in organizations.

Job satisfaction is the quality or state of being satisfied from a given job (Ngwa et al, 2023). It simply means the fulfillment employees earned or derived from a given job or task. If employees are happy as a result of a comfortable work conditions is attained. This condition result to a formidable work performance to a great extent from available literatures. Job Commitment referred to the level of effort or dedication put into work by employee based on the tasks assigned him to do. Employees are said to show high level of commitment to work if their employers provide them with comfortable condition of service and a fair reward package. More so, the quantity and quality of service delivery in most service-oriented organizations like those in the public sector and even private organizations is a function of the level of their service effort occasioned by motivating work place tools and environment.

### **Theoretical Foundation**

#### **Reinforcement Theory (B.F, Skinner, 1957)**

The study adopted “**reinforcement theory**” “which focuses on the relationship between the desired behavior (for example, performance) and the motivational tool (for example, pay for performance) is a fundamental theory in human behavior. Ngwa et al, (2023). Re-enforcement theory proposes that an individual's behavior is determined by the consequences of their actions. According to the theory, positive reinforcement, such as praise, increases the likelihood that a desired behavior will be repeated, while negative reinforcement aims to reduce undesirable behaviors. It follows further that a behavior can be strengthened when good events follow it, and reduced when undesirable events follow it.

More so, reinforcement theory is psychological principle suggesting that behaviors are shaped by their consequences, and that individual behaviors can be changed through reinforcement, punishment and extinction. Therefore, this theory posits that organization like National Orientation Agency must recognize the adoption of positive reinforcement

attributes such as using praise to motivate their workers. It is believing from this perspective that negative reinforcement is very detrimental to positive desirable behavior to great extent.

Moreover, the use of reinforcement theory techniques helps organizations to understand human behavior relatively provides considerable sophistication to social sciences, and this is equally suitable to address emerging gap in addressing employee performance issues in any industry like in the case of our pilot study organization.

### **Empirical Review**

The study reviewed related literature that relates to the focus of the study, that is, the association between reward system, job satisfaction and employee performance. This review is in line with the research objectives.

Ngwa et al, (2023) examined “effect of reward system on employee's performance in Benue printing company. The data was collected through direct contact questionnaire to 30 staff of the printing company. The finding reveal that reward system is an important tool the company used to channel employee's motivation in desired ways such as better functionality and further improve employee performance. It was recommended that reward system should be prioritized as a statutory motivating schemes used for a veritable source of job satisfaction.

Chourasia et al. (2023) conducted a study on impact of bonus system on employee effectiveness in Georgia. In the study, a survey method was used. An independent standardized questionnaires as a data technique, which was reported to 30 executives and collected from 20 Managers. Analysis of variance (ANOVA), a mathematical method for comparing the means of different groups was used by the researchers to examine collected data. The study found a significance impact of bonus system in improving workers talent and performance. The investigations depict the fact the consistent provision of bonus systems beyond salary and

wages in the workplace enhance workers performance significantly.

Miller and Thamos (2021) studied effect of reward system for salary on employee performance at vindha Tele Links Limited, Rewa in India. The data was elected through the application of computer assisted personal interview to a sample of 65 employees. Based on the regression analysis, the result showed that salary has a negative significance effect on employee performance. Therefore, it was recommended that Vindha Tele Limited should not relent in its effort in payment of sustainable salary to workers as this boost employee morale and improved performance significantly.

Christensen (2021) studied effect of the reward system of pay rise and incremental step on employee performance at Lemi-Gold Heritage Limited, Pretoria- South Africa. A sample of 69 employees was used to elicit data for the study. Z-Test statistic was used to test the hypotheses through the usage of oral interview and questionnaires source of data instrument. It was discovered that pay rise and incremental step have positive significant effect on employee level of service excellence. It was recommended that Lemi-Gold Heritage Ltd should establish a motivating pay raised and incremental system as this attribute boost employee level of job satisfaction and performance to a reasonable level.

Anitha (2019) focus on the effect of reward system for appreciation on employee performance. Questionnaires were the basic source of data collection method used through a sample of 103 personnel of Jemmy Textile Industry- Nairobi- Kenya. The regression analysis was performed as the major statistical tool used in the test of the formulated hypotheses. It was discovered that appreciation has a positive significance effect on employee performance. This is a clear indication that showing appreciation for employees has significance bearing to their performance. A factor which gave rise to organizational performance at the long-run. It was recommended that Jemmy Textile Industry should establish an attractive appreciation

package for her workers to motivate them to operate optimally.

Edirisooriya (2021) Studied the impact financial rewards on employee performance in faculty of management sciences, Benue State University-Makurdi. The census method was used to select senior and junior academic staff within the faculty. The result of the findings shows that there is a strong positive relationship between employee performance and financial rewards such as salary and wages.

Sajuyigbe and Hameed. (2021) studied impact of monetary reward on employee's performance in selected manufacturing companies-Ibadan. The result showed that monetary recognitions reward systems such as bonus has positive and significance effect towards employee performance.

In all of the above empirical studies, it is crystal clear to said that none of them were able to address enormous challenges confronting the public sectors reward systems as it concerns employee performance from the Nigerian perspectives. Just as various reward systems are used to motivate employees in the private organizations as indicated in the reviewed literatures above. We are determined to focused our own study on assessing how reward systems of various kinds like great pay, monetary recognition as well as fringe benefits affects employee's performance in the National Orientation Agency, Abuja-Nigeria, using job satisfaction, quality of service delivery and employee's commitment as key performance indicators respectively.

## **METHODOLOGY**

Descriptive research design was used for this study. The study had the population for the study was 278 staff members of National Orientation Agency (NOA) Abuja. The study used stratified sampling technique in the determination of the sample size of 233 through Taro Yamane's formula. The study focused on directors, deputy and assistant directors, Human Resource personnel, and Head of department of the

agency. This is because the above top officers are those that majorly plan reward strategies for the agency. Primary data source through questionnaires was the main instrument used for data collection from members of staff (respondents).

Both descriptive and inferential statistics were used to analyze data with the help of statistical packages for social sciences (SPSS version 21). Simple regression analysis was done to assess the effect between reward systems and employee's performance in National Orientation Agency in Abuja.

The study used the following regression model.

$$EP = F(RS) \text{-----} 1$$

Where EP = Employee performance (dependent variables), RS= Reward system (Independent variables).

EP= F (RS1, RS2, and RS3). Therefore, were,

RS1 = Fringe benefits reward system.

RS2= Great pay reward system

RS3= Monetary recognition reward system.

$\beta_0$  = Constant, while  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$  are regression coefficient of each independent variables. Then, RS1 represent the various proxies describing independent variables of the reward systems attributes.  $e$  is the error term.

## RESULTS AND PRESENTATION

The respondents had been asked to demonstrate the extent to which the extent to which each of the reward system attribute determines employee's performance in the NOA. The responses were ranges from 1(No extent (NE)), to 5(very great extent (VGE)) as per the five Likert scale. The relevant findings were summarized below.

Table 1. Extent of effect between fringe benefits reward systems and job satisfaction of employees of National Orientation Agency Abuja.

Reward system 1	%N E	LE	ME	GE	V.GE	M	SD
Fringe benefits	7	10.1	13.4	18.2	51.3	3.7	1.56
Bonus	5	10.9	12.3	30.6	41.2	3.5	1.51

n= 233. Survey. (August, 2024).

From table 1 above, the respondents cited high percentage rate at very great extent in both fringe benefits and bonus pay provisions by NOA representing 51.3% and 41.2% of the response rate. Also, considering the fact that both the mean and the standard deviation falls

within the range of 3.5-3.7 and 1.56-1.51, approximately 4 and 2 respectively. It implies that according to the respondents, fringe benefit reward systems have significance influence on job satisfaction level of employees of National Orientation Agency (NOA), Abuja.

Table 2. The extent at which great pay reward system affects quality of service delivery of employees of National Orientation Agency (NOA) Abuja.

Reward system 2	% NE	LE	ME	GE	V.GE	M	SD
Great pay	7	14.3	21.1	23.6	34.0	3.76	1.62
Pay rise	8	12.6	20	21.2	38.2	3.81	1.73

n = 23. Survey. (August, 2024).

From table 2 above, the respondents accepted on a high note at great and very great extent representing 55.2% response rate that great pay affect employees' service delivery. Similarly, same views as per pay rise attestation at 59.4% response rate from respondents at both great and very great extent respectively. Also, considering

the fact that both the mean and standard deviation falls within the range of (3.76-3.81) and (1.62-1.73) approximately 4 and 2 respectively. It implies that the respondents stated great pay as well as pay rise is a determinant factor in influencing employees' quality of service delivery at NOA Abuja.

Table 3. The extent at which monetary recognition and praises affect commitment level of employees of National Orientation Agency Abuja.

Reward system 3	%NE	LE	ME	GE	V.GE	M	SD
Monetary recognition	5	10	21	30.2	33.8	4.1	2.12
Praises	6	11	23	31.7	28.3	3.6	2.01

n = 233. Source: Survey. (August, 2024).

Table 1 above indicate that the respondents stated that monetary recognition and praise packages affect commitment level of employees at great and very great extent representing 64% and 60% response rate respectively. Also,

considering the fact that both the mean and the standard deviation falls within the range of (3.6-4.41) and (2.01-2.12) approximately 3 and 4 respectively; meaning the responses were very much dispersed from each other.

### Inferential statistics

Table 5. Regression analysis between reward system and employee's performance.

Model	R	R-square	Adjusted R-square	St. Error of estimate
1	.862a	.806	.787	.463

a. Predictors (constant), fringe benefit, great pay, monetary recognition.

"R" is the coefficient correlation which showed the relationship between the variables, while

R-square was the coefficient of determination which shows how appropriate the model 1 adopted predicts the observation. The adjusted R-square is 0.787. This implies that the reward

systems employed by National Orientation Agency Abuja explained 78.7% of employees' performance in terms of the various proxies explaining attribute of performance used.

Table7. ANOVA <sup>a</sup>- Reward systems and employees' performance.

Model	Sum of squares	d.f	Mean square	F	Sig.
Regressi on	87.356	3	25.271	143.636	.00 0b
Residual	9.623	229	.173		
Total	97.731	232			

a. Dependent variables: Employees performance (job satisfaction, quality of service delivery, commitment).

b. Predictors: (constant), fringe benefits, great pay, monetary recognition).

The ANOVA table sought to show significance of regression model. The results showed that the f-value was 143.636 which was significant at p=

0.001 that was lower than 0.05(95% level of significance). Therefore, the model is said to possess a 95% confidence interval.

**Table 8. Regression coefficients a- Reward systems and employees' performance.**

Model	Unstandardized Coefficients		Standardized Coefficient Beta	t	Sig.
	B	Std Error			
(constant)	.163	.214	-	.812	.563
Fringe benefits	.421	.055	.461	7.631	.001
Great pay	.297	.051	.289	5.861	.003
Monetary recognition & praise	.401	.072	.318	4.283	.001

a. Dependent variables: Employees performance.

### Test of hypotheses

- i. H<sub>0</sub>.** There is no significance effect between fringe benefits reward systems and job satisfaction level of employees of the National Orientation Agency Abuja, Nigeria.

Due to the fact that the result of the predictor RS1(fringe benefit) reward system has significant positive effect on job satisfaction level as evidenced by their standardized coefficients ( $\beta = 0.461$  for RS1 and its associated t-statistics = 7.631 and  $p=0.001 < 0.05$ . We therefore reject H<sub>0</sub> and accept that there is significance positive effect between fringe benefits reward system and job satisfaction level of employees of National Orientation Agency (NOA) Abuja. Therefore, we reject H<sub>0</sub>.

- ii.H<sub>0</sub>.** There is no effect between great pay reward system and quality of service delivery of employees of National Orientation Agency in Abuja, Nigeria.

Due to the fact that the result of the predictor RS2(great pay) reward system has significant positive effect on the quality-of-service delivery as evidenced by the standardized coefficient ( $\beta = 0.289$  for RS2 and its associated t-statistics = 5.861 and  $p=0.003 < 0.05$ . We therefore reject H<sub>0</sub> and accept that there is significance positive effect between great pay reward system and quality of service delivery of employees of National Orientation Agency Abuja.

- iii.H<sub>0</sub>.** Monetary recognition doesn't affect employee's commitment level in the National Orientation Agency Abuja, Nigeria.

Due to the fact that the result of the predictor RS3(monetary recognition) reward system have significant positive effect on employee commitment level as indicated by the standardized coefficient ( $\beta = 0.318$  for RS3 and its associated t-statistics = 4.283 and  $p=0.001 < 0.05$ . We therefore reject H<sub>0</sub> and accept that there is significance positive effect between monetary recognition and employees' commitment of National Orientation Agency Abuja.

## RESULTS AND DISCUSSIONS

From the SPSS generated result presented in table above, the equation

$$Ep= B_0 + B_1RS_1 + B_2RS_2 + B_3RS_3 + e$$

becomes:

$$EP= 0.164 + 0.521RS_1 + 0.297RS_2 + 0.073RS_3 + e$$

The result showed that there is significance effect between fringe benefits reward system and job satisfaction level of employees of National Orientation Agency (NOA) Abuja as shown by  $\beta = 0.421$  and  $p= 0.001 < 0.05$ . This implied that when National Orientation Agency Abuja increases the provisions of fringe benefits reward system by a unit, this in turn improves the Agency employees' job satisfaction and performance level significantly at a unit by

0.421. This finding concurs with the findings of (Chourasia, a., et al 2023) who focused on effect of fringe benefit and bonus system on employee's effectiveness and job satisfaction.

The regression results also showed that there is significance effect between great pay reward system and quality of service delivery of employees of National Orientation Agency Abuja ( $\beta = 0.297$ ,  $p = 0.003 < 0.05$ ). This implied that great pay significantly improves quality of service delivery of NOA Abuja at a unit of 0.297 when other factors remain constant. These finding was in lines with the findings of (Christenten.a. 1,2021) discovered that pay rise have a positive significance effect on employees' level of service excellent.

The regression results further showed that there is a significance positive effect between monetary recognition and employees' commitment ( $\beta = 0.401$ ,  $p = 0.001 < 0.05$ ) implying that if NOA Abuja increases the provision of monetary recognition reward system by one unit, employee's commitment would improve significantly at a unit of 0.401. The findings correspond with that of (Sajuyigbe, a. s, et al, 2021) discovered that there is a strong positive links between employee performance and financial commitment reward such as salary and wages.

### **CONCLUSION AND RECOMMENDATIONS**

The study concluded that National Orientation Agency Abuja (NOA) have employed reward systems ie. Great pay, fringe benefit, monetary recognition and praises to affect the performance of her employees positively. Therefore, it was concluded that there is significance positive effect between; fringe benefits reward system and job satisfaction of employees in the National Orientation Agency of Nigeria.

More so, it was also concluded that great pay reward system had positive effect on the quality-of-service delivery of employee's in NOA-Abuja.

Lastly, it was equally concluded that monetary recognition reward system has significance effect on the commitment level of employees of National Orientation Agency Abuja. All of these reward systems indicators are sufficiently utilized in the agency which results to significance performance of employees. The study recommend the following:

1. The study recommended that since the reward systems is fully utilized in the agency which yielded reasonable improvement of employee's performance in NOA Abuja, the management should not relent in their effort in the provisions of other extrinsic reward benefits or intrinsic rewards like expanding competence of employees in the various service unit/ department through continuous on the job training among others. This will motivate employees of the agency to remain resilient in the discharge of their assigned tasks optically and effectively.
2. More so, management of National Orientation Agency Abuja should introduce instant gratification packages to as a reward mechanism awarded to staff that has demonstrated high level of performance standard. This strategy is capable of motivating employee to complete a task assign to them at schedule from time to times. A factor which may trigger positive work attitude and lead to employee's performance and organizational effectiveness and remarkable performance generally at the long run.

### **LIMITATIONS AND SUGGESTIONS FOR FURTHER STUDIES**

The study is associated with large numbers of independent proxy which made it very difficult and sensitive for the researcher to focus on the ideal variables suitable for the study. A replica study is therefore suggested for further research especially from other government ministries, and agency of Nigeria public organizations beyond National Orientation Agency Abuja.

This is necessary to test whether the conclusion of this study would still be valid.

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