

**Promotion and reward for outstanding service as a motivational tool
among civil servants in Nigeria**

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Abstract

This study examines promotion and reward for outstanding service as motivational tools for civil servants in Nigeria. Existing data analysis was used to collect information for understanding civil servants' salaries, promotions, and recognition rewards and how they relate to their work motivation. The Equity Theory by John Stacey Adams was used as the framework. The result concludes that there is a positive and significant relationship between rewards, promotion, and motivation. In a nutshell, it can be concluded that as rewards increase, the motivation of employees will also increase. The study recommends, among other things, that the government and its agencies take a close look at the pay packages of civil servants and make sure they keep up with the rising cost of living.

Keywords: Reward, Salary, Promotion, Recognition, Work Motivation.

Introduction

In this modern era, every organization, especially in the public sector, has to face various challenges and constraints in carrying out their daily tasks. They need an efficient and motivated task force to overcome obstacles and achieve excellence. As a result, organizations must improve employee motivation by identifying appealing and satisfying rewards that will motivate employees to deliver excellent work performance.

In this modern era of globalization, the ability to nurture an efficient workforce and to sustain it is the most challenging task for an organization. Motivation is the main factor in maintaining employees in any organization. Motivated employees empower and strengthen an organization, allowing all the work



processes to run smoothly and enabling the organization to meet its goals within the targeted period of time. The rewards system is a crucial tool that can be used to improve employee motivation. In other words, rewarding employees can build up their loyalty to the organization and motivate them to improve their work performance.

As Armstrong¹ observed, reward, whether monetary or non-monetary, is an issue that is very important to employees. It is a means through which management compensates employees for making themselves available at the workplace and for a job well done. Reward, which comes in the form of wages and salaries, promotion, incentives, fringe benefits, profit-sharing, etc., is not only to compensate workers but also to motivate them for better performance.

Motivation and rewards are very important for an organization, as they can be used to direct the staff towards achieving the goals of the organization. Rewarding and motivating efficient employees will boost their productivity. Motivation and rewards can also help employees accept any changes or new developments in the company.

From an employee's perspective at the civil service level, they feel unsatisfied with the reward policy due to the promotion according to seniority. Thus, it has caused a declination in work motivation in the organization. Promotion based on seniority impedes motivation because employees only need to meet the minimum job requirement and carry on with their duty until they reach a certain year of the requirement to be promoted. They have no urge for self-improvement. On the other hand, this scenario also demotivates the hardworking employees as they see the relative slackers get promoted based on seniority. Recently, employees in the civil service have complained about their missed promotion, although they are outstanding at carrying out their duties. When the government increases the retirement age to 60 years, issues related to promotion opportunities for civil servants arise. Long-serving civil servants don't have the opportunity to be promoted to higher positions as they have to wait many years to attain the seniority level for promotion. This situation will affect the motivation and performance of civil servants and may also cause them to feel "demoralized" if there is no chance for promotion.

A catalyst is a catalyst for encouraging individuals to work harder and better. Therefore, the organization must create an effective and flexible rewards system to motivate workers. Employees in the civil service assume that if they are not satisfied with the rewards given, then this will cause problems such as truancy, high labor turnover, a decrease in productivity, and inefficient work.

¹ Armstrong McGill, Handbook of Human Resource Management Practice (London, Konga Page, 2013) 957

Statement of the Problem

The Nigerian Civil Service has existed since the country's independence. Workers in the civil service, whether at the state or federal level, are compensated in accordance with a centralized framework intended for that purpose. This structure describes the payments and salaries that will be paid to employees at various levels and steps. Civil servants are supposed to be professional and knowledgeable at all times after being compensated. But many people have said or thought that the Nigerian civil service is marked by corruption, inefficiency, and low productivity.

Several reforms have been implemented in the past to boost government employee morale and productivity. A typical example is General Yakubu Gowon's presentation of the Udoji Awards in 1974. Other leaders, including former President Obasanjo and Goodluck Jonathan, worked to raise the salaries of civil servants by first raising the minimum wage to 18,000 and then to 33,000 by the latter. Among other measures, he brought about the commercialization of civil officials' fringe benefits. Despite an increase in public officials' pay, the service is nevertheless marked by low productivity as a result of workers' poor performance. On that basis, the study investigates the topics of poor performance in the civil service as well as whether the rewards and promotions granted to civil workers affect their work performance. The goal of the study is to find out the relationship between rewards for good service, promotions, and motivation among civil servants. It also wants to find out how rewards affect employee motivation.

Literature Review

Concept of Reward

Rewards are construed as all the cash, non-cash, and psychological payments provided by an organization in return for their contribution. The definition provided by Malhotra, Budhwar, and Prowse² indicates that rewards encompass all benefits workers receive from their workplace. Mbah, Mgbemena & Ejike³ said that these kinds of rewards can come in many different forms, such as a basic salary, compensation, insurance, profit sharing, retirement plans, employee stock, overtime pay, incentives for showing up to work, contests and competitions, output-based merit increases, performance bonuses, piecework, safety incentives, awards etc.

According to Mbah, Mgbemena & Ejike⁴, traditional, measurable elements of reward such as salary, variable pay, and benefits are known as financial

² Malhotra Noe, Budhwar Paul, & Prowse Paul, "Linking rewards to commitment: empirical investigations of four UK call centres: UK, International Journal of Human Resources Management 18(12) 2007) Pg. 2095-2127.

³ Mbah Gabriel, Mgbemena Chukwuemeka & Ejike Daniel; Effective Reward Management and Employee Performance in Civil Service (A Study of Anambra State Civil Service, Amanbra, European Journal of Business and Management, 2015) Pg. 23

⁴ Ibid 3

rewards, while intangible, non-cash elements such as opportunities to achieve and take on responsibility, career opportunities, learning and development, the intrinsic motivation provided by the work itself, and the quality of working life provided by the organization are known as non-financial rewards.

Perhaps the foregoing may explain why reward is believed by Gross and Friedman⁵ to include compensation (consisting of basic pay, short and long-term incentives), benefits (health issues, work/life balance, and other benefits), and careers (training and development, career progression), which may be used to attract, retain, motivate, and satisfy employees.

In the same vein, Tumwet⁶ identified non-financial rewards as including challenging tasks, opportunities for personal development, autonomy and responsibility, teamwork, job security, a professionally stimulating environment, the opportunity to set performance goals, a predictable work life, the opportunity to lead, training and development, and flexible work policies.

For Ekpudu and Ojeifo⁷, financial rewards are funds spent by the organization on the employee in order to influence them to have favourable attention towards achieving goals in the organization.

Concept of Promotion

Promotion can be referred to as the advancement of an employee's rank or position in a hierarchical structure, which means an increase in the number of employees in a field to a better job than previously. In a promotion, the responsibility is greater; achievement, facilities, status, and demand for proficiency are higher; and the addition of wages or salaries as well as other allowances. Promotion means assigning more responsibility and authority to employees. In simple words, promotion is to transfer an employee to a higher position. Job promotion has several indicators, namely loyalty, qualification, and achievement. Promotion is the most common form of internal mobility for personnel in an organization.

According to Gupta⁸, promotion refers to a higher post carrying greater responsibilities, higher status, and a better salary. It is the upward movement of an employee in the organization's hierarchy. Promotions are used to reward employees that perform well and to motivate them to greater effort. Promotion

⁵ Gross, Steven and Friedman Helen; Creating an Effective Total Rewards Strategy: Holistic Approach Better Supports Business Success. (Pakistan, Benefits Quarterly, 20(3), (2004) pp. 7-12.

⁶ Tumwet, Mwangi; Effects of employee incentives on employee performance in private universities in Kenya: A Case of Kabarak University. Kenya, Undergraduate research, 2013) Research Thesis

⁷ Ekpudu, Jonathan and Ojeifo Ehimen; Financial Incentives and Rewards on Employee Motivation in the Nigerian Electricity Distribution Company; Nigeria, European Journal of Business and Management Vol. 6, No. 2 (2014), Pg. 2 – 4.

⁸ Gupta, Cub; Human Resource Management (New Delhi, Sultan chand and Sons) Pg. 137

is one of the extrinsic rewards. Promotion is also an important factor in an employee's life and career, which can affect their motivation. The promotion will encourage employees to perform a job more efficiently and effectively in order to improve their talent. The promotion will give long-term satisfaction to employees. This can be done only by elevating the employee to a higher position and offering a title with increased accountability and responsibility due to the employee's efforts, behavior, and period of service in the organization. This kind of reward encourages the worker to put in his best effort so he can earn the trust of management and get more power and responsibility from them

According to Rahman and Hoque⁹, there are five job dimensions that are very important for an employee in order to feel motivated. It consists of the work itself, pay, promotion opportunities, supervision, and co-employees. Macey, Schneider, Barbera, and Young¹⁰, stated that when an organization gives frequent promotions and appraisal systems in their workplace, it can motivate the employees. Generally, employees think promotion opportunities are an important aspect of their careers and their lives. Promotion can have a significant impact on other job characteristics, such as responsibilities. etc.

Wan, Sulaiman, and Omar¹¹ argued that workers would be more committed to the organization and loyal to the organization, and the intention to leave the organization was low if the promotion was made fairly and equally. In this research, promotion is defined as an opportunity given to an employee based on the progress shown by the worker in his work. Directly or indirectly, promotion will increase the position of workers in the organization's hierarchy and give them greater responsibility. Promotion is seen as an important factor in influencing motivation and work performance. This is because it can increase or develop an employee's skills and knowledge.

Omale¹², highlighted the eligibility for promotion in the civil service as follows:

- a. Except where powers of appointment or promotion have been delegated to Permanent Secretaries/Heads of Extra-Ministerial Departments, no promotion shall become effective until it has been approved by the Federal Civil Service Commission.
- b. Except for officers who are under disciplinary action, all officers who fall within the field of selection for any promotion exercise will be considered. The following is the minimum number of years that an

⁹ Rahman Mostapha and Hogue Mukitil; An analysis of employee Job satisfaction: (U.S.A. International Journal of Ethics in Social Science Vol. 2 No. 2., 2014) Pg. 12

¹⁰ Macey William, Schneider Benjamin, Kareen, Barbera, and *Young Scott*: Employee engagement: Tools for analysis, practice, and competitive advantage (Washington DC. American Psychological Association, 2009) 20002 - 4242)

¹¹ Wan Hool, Sulaiman Mohammad, and Omar Fatimah; Procedural justice in promotion decisions of managerial staff in Malaysia (Malaysia, Asia Pacific Business Review Vol. 18(1), 2012) 99 – 121.

¹² Omale Ibrahim, Introduction to principle, theories and practice of Public Administration in Nigeria (Abuja, Shallom Printers, 2014) 139 - 142

officer must serve in a position before being considered for promotion:

Staff grade level	number of years in post
01 – 06	Minimum of 2 years.
07 – 14	Minimum of three years
15 – 17	Minimum of 4 years

c. Promotion shall be made strictly on the basis of competitive merit amongst all eligible candidates.

- When evaluating officers' merit, a clear distinction must be made between their records and performance or efficiency in lower grades and their potential for promotion, i.e., their ability and competence to perform efficiently the duties and responsibilities of the higher post.
- When deciding between two people with the same chance of getting promoted, seniority and past performance will be taken into account.
- However, in all cases, a generally satisfactory record of conduct will be considered.

d. The responsibilities for the promotion of officers in accordance with the prevailing procedures shall be as follows:

- Ministry/extra-ministerial department grade levels 01 – 06
- Subject to confirmation by the Federal Civil Service Commission, grade levels 07–14 are assigned by the ministry/extra-ministerial department or the relevant staff pools.
- Grade levels 15–17 by the Federal Civil Service Commission on recommendation from a ministry/extra-ministerial department or the relevant pool routed through the Head of Service.

The procedure of promotion as highlighted by Omale¹³ is as follows:

The responsible authority will make a list of all the candidates who are eligible to be considered. This list will be made based on the recruitment or set of criteria that the office of establishments and management services has already set for the job, such as official qualifications and experience, age, training, etc.

- The claims of meritorious officers in the federal civil service take precedence over those of people not already in the service.
- No officer shall be denied promotion solely because he lacks a formal educational qualification higher than that required for his grade and mode of entry into the service; provided, however, that no officer shall

¹³ Ibid, 12

- be promoted to a post that requires the holder to have formal professional or technological qualifications that he does not possess.
- iii. Only in extreme cases, when available candidates within the federal civil service are deemed unsuitable for promotion to a vacant post, may the latter be advertised publicly to interested persons outside the service. When officers from other federal civil services are recruited or transferred for promotion to the federal civil service, it should be ensured that they meet the specific job requirements for the promotion posts. In any event, officers being transferred into the federal civil service from the state and other agencies should be placed in the place they would normally have been had they joined the federal civil service in the first instance.
 - iv. At the end of each promotion exercise, within six months of the announcement of the promotion, an officer shall be allowed the right of appeal against non-selection and a reconsideration of his case.

Junior to Senior Position

A meeting of the appropriate committee shall be convened to interview and/or review officers holding junior appointments in the ministry/Extra-Ministerial Department who may be recommended to the Civil Service Commission, which shall examine the suitability of such officers and other them for promotion to existing vacancies.

All promotions are normally effective on January 1st, following the promotion exercise, or as determined by the Federal Service Commission.

From one junior to another,

The Permanent Secretary/Head of Extra-Ministerial Department is authorized to fill his departmental vacancies in grades higher than clerical officers and equivalent technical grades by promotion of officers selected by his junior staff committee or senior staff committee.

Notion Promotion

- i. Officers can get a "notion promotion" to get back to the same level as their coworkers if they weren't considered for a promotion while they were away from work for one of the following reasons and they are considered good candidates for a promotion when they return to work:
- ii. Where an officer is on an approved study course or leave of absence on the ground of public policy,
- iii. Where an officer is on secondment to another government agency or approval body,
- iv. Where an officer is granted study leave with or without pay,
- v. When an officer is granted national promotion, he will not be entitled to the salary of the higher post until he actually assumes duty in the

post, but the effective date of national promotion shall be used in determining the point at which the officer enters the new salary scale, his future incremental date and seniority in the grade.

Promotion during Probationary Period

An officer who has passed the compulsory examination for service confirmation is eligible for promotion even if he has not completed the probationary period specified in Rule 02301.

Promotion of a Contract Officer

Under normal circumstances, no contract officer will be considered for promotion, except where there is no suitable pensionable officer available or where he possesses an exceptional qualification and suitable experience. He could be considered for an enhanced appointment during the re-negotiation of his contract.

Concept of Motivation

In this era of globalization and competitiveness, it is important for organizations to have highly motivated workers. This is because the success of an organization can only be achieved with the contribution of its employees. The word "motivation" comes from the Latin word "movere," which means "to move." Motivation is the accumulation of various processes that will influence and direct the behavior of employees to achieve certain goals. Motivation is a key factor in the worker psychology process that affects the purpose and direction of behavior. Motivation will play an important role in the workforce through the sincerity, direction, and timing of individuals to achieve their goals. Furthermore, motivation will also be an individual's determination to do the job well or not.

Hellriegel and Slocum¹⁴, emphasize that motivation is a factor of internal and external forces that affect an individual's ability to act specifically. Professor James Perry of Indiana University, USA, is a scholar involved in research on motivation in the civil service. His findings summarize two important elements of motivation in the civil service to individuals and organizations. Firstly, when someone has high motivation in the civil service, he is said to be more likely and interested in being able to work within the organization. Second, people who are highly motivated to help the public will also give the best service to public organizations.

According to Jaini¹⁵, when employees are not motivated or less motivated, it will have a major impact on the organization, which will interfere with the

¹⁴ Hellriegel Don and Slocum John; Organizational Behaviour 13th Edition (Moson OH, South Wester Cengage Learning, 2011) Pg. 143 – 148

¹⁵ Jaini Adams; A Study of the factor that influence employee Job satisfaction at scope (Malaysia, Uith Thesis, 2013) Full Thesis

administration of the organization. At the same time, it will cause the worker to lack work ethic and commitment to the organization to carry out the assigned tasks. Motivation is the process by which a person's efforts are energized, directed, and supported to achieve a goal. This definition has three main key elements: energy, direction, and persistence. The energy element in the concept of motivation refers to intensity, drive, and spirit. A motivated person will try to advance and work harder. Therefore, the quality of the effort should be considered first in assessing employee motivation. When the level of effort is at its highest, it does not mean that it will lead to satisfactory performance. It depends on how it works in a direction that benefits the organization. The effort that's directed toward the goals of the organization is the best effort to have every employee in the organization. The last aspect of motivation is the dimension of persistence. This means employees have to work continuously to achieve targeted goals.

Serena, Muhammad, and Emran¹⁶, state that skilled workers may be limited if they are not motivated to do so. Rewarding employees for their performance is one method that organizations can use to improve employee motivation and performance. Torrington, Hall, Taylor, and Atkinson¹⁷, say that motivation is one's desire to achieve beyond expectations, is driven by internal factors rather than external ones, and is a continuous effort to improve. Among the ways managers can increase motivation for employees are through methods such as salary, promotion, praise, and so on. At the same time, employees can also motivate themselves by getting the desired job, so individual goals, needs, and desires will be achieved. Motivation consists of two types, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation refers to the motivation that comes from inside of an individual. Intrinsic motivation is a motive that works without the need for external stimuli because in every individual there is a desire to do something. Motivation is generated through satisfaction or pleasure that one gets from working or completing a task. The factors that influence intrinsic motivation include responsibility; freedom to act; the availability of scopes that can be used to develop personal skills and abilities; interesting work; and opportunities for advancement in a career. Extrinsic motivation is an external stimulus, an activity that is learned and applied based on needs and is not related to self-study activities. It is caused by things outside of a person, like money, rewards, pay raises, promotions, etc.

According to Laakso¹⁸, intrinsic motivation is influential in the long term and has a deeper meaning. This is because it is integrated into the individual and is not controlled by external factors. Extrinsic motivation has a strong, real, and

¹⁶ Serena, Aktar., Muhammad, Kamruzzaman Sachu, & Emran, Md. Ali: The Impact of Rewards on Employee Performance in Commercial Banks of Bangladesh: An Empirical Study, (Bangladesh, IOSR Journal of Business and Management, 6(2), 2012) Pg. 9-15.

¹⁷ Torrington, Derek., Hall, Laura., Taylor, Stephen., & Atkinson, Carol: Fundamentals of Human Resource Management: Managing People at Work. Harlow, (England: Prentice Hall/Financial Times, (2009). Pg. 123

¹⁸ Laakso, Lotta: The Impact of Financial and Non- Financial Rewards on Employee Motivation. (Finland, Undergraduate Thesis, Turku University of Applied Sciences, (2012)

fast effect, but this does not last long as the stimulus comes from outside the individual. Motivation is a good tactic for the organization to achieve its goals and objectives. Motivated workers will produce quality work and strive toward the achievement of organizational goals. Less motivated employees will only complete their tasks with poor quality, which is an important factor for financial and non-financial rewards.

Relationship between Reward, Promotion and Motivation

The rewards are essential to the organization as incentives and motivators to realize organizational achievement. Additionally, today it has been adopted by all public and private organizations. There are many studies that have been carried out that examine the relationship and rewards of rewards with employee motivation. Organizations must enhance their efforts to maximize employee performance. Where organizations need to make systematic policies and procedures that impact the workers, In terms of the reward system, it is necessary to take effect to increase employee satisfaction and motivation. According to Hafiza et al.¹⁹, there was a positive relationship between extrinsic rewards and employee motivation. Tippet and Kluvers²⁰, on the other hand, believe there is no significant relationship between employee motivation and extrinsic rewards. Another study performed by Rahim and Daud²¹ has studied the impact of motivation on factors such as salary, promotion, occupational safety, working conditions, rewards, and other benefits. The findings show that salary is the most important factor for employee motivation compared to other factors.

Rahim and Daud²², conducted a study to identify the relationship between reward, promotion, and employee motivation. In his study, 133 questionnaires were used for respondents, consisting of permanent and contract workers. The results show that the reward and promotion system is an important aspect of motivating employees to achieve their goals. As such, the organization must develop attractive and effective reward policies and procedures to provide employee satisfaction and motivation. Sometimes employers focus more on extrinsic rewards, but intrinsic rewards are also important to motivate employees. This is because intrinsic rewards or intangible rewards such as appreciation and recognition play an important role in fostering employee motivation and improving their performance.

¹⁹ Hafiza Nas, Shah Soul and Jamsheed Hassaini: Relationship between Reward, Employee and Motivation in the Non Profit Organization of Pakistan (Pakistan, Business Intelligence Journal, 2011) Pg. 327 – 334

²⁰ Tippet, John and Kluvers Ron: Employee Rewards and Motivation in Non Profit Organisations: Case Study from Australia (Australia, International Journal of Business and Management, 2009)

²¹ Rahim Abdul and Daud Wan (2012) A Proposed Conceptual Framework for Rewards and Motivation among Administrators of Higher Educational Provider in Malaysia (Malaysia, International Journal of Business and Commerce Vol. 1, No. 9: 2012) 67-78

²² Ibid 21

Empirical Review of Related Literatures

Muhammad et al²³; investigate the rewards, namely salary, promotion, and recognition, toward work motivation factors among employees in the trade agency situated in the southern state. Self-administrated questionnaires were used to collect information from the respondents to understand their rewards on salary, promotion, and recognition and relate them to their work motivation. The result concludes that there is a positive and significant relationship between rewards and motivation. In a nutshell, it can be said that employees will be more motivated if they get more rewards.

Ejumudo²⁴, investigated the relationship between reward system management and staff performance in the Delta State Civil Service. Ejumudo's study found that the incongruence of the pay reward system of the Delta State civil service and the central guiding principle of fairness, cost of living and moderation, the in-grained culture of poor performance and dysfunctional employee mode of entry have negatively impacted on the performance of the staff. The finding suggests that the low performance and low productivity of civil servants are caused by the fact that they don't get enough money for their work.

Bello and Adebajo²⁵, also studied the reward system and employee performance among public secondary school teachers in Lagos State, Nigeria. They found a significant direct relationship between the performance of the teachers and their salary package. They also found that the allowances and access to training of the teachers also affected their performance on the job. They concluded that workers' reward packages matter a lot and that employers should take it seriously as most of the employees express displeasure with their reward through poor performance and non-commitment to their job.

Ghazanfar et al²⁶; argued that previous literature revealed that to achieve organizational goals and objectives, the human resources of the organization must be adequately rewarded for them to be well motivated and engaged. In their study of the relationship between work motivation and satisfaction, they found that satisfaction with compensation can be a factor of work motivation and that flexible pay is not a motivating factor in the jobs that the employees were holding. Ghazanfar et al²⁷; further found that benefits do not have a

²³ Mohammed Karl, Danish Ray, Usma Ali: Impact of reward and recognition on Job Satisfaction and Motivation (Pakistan, International Journal of Business and Management 2019) Pg. 3

²⁴ Ejumudo, John, Bullock Justin and Stritch Justin; International Comparison of Public and Private Employees work motive, attitude and Perceived reward (Washington DC, Public Administration Review Journal, 2015) Pg. 101 – 103.

²⁵ Bello, Olaide Wasiu and Adebajo Adeola Reward System and Employees Performance in Lagos State : A Study of Selected Public Secondary School (Kuwait, Kuwait Chapter of Arabian Journal of Business and Management review 3(8) 2014) Pg. 14 - 28

²⁶ Ghazanfar Faheem, Muhammad Mahroof, Mohsin Bashir; A Study of Relationship between Satisfaction with Compensation and Work Motivation (China, International Journal of Business and Social Science Vol. 2 No. 1; January 2011) Pg. 2

²⁷ Ibid 26

significant impact on work motivation. Hence, from their study, they concluded that intrinsic rewards tend to motivate workers more than extrinsic rewards.

Theoretical Review

Equity theory is a theory that attempts to explain employee performance in terms of perceptions of fair or unfair distributions of resources within the organization. Equity theory was first developed in 1963 by John Stacey Adams. Considered one of the justice theories, the underlying assumption in the theory is that employees seek to maintain equity between what they bring to the organization and what the organization offers in return. Adams²⁸, Thus, the belief is that employees value fair treatment, which causes them to perform or even surpass what is expected of them in the organization. In a nutshell, equity at work is based on how well performance (inputs) is matched with rewards (outcomes).

Adams' theory states that employees struggle for equity between themselves and other employees. Equity is achieved when the ratio of employee outcomes over inputs is equal to that of other employee outcomes over inputs; Supporters of Adam's theory would say, for example, that as long as civil service employees' outputs (performance) are equal to their level of reward, they would be more likely to work harder to get a better reward, since their efforts determine how they are rewarded (which is a fair process in and of itself). The equity theory states that there is a direct relationship between how an employee thinks he is treated and how motivated that employee is to work. For example, the most motivated employee would also think he is treated well and respected.

Using the theory as a framework for the study, the heads of civil service and other employers of labor can apply Adam's Equity Theory to their workers at all levels to predict and influence employee behaviors toward better performance. Organizations can apply equity theory in the workplace to analyze employee perceptions of fairness and improve work practices to boost workers' morale and performance. This may occur through the use of a variety of methods, including conducting surveys to gather data pertaining to employee perceptions. The heads of the civil service can then use this information to make policies and procedures that will make everyone feel like they are being treated fairly and equally.

3. Methodology

The methodology of this study is an analysis of existing data methods. As a result, qualitative data, which is abundant in the civil service, is analyzed. The study is taking a cue from the work of renowned sociologist Emile Durkheim, first popularized by the study of the prevalence of suicide among Catholics and Protestants, by analyzing data that already exists at police stations. The study

²⁸ Adams Stancy; Toward an understanding of inequity, International Journal, (1963), Pg. 422 - 436

tries to look at information that is mostly already at the Civil Service Commission.

Research design is a plan, a blueprint, or a conceptual structure for the collection, measurement, and analysis of data for a study. Essentially, this study focuses on the promotion and reward of outstanding workers within the civil service. This contains questions that measure rewards as independent variables. The reward is comprised of three dimensions, which are salary, promotion, and recognition. Finally, it contains questions that measure motivation as the dependent variable²⁹.

4. Results and Discussion

The relationship between reward and motivation is moderately high and has a positive relationship. Moreover, the impact of reward and motivation has been indicated more on acceptance (except for promotion and motivation). Overall, it indicated that employees of the civil service enjoyed the reward system given and the environment of the workplace; and this included their relationship with employees toward enhancing their motivation. Indeed, these are the basic needs in any normal working condition, as mentioned in Maslow's hierarchy of needs. When a person's basic needs are met, their needs tend to rise to a higher level, which helps them reach their life's purpose and build their career path.

The study demonstrates the importance of reward management on salary, promotion, and recognition in improving motivation among employees. This is in accordance with the works of Hafiza et al³⁰. Thus, employers need to offer and improve their reward systems and not be restricted only to salary, promotion, and recognition, especially for outstanding workers. There are many other elements of reward that may affect the employees' motivation. Moreover, a higher reward leads to higher motivation among employees of the civil service. Therefore, good reward programs provided by the civil service commission would lead to the motivation of the employees in the various departments. Rewards and incentives could help motivate employees to attain the organizations' vision and mission.

Moreover, the study's findings are aligned with the works of Rahim and Daud³¹. They discovered a positive relationship between rewards and motivation among employees of a public university in Nigeria. Thus, the reward systems could motivate employees to give their maximum effort towards assigned work. Once the civil service commission keeps coming up with good pay policies and procedures, they will be able to attract, motivate, keep, and satisfy their employees.

²⁹ Kirmanen Sanni; Employee Satisfaction and Work Motivation; (Finland, Prisma Mikkelin University of Applied Science, 2010) Research Thesis

³⁰ Ibid 19

³¹ Ibid 21

Finally, this study found that reward, promotion, and motivation have a significant relationship among employees who are working in the civil service. Based on Kshirsagar and Waghale, employees lacking motivation can present a problem for organizations, and there can be far-reaching impacts when employee performance is down. The ability to cultivate a motivating work environment is essential, and the organization has to develop strategies with more focus on how employee satisfaction and performance levels are tied to motivation. Therefore, providing rewards, both tangible and in the form of praise, can make employees happier, thus motivating them to perform better at work.

According to the findings, the most important contributing factors to motivation are promotion and salary. Employers can use this information to create a more effective and rewarding pay system that will increase employee motivation and work performance and help the organization reach its goals at the same time.

5. Conclusion and Recommendations

This study explores the relationship and the impact of reward on motivation among employees of the civil service. The employees in the civil service agree that reward, promotion, and motivation have a positive and strong relationship in order to achieve the organization's goal. Moreover, employees are motivated by benefits, and the best reward program consists of such things as salary, promotion, recognition, and etc. Thus, it also satisfies employees in performing their jobs. The civil service should develop a good reward system as it can motivate employees to do their work effectively and be satisfied with their work. The civil service should also induce employees to perform well. This can be achieved by providing rewards, motivation, and other benefits.

Moreover, the civil service must avoid the delays of some employees' promotions despite the fact that they are qualified for promotion. The unnecessary delay in promotion would cause poor motivation among employees. The top management of the civil service should increase the financial rewards of employees. Salaries should be increased regularly in accordance with the cost of living to ensure that employees are satisfied. Financial rewards are the most attractive in difficult economic times, and they play a significant role in satisfying the physiological and security needs of employees. Increasing financial rewards and promotions have the potential to drive positive employee behaviors and can motivate them. It is important to note that a low salary has been found to be one of the major causes of employees' not being motivated.

In view of the findings and conclusion above, the following recommendations are hereby submitted:

1. The government and its agencies should take a close look at the benefits that civil servants get and make sure they are in line with how much it costs to live now.

2. The working conditions of civil servants should be improved and made more appealing so that civil servants will always want to give their best and won't get bored with their jobs.
3. Several other packages like life assurance, awards and promotion, recognition, opportunities for advancement, training and development opportunities, to mention a few, should be made available to civil servants adequately.