ORGANIZATIONAL REWARD POLICY AND EMPLOYEE PRODUCTIVITY IN ANAMBRA STATE CIVIL SERVICE (2014 - 2020)

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Abstract
A significant population of employees of Anambra state Government are demoralized which partly accounts for high absenteeism, lateness to work, low commitment which thereby dwindle their productivity due to fact that they are unfairly rewarded. This prompted the study to investigate the organizational reward policy and employee productivity: A study of Anambra state civil service (2014-2020). The study was guided by three objectives, three research questions and three hypotheses which were tested at 0.05 level of significance. Survey research design was employed for the study. The population of the study comprises 6,955 employees in Anambra State Civil Service. Morgan's sample size determination table was adopted to draw 361 civil servants for the study. The sources of data collection were mainly through primary and secondary sources. Data collected were analyzed using frequency, percentages, mean, standard deviation and t-test. The study anchored on 'Expectancy Theory' as a framework for analysis. The findings of the study revealed among others that performance recognition has positive impact on the quality of employee output in Anambra State Civil Service. It was also found out that welfare scheme has significant impact on employee job satisfaction in Anambra State Civil Service. Based on the findings, it was recommended among others that the State Government should organize annual workshop and seminars for employees of Anambra state civil service to enrich them with knowledge and skills for improving their job performance.
Keywords: *Organizational reward, policy, employee, productivity, civil service, Anambra State.*

Introduction

In general terms, public sector consists of governments and all publicly controlled or publicly funded agencies, enterprises and other entities that deliver public programmes, goods or services. They are the machinery for the operation of government activities. According to Dike and Onyekwelu (2018), public sector is the means in which the development and execution of government programmes and policies rests. They however asserted that it is the agency saddled with the duty of effectively sustaining the machinery of governance at all times. The implication of the above is that public sector is the main instrument for the attainment of objectives, targets and programmes of the government. Public sector consists of civil service, public enterprises and other governmental agencies. According to Obasa (2018), the public sector is one of the governmental agencies that render services to the populace. The primary purpose of government is to provide quality public services

to improve quality of life of citizens. The government uses public sector made up of ministries, departments and agencies to deliver public services to the populace.

Shine, Swati, Jasmine and Veer (2015) defined organizational reward policy as programme that contains implementation strategies for fairly, equitably and consistently recognition of personnel in accordance to their job performance. Onuegbu and Chigbo (2018) identified the elements of organizational reward policy include welfare scheme, job security, pension/retirement benefits, recognition, advancement opportunities, good salary, skills development and bonuses. Mbah, Mgbemena and Ejike (2015) highlighted some components of reward policy of Anambra State Civil service that could improve productivity to include pay reward, employee performance recognition, bonus, conductive work environment, staff professional development. On the other hand, job productivity could be measured by efficiency, performance, resource utilization, task accomplishment, job satisfaction and service culture (Abah & Nwokwu, 2016). Poor implementation of organizational reward policy could adversely affect job productivity of civil service across the globe. Anazodo, Okoye and Chukwuemeka (2012) noted that civil service in Nigeria is characterized by low morale of employees, embezzlement and corruption which ultimately resulted in ineffectiveness and poor productivity in the service. The employees are the crucial component in public sector. They are saddled with the responsibilities of implementing government policies of producing essential goods and rendering services to members of the public. The overall performance of public sector depends upon their employees, which is influenced by their level of motivation, job satisfaction and productivity. One of the ways to improve employees' motivation and job satisfaction is through reward. Every organization formulate reward policy to act as guideline in compensating, appreciating, recognizing, promoting, issuing of long service awards and certificates, end of the year bonus, training, giving of other fringe and retirement benefits to employees. The essence of reward policy is to satisfy the needs of employees for them to work effectively to achieve organizational goals. It is against this background, the present study examined the impact of organizational reward policy on employees' productivity: study of Anambra State Civil Service.

Civil servants seem demoralized which has contributed to high absenteeism, poor dedication and faithfulness, conflicts, lateness to work, low commitment, employees turnover, inefficiency and ineffectiveness in Anambra State. To buttress this, Emejulu (2020) observed that the consequences of poor reward system in Anambra state civil service and entire south east, Nigeria is strike actions, indiscipline, work to rule, poor productive efforts and general poor performance on both the employees and the organization. The difficulties faced in Anambra State Civil service are low and irregular pay, poor reward, unconducive work environment and conditions (Ezenwegbu, Shehu & Akubue, 2020).

Idemobi, Ngige and Ofili (2017) noted that most organizations in Nigeria have witnessed under-performance because failure of their reward policy to motivate employees towards putting their best efforts into performing their job. In the same vein, Nwamuo (2019) stressed that the existence of poorly structured reward system in Nigeria demoralize employees in putting in their best at work. In spite of the implementation of these reform programmes, the services received by members of the public tend to be unsatisfactory. Idigo (2023) noted that poor remuneration and low salaries of public servants in Anambra State tend to have demoralized them to effectively improve their job productivity.

Some retired civil servants find it difficult to access their retirement benefits. Olanipekun and Agboola (2021) reported that some pensioners often stay in harsh weather for long hours and occasionally for days, before collecting their stipends. The authors also stressed that some pensioners slump and pass away while standing and waiting in a queue to receive pension money. Most employees offices in Anambra State public service are ill-equipped and some staff are not promoted as at when due probably as a result of corruption, insufficient funding, political interference and poor monitoring of the implementation of the reward policy. These unsatisfactorily state of affairs spell doom for the public organization in Anambra State. It appears to have resulted to low productivity, encourage corruption, breeds dissatisfaction, intermittent strike and industrial actions by employees. Incessant campaign for improved salary and form of reward is engineered by various interest group and Nigeria Labour Congress and protest within Nigeria. The psychological and financial needs of the civil servants in Anambra State are not adequately met; hence, there is general laxity in productivity of employees in the State. Many organizations have continued to seek better ways of improving the reward system through adequate funding, sanctions and monitoring of implementation process of the reward policy. Many researchers have also attempted to respond to the problem by conducting studies on organizational reward policy and employee productivity in different geographical location and varying years. Therefore, the findings of some of these studies must have been overtaken by the changes in the society. Thus, there is a paucity of empirical investigations on organizational reward policy and employee productivity. In view of this, this study examined organizational reward policy and employee productivity: A study of Anambra State Civil Service.

Review of Related Literature

Conceptual Review

Reward

The concept of reward is common in every human organization probably due to the fact that it is human nature to be appreciated and recognized for outstanding performance. Reward is simply anything or means of encouraging or drives human being to perform in desirable ways. Hussain, Khaliq, Nisar, Kamboh and Ali (2019)

defined reward as anything a person receives for executing tasks which is valuable to an organization. This definition is in consonance with the position of Emejulu (2020) who defined reward as what people get for their carrying out the routine duties assigned to them. Reward is the financial and non-financial benefits received by employees for effectively performing their duties.

Reward arouses and sustains goal-directed behavior among employees of an organization. Kreitner cited in Nwokocha (2016) defined reward as psychological payoffs and benefits given to an employee as gratitude for effectively performing tasks and their good inputs in the work place. Reward is sometimes administered to employees who positively contributed to the attainment of organizational objectives. Abbas and Lawal (2019) conceptualized reward as material benefits one receives from executing in a specific task. These tangible benefits stimulate employees' work behaviour toward the attainment of predetermined objectives. According to Nwamuo (2019), reward is the entire group of monetary benefits, substantial services and benefits that a worker receives for working in business enterprise.

According to Okoli, Okoli and Nuel-Okoli, (2020), reward is anything such as of salaries, incentives, complementary settlement, recognition and other forms of emoluments employees get from performing their duties in an organization. Reward makes employees have perception that they are valuable and the management acknowledges the role they play in the progress of the organization. Improving employees' dedication to the profession and commitment is enhanced through rewards that satisfy their psychological and physical needs. The importance of rewards in organization has been amplified by Isaack and Kipkebut (2016) who pointed out that organizations make use of rewards to meet and satisfy the needs of their employees to ensure optimal performance. Thus, reward creates synergy between employees' needs, goals and expectations with that of the organization. Reward is way to boost the morale of the workforce.

Employee Productivity

Employee productivity has been conceptualized by several scholars in different ways. Employees' productivity is a concept which is directly related to output. Productivity is the ability of workforce to produce maximum outputs with optimal inputs. According to Osisioma and Audu (2022), employee productivity is an improvement in the quality and quantity of outputs produced relative to inputs employed in the process. Productivity is the outputs of organization as compared to the inputs utilized in the production. Okeoghene and Chima (2021) defined employee productivity as the appraisal of organizational efficiency which is assessed in terms of input and output over a specific time. According to Akintoye and Ofobruku (2022), employee productivity is the relationship between input and output produced through the effort and time utilized by an employee. Subandowo

and Winardi (2022) defined employee productivity as the actions of employees to produce a product or render service specified time.

Employee productivity is one of the major determinants of the level of attainment of organizational objectives. Employee productivity denotes attainment of optimal results with minimal cost and wastage of resources. According to Ravi and Anulakshmi (2021), employee productivity is the comparison of output per input. It is the ratio between the outputs and resources input utilized in the process. In the same vein, Oloke, Oni, Babalola and Ojelabi (2017) defined employee productivity as the proportion of inputs to the outputs. In evaluating employees' productivity, the inputs and outputs are usually compared. It is the indicator of staff efficiency in an organization. Hanaysha (2016) argued that providing sufficient resources such as physical, financial or materials are necessary to strengthen employee productivity. Other measures to improve employees productivity could include; supervision, prompt communication, mentoring, discipline, guidance and counseling among others.

Performance Recognition and Employee Output

Recognition is an act of the appreciating and according certain status on employees within an organization. It is also a gratitude and prestige accorded to employees for meeting a job expectation. Recognition is stimulus to greater action to improve the quality of employee output. Hussain, Khaliq, Nisar, Kamboh and Ali (2019) averred that organizations recognize their employees to sustain their high self-esteem and remain dedicated in the workplace. They added that the employees who are recognized are well motivated to attain high quality output. Daniel (2019) noted that employee who is adequately and fairly recognized are to be motivated to increase the quality of output in any public or private organization.

Performance recognition is the acknowledgement and appreciation of employees' efforts, contributions and achievement in an organization. Hussain, Khaliq, Nisar, Kamboh and Ali (2019) maintained employee recognition involves writing their names in the organization's newsletter, issuance of commendation letter and expressing verbal appreciation. Performance recognition helps in inspiring civil servants for high quality outputs. Meena, Girija and Visagamoorthi (2019) noted that employee's management can use recognition like appreciation and awards to encourage employee to increase outputs in the workplace. Recognition for a job done may induce civil servants to work harder to attain higher quality outputs.

Employee recognition is the general appreciation and acknowledgement of a given performance. According to Harrison cited Atambo, Kabare, Munene and Nyamwamu (2012), employee recognition is a timely, informal or formal appreciation of a person's behaviour, effort or that supports the organization's goals. Atambo, Kabare, Munene and Nyamwamu (2012) noted that employee recognition

is the acknowledgement of an employee's for effort toward accomplishing organizational goals. Furthermore, Atambo et al (2012) stressed that tit includes the act of paying unique attention to employee actions and encouraging behaviour for excellent performance. Aruna (2018) noted that employee recognition involves appraising and acknowledging the results of this work. The author added that by creating a culture of recognition, employees become more happy, loyal, engaged and productive.

Recognition takes the forms of money, praises, thank you and letter of commendation. Salman and Olawale (2021) pointed out that not all recognition programmes could involve financial payout and a simple symbolic gesture from the line manager or colleagues. Kanwal and Syed (2017) stressed that recognition is a kind of intrinsic reward such verbal appreciation that increase the morale and confidence of employees while executing their duties. The recognition of employees' can boost morale and dedication to producing high quality of outputs for attainment of the goals and objectives of the organization. Payam, Akram, Majid and Seyed (2013) pointed out that recognition by cash or intangible things will improve productivity and output of employees. The recognition of employees' performance can make them to continue to work hard for the improvement of their outputs quality in the organization.

Performance Bonus and Employee Commitment to Task Accomplishment

Performance bonuses could be given to employees who worked dedicatedly and effectively discharge their duties in an organization. The employees who receive bonuses for working beyond their limitations and attaining exceptional performance are bound to increase their commitment to task accomplishment. Public organizations can perform optimally, when employees are well-rewarded to enhance their commitment to task accomplishment and attain organizational objectives. Mattson, Torbiörn and Hellgren (2014) stressed that performance bonus is a common means of motivating employees to perform well and remain commitment to task accomplishment. Performance bonus could induce positive attitude toward task accomplishment in an organization.

Performance bonuses are issued to employees according to the level of achievement or contributions in the organization. Purowenang, Yulianto and Ikatrinasari (2018) noted that performance bonus can be issued according to the employee's contribution to the success of the organization. The authors added that every employee could strive toward attaining a good performance to get the maximum bonus. It can motivate employees and enhance their commitment to enable them properly carry out their duties and responsibilities.

An employee who perform outstandingly and work beyond expectations receive performance bonus. The bonus serves as a motivation for higher performance. End-

of-year bonuses are issued to employees who worked dedicatedly and perform exceptionally throughout the year. Bonus is basically based on employee performance. Kanwal and Syed (2017) stressed that organization gives annual bonus based on the employees' performance. Daniel (2019) opined that bonus is reward received by individual for success and are frequently applied to stimulate extra efforts for additional performance. Ndungu (2017) asserted that the main aims of the reward schemes and performance bonus is to attract and retain employees to specific institution, elicit good work performance and to maintain commitment to task accomplishment in the organization. Agbaeze and Ebirim (2020) maintained that the reward system of an organization has repercussions on motivating work accomplishment because when the employees receive performance bonus they demonstrated behaviours that are considered to be desirable for the organization.

Theoretical Framework

This study anchors on Vroom's Expectancy theory as a framework for analysis. This theory is hinged on four key assumptions, namely: salary, job security, advancement and challenge. The theory posits that individuals are motivated to perform better when they believe that their efforts will lead to desirable outcomes or rewards. The theory maintained that people will choose among alternatives so as to optimize outcomes.

Methodology

Research Design

The researcher adopted the survey design. This is because survey design enables the researcher to collect and analyzed data from a sample of the population of the study to describe the issues of research interest.

Area of the Study

The study was carried out in Anambra State Civil Service. The Structure of Anambra State Civil Service is composed of ministries and non-ministries departments. There are 18 ministries and 11 non-ministries departments in Anambra State. The ethnic group of most of the civil servants in Anambra State Civil Service is Igbo which is one of the three major ethnic groups in Nigeria. The employees of Anambra State Civil Service are mostly Christians of different denominations.

Anambra State Civil Service is managed by Commission which sets guidelines for appointment, promotion, reward and discipline of all staff. The Commission sets guidelines for reward such as performance recognition, bonus, retirement benefits, welfare scheme and staff skill development. Employees of Anambra State Civil Service are protected against discrimination and victimization by the commission.

Population of the Study

The population of the study comprises 6,955 employees. They were the staff strength of Anambra State Civil Service.

Sample Size and Sampling Technique

In determining the sample size, Krejcie and Morgan's sample size determination table was adopted. The sample size determination Table is derived from the calculation which is expressed below;

Which is, $s = X^2NP(1-P) + d^2(N-1) + X^2P(1-P)$

Where **s** = required sample size

$\mathbf{X^2}$ = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

N = the population size

P= the population proportion (assumed to be .50 since this would provide the maximum sample size)

d = the degree of accuracy expressed as a proportion (.05)

The civil servants were drawn from the ministries using purposive sampling technique. This enabled the researcher to select only staff with the requisite knowledge on the subject of study.

Source of Data Collection

The sources of data collection were mainly through primary and secondary sources. The primary sources involve the use of questionnaire. Secondary Source of data collection is the concentration on published and unpublished materials that are relevant to the study. This includes textbooks, journals, unpublished thesis, internets materials and some manuscripts which the researcher found very useful to the study. A total of 349 copies of the questionnaire were completed, retrieved and used for data analysis.

Method of Data Analysis

The data collected were presented in tabular forms. The response in the table was converted to frequencies, percentages, mean, standard deviation and t-test. Interpretations were based on the questions in the questionnaire which was used to answer research question and test the hypothesis. For decision on the research questions, mean item rating that fell below 3.00 was taken as disagreement and any mean rating of 3.00 or above was taken to indicate agreement. The cut off mean score of 2.50 was obtained from the four points rating scale and presented below as follows

$$\frac{5+4+3+2+1}{5} = \frac{15}{5} = 3.00$$

The t-test statistic was used in testing the null hypotheses. For decision on the hypotheses, if p-value is equal to or less than level of significant value of 0.05, the

null hypothesis was rejected, but if p-value is greater than level of significant value of 0.05, the null hypotheses was not rejected. The SPSS package version 23 was used in data analysis.

Results

Research Question One: What is the impact of performance recognition on the quality of employee output in Anambra State Civil Service?

Table 1: Impact of Performance Recognition on the Quality of Employee Output

S/N	ITEMS	N	SA	A	N	D	SD	$\bar{x}$	SD	Decision
1	Recognition motivate employees to produce output that meet the needs of the populace	349	102	91	86	20	50	3.50	1.35	Accepted
2	The issuance of Certificate of appreciation to outstanding employees stimulate them to provide accurate output	349	99	97	75	37	41	3.50	1.32	Accepted
3	Sponsoring of vacation of employees a ways of recognizing their excellent performance ensures that output is produced in timely manner	349	48	53	60	89	99	2.60	1.39	Rejected
4	Celebrating employees achievements boost their morale to produce consistent quality output	349	85	75	68	43	78	3.13	1.48	Accepted
5	Recognition ensures standard output is delivered to members of the public	349	104	81	72	35	57	3.40	1.42	Accepted
6	Issue an award of excellence as means of recognizing employees performance become them more productive	349	108	100	71	42	28	3.62	1.26	Accepted
7	Recognition of employees induce them to work harder for quality outputs	349	40	60	30	105	114	2.45	1.39	Rejected
8	Recognizing employees performance through monthly award for outstanding performance make them more engaged in executing their duties	349	116	94	77	32	30	3.67	1.26	Accepted
9	Recognizing employees performance through letter of commendation inspire them to attain quality output	349	102	97	83	43	24	3.60	1.22	Accepted
10	Sponsoring of employees launch as a way of recognizing their excellent performance make them devote their time to produce quality out	349	112	67	80	30	60	3.40	1.45	Accepted
	Grand Mean							**3.29**	**1.35**	**Accepted**

Source: Field Survey, 2020

As shown in Table 1, all the variables with exception of 3 met the theoretical mean threshold of 3.0 which is the established mean cut-off. Thus, performance recognition has positive impact on the quality of employee output in Anambra State Civil Service with grand mean of 3.29 and standard deviation of 1.35.

Research Question Two: To what extent has performance bonuses enhanced employee commitment to task accomplishment in Anambra State Civil Service?

Table 2: Extent to which performance bonuses has effect on employee commitment to task accomplishment

S/N	**ITEMS**	N	SA	A	N	D	SD
11	Annual performance bonus improve their commitment to task accomplishment	349	110	97	58	27	40
12	Bonuses receive by employees for extra performance motivate them to work harder for task accomplishment	349	85	79	80	51	54
13	Exceptional achievement qualified employees for bonuses that make them put more energy for timely task execution	349	94	83	70	64	38
14	Employees work harder when they receive performance bonuses for exceeding work demand	349	102	90	78	30	49
15	Performance target bonus serves as incentive for employees to meet target of task accomplishment	349	83	72	62	51	81
16	Performance bonus scheme that recognize the achievement of team enhance their commitment to task completion	349	90	105	53	44	57
17	End-of-year bonuses to employee who perform outstandingly make them more committed in accomplishing tasks	349	72	99	7	60	46
18	The spot bonus awarded to employee for exceptional performance serves as a motivation for higher task accomplishment	349	83	70	54	72	70
19	Employees who receive milestone bonus for meeting deadline are motivated to accomp lish more tasks	349	94	101	66	43	45
20	Longevity bonus awarded to employees for their long time service inspire them to higher task accomplishment	349	104	79	58	63	45
	Grand Mean						

Source: Field Survey, 2020

From Table 2, it was observed that all the variables construct that examine the extent to which performance bonuses have positive effect on employee commitment to task accomplishment in Anambra State Civil Service met the theoretical mean threshold of 3.00. Thus, the descriptive statistics with grand mean of 3.35 and standard deviation of 1.39 suggests that performance bonuses to great extent have effect on employee commitment to task accomplishment in Anambra State Civil Service.

Research Question Three: What is the relationship between retirement benefits and employee service culture in Anambra State Civil Service?

Table 3: Relationship between retirement benefits and service culture

S/N	ITEMS	N	SA	A	N	D	SD	$\bar{x}$	SD	Decision
21	Pension scheme designed for employees motivate them to delivery high services to the populace	349	94	84	62	39	70	3.27	1.47	Accepted
22	The gratuity that employees are entitled upon retirement stimulate them to go extra mile to satisfy customer	349	108	71	83	51	36	3.47	1.34	Accepted
23	Retirement benefits support the employees ability to render strong customer-focus services	349	120	94	66	33	36	3.66	1.31	Accepted
24	Health insurance for retirees helps employees to ensures consistency in service deliver	349	40	49	30	110	120	2.37	1.38	Rejected
25	Retirement benefits motivate employee to make effort to understand customers needs	349	50	37	53	118	91	2.53	1.36	Rejected
26	Pension scheme designed for employees makes employees to responsive to customer complaints	349	125	80	74	40	30	3.66	1.30	Accepted
27	Offering retirement benefits to employee for meeting their basic financial needs inspire them to put their best efforts to satisfy the needs of customers	349	111	74	64	43	57	3.40	1.45	Accepted
28	Retirement benefits designed for employee lead to their substantial well-being at inactive service boost their morale to render customer-oriented service	349	64	41	51	86	107	2.62	1.48	Rejected
29	Retirement benefits increase job retention of employees to strive toward positive service culture	349	114	88	68	42	37	3.57	1.33	Accepted
30	Offering retirement benefits to employee for meeting their basic financial needs inspire them to put their best efforts to satisfy the needs of customers	349	77	64	82	59	67	3.07	1.42	Accepted
	Grand Mean							**3.16**	**1.38**	**Accepted**

Source: Field Survey, 2020

Data presented in Table 3 shows that items 21, 22, 23, 26, 27, 29 and 30 met the theoretical mean threshold of 3.0 which is the established mean cut-off, while only two items were rejected. The grand mean of 3.16 and standard deviation of 1.38 indicated that retirement benefits enhance employee service culture to great extent in Anambra State Civil Service.

Hypothesis 1: Performance recognition has no impact on the quality of employee output in Anambra State Civil Service.

Table 4: The t-test of Summary of no Impact of Performance Recognition on the Quality of Employee Output

Variables	N	$\bar{x}$	SD	P.value	Df	∞	Remark
Recognition has no impact on quality output	121	2.33	1.36	0.00	347	0.05	Significant
Recognition has impact on quality output	228	3.53	1.30				

Source: Field Survey, 2020

Data presented on Table 4 revealed that the *p*-value of 0.00 is less than the stipulated.05 level of significance, the null hypothesis was rejected. Thus, performance recognition has impact on the quality of employee output in Anambra State Civil Service.

Hypothesis 2: Performance bonuses have no effect on employee commitment to task accomplishment in Anambra State Civil Service.

Table 5: The t-test of Summary of no Effect of Performance Bonuses on Employee Commitment to Task Accomplishment

Variables	N	$\bar{x}$	SD	P.value	Df	∞	Remark
Bonuses has no Effect on Employee Commitment	110	2.56	1.36	0.01	347	0.05	Significant
Bonuses has Effect on Employee Commitment	239	3.43	1.25				

Source: Field Survey, 2020

Data presented on Table 5 revealed that the *p*-value of 0.01 is less than the stipulated.05 level of significance, the null hypothesis was rejected. Thus, performance bonuses to great extent have effect on employee commitment to task accomplishment in Anambra State Civil Service.

Hypothesis 3: Retirement benefits have no relationship with employee service culture in Anambra State Civil Service.

Table 6: The t-test of Summary of no Relationship between Retirement Benefits and Service Culture

Variables	N	$\bar{x}$	SD	P.value	Df	∞	Remark
Retirement benefits has not enhance Service Culture	117	2.34	1.25	0.01	347	0.05	Significant
Retirement benefits has enhance Service Culture	232	3.68	1.18				

Source: Field Survey, 2020

Data presented on Table 6 revealed that the *p*-value of 0.01 is less than the stipulated.05 level of significance, the null hypothesis was rejected. Thus, award of there is positive relationship between retirement benefits and service culture in Anambra State Civil Service.

Discussion of Findings

The finding of this study as shown in Table 1 reveals that performance recognition has positive impact on the quality of employee output in Anambra State Civil Service. This is in line with the finding ofMeena, Girija and Visagamoorthi (2019) who reported that there is a positive influence of recognition on employees' motivation for quality output. The employees may reciprocate the recognition by management of organization through producing quality outputs. Recognition of employees provides the needed motivation that propels employee to produce quality outputs. It was also reported that performance recognition has impact on the quality of employee output in Anambra State Civil Service. This is in agreement with the finding ofOndhowe, Kadima and Juma (2021) who reported that recognition has an influence on employee outputs .This supported the finding of Hussain, Khaliq, Nisar, Kamboh and Ali (2019) who reported that recognition has a positive effect on employee performance in terms of quality of output. The recognition of employees can spur them to attain significant greater quality of output than previously produced.

Table 2 indicates that performance bonuses to great extent have effect on employee commitment to task accomplishment in Anambra State Civil Service. This agreed with the finding of Purowenang, Yulianto and Ikatrinasari (2018) who reported that performance bonuses greatly affect employees commitment to accomplishment of tasks. This is also in consonance with the finding of Calvin and Bongani (2018) who revealed that there was positive correlation between organizational reward and employee commitment. Performance bonuses boost morale of employees which consequently, increase their task accomplishment. The result of the study shows that performance bonuses have effect on employee commitment to task accomplishment in Anambra State Civil Service. This finding also agreed with that of Calvin and

Bongani (2018) who revealed that there was correlation between organizational reward and employee commitment. The organizational reward makes employees to be more committed and willing to accomplish tasks in an organization.

The result show in Table 3 indicates that retirement benefits enhance employee service culture to great extent in Anambra State Civil Service. The retirement benefits compel employee to develop good service culture. It was also found out that retirement benefits enhances employee service culture in Anambra State Civil Service. This is in conformity with the finding of Kongnyuy and Yuyun (2020) who reported that retirement benefits improve the service culture beahviour of employees. This also supported finding of Kongnyuy and Yuyun (2020) who revealed that retirement benefits significantly predicted workers' behaviour toward service culture. The management of organization who designs good retirement plan for employees could motivate them to develop positive service culture in the workplace.

Conclusion

Based on the findings, it is concluded that organizational reward policy has significant impact on employee productivity. The organizational reward policy is a form of positive reinforcement and motivation that makes employees work harder for high quality of outputs. Rewards such as performance bonuses and retirement benefits contribute to employee commitment to task accomplishment, job satisfaction and good service culture. A well-administered reward can boost morale of employees, make them develop good service culture and put in their best to produce quality outputs.

Recommendations

Based on the findings, it was recommended that:

1. Anambra State Civil Service Commission should organize annual programmes for recognition of outstanding employee in the public sector.
2. Management of State Ministries should utilize monetary reward in form of performance bonuses to encourage employees to develop positive service culture.
3.
4. The State Government should ensure timely payment of pension and gratuity of retired civil servants.

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