

UNIVERSITY OF CAPE COAST

EMPLOYEES' PERCEPTIONS OF REWARD SYSTEM AND EMPLOYEES'
ATTITUDE TO WORK IN CAPE COAST TECHNICAL UNIVERSITY

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ATTITUDE TO WORK IN CAPE COAST TECHNICAL UNIVERSITY

BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:

Name: Paul Akyin-Mensah

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Name: Dr. (Mrs.) Rebecca Dei Mensah

ABSTRACT

The study was conducted to assess employees' perceptions of reward system and employees' attitude to work in Cape Coast Technical University (CCTU). The quantitative approach and descriptive survey design were adopted for the study. The study population was 400 permanent staff made up of 146 senior members, 86 senior staff and 168 junior staff. A sample size of 196 was used. Respondents were selected through simple random sampling technique. Structured questionnaire was the instrument used with an internal consistency of 0.887 (Cronbach's Alpha value). A statistical techniques such as mean, standard deviation, percentage, frequency count, and multiple regression analysis were used to analyse the data. The findings that emerged from the study show that workers at CCTU were not fully aware of the components of rewards that exist in the University. Also, the findings showed that expectations of workers regarding reward system at CCTU have not been met by the University. Based on the findings that emerged from the study, it was concluded that reward system of the University is a significant positive predictor of employees' attitude to work at the University. It is recommended that the Personnel and Welfare Section of CCTU must intensify the communication of reward policies regulating the exchange relation between the University and its workforce. Finally, employee needs analysis should be conducted to identify what reward systems motivate employees so as to have a positive influence on the attitude of the workers at the Technical University.

KEY WORDS

Attitude toward work

Reward system

Reward awareness

Work behaviour

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DEDICATION

To my loving wife, Dorcas, and our children, Kelvin, Christabel and Christiana.

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LIST OF ACRONYMS

ANOVA	Analysis of Variance
B.Tech	Bachelor of Technology
CCP	Cape Coast Polytechnic
CCTU	Cape Coast Technical University
HND	Higher National Diploma
MSLC	Middle School Leaving Certificate
PhD	Doctor of Philosophy
POTAG	Polytechnic Teachers Association of Ghana
SD	Standard Deviation
SPSS	Statistical Package for Social Sciences
TTU	Takoradi Technical University
TUTAG	Technical University Teachers Association of Ghana
UTAG	University Teachers Association of Ghana
SSSS	Single Spine Salary Structure

CHAPTER ONE

INTRODUCTION

Background to the Study

One of the most challenging issues facing business and organisations in recent times is how to gain and keep a sustainable competitive advantage in the market place (Armstrong, 2013). Attracting and retaining competent employees has been seen as one of the long term sustainable competitive advantages that companies and institutions can benefit from (Armstrong, 2013). Ihionkhan and Aigbomian (2014) observed that organisations need effectively and efficiently committed employees in order to enable them achieve their set objectives and this can be attained if organisations establish reward systems to motivate their employees.

According to Armstrong and Murlis (2007), reward systems refer to the strategies, policies and processes that are required to ensure that the contribution of the employees within an organisation is recognised by financial and non-financial means. Armstrong and Murlis (2007) further posit that reward system within an organisation is a programme designed to acknowledge and recognise high performing employees and provide incentives for under-performing employees to increase their performance in the organisation. The reward system in any organisation is typically based on its expectation from employees and the organisation's willingness to offer commensurate reward to employees who meet or exceed these expectations. Reward system can be said to be one of the

strategies organisations use to attract and retain suitable employees as well as improve the performance of organisational members through motivation.

Reward or compensation can be direct or indirect. Direct compensation or reward is said to be the most widely known and recognised form of compensation sought after by employees. It is the money which is paid directly to employees in exchange for their labour. This includes wages, salaries, bonuses and commissions. Indirect reward or compensation often called “benefits” refers to that part of the total reward package in addition to direct pay. This form of compensation is often understood as the portion of an employee’s contract that covers items such as leaves, subsidized housing and health/retirement plans (Khan, Farooq & Ullah, 2013). Therefore, it is necessary for organisations to design appropriate reward systems, which would attract the requisite employees based on employees’ skills and capabilities as well as in accordance with the organisational goals to improve performance and enhance motivation.

In an organisation, committed employees are regarded as being willing to build and maintain long-lasting relationships with their employer. Most organisations try to boost employee willingness to work harder by incorporating various rewards in their compensation systems. Reward systems are much more than just salaries, bonus plans and stock options. According to Khan et al. (2013), rewards include promotion, re-assignment, non-monetary bonuses, vacation holidays or simple “thank you” from a manager. Employees respond positively to appreciation at work, especially when it is expressed through recognition of their efforts because it confirms their work is valued (Hafiza, Shah, Jamsheed &

Zaman, 2011). It also leads to motivation of employees. Hafiza et al. (2011) further stressed that a simple “thank you” go a long way and will not only motivate the employees but benefits will also accrue to the organisation.

Motivated employees are willing to give out their best and they are more productive, energized and innovative (Zaini, Nilufar & Syed, 2007). In the view of Noe (2007), the real success of companies originate from employees’ willingness to use their creativity, abilities and know-how in favour of the company and it is the organisation’s task to encourage and nourish these positive employee inputs by putting effective reward practices in place. Employees who are not motivated exert little effort and avoid additional work assignments as much as possible. Employee will give their maximum best when they have a feeling or trust that the management will reward their efforts (Zaini et al., 2007).

According to Noe (2007), there are many factors that affect employee performance like working conditions, worker and employer relationship, training and development opportunities, job security and company’s overall policies and procedures for rewarding employees. Among all these factors that affect employee performance, motivation that comes in the form of reward is very important. Therefore, organisations must put in place reward systems to encourage a consistent level of motivation to ensure their sustainability (Kojo, 2017). This implies that the aim of reward management is to develop and operate reward systems, which lead to improved employee motivation and organisational commitment.

Reward management in high performing organisations are designed in ways that enable them to accurately predict their current and future expected results (Armstrong, Brown & Reilly, 2011). According to Armstrong et al. (2011), this is because total rewards management concept emphasises on the need to reward employees to obtain satisfaction in their work. Larkin, Lamar, and Gina (2012) emphasised that reward systems encourage employees' effort and they indicate the values and ideals of an organisation. More so, organisations have goals and visions and in order to reach them, they have to get their employees to work towards the same goals and visions. Gracci and Kleiner (2013) added that as individuals, employees rely on different motivational factors, and it can be very difficult to know how to get the employees to perform at their best, therefore, organisations need to put in place different types of reward schemes to motivate employees for best performance.

Wilson (2014) highlighted that a properly administered system of reward has the capacity not to only improve incentives for quality workmanship and staff performance but also strategically attract skilled employees to join the organisation whereas the reverse may lead to unproductive performance and even to a high incidence of staff turnover. Gracci and Kleiner (2013) have also highlighted that since individual employees rely on different motivational factors, a reward for one employee can be quite the opposite for another employee. For example, an award of a weekend trip as a reward may excite others but others may also find it unnecessary since they will prefer to get the cedi equivalent of the trip (Kojo, 2017).

For a smooth, efficient and effective implementation of any reward system in any organisation to occur, the participants (management and employees) must be convinced that the system is absolutely fair and adequate (Cascio & Aguinis 2005). According to Messer and White (2006), employees' perceptions of its fairness or otherwise is bound to have a major impact on the system's success. In this connection, Fletcher (2004) believes that employee consultation is vital because it enhances ownership of the system and its effectiveness.

Currently, CCTU (formerly Cape Coast Polytechnic [CCP]) has a well-documented reward system in place. Some of these reward systems include retirement and pension benefits, accommodation benefits, and leave (sabbatical, study, casual, sick and annual) benefits (CCTU, 2018). Although these rewards exist, employees' perceptions of them are yet to be ascertained. This research, therefore, seeks to assess the employees' perceptions of reward system at CCTU.

Statement of the Problem

In Ghana, employee rewards tend to focus primarily on salaries and wages adjustments (Kojo, 2017). According to the National Development Planning Commission (NDPC, 2017), the minimum wage in Ghana keeps increasing every year. For instance, the minimum wage for 2018 is GH¢10.65 indicating a 10% increment from that of the previous year. The government of Ghana at the beginning of 2010 introduced a new public sector pay, Single Spine Salary Structure (SSSS) as a means of bringing about a uniform salary structure and also to limit the incidence of strikes by Ghanaian workers and to motivate workers to stay on the job (NDPC, 2017). This unified salary structure places all public

sector employees on one vertical structure incremental pay points from the lowest to the highest level. This is to ensure that jobs within the same job value range are placed under the same salary category.

However, this does not seem to be achieving its objective or yielding its intended purpose. For instance, in August, 2010, the Polytechnic Teachers Association of Ghana (POTAG) (now Technical University Teachers Association [TUTAG]) went on strike, asking the then government to increase their wages and salaries. This was followed by the University Teachers Association of Ghana (UTAG) who in October, 2010, also embarked on a weeklong strike because of unfair wages, salaries and conditions of service which they claimed did not motivate them to work (CCTU, 2018). This suggests that reward is a problem in tertiary institutions.

It appears that, reward system and incentives sometimes determine the level of the employees' commitment and their attitude to work. Consequently, a number of institutions, including universities have various reward systems as a mechanism for motivating their employees. CCTU has its own reward system for its employees, which include, among other things, accommodation, health and medical benefits. However, it appears to be varied perceptions by employees of the University. Meanwhile, it is perceived that reward can play a major role in the employee's performance in an organisation.

Messer and White (2006) strongly believe that the success of any reward system largely depends on the perception of the employees of that institution. This view is confirmed by Highfliers (2012) in his assertion that people act based

upon their perceptions. Although there have been some research on reward system (Khan et al., 2013) none have been conducted at CCTU. This research, therefore, seeks to assess employees' perceptions of reward system in CCTU to fill this gap.

Objectives of the Study

The main objective of the study is to assess employees' perceptions of reward system and employees' attitude to work in CCTU. The specific objectives of the research are to:

1. identify the types of reward system in CCTU.
2. examine employees' level of awareness of the reward system of CCTU.
3. determine the extent to which the reward system of CCTU meets employees' expectations.
4. examine employees' attitude towards work at CCTU.
5. determine the extent to which employees' perception of the reward system influence their work behaviour.

Research Questions

Based on the specific objectives of the study, the following research questions were formulated to guide the study:

1. What are the types of reward at CCTU?
2. What is the employees' level of awareness of the reward system at CCTU?
3. To what extent does the reward system of CCTU meets employees' expectations?
4. What is employees' attitude towards work at CCTU?

5. To what extent does employees' perception of the reward system influence their work behaviour?

Significance of the Study

The significance of reward system in effective management of employees cannot be overemphasized. The results of the research would serve as a vital feedback to the management of CCTU in particular, and other organisations hoping to implement reward systems. Secondly, the findings would help human resource practitioners, policy makers and managers of tertiary institutions to appreciate the need for designing effective reward systems for the purpose of attracting and retaining competent employees. Finally, it is hoped that this research would serve as a basis for further investigation into reward system management in academia and other institutions in Ghana.

Delimitation

The study seeks to examine employees' perceptions of reward systems and employees' attitude to work in CCTU. A study of this nature should cover several institutions, however, due to time and financial constraints, the study was delimited to CCTU in the Cape Coast Metropolis of Central Region of Ghana. In terms of the population, the study focuses on the teaching and non-teaching staff of the institution. With regard to variables, the study was delimited to two main variables: reward systems and work behaviour.

Limitations

Challenges were encountered with the sample size and in the administration of questionnaires because respondents were reluctant to respond to

the questionnaires for fear of being victimised by management or superiors and those who responded did so at their own convenience time. This prolonged the data collection period and also reduced the sample size.

Organisation of the Study

The study is organised into five chapters. Chapter One discusses the background to the study, statement of the problem, objectives of the study, research questions, significance of the study, delimitation, limitations, and organisation of the study. Chapter Two consists of the review of relevant theoretical and empirical literature related to the study. The review includes theories underpinning the study such as Herzberg's two-factor theory and Vroom's expectancy theory, the concept of reward system, employees awareness of reward system, the concept of employee expectations, the concept of employee attitude, conceptual framework and ends with chapter summary. Chapter Three is made up of the research methods employed for the study while chapter Four consists of the results and discussion of the study. Chapter Five consists of the summary, conclusions and recommendations of the study.

Chapter Summary

Chapter One introduced the research area and laid down the foundation required for this research. It presents the background and problem statement of the study, the research objective and questions. The significance of the study has also been discussed, the delimitation and limitations of the study outlined. On these foundations, the study proceeded with an outline of the research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews literature related to the study. It covers theoretical and empirical reviews, conceptual framework and ends with summary of the work. The theoretical review begins with theories of reward system which include Herzberg's two-factor theory and Vroom's expectancy theory, concept of reward system, employees' awareness of reward system, concept of employees' expectations and concept of employees' attitude to work.

Theories Underpinning Reward Systems

Several theories have been opined to explain the relation between reward systems and employee satisfaction. In this study, Herzberg's two-factor theory and Vroom's expectancy theory were selected as the guiding theories because the two theories relate directly to the objectives of the study.

Herzberg's two-factor theory

In his attempt to modify Maslow's hierarchy need theory, Frederick Herzberg (1959) developed a Two-factor theory which is also known as Hygiene theory. Herzberg (1959) found out that indirect compensation such as health and life insurance cover, retirement and pension plans and subsidised housing were found to be related to job satisfaction. Employees who feel good about their work tend to attribute these factors to them. In contrast, dissatisfied employees tend to cite direct compensation factors such as bonus, wage/salary and commissions (Dieleman, Cuong & Anh, 2004). Herzberg (1959) further stated that the

motivators can bring about positive satisfaction whereas the hygiene factors only serve to prevent dissatisfaction. Therefore, if motivators are absent from the job, the employee is likely to experience real dissatisfaction even if the hygiene factors are provided, for they will not in themselves bring about substantial job satisfaction (Dalvi & Ebrahimi, 2013; Seppala, 2006).

Again, it was found that organisations must not only offer hygiene factors to avoid employee demotivation, but also must offer factors essential to the work itself for employees to be satisfied with their jobs. Alvesson and Sveningson (2008) opposed that, Herzberg viewed pay as a hygiene factor, however, pay is not necessarily a contextual factor and may have symbolic value by showing employees that they are being recognised for their contributions as well as communicating to them that they are advancing within the company. Again, quality of supervision or supervisors and employees' relationships may determine whether they are assigned interesting work, whether they are recognised for their potential, and whether they take on more responsibilities

This theory is relevant to this study because it mentions two factors that affect employees' reward systems and work attitude. That is, direct compensation factors which include bonus and wages/salary and indirect compensation factors which include retirement and pension plans and subsidised housing. Therefore, it can be said that the level of awareness of CCTU employees' in terms of both direct and indirect rewards of existing reward system and how these rewards meet their expectations will have effect on the attitude and work performance of the employees which in effect affect overall organisational performance.

Expectancy Theory

The expectancy theory stands for the probability that action or effort will lead to an outcome. According to Vroom (1964), an individual's motivation to put forth more or less effort is determined by a rational calculation which includes valence, expectancy and instrumentality. Valence is explained to be person's preference for a particular outcome or how much someone likes or dislikes something. Instrumentality, on the other hand, is the belief that if an individual does something it will lead to another while expectancy is defined as momentary belief concerning the likelihood that a particular act will be followed by a particular outcome (Vroom, 1964). This means that motivation, in this case, is when a clearly perceived and usable relationship exists between performance and the outcome is seen as a means of satisfying needs.

Vroom's expectancy theory indicated that the two factors determining the effort people put in jobs include the value of the rewards to individuals and the extent to which rewards satisfy their needs for security, social esteem, autonomy and self-actualisation. Vroom (1964) recognised that an employee will be motivated if he believes more efforts can bring a good performance appraisal and subsequently a reward. This theory is relevant to this study because the core of expectancy theory is relying on employees' willingness to perform a certain activity; however, this depends on the extent to which a specific target is rewarded.

Vroom's expectancy theory underpins the motive of reward system that employees are motivated to perform at a higher level when attractive rewards are offered. Therefore, it is necessary for organisations to ascertain the types of

reward systems that meet employees' expectations and how these rewards can affect employees' attitude to work and overall organisation performance. In order to develop the 'effort performance' connection, organisations must look at training and development to improve their employee's skills, competencies and boost their belief that effort placed will lead to individual growth.

The assumptions of the two theories, expectancy and Herzberg's Two-factor theories support the argument of the study. The argument of the study is that when reward system of the institution is perceived positively by employees will lead to a significance positive influence on employees' attitude and work behaviour. That is, when the institution implements its reward systems effectively will positively increase the moral of employees which in the long run will boost their work behaviour. This is because the perception of existing rewards in an organisation and how employees' efforts are rewarded has great effect on the attitude of the workforce.

The Concept of Reward System

Reward is defined as the compensation which an employee receives from an organisation in exchange for the services offered by the employee or as the return for work done (Lee, 2010). Martin (2010) saw reward as a desirable outcome attainable through instrumental performance. This means that every employee expects some level of reward after delivering a function or task. According to Datta (2012), reward system is an important tool that management can use to channel employee motivation in desired ways. In order words, reward systems seek to attract people to join an organisation, to keep them coming to

work and motivate them to perform to high levels. It can, therefore, be said that reward system is designed for attracting new recruits, motivating employees to perform higher, retaining key competencies and to reach their overall potentials to perform for the organisation (Dalvi & Ebrahimi, 2013).

Carraher, Gibson and Buckley (2006) advocated for effective reward system for organisation performance. They advocated that organisations must make policies and procedures and formulate such reward systems under those policies and procedures which increase employee satisfaction. Carraher, Gibson and Buckley (2006) as well as Armstrong, Brown and Reilly (2011) believe that reward systems must consist of the organisation's integrated policies, processes and practices for rewarding its employees in accordance with their contribution, skill and competence and their market worth. Beer, Spector, Lawrence, Mills and Walton (1984) posit that reward system consist of all organisation components which includes people processes, rules and decision-making activities involved in the allocation of compensation and benefits to employees in exchange for their contribution to the organisation.

Khan, Farooq and Ullah. (2013) and Manus and Graham (2003), indicated that reward systems can be classified into two different types at the organisational level which are direct and indirect compensations. . Khan, Farooq and Ullah (2013) believe that reward system can be classified into direct and indirect compensations. Khan, Farooq and Ullah (2013), explains that direct compensation is the money which is paid directly to employees in exchange for their labour. These include wages, salaries, bonuses and commissions. . Khan,

Farooq and Ullah (2013), again, defines indirect compensation often called “benefits” as that part of the total reward package in addition to direct pay. This form of compensation is often understood as the portion of an employee’s contract that covers items such as leaves, subsidised housing and health/retirement plans (Dalvi & Ebrahimi, 2013).

In the years past, the main focus of reward systems was on compensating employees by direct compensation means, for example, through a basic salary, but with a rapidly changing workforce, a more holistic and integrated approach to reward management is now required (Zingheim & Schuster, 2001). Carraher, Gibson and Buckley (2006) provide that there should be an effective reward system to retain the high performers in the organisation and that reward should be related to their productivity. Instituting effective reward systems is therefore, very crucial for the survival of both public and private organisations in contemporary competitive business world.

Hentman. Kurtz and Moser (2011) explained that the inability for many organisations to offer pay increases and added benefits because of intense competition in the job market has led employers to find alternative, less costly forms of rewards that will still attract, retain and motivate employees which is “total reward”. Total reward system which includes direct compensation and indirect compensation combines pay, employee benefits, work-life balance, career development and personal recognition in the reward package (Armstrong et al., 2011; Castello, 2010; Worldatwork, 2010).

This means that organisation, specifically CCTU, is required to advocate for the rewarding system that must take into consideration direct and indirect compensation components of reward to attract and retain competent employees. From the reviewed literature of the above-mentioned researchers, it can be said that contemporary workforce have become very competitive. Thus, there is the need for an organisation such as CCTU to determine and include in its reward system, the types of rewards to offer at the organisational level that will meet employees' expectations to improve their attitude to work.

Types of Rewards

Incentive or reward programmes are put in place by various organisations to compensate and reward performance of employees who perform more than expectation (Schwartz, 2006). This was shared by Armstrong and Murlis (2007) when they explained that reward management refers to the strategies, policies and processes that are required to ensure that the contribution of people in an organisation is recognised by both extrinsic rewards (monetary incentives) and intrinsic rewards (nonmonetary incentives) means. The following subsections describe extrinsic and intrinsic rewards.

Extrinsic rewards (monetary incentives)

Adequate reward has been found to be one of the means through which organisations can adapt to motivate and increase their workers' performance. Incentive programmes are put in place by various organisations to compensate and reward employees who perform more than expectation (Schwartz, 2006). Employers of organisations to retain their best brains and as well compensate

them for a job well done use monetary incentives. The monetary incentives can come in the form of direct and indirect compensations such as wages, salaries, bonuses, allowances (fuel, rent, utility, overtime and car maintenance allowances) and safety incentives etcetera (Comella, 2011).

In order to be an effective tool, extrinsic rewards should be constantly changed and developed as they lose effect when employees get used to them and can make their performance drop when withdrawn. Therefore, it can be concluded that even through going for the system of extrinsic motivation is time consuming, costly and does not bring much volume to the company or organisation in terms of effectiveness, it is crucial to establish financial rewards in order to attract and retain skilled employees (Murphy, 2015). The subsections below explain examples of extrinsic rewards which include wages and salaries, lump sum of payment, promotion, bonus and fringe benefits.

Wages and salaries

Salary is a fixed amount of money paid to an employee by an employer in return for work done. Salary is paid, typically, in a bi-weekly or monthly pay cheque to employees. However, wages are payment made to the employees as compensation for services rendered to an organisation or company (Agurn, 2013). Lee (2010) explained that salary or pay is one of the four ways to set a mutually acceptable common value to the individual's work contribution, confirms this. Thus, employees would receive reasonable salary or wages and desire their employers to feel what they are getting (Hock, Ringle & Jarstedt, 2010). This implies that salary pay can be a powerful de-motivator, if employees are not

satisfied with the reward package, it will be hard for the company or organisation to recruit and retain good individuals (Lee, 2010). The comments suggest that an organisation seeking to develop and improve its service must study and adopt satisfactory basic pay or salary system.

Comella (2011) indicated that for most people, the most important reward for work is the pay they receive. According to Comella (2011), money is important because of the things it can purchase and it also symbolizes an employee's worth. This emphasized that an organisation salary if organized and managed effectively, money received by the employees can improve motivation and performance. Noe (2007) also argued that employee compensation is a major cost of doing business as much as fifty to sixty percent (50% to 60%) of the income occurred is used as payment of salaries to employees in most organisations. Further, Noe (2007) indicated that a poorly design pay system can result into problems in other areas such as turnover and low morale.

Bonus

Bonuses are said to be provided in addition to basic salary and related to the achievement of agreed targets. Bonus refers to a cash reward for past performance (Armstrong & Murlis, 2007). This means that bonus provides an important recognition of achievement in financial terms and thus, can serve as a motivation as long as there is a clear relationship between the contribution of each person and his or her reward. Moreover, bonus is valued and there is a reasonable chance of getting it if the required level of performance is achieved in the future and if incentives provide direct future needs (Armstrong & Murlis 2007). This is

confirmed by Milkovich, Newman and Gerhart (2011) that bonus are short term motivation which is perfectly legitimate means of rewarding outstanding performance and thus, can be a powerful tool to encourage future top-level effort.

Jiang, Qi and Xiao (2009) indicated the benefits of bonus as to encourage change within the organisation, improve organisational performance, and create desired workplace culture by rewarding teamwork and good attendance. CCTU as an educational institution can set up annual target for the Schools, Departments, Sections and Units and points awarded according to performance against set targets/objectives, and bonuses paid accordingly to deserving division to enhance staff morale.

Fringe benefits

According to Arnold (2013), fringe benefits are significant and positive determinants of job satisfaction. Fringe benefit is believed to have a profound impact on employee loyalty. That is fringe benefit plays as a motivation factor that helps to improve employee performance and to reduce employee turnover. Benefits are programmes an employer uses to supplement the cash compensation that employees receive. Fringe benefits such as retirement package, health plan, career development plan provide security for employees and their families (Korir & Kipkebut, 2016). Noe (2007) argue that for most people work is the primary source of income and financial security and an important indicator of status within the organisation as well as society. This is because, naturally, employees want pay and benefits reward system that they perceive as just, unambiguous, fair and in line with their expectations (Dalvi & Ebrahimi, 2013; Kojo, 2017).

Confirming Noe's (2007) assertion, Okumbe (2001) emphasized that in determining compensation levels, organisations must be conscious of the prevailing market rates to ensure fairness and equity in compensation. Some managerial experts argue that fringe benefits should provide individuals with benefits that they prefer rather than the benefits that someone else establishes for them. It is against this background that Srivastav and Das (2013) argued that approach known as flexible benefits plan should be adapted by organisations to allow workers choose their own total pay package by selecting benefits from a range of options offered by the organisations.

According to Armstrong (2013), typical benefits provided by business include payment of time not worked such as sick leave, holidays, disability and workers compensation benefits whereby employees contribute funds to help workers who cannot work due to occupational injury or ailment and pension or retirement plans by which most organisations offer plans to provide supplementary income to employees after they retire. CCTU as a means of supporting their retired employees can establish fringe benefits among others, provident fund and welfare schemes to assist employees after they retire from active service. This will go a long way to enhance the motivation and moral of staff of the institution.

Martin (2010) argue that employee benefits are range of additional rewards that are provided to employees by an employer as part of their total remuneration package and they include insurance cover, persons, company cars annual leave and sick pay. Armstrong (2013) emphasised that employee benefits

contribute to the security as well as the overall quality of an employee life. Gracci and Kleiner (2013) noted that benefits are offered to discourage job hopping by providing employees with an appealing working environment. Furthermore, fringe benefits are seen as a means of employers attracting talented employees. Therefore, it can be said that employee benefits play an important role in the enhancement of organisation's industrial relations with its employees (Gracci & Kleiner 2013).

Intrinsic rewards (nonmonetary incentives)

These are the type of reward that are not part of an employees pay. Nonmonetary incentives are typically effective for employees who are comfortable with their salaries or have been in the position for a long time. Compensation of this kind include achievement awards, team leadership opportunities, prizes, paid parking or transit passes to reward employees for excellence job performance. Nonmonetary reward usually come in the form of more enabling authority, award, promotion, opportunities for recognition, plaques, informal parties, work environment and conditions (Gohari, Ahmadloo, Boroujeni, Hosseinipour & Ivancerich, 2013). The subsections below explain examples of intrinsic reward which include achievement recognition, verbal recognition and more responsibility.

Achievement recognition

It is said that everyone wants to be renowned at the place where they work. It is rewarding for employees when they are recognised by their co-workers and other members of the organisation or company for the work they have done. Murphy (2015) defined recognition as the demonstration of appreciation for a level of performance, an achievement or a contribution to an objective which can be confidential, public, casual or formal. Gibbons (2008) indicated that people like feeling appreciated and cared about.

Goss (2010) emphasised that for many people, the feeling of being recognised and valued appears more important than money in motivating them to keep on a particular job. Recognition reward programmes provide a formal acknowledgement or give particular attention in the form of cash or non-cash awards, for example, gifts, prizes, thank you notes or plaques to employees for their special behaviour, length of service or performance contributions. The main purpose of these reward programmes is to motivate employees, recognise their commitment to the organisation and improve their moral. Thus, it is important that the employee values the award received (Kanatne et al., 2013). The discussion show that when employees see that management and colleagues recognise their efforts, it creates additional motivation to enhance performance and productivity.

Verbal recognition/praise

According to Gibson, Ivancerich and Donnelly (1991), in a reward context, verbal praise refers to managerial acknowledgement of employees'

achievement that could result in improved status. Gibson, Ivancerich and Donnelly (1991) further explained that verbal praise from a manager could include public praise, expression of a job well done or special attention. Thus, it is very important for managers to recognize how valuable verbal praise as a reward can be. Recognition in the form of praise does not cost or involve any money at all. However, managers usually underutilise recognition in the form of praise. Managers of organisations are therefore required to adopt the practices which states “criticize in private and praise in public”.

It must therefore be noted that the extent to which verbal praise is seen as motivating expands on its perceived value and on the understanding that individuals sees it (Gibson et al., 1991). Verbal praise is a way of admiring someone or expressing approval. This is because employees like to receive little verbal praise from their employers and co-workers. It provides confirmation that the employee is doing a good job and is recognised as a valuable asset to the team. However, giving too much verbal praise to an employee can also lead to employee being swollen headed (Gibbons, 2008).

More responsibilities

A responsibility is said to be a duty or obligation to satisfactorily perform or complete task assigned by someone. Robbins (2003) opines that making employees feel ownership of performed tasks leads to them feeling personally responsible for the process and the outcome. Moreover, increased responsibility makes an employee feel better, boosts the sense of and gives better opportunities

for achievement. According to Lawler (2003), people can be motivated giving more responsibility for their own work.

In line with the concept of intrinsic motivation, Lawler (2003) further identified three characteristics as being required in a job if they are to be intrinsically motivated. These are feedback for improving performance, allowing use of own abilities to perform and self-control over their own goals. This means that responsibility in a job is measured by the amount of authority someone has to things. The philosophy behind motivation through responsibility was expressed in McGregor's theory Y (Armstrong, 2013). The average human being learns under proper conditions, not only to accept but also to seek responsibility.

Employee Awareness of Reward System

Shanks (2007) explained that employee satisfaction with rewards is essentially related to what they expect from the organisation and what is actually received. This means that the feelings of satisfaction or dissatisfaction occur when employees compare their inputs such as education, job skills and effort to the mixture of direct and indirect rewards which they receive from their organisations. Shanks (2007) further indicated that employee satisfaction or dissatisfaction is also influenced by comparisons they make with other people in similar job positions and organisations. Thus, it can be said that it is no secret that employees keep comparing their input/output ration with colleagues in similar positions and organisations even though such comparisons are not always properly done. The responsibility, therefore, lies on managers of organisations to

adequately and effectively communicate job performance appraisal methods to employees to avoid misperceptions and wrong comparisons.

Many authors have noted that employee willingness to work in an organisation and satisfaction results from a mixture of rewards other than any one particular reward (Shanks, 2007; Bessell, Dicks, Wysocki & Kepner, 2002). Evidence from various researches done over the years suggests the importance of both direct and indirect rewards. This means that to achieve enhanced employee satisfaction, neither one can be replaced for the other. For instance, employees who are well paid but are made to work in environments which are not conducive or made to do repetitive work will leave for other organisations because of the lack of indirect rewards just as employees who work in interesting and enabling work environment will leave because they will be dissatisfied with direct rewards.

In a study conducted by Gibson et al. (1991) to examine the organisational entry decision of employees revealed that people are attracted to organisation's which are rated highest on individual's expectation about what the organisational goals and values are. This means that people will choose the organisation which will result in the best set of outcomes or rewards. In brief, it can be said that the level of awareness of employees on reward systems on the job market is very high as it forms the basis upon which decision for joining an organisation is made.

The Concept of Employee Expectations

According to Kanatne et al. (2013), the expectations of business and the capabilities offered by employees are on research agenda worldwide touching different branches, specifics in different countries, different age groups, and many

other aspects. Modelling employees' behaviour on workforce dynamics has indicated relevant aspects of employee expectations and different possible realisation scenarios (Srivastav & Das, 2013). Employee expectations include the timely and accurate payment of wages, adequate training, safe working conditions, full explanation of all company policies and especially of one's job responsibilities, and fair and constructive feedback from supervisor.

These expectations form a psychological contract. When expectations are not being met, it can lead to conflict in the workplace and poor performance. When clear expectations are regularly communicated through two-way dialogue, employees are motivated to perform at high levels and are engaged with the organisation (Kanatne et al., 2013). Vroom believes that, most employees expect that increased effort will lead to increased performance and that if they perform well, a valued outcome will be received.

Reward System and Employees Expectations

As much as management of organisations expects employees to take initiative, continue to learn new skills, supervise themselves and be responsive to organisational needs, contemporary workforce also expect their organisations to provide fair pay, safe working conditions and fair treatment (Philips & Gully, 2012). Jiang et al. (2009) advocate that the reward that employees receive should be important to them and address their needs. Jiang et al. (2009) agreed with Pfau and Kay (2012) that when organisations structure their reward systems well, employees inherently perform well to achieve organisations and their own goals.

Milkovich et al. (2011) mentioned that reward system can play an important role in influencing employees' attitudes and perceptions towards work.

This means that reward system represents anything that is valuable and meaningful to the recipient. Chaing and Birthch (2007) in support Milkovich et al. (2011) emphasised that skilled and talented employees are less likely to be motivated by reward that are not aligned with their preferences and values. This assertion by Chaing and Birthch (2007) and Milkovich et al. (2011) underpin Vroom's expectancy theory, which indicated that the two factors determining the effort people put in jobs include the value of the rewards to individuals, and the extent to which rewards satisfy their needs for security, social esteem, autonomy and self-actualisation.

Hall-Ellis (2014) commented that employees expect 'fairness' in organisation's reward system, that is, reward proportional to their contribution from employers. Perceptions of reward fairness have found to impact on employees and organisational performance such as absenteeism, individual output and organisational output (Hall-Ellis, 2014). Lawler (2003) in support of Hall-Ellis (2014) suggests that for organisations to treat its employees as its most valuable assets, it has to be knowledgeable of what motivates them to reach their full potential. In brief, it can be concluded that employees in organisation, such as CCTU, expect rewards offered by management to meet their needs. The fulfilment of these needs might positively or negatively affect employees' attitude to work which will affect the overall performance of the organisation.

The Concept of Employee Work Attitude

Employee attitude deals with how an organisation behaves. It involves the management directing employees into improving organisational and personal effectiveness. Robbins (2003) defined attitudes as evaluative statements and they can be either favourable or unfavourable concerning objects, people, or events. Therefore, it reveals how one feels about something. The favourable statements may provide positive effects regarding the concerned employee whereas unfavourable statement may provide negative effects. Srivastav and Das (2013) asserted that an attitude is a positive or negative feeling or mental state of readiness, learned and organised through experience that exerts specific influence on a person's response to people, objects and situations.

This definition of attitude has certain implications for managers. First, attitudes are learned. Second, attitudes define one's predispositions toward given aspects of the work. Third, attitudes provide emotional basis of one's interpersonal relations and identification with others. Fourth, attitudes are organised and are closed to the core of personality. An attitude is referred to as a hypothetical construct representing an individual's degree of like or dislike for an item or an event. Attitudes are generally positive or negative interpretations of a person, place, thing, or event (Bari, Arif & Shoaib, 2013). These views are often referred to as the attitude object. Some attitudes are persistent and enduring; yet, like each of the psychological variables, attitudes are subject to change.

Effects of Reward System on Employees Attitude to Work

According to Saulo (2010) the ability for an organisation to win the commitment of its employees is one of the major challenges for any management team. This is because employees' commitment reduces turnover but increases performance and employees can only be committed when their needs are met and fulfilled by their organisations (Maslow, 1954). Gibson et al. (1991) explained that employees' commitment to an organisation involves three (3) attitudes which are; a sense of identification with the organisation's goals, a feeling of involvement in organisational duties and a feeling of loyalty for the organisation. Nienaber, Bussin and Henn (2011) and Steers (1991) argued that an employee's decision to join an organisation with a particular occupation is largely influenced by the rewards available in the organisation. Thus, the major objective of reward system is to attract people to join or become members of an organisation.

A study conducted by Nwachuku (1994), revealed that the productivity of Nigerian workers was low as a result of employer's failure to provide adequate compensation for hard work and the indiscipline of the privileged class that arrogantly displays their wealth which demoralized the working class and hence, reduced their productivity. Again, Wood (1974) investigated the correlation between various workers' attitudes and job motivation and performance involving 290 skilled and semi-skilled male and female paper workers and it was revealed that highly involved employees who were more intrinsically oriented towards their job did not manifest satisfaction commensurate with the company evaluation of performance. They depended more on intrinsic rewards as compared to those

who were more extrinsic in orientation. This means that the type of rewards offered by an organisation to its employees has a great effect on their attitudes and performance to work.

Locke (1976) indicated that job satisfaction involves the interaction of employees and their perception towards their job and work environment which include work values, personal attribute, performance, emotions, reward systems and work ethics. Researchers argued that job satisfaction is mostly related to financial part of reward system and reward systems are also importantly related to job satisfaction vis-à-vis job values which are related to direct part of job rewards (Clifford, 1985). Zain et al. (2007) noted that public sector employees who have greater needs for achievements are motivated by direct part of job rewards. In brief, it can be concluded that an appropriate reward package can cheer up or influence employees to develop positive or negative attitude to work thereby increasing or decreasing productivity.

Empirical Review

A study was conducted by Bari et al. (2013) to find out the impact of non-financial rewards on employee attitude and to discover factors which affect their performance at workplace in the business institutes of Karachi. A survey was conducted for different designation of employees in nine (9) Universities in Karachi were selected to find out whether the non-financial rewards were offered to employees and if so, does it affects employee attitude in the workplace and increases employee performance. Sample of 300 employees was taken, out of which 217 employees from nine universities responded which were randomly

selected. The sample includes professors, lecturers and assistant professors from nine different Business Institutes that were randomly selected.

Primary data were gathered through questionnaires containing 15 Likert scale questions. Secondary data was collected from internet that includes theories and reviews. The data obtained from the research were analysed using Pearson product moment correlation. The results that emerged from Bari et al. (2013) study showed that feedback to employees, freedom, career development plan, and valuation of employees, learning programmes, open and comfortable work environment and good supervisory relations are the factors that positively impacts employee attitude and performance in the workplace.

Furthermore, the results that emerged from Bari et al. (2013) study indicate that appreciation and recognition of employees do not correlate with employee attitude in the work place and performance in Business Institutes of Karachi. The study tested how extrinsic rewards affect employee attitude and performance in the Business Institute. Individual intrinsic rewards were measured by these factors: assigned tasks and responsibilities, freedom, career development plan and advancement opportunities. It was showed that feedback to employees, freedom, career development plan, and valuation of employees, learning programmes, open and comfortable work environment and good supervisory relations collectively had positive impact on employee attitude and performance in the workplace. It was further suggested that focusing on the factors that positively impacts employee attitude and performance would enhance the

performance of employee and create a positive work environment which will also help grow the Institute and its productivity.

Furthermore, a study was conducted by Cherotich, Chepkilot and Muhajji (2015) to assess the impact of rewards on employee behaviour. The population for the study was 13 banks in Nakuru Municipality. A sample size of 108 was used for the study. The sample for the study comprises of 17 top-level managers, 33 middle level managers and 58 lower level employees. The study was conducted using a descriptive survey design and results analysed using inferential statistics. Pearson product moment correlation was used to measure the relationship between job satisfaction and rewards while linear multiple regression was used to determine whether the independent variables (financial rewards, benefits, work environment, learning and development) predict the dependent variable (job satisfaction) or not. It was found that there was a strong positive relationship between attitude and reward and that rewards contribute to certain psychological states, which led to important personal and work outcomes such as high quality work performance, low absenteeism and turnover. The results imply that organisations which offer satisfactory rewards can reduce absenteeism, lateness, turnover intention whilst improving job performance.

A study was conducted by Anele, Tamunosiki-Amadi and Amakiri (2017) to examine the influence of reward on employees work attitude among small and medium scale enterprise in rivers state Nigeria. The study used the survey study design. The population was made up of all employees of the selected firms in Port-Harcourt. Considering the large member of such population, the researcher

had purposively or judgmentally attained the sample size from the population. The study which was carried out in Port Harcourt metropolis, purposively selected a sample size of 125 from five (5) enterprises. The study adopted simple random sampling technique. Questionnaire was the major instrument for data collection. To ensure high degree of validity and reliability the researcher pre-tests the instrument.

Data generated were analysed using the non-method of data analysis. The primary data were analysed for comprehension and testing each of the hypothesis with relevant statistical tool. The non-parametric chi-square statistical tool was chosen in testing the hypothesized statements. The results that emerged from Anele et al. (2017) study showed that work environment, remunerations, such as wages, salaries, fringe benefits, bonuses and incentives, significantly influence the work attitude of employees, which contributed greatly to organisational success. The study therefore, recommended that pay and other tangible rewards (extrinsic), should be paid to employees. Also, training and re-training programmes were suggested to be carried out in firms if workers' productivity was to be enhanced through positive employee working attitude towards work.

The Conceptual Framework

The conceptual framework of the study is depicted in the model depicted in Figure 1. The model represents a set of coherent concepts organised in a manner that makes it easy to communicate the argument of the study. The figure shows the interrelationships between variables of the study. The study sees reward as being made up of extrinsic rewards that include salaries, wages, commissions

and overtime and intrinsic rewards such as, health plans, retirement plans, recognition and appreciation of work.

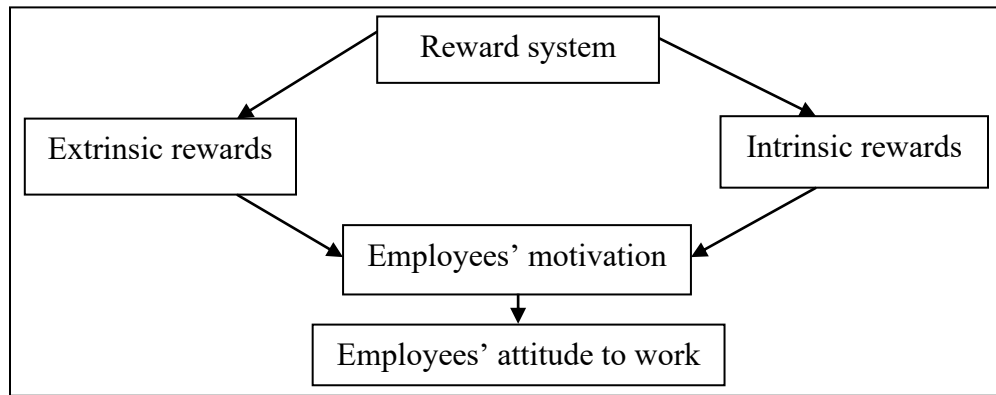


Figure 2: The Conceptual Framework for Employees' Reward System

Source: Author's construct (2018)

As indicated in Figure 1, both intrinsic and extrinsic rewards constitute the independent variables which influence employees' motivation as dependent variable, which in turn influences employees' attitude to work. The framework in short, shows the linkages between reward systems, motivation and employees attitude to work in an organisation. The argument of the study was that reward systems of the institution have positive influence on employees' attitude to work. However, the influence becomes stronger when the reward systems are able to motivate employees positively.

Chapter Summary

The reviewed literature considered the theories of rewards which include Herzberg's two-factor theory and Vroom's expectancy theory and their effect on reward systems in organisations. The chapter further reviewed the concept of reward system, employee awareness of reward system, the concept of employee

expectations and the concept of employee attitude to work. From the reviewed literature, it is evident that reward system plays important role in the achievement of organisation's vision, mission and goals in contemporary business world. As such, employees in public organisations deserve to be motivated through effective reward system as enjoyed by their counterpart in the private organisations. The reviewed empirical studies suggest that the level of awareness of modern workforce on reward systems is very high and that management of organisations need to be knowledgeable about the preferences of rewards that motivate their employees.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter describes the research methods used in this study. It describes the research approach, research design, study institution, population, sample and sampling procedure, data collection instrument, validity and reliability of the instrument, data collection procedures, data processing and analysis, and ethical issues considered in this study.

Research Approach

Two main approaches to research are required in research studies: the qualitative and the quantitative approach (Cohen, Manion & Morrison, 2014). The quantitative approach is used where information can be numerically measured. Various data collection techniques can be used under this approach including surveys, questionnaires, personality tests and standardised research instruments. The qualitative approach, on the other hand, employs systematic protocols and techniques. The techniques used under this approach are case studies, interview guides and review whose subjective elements of the researcher are built into the findings and conclusions (Creswell, 2014).

The study adopted the quantitative approach. As a result, the study taps on the strength of quantitative approach by using questionnaires as a main source of data for the research. This shows that the data were numerically measured. The adopted quantitative approach helped the researcher to conduct the research and cover wide range of situations with ease. It also allowed the researcher to use the

quantitative method in analysing data with statistical methods, and as a result, it was easier to generalise the findings. The adopted approach also helped in providing specific facts for decision makers to make accurate predictions about relationships between factors and behaviours, gain meaningful insights into those relationships, and verify or validate the existing relationships (Kelly, 2016). However, the adopted approach could be inflexible, artificial and ineffective in gauging the significance that people attach to actions, and is not helpful in generating theories (Creswell, 2014; Malhotra & Birks, 2014).

Research Design

Research design is a blue print which specifies the exact data procedure or strategy that the researcher will go through to achieve the objectives of the study (Zikmund, 2010). This study employed the descriptive survey design which sought to assess employees' perceptions of reward system and employees' attitude to work in CCTU. According to Ary, Jacobs and Razavich (2010), descriptive survey design involves systematic gathering of data about individuals and collectives in order to answer research questions about the current status of the subject of study.

McMillan (2012) considers this design appropriate when information is needed about conditions or relationships that exist. In the view of Ary et al. (2010), this type of design is appropriate because it permits one to collect data to assess current practices for improvement. This type of design gives a more meaningful and accurate picture of events and seeks to explain people's view and behaviour based on data gathered at any particular time (Creswell, 2014). An

advantage of a descriptive survey is that it helps to collect data to enable one draw the relationship between variables and analyse the data. It helps, as indicated by Creswell (2014), to observe, describe and document aspects of a situation as it naturally occurs.

Study Institution

In pursuance of the government's policy for polytechnics in Ghana to offer tertiary education to train middle-level manpower for the country, Cape Coast Polytechnic was recently converted to a technical University together with seven (7) other polytechnics under the Technical Universities Act of 2016, (Act 922). CCTU currently has three (3) Schools and thirteen (13) Academic Departments. The three schools comprise of School of Engineering, which includes Department of Mechanical Engineering, Department of Civil Engineering, Department of Electrical/Electronic Engineering, and Department of Building Technology. The School of Applied Sciences and Arts has Department of Tourism, Department of Liberal Studies, Department of Mathematics, Statistics and Computer Studies, Department of Hotel, Catering and Institute Management as well as Department of Fashion Design and Textiles Studies.

The School of Business consists of the Department of Accountancy Studies, Department of Secretaryship and Management Studies, Department of Marketing Studies and Department of Purchasing and Supply Studies. These Schools run a number of Higher National Diploma (HND) programmes together with Bachelor of Technology (B-Tech) programmes in Mechanical and Civil Engineering, Secretaryship and Management Studies and Building Technology.

As at 2018, the institution's staff strength was made up of 127 Academic Staff, and 273 Non-academic Staff. This gave a total figure of 400 employees comprising of 146 Senior Members, 86 Senior Staff and 168 Junior Staff (CCTU, 2018). There are mixed perceptions about the existing reward systems of the University which to a large extent may affect the work attitude of employees. Poor work behaviour or attitude on the part of the employees can thwart the mission of the institution, which is to provide increasing access to tertiary education for all people who have a yearning to acquire a hand-on training for academic and professional excellence (CCTU, 2018). This informed the researcher's decision to assess the employees' perceptions of reward system and employee attitude to work in CCTU to inform management of the University to set-up reward system that will motivate the staff.

Population

According to Ahmed, Opoku, Vian and Aziz (2016), the population of a research is the total number of the target of the research as defined by the aims and objectives of the study. In the context of this research, the target population consisted of all staff of the CCTU which comprised of senior members (both academic and non-academic, senior staff and junior staff. Available figures from the Personnel and Welfare Section of the University put the staff strength at 400 (CCTU, 2018). This consisted of 146 senior members, 86 senior staff and 168 junior staff, as presented in Table 1.

Table 1: Population Distribution of Staff at CCTU

Sources	Population
Senior Members	146
Senior Staff	86
Junior Staff	168
Total	400

Source: CCTU (2018)

Sample and Sampling Procedure

The sample size of the study was 196. The sample size was chosen based on the recommendation of Krejcie and Morgan's (1970) table for determining a sample size from a given population (See Appendix A). From the table, a population of 400 generate a sample size of 196, which represents 49% of the population. Since there were three categories of staff, the study adopted proportional sampling technique to allocate 49% of the various population categories to their corresponding sample categories. That is, the subsample size for various staff categories were computed using 49% as depicted in Table 2.

Table 2 : Population and Sample Distribution of Staff by Category

Staff Category	Population Size	Sample Size
Senior Members	146	72
Senior Staff	86	42
Junior Staff	168	82
Total	400	196

Source: CCTU (2018)

As indicated in Table 2, staff categories in the study population were grouped under three categories namely senior members, senior staff and junior staff using stratified sampling method. Stratified sampling is a probability sampling technique in which simple sub-samples that are identical on some characteristics are drawn within each stratum of the population (Zikmund, 2010). The stratified random sampling was used because it allows all sub-groups within the population to be represented in the sample, and to have equal chance of been selected with regard to each of the stratum. This afforded each staff within the population an equal chance of being selected. The researcher had access to the names of staff from the Personnel and Welfare Section of CCTU. Numbers were assigned to each of the names of staff from each category of staff which was later put in fish bowl and thoroughly shaken and any number picked was recorded accordingly, including the assigned names. This picking process was done continuously to select all the 196 staff sampled.

Data Collection Instrument

The research instrument used to collect the data was a questionnaire which was developed by the researcher based upon the reviewed literature. The choice of questionnaire as the research instrument was influenced by the opinion of Kerlinger (2013), who opined that questionnaires are widely used for collecting data in educational research because of their effectiveness in obtaining actual information about practices, conditions and for enquiries into opinions and attitudes or subjects. The questionnaire was made up of both closed and open ended questions. Both open and closed ended items were used to permit

respondents to provide elaborate answers which would not have been possible using closed ended items or questions. Generally, McColl (2005) posits that there are distinct advantages in using questionnaires rather than interview methodology.

Thus, the open-ended questions were meant to seek respondents' views on the subject matter. With regard to the closed ended questions, respondents were asked to tick in the appropriate boxes or select from suggested alternatives. The questionnaire was divided into five (5) main sections. Sections A to E. Section A covers the types of reward at CCTU. Section B determines the level of awareness of the reward system at CCTU. Section C examines the extent to which reward system of CCTU meet employees' expectations. Section D looks at the extent to which reward system of CCTU affects employee's attitude to work. Finally, Section E sought respondents' demographic data in terms of gender, age and marital status, level of education, religion and position/rank.

Validity and Reliability of the Instrument

Validity is the extent to which an indicator accurately measures a concept it intends to measure (Cohen et al., 2014). In other words, validity can be defined as the degree to which an instrument measures what it is supposed to measure. Internal validity was assessed to test the ability of the questionnaire to measure what it was projected to measure and to help detect any errors that could obscure the meaning of the instrument and prevent it from eliciting specious responses. According to Malhotra and Birks (2014), experience from pre-testing of an instrument is use to improve and amend the instrument before sending it out to the main research population. Validity, in the context of this study refers to how

accurately the questionnaire was able to collect the responses from the respondents as intended by the researcher in order to answer the research questions.

In relation to content validity, the study ensured that the items on the questionnaire covered the domains that the questionnaire purports to measure. This was determined by the expert judgment of my able supervisor and other professionals in the field of management. The questionnaire was made available to these academicians and professionals who helped in shaping them with the view of establishing content validity. The researcher paraphrased, modified and deleted materials that were considered inaccurate or items that were infringe on the confidentiality of the respondents. Furthermore, these academicians and professionals helped scrutinised unclear, biased and deficient items, and evaluate whether items were members of the subsets they have been assigned.

With regard to face validity, the study ensured that the questionnaire measured what they appeared to measure. The face validity of the study was granted by the researcher's peers, colleague staff, and other members of the academic community. Construct validity on the other hand was ensured by making sure that the items in the questionnaire relate to the theoretical constructs that they purport to measure with regard to reward systems and work behaviour. For example, does the questionnaire measures the construct of intrinsic and extrinsic reward systems and staff attitude to work the way the study designed it.

In relation to reliability, the instrument was pre-tested at TTU because employees of the institution share similar characteristics with the study

population. The pre-testing was done using twenty (20) workers who were randomly selected from the various categories of staff in the institution. Also, proximity of TTU to the researcher was also taken into consideration. The questionnaires were personally delivered to the respondents by the researcher with the help of some staff of the University. All the questionnaires administered were retrieved as expected. The reliability results are presented in Table 3.

Table 3 : Reliability Results of the Questionnaire

Construct	Cronbach's Alpha	Number of items
Reward	0.756	12
Employee awareness	0.906	10
Expectation	0.791	4
Work attitude	0.742	5
Overall scale	0.887	38

Source: Field survey, Akyin-Mensah (2018)

With the help of the Statistical Package for Social Sciences (SPSS) Version 21.0, the researcher used a Cronbach's alpha reliability coefficient to measure the internal consistency of the questionnaire. This coefficient was used because the distribution was normal and also the responses to the items were measured numerically using unilinear scale. According to Pallant (2005), the most appropriate measurement tool to use in finding out the reliability coefficient of an instrument which is design to elicit quantitative data that is measured using unilinear scale is the Cronbach's alpha reliability coefficient tool. Therefore, it was appropriate to use this statistical tool in measuring the consistency of the questionnaire. As indicated in Table 3, the Cronbach alpha reliability coefficient

obtained from the questionnaire was 0.887. Research has shown that scales with Cronbach's alpha co-efficient of 0.70 or more are considered reliable (Cohen et al., 2014; Pallant, 2005).

Data Collection Procedures

A period of seven weeks was used to collect the data. The data collection process started from Monday 16 March, 2018 and ended on Friday 31 August, 2018. Each respondent was given at most 30 minutes to complete his/her questionnaire. Prior to the administration of the questionnaire, an informal familiarisation visit was made to the institution to confirm the number of staff, and to gather additional information regarding the issues under study.

The printed questionnaires were administered by the researcher personally to the 196 staff of CCTU selected with the support of two staff. These staff had adequate experience regarding data collection process; therefore, it was appropriate for the study to use them as field assistants since they are closer and familiar with the institution's reward systems and staff. The data collection procedures were carried out in three stages. The first stage was the collection of list of respondents. The second stage was the distribution of the questionnaires while the third stage focused on retrieving the questionnaires administered. The researcher with support from the two staff of the University went through the entire questionnaire with the respondents after which the questionnaires were distributed to them to respond objectively to the items. In all, 196 questionnaires were administered to the respondents sampled. However, the study was able to retrieved 155 completed questionnaires, representing 79.1% response rate.

Data Processing and Analysis

The data were sorted and coded based on the procedures within the variable view of the statistical analysis software tool known as SPSS Version 21.0. Before the coding process, the researcher skimmed and scanned through the answered questionnaires to ensure that they were devoid of any irrelevant responses before feeding the computer with the data. Furthermore, after the coding, the data were inputted into the data view of the software to complete the keying-in process. The raw data collected using the questionnaires were analysed using both descriptive and inferential statistical tools.

Data on the background characteristics of the respondents were analysed using frequency and percentage distribution. Data regarding the first four specific objective of the study were analysed using descriptive statistics such as mean and standard deviation. Linear multiple regression analysis was used to analyse data regarding the fifth specific objective of the study. The linear multiple regression analysis tools allowed the researcher to generalise the results. Furthermore, it was appropriate to use this tool since the distribution was estimated to be normal. The findings were chronologically presented on tables and figures which made the interpretation and discussion of the findings easier.

Ethical Consideration

The issue of ethics is an important consideration in research that involves human subjects. It refers to appropriate behaviour of a researcher relative to the norms of society (Zikmund, 2010). The researcher, research subjects, and clients of the research were protected from any adverse consequences of the study by

following laid down rules and procedures of ethics in research. The study considered ethical factors in a number of ways. Ethical issues that were catered for in this study included right to privacy, voluntary participation, no harm to participants, anonymity and confidentiality, deception and scientific misconduct.

To gather data from the sampled individuals, the researcher first submitted a copy of the instrument to management of the University. This was done to confirm and ensure that the staff and the University as a whole are protected. Based on the guidelines of ethical protocol of University of Cape Coast, the researcher ensured that all ethical requirements such as academic honesty, plagiarism, and acknowledgement of copyrighted materials used were addressed. The consent of the respondents were sought individually. Respondents were informed about the purpose of the research and what objective it sought to achieve. The instructions and questions were read to them and clarifications were made where needed. The privacy and consent of respondents were also negotiated and respected in the study. All these were done to ensure and secure the consent of the respondents.

After the researcher was sure that the respondents understood the content very well, the questionnaires were administered with some assistance from two staff who were conversant and familiar with administering of questionnaires and issue of reward systems and work attitude of staff. The respondents were thoroughly informed before commencing the research, and they were properly treated throughout the research. Respondents were encouraged to feel free and air their views as objectively as possible and that they had the liberty to choose

whether to participate or not. They also had the option to withdraw their consent at any time and without any form of adverse consequence. They were assured that the information they provided will be used solely for research purpose and nothing else.

Chapter Summary

This chapter presents the research methods used in the study in detail. It examined the research approach, research design, study institution, population, sample and sampling procedure, data collection instrument, and data collection procedure. It was established that the study adopted a descriptive survey design where quantitative data were collected. The chapter further looked at the statistical tools used to analyse the data.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study sought to examine the employees' perceptions of the reward system in CCTU. This chapter presents the findings relating to the key specific objectives of the study. After the results were presented, detailed discussions were made to that effect, given cognisance to previous empirical findings. The findings were presented on tables and figures for easy comprehension and interpretation.

Background Characteristics of Respondents

Background characteristics of the respondents were computed with the use of descriptive statistical tools such as frequency and percentage for easy understanding and interpretation. The results are presented in Table 4 for further discussion. The sex distribution of the respondents showed that majority were male (56.1%) whilst the remaining 43.9% were female. The age distribution of the respondents showed that majority were between 30-39 years (38.1%), followed by those between the ages of 40-49 years (30.3%). Furthermore, it was found that (17.4%) of the respondents were between the ages 20-29 years. This was followed by those who were 50 years and above (14.2%). None of the respondents were below 20 years. Again, the results from Table 4 show that in relation to marital status of the respondents, majority were married (67.7%).

Table 4 : Background Characteristics of Respondents

Variable	Options	Frequency (No.)	Percentage (%)
Sex	Male	87	56.1
	Female	68	43.9
Age	Below 20 years	0	0
	20-29 years	27	17.4
	30-39 years	59	38.1
	40-49 years	47	30.3
	50 years and above	22	14.2
Marital Status	Single	41	26.5
	Married	105	67.7
	Separated	3	1.9
	Divorced	4	2.6
	Widowed	2	1.3
Highest Level of Education	Basic	11	7.1
	MSLC	13	8.4
	Secondary	12	7.7
	Diploma/HND	29	18.7
	Graduate	31	20.0
Religion	Postgraduate	59	38.1
	Christian	135	87.1
	Muslim	19	12.3
Rank	Other	1	0.6
	Senior member (T)	33	21.3
	Senior member (N-T)	29	18.7
	Senior staff	44	28.4
Working experience	Junior staff	49	31.6
	Less than 1 year	3	1.9
	1-5 years	32	20.6
	6-10 years	34	21.9
	11-15 years	43	27.7
	16-20 years	35	22.6
	More than 20 years	8	5.2

Source: Field survey, Akyin-Mensah (2018)

(N = 155)

Table 4 further show that 26.5% of the respondents were single, followed by those who were divorced representing 2.6%. It was also found that only 1.9% were separated whilst the remaining 1.3% of the respondents were widowed. Also, the highest level of education of the respondents showed that majority were postgraduates (38.1%) followed by those who were graduates representing 20.0%. It was further found that 18.7% had diploma/HND. This was followed by those with MSLC certificates representing 8.4%.

Furthermore, 7.7% of the respondents were at the secondary level whilst remaining 7.1% were at the basic level. Again, the religious affiliation of the respondents showed that majority were Christians (87.1%). Muslims were 12.3% whilst the remaining 0.6% belongs to other religions. On the rank of the respondents, it indicates that majority were junior staffs (31.6%) followed by those who were senior staffs (28.4%). It further shows that 21.3% of the respondents were senior members (teaching). The rest were senior members (non-teaching) representing 18.7%.

Although the proportion of male respondents was higher than the proportion of their counterparts, females, this difference was just infinitesimal and therefore could be inferred that the population distribution of CCTU is not gender bias. Again, this provides the basis for comparative analysis to be conducted on the basis of sex. The age distributions of the respondents also showed that majority of the respondents were aged between 30 years to 49 years which represents the active working age of the respondents. It also shows that the workforce have relatively longer period to offer their services to CCTU and

therefore management may put in measures that can motivate and retain the employees. It was found that none of the respondents was below 20 years and this signal that more workers could be employed so as to maximize work life time value. Again, it was also showed that relatively larger respondents were more than 50 years which signals that they are nearing the legally mandated retirement period and therefore the use of successive plans would be of great help.

The findings relating to the marital status shows that most of the respondents are married and therefore compensation considerations must revolve around this issue since their dependents may be higher. Again, a relatively higher number of the respondents expressed that they were single. This shows that with time all of these workers or majority of these workers may marry. Compensation system should be adjusted to cater for this possibility. Only infinitesimal number of the respondents were widowed, divorced and separated accordingly.

Again, the educational status of the respondents shows that all the respondents have some form of formal education. However, most of the respondents had postgraduate certificates, signifying that the workers are highly learned. This was followed by those with first degree or graduate certificates. Only few had Diploma/HND certificates. The implication is that although some of the workers are learned, some still need to progress to the next level. Since the university is by nature a learning-oriented organisation, sponsorship for further education for workers could go some way to motivate and equip the workers for higher and improved work responsibilities and tasks. Those with basic certificates needs to as a matter of urgency pursue further studies to improve their level of

education since education commensurate one's job position which equally goes with the level job responsibility and compensation.

Further observation of the educational status also showed that none of the respondents had PhD which is the highest level of the formal educational ladder in Ghana. Employees are therefore required to pursue PhD programmes in order to competitively position themselves with the annals of educational circles in Ghana. The use of structured questionnaire for the primary data collection is again justified by the fact that the respondents were all literate and could read and write English language.

Again, the results show that majority of the respondents were Christians which was followed by those in the Islamic religion. Only infinitesimal number of the respondents belongs to other religions. This is a through reflection of the national distribution of religious affiliations in Ghana and therefore, one can conclude that the human resource of CCTU is more diverse and co-exist harmoniously irrespective of one's religious affiliation. Furthermore, it was showed that most of the respondents were junior members, followed by senior staff, then senior members (teaching) and finally senior members (non-teaching). The distribution of the staff shows that they are somehow evenly distributed. This suggests some balance in the workforce.

The study also sought to examine the working experience of the respondents and it was showed that majority of the respondents have enough working experience with CCTU, especially those with working experience between 11-15 years, 16-20 years, 6-10 years and 1-5 years in that order. This

means these respondents can provide reliable information regarding their perceptions on reward system in CCTU and its effect on their attitude to work.

Types of Reward System at CCTU

The study sought to measure the extent to which the respondents agreed that they receive different types of rewards from CCTU. Descriptive statistics (Mean and standard deviation) were employed to measure this research objective.

The results were presented on Table 5.

Table 5 : Types of Reward System at CCTU

Reward Variables	Mean	Std. Dev.
They receive financial reward	3.1226	1.46534
They receive fuel allowance	3.0645	1.54027
They receive rent allowance	3.0258	1.51164
They receive car maintenance allowance	2.9613	1.48536
They receive retirement package for employees	2.5677	1.27930
There is health plan for employees	2.5290	1.21308
They receive both financial and non-financial rewards	2.5226	1.26561
They receive utility allowance	2.3484	1.30729
There is career development plan for employees	2.2968	1.10002
They receive non-financial reward	2.0774	1.06011
They receive overtime allowance	1.9677	1.12481

Source: Field survey, Akyin-Mensah (2018)

(N = 155)

Where Std. Dev. = Standard Deviation

The results in Table 5 indicate that, generally, the respondents neither agreed nor disagreed that these components of reward exist in CCTU

($M=2.58943$). The study revealed that the respondents neither agreed nor disagreed with the assertion that they receive only financial reward from CCTU ($M=3.1226$; $SD=1.46534$). On the self-standing alterable level, it was found that the respondents neither agreed nor disagreed that CCTU provided them fuel allowance ($M=3.0645$; $SD=1.54027$) and this was followed by the averment that the respondents neither agreed nor disagreed that they receive rent allowance ($M=3.0258$; $SD=1.51164$).

Again, the findings exposed that the respondents neither agreed nor disagreed with the statement that they receive car maintenance allowance from CCTU ($M=2.9613$; $SD=1.48536$). Moreover, the observation showed that the respondents neither agreed nor disagreed that CCTU provided them retirement package ($M=2.5677$; $SD=1.27930$). The respondents, again, neither agreed nor disagreed that CCTU provided them health plan ($M=2.5290$; $SD=1.21308$).

Furthermore, it was showed that the respondents neither agreed nor disagreed that they obtained both financial and non-financial rewards from CCTU ($M=2.5526$; $SD=1.26561$). Once again, on the individual variable degree, it was observed that the respondents disagreed that they receive utility allowance from CCTU ($M=2.3484$; $SD=1.30729$). Additionally, the findings revealed that the respondents disagreed that CCTU provided career development plan for them ($M=2.2968$; $SD=1.10002$), followed by the avouchment that the respondents disagreed that they receive only non-financial reward from CCTU ($M=2.0774$; $SD=1.06011$). Finally, the study showed that the respondents disagreed that CCTU provided them overtime allowance ($M=1.9677$; $SD=1.12481$).

Regarding the extent to which the respondents agreed that the reward components considered in the study exist in CCTU revealed that, generally, respondents neither disagreed nor agreed to that effect. At the individual level, the study revealed that the respondents disagreed to the claim that CCTU pay overtime allowance. This has the potential to limit the commitment for workers to work in extreme cases overtime because their efforts are not recognised and compensated accordingly (Khan et al., 2013).

Furthermore, results from Table 5 show that the respondents neither disagreed nor agreed that CCTU pays utility allowance, health care services allowance, car maintenance allowance, fuel allowance and retirement package for workers. These discoveries indicated that workers are not paid extra allowances at CCTU. This contradicts the view that employees must be paid allowances as an incentive for them to work efficiently and effectively (Armstrong et al., 2011). This relate to the claim that with a rapidly changing workforce, a more holistic and integrated approach to reward management is now required (Zingheim & Schuster, 2001). It could also mean that the respondents generally do not qualify for such incentives based on the working experience, rank and level of education.

Furthermore, it was found that the respondents disagreed to the assertion that they receive both financial reward and non-financial reward at CCTU. This could lead to a situation whereby workers could find alternative jobs (Hentman et al., 2011). It must be noted that employee willingness to work in an organisation and satisfaction results from a mixture of rewards other than any one particular reward (Bessell et al., 2002; Shanks, 2007). This also contradicts the claim that

compensation system should comprise both financial and non-financial reward (Armstrong et al., 2011; Castello, 2010; Dalvi & Ebrahimi, 2013). This finding is disheartening since it has been shown that a blend of financial reward and non-financial reward could boost the morale of workers for them to work to meet their work demands. This means that only financial reward exists in CCTU.

Employees' Level of Awareness of Reward System at CCTU

The study sought to measure the extent to which the respondents agreed that they were aware of the reward system at CCTU. Descriptive statistics (Mean and standard deviation) were employed to measure this research objective. The findings were presented on Table 6. The results in Table 6 show that the respondents disagreed that they were aware of the reward system at CCTU. This was attested by the grand mean score recorded for this construct ($M=1.9789$). On the individual variable level, it was showed that the respondents disagreed that they were aware of the reward policy at CCTU ($M=2.1935$; $SD=1.06963$). Additionally, the study revealed that the respondents disagreed that the reward system gives recognition to their efforts ($M=2.1226$; $SD=1.00863$).

Again, the findings showed that the respondents disagreed with the assertion that the rewards they receive at CCTU is adequate since it falls to promote education and training for staff ($M=2.0516$; $SD=1.04939$). Furthermore, as indicated in Table 6, the respondents disagreed with the statement that the reward they receive at CCTU motivate them ($M=2.0258$; $SD=.93939$).

Table 6 : Employees' Level of Awareness of the Reward System of CCTU

Statements	Mean	Std. Dev.
I am aware of the organisation's policy on employee reward	2.1935	1.06963
The reward I receive at CCTU gives recognition to my efforts	2.1226	1.00863
Considering the amount of education and training that respondents have, I believe the rewards I receive at CCTU is adequate	2.0516	1.04939
I am motivated by the reward I receive at CCTU	2.0258	.93939
Considering the amount of experience that I have, I believe the reward I receive at CCTU is adequate	1.9806	.97015
Considering the work that I have done well, I believe the rewards I receive at CCTU is adequate	1.9742	1.00614
Considering my responsibilities, I believe the reward I receive at CCTU is adequate	1.9613	.91796
My institution provides subsidized housing plan for employees	1.9032	.97217
Considering the amount of effort that I have put forth, I believe the rewards they receive at CCTU is adequate	1.8839	.88240
Considering the stress and strain in my' job, I believe the reward I receive at CCTU is adequate	1.8839	.87501
Reward system at CCTU is fair	1.7871	.84506
Source: Field survey, Akyin-Mensah (2018)		(N = 155)

Results in Table 6 further indicate that the respondents disagreed that the rewards they receive at CCTU were adequate considering the kind of experience they have ($M=1.9806$; $SD=0.97015$). Also, it was found that the respondents disagreed that their rewards commensurate with their performance ($M=1.9613$; $SD=1.00614$). Again, the findings indicated that the respondents disagreed that their rewards proportionate with their obligations at CCTU ($M=1.9613$; $SD=0.91796$). It was also showed that the respondents disagreed that CCTU grant them a subsidy on housing plan ($M=1.9032$; $SD=0.97217$).

The study again proved that the respondents disagreed with the assertion that the rewards they receive at CCTU are adequate because it neglects to recognise their effort put forth ($M=1.8839$; $SD=0.88240$). Moreover, the observation exposed that the respondents disagreed that the rewards they receive at CCTU are adequate considering the stress and strain associated with their job ($M=1.8839$; $SD=0.87501$). Finally, the findings showed that the respondents disagreed that the reward system at CCTU is equitable ($M=1.7871$; $SD=0.84506$).

Generally, findings relating to the degree of respondents' awareness about the reward system at CCTU showed that, the respondents were not fully aware of the reward system ($M=1.9789$). The overall mean showed they disagreed with the assertions measuring the awareness of the reward system. The overall implication is that management of the university needs to intensify their communication concerning reward of workers. At the individual item level, it was showed that the respondents disagreed to the assertions that they were aware of the reward policy

of CCTU. Thus, they otherwise hinted they were not aware of the policy regulating employee reward at CCTU.

Similarly, it was showed that the reward received by the respondents does not give recognition to their efforts. This can affect worker motivation and productivity negatively. Similarly, it was disclosed that respondents said they rewards were inadequate, given their working experience, work done, effort, responsibility, education and training. These sentiments could jeopardize the working climate at CCTU since workers need to be appreciated, especially after exchanging their services for reward. Per the effort-reward imbalance theory, workers could exhibit any of the following behaviours: reduce their efforts, call for higher pay or exist for higher earnings elsewhere (Kojo, 2017; Noe, 2007).

Extent to Which Reward Meet Respondent's Expectation at CCTU

The study sought to measure the extent to which the respondents agreed that reward system at CCTU meets their expectation. Descriptive statistics (Mean and standard deviation) were employed to measure this research objective. The findings were presented on Table 7. The overall grand mean for workers' expectation in terms of reward showed that the respondents disagreed that their expectations regarding the reward system at work place has been met by CCTU ($M=2.03388$). However, at the individual level, it was showed that the respondents disagreed that their rewards motivate them to perform better ($M=2.1613$; $SD=0.94994$) and that they were satisfied with the variety of reward options available at CCTU ($M=2.1355$; $SD=0.83025$). Similarly, it was showed that the respondents disagreed that reward at CCTU prevent workers from seeking

employment elsewhere ($M=1.9226$; $SD=0.95710$). Finally, it was revealed that the respondents disagreed that they were happy with the reward system at CCTU ($M=1.9161$; $SD=0.93249$).

Table 7 : Extent to Which Reward Meet Respondent's Expectation at CCTU

Expectation Variables	Mean	Std. Dev.
The reward respondents receive at CCTU motivate them to perform	2.1613	.94994
Respondents are satisfied with the variety of reward options made available at CCTU	2.1355	.83025
The existing reward system at CCTU prevent respondents from seeking employment elsewhere	1.9226	.95710
Respondents are happy with the reward they receive at CCTU	1.9161	.93249

Source: Field survey, Akyin-Mensah (2018)

(N = 155)

As indicated in Table 7, it can be inferred from these findings that, generally, workers' expectations concerning the reward system at CCTU has not been met by the university. This could trigger some feelings of cognitive dissonance since workers somehow feel dissatisfied with the reward system at the said university (Jiang, et al., 2009; Kanatne, et al., 2013; Milkovich, et al., 2011). It is, therefore, important for management of CCTU to improve the reward system to meet the expectations of all workers as well as prospective employees. If an artificially higher expectation has been established among workers due to the communication strategy of CCTU, then measures must be put in place to cut that such artificial expectation to meet the realities on the ground.

The study again, found that reward does not motivate workers to perform better, that workers were dissatisfied with the variety of reward options at CCTU and that it failed to prevent workers from seeking employment elsewhere. This finding shows that generally, workers have the will to seek employment elsewhere since they are not paid well. This claim supports some previous empirical studies that showed that dissatisfaction with reward could trigger employee turnover (Hall-Ellis, 2014; Lawler, 2003).

Also, it was found that the respondents were not happy with the reward system at CCTU. This finding contradicts the assertion that skilled and talented employees are less likely to be motivated by rewards that are not aligned with their preferences and values (Chain & Birthch, 2007; Milkovich et al., 2011). These findings showed that workers could become dissatisfied with their compensation and could exit their current employment if better job alternatives are showed. Management must as a matter of urgency work things out so that the expectations of the respondents regarding their compensation could be met. This is because it was held that employees exchange their effort (i.e. duties and tasks performed) for reward. These findings support the claims made by Vroom (1964) about how the expectancy theory regulates industrial or organisational relationships.

Employees' Attitude towards Work

The study sought to measure the effects of reward system at CCTU on employees' attitude to work. Descriptive statistics (Mean and standard deviation)

were employed to measure this research objective. The findings were presented on Table 8.

Table 8 : Effects of Reward System on Employees Attitude to Work (Descriptive)

Items/Statements	Mean	Std. Dev.
Respondents motivation level would be altered if they receive different type of reward	3.4065	1.38497
The reward respondents receive increase their level of relationship with colleagues	2.4000	.99087
The reward respondents receive motivate them to improve their performance at work	2.3806	1.03992
The reward respondents receive increase their level of relationship with management	2.2065	.87310
The reward respondents receive enhance their commitment to the organisation	2.1355	.94028
Source: Field survey, Akyin-Mensah (2018)	(N = 155)	

The overall grand mean showed that the respondents neither disagreed nor agreed that reward at CCTU improves their attitude to work ($M=2.50582$). Regarding the state of respondents' agreement to the individual items in the scale, it was showed that, the respondents neither disagreed nor agreed with the assertion that their motivation level would be altered if they receive different type of reward ($M=3.4065$; $SD=1.38497$). However, the respondents disagreed that the reward they receive increase their level of relationship with colleagues ($M=2.4000$; $SD=0.99087$). Similarly, the respondents disagreed that their reward

motivate them to improve their performance at work ($M=2.3806$; $SD=1.03992$). In the similar situation, the study revealed that the respondents disagreed that their reward they receive increase their level of relationship with management ($M=2.2065$; $SD=0.87310$). Finally, it was showed that the respondents disagreed to the assertion that reward enhances their commitment to CCTU ($M=2.1355$; $SD=0.94028$).

At the individual level, it was also showed that reward at CCTU does not improve the level of relationship among colleagues, does not empower workers to improve their individual performance, does not improve the relationship between management and workers and finally it does not enhance the level of commitment of workers to CCTU. It must however, be recognised that reward at CCTU neither cause workers to increase their level of motivation nor reduce their level of motivation. The overall implications are that, one, reward at CCTU neither improves nor reduce employees' attitude to work since the overall grand mean indicated that the respondents neither agreed nor disagreed to the various assertions that constituted the scale for measuring the effects of reward system at CCTU on employees' attitude to work.

Effects of Reward System on Workers' Attitude to Work at CCTU

To assess the effect of reward on employees' attitude to work, a composite variable was computed for the construct employees' attitude to work through a data transformation process. Afterwards, a standard multiple regression analysis was conducted to that effect. The findings were presented on Tables 9 (Model Summary), 10 (ANOVA) and 11 (Co-efficient). These summary reports are

fundamental to understanding the nature of relationship (Model Summary), validate the claims in the model summary (ANOVA) as well as compare the contributions of the predictors (Coefficient).

Table 9 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.560 ^a	.314	.256	3.21124	.314	5.417	12	142	.000

a. Predictors: (constant), subsidized housing plan for employees, financial reward, non-financial reward, rent allowance, overtime allowance, retirement package for employees, both financial and non-financial rewards, car maintenance allowance, career development plan for employees, utility allowance, health plan for employees, fuel allowance

b. Dependent Variable: workers' attitude to work

Source: Field survey, Akyin-Mensah (2018)

The findings as presented in Table 9 shows that, there was a strong positive correlation between the predictors (subsidized housing plan for employees, financial reward, non-financial reward, rent allowance, overtime allowance, retirement package for employees, both financial and non-financial rewards, car maintenance allowance, career development plan for employees, utility allowance, health plan for employees, fuel allowance) and workers' attitude to work ($r=0.560$). Thus, higher level of satisfaction with the compensation package at CCTU was associated with high levels of positive workers' attitude to work for the university whilst low levels of satisfaction with the reward system at

CCTU was associated with low levels of positive workers' attitude to work at the university.

The co-efficient of determination, was measured with the R-square. Hock et al. (2010) gave cut-off points for interpreting R-square values as follows: Values above 0.67 (Substantial), 0.33 (Moderate) and 0.19 (Weak) respectively. Regarding the predictive capacity of the model, it was found that reward accounted for 31.4% positive variance in workers' attitude to work (r -squared=0.314).

Thus, the workers' attitude to work for CCTU is influenced by the kind of reward packages that are paid to workers of the said institution. It confirms that that reward is a powerful predictor of workers' attitude to work at their present job positions in the university. It can also be inferred that 68.6% of employees' attitude to work for CCTU is explained by other factors not captured in this model although they exist in their work environment. Thus, it is conclusive that reward predicts positive but moderate variance in workers' attitude to work at CCTU.

The study, therefore, supports that claim that employees can only be committed when their needs are met and fulfilled by their organisations (Maslow, 1954) through compensation or reward system (Gibson, et al., 1991; Saulo, 2010; Zaini et al., 2007). Ihionkhan and Aigbomian (2014) observed that organisations need effectively and efficiently committed employees in order to enable them achieve their set objectives and this can be attained if organisations establish reward systems to motivate their employees and this claim again is confirmed by the findings of this very study.

The study now confirms that the reward system at CCTU is a powerful human resource tool that must be efficiently managed since it determines the attitude workers have toward work. If workers become dissatisfied with the reward system, they would form negative attitude to work which then translate into counter-productive working behaviour. However, the more workers become satisfied with the reward system at CCTU, the more they form positive attitude to work which leads to a productive working behaviour among the workforce. The reason is that a good reward system that focuses on rewarding employees and their teams fairly will serve as a driving force for employees to have higher performance (Hentman et al., 2011). Again, this behaviour of workers essentially is underscored by the expectancy theory which had it that recognised employee will be motivated if he believes more efforts can bring a good performance appraisal and subsequently a reward (Armstrong et al., 2011; Carraher et al., 2006; Castello, 2010; Khan et al., 2013; Manus & Graham, 2003; Vroom, 1964).

In order to substantiate and ascertain the claim that reward system at CCTU accounted for 31.4% increment in workers' attitude to work, an ANOVA analysis was conducted to that effect. The findings were presented in Table 10.

Table 10: ANOVA

		Sum of	Mean			
Model		Squares	df	Square	F	Sig.
	Regression	670.310	12	55.859	5.417	.000 ^b
1	Residual	1464.309	142	10.312		
	Total	2134.619	154			

Source: Field survey, Akyin-Mensah (2018)

(N = 155)

It was found that the 31.4% positive variance in employees' attitude as accounted for by reward system (subsidized housing plan for employees, financial reward, non-financial reward, rent allowance, overtime allowance, retirement package for employees, both financial and non-financial rewards, car maintenance allowance, career development plan for employees, utility allowance, health plan for employees, fuel allowance) was statistically significant ($p=0.000$; $p<0.05$).

It can be inferred from the above analysis that there is no significant difference in the state of reward system's influence in work attitude in the sample surveyed and that of the total targeted population. The conclusion therefore is that reward is a significant predictor of positive employees' attitude to work at CCTU since its predictive capacity was not attributed to chance but the scientific interaction among the predictors in the model considered in this study.

Moreover, the extent of the contributions of the individual predictors to predicting the positive variance in employee attitude to work was measured with the Beta Coefficients. The findings were presented in Table 11.

As presented in Table 11, regarding the contributions of the individual variables to the 31.4% positive change in employees' attitude to work, it was found that non-financial and financial rewards made the strongest, statistically unique but significant contribution (Beta=0.262; $p=0.002$; $p<0.05$) when the effects of other variables in the model were statistically controlled for. Similarly, the study proved that non-financial reward was also a significant positive predictor of employees' attitude to work (Beta=0.185; $p=0.016$; $p<0.05$). This was after the effects of other variables in the model had been statistically controlled

for. Further, it was found that financial reward also made a statistically significant positive contribution to predicting the positive variance in employees' attitude to work (Beta=0.053; p=0.053: p=0.05) when the effect of other variables in the model were statistically controlled for.

Table 11 : Beta Coefficients

Model	Standardized Coefficients		
	Beta	t	Sig.
(Constant)		5.592	.000
Financial reward	.146	1.952	.053
Non-financial reward	.185	2.449	.016
Both financial and non-financial rewards	.262	3.168	.002
Rent allowance	-.133	-1.213	.227
Fuel allowance	.201	1.647	.102
Utility allowance	.085	.975	.331
Overtime allowance	-.153	-1.987	.049
Car maintenance allowance	-.046	-.524	.601
Retirement package	.130	1.604	.111
Health plan for employees	-.036	-.388	.699
Career development plan	.096	1.108	.270
Subsidized housing plan	.100	1.140	.256

Source: Field survey, Akyin-Mensah (2018)

(N = 155)

As indicated in Table 11, the overall implication is that management of the Technical University can rely on financial reward, non-financial reward and both

financial reward and non-financial reward to improve workers attitude to work since the results shows that their contributions to predicting the positive change in employees' attitude to work were all statistically significant in the model. Thus, their scientific with other variables in the model actually contributed positively to predicting the positive variance in workers' attitude to work.

However, it must be recognised that although overtime allowance made a statistically significant contribution to predicting the positive change in employees' attitude to work (Beta=-0.153; $p=0.049$: $p<0.05$), when the effects of other variables in the model were statistically controlled for, its contribution was negative. This shows that overtime allowance only reduces workers attitude to work at the Technical University and therefore it should not be relied on as a reliable variable that can be used to enticed workers to worker harder. Management may decide to improve the payment of allowance to its workers and this may influence employee attitude to work.

On the contrary, it was found that although the remaining variables in the model made some contributions to predicting the positive variance in employees' attitude to work, their contributions were however not statistically significant. These included rent allowance (Beta=-0.133; $p=0.227$: $p>0.05$), fuel allowance (Beta=0.201; $p=0.102$: $p>0.05$), utility allowance (Beta=0.085; $p=0.331$: $p>0.05$), car maintenance allowance (Beta=-0.046; $p=0.601$: $p>0.05$), retirement package (Beta=0.130; $p=0.111$: $p>0.05$), health plan for workers (Beta=-0.036; $p=0.699$: $p>0.05$), career development plan (Beta=0.096; $p=0.270$: $p>0.05$) and subsidized housing plan (Beta=0.100; $p=0.256$: $p>0.05$).

The conclusion therefore is that the contributions of these variables to predicting the positive change in employees' attitude to work were due to chance and not their scientific interaction with other variables in the model. It is therefore advisable not to rely on these components of reward to make managerial decisions concerning the quest to improve workers' attitude to work. The capacity of non-financial rewards contributing to positive attitude to work among the respondents supports the findings of Ihionkhan and Aigbomian (2014). However, the non-significance contribution of career development opportunities for workers contradicted the claim that career opportunities for growth were a significant predictor of job motivation and positive attitude towards work among workers (Kojo, 2017).

Chapter Summary

The finding generally proved that workers at Cape Coast Technical University are not fully aware of the components of reward exists at the said university. Further, it was showed that expectations of workers regarding reward system at CCTU have not been met by the university although reward system at Cape Coast Technical University is a significant positive predictor of employees' attitude to work. Major and significant predictors that account for positive variance in employees' attitude to work include financial and non-financial reward, non-financial reward, and financial reward. Non-significant predictors of employees' attitude include overtime allowance, rent allowance, fuel allowance, utility allowance, car maintenance allowance, retirement package, health plan for workers, career development plan and subsidized housing plan.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary, key findings of the study and the conclusions drawn from the study. The first part focuses on the summary of the study and the key findings. This is followed by the conclusions and recommendations of the study. The chapter also presents the suggestions for future research.

Summary

The main objective of the study was to assess employees' perceptions of reward system and employees' attitude to work in CCTU. The study adopted the quantitative approach. Also, the study employed the descriptive survey design. The study population was 400 which consist of 146 senior members, 86 senior staff and 168 junior staff. The sample size of the study was 196. The study population were grouped under three categories namely senior members, senior staff and junior staff using stratified sampling method. The stratified random sampling was used because it allows all sub-groups within the population to be represented in the sample, and to have equal chance of been selected with regard to each of the stratum. The research instrument used to collect the data was a questionnaire which was developed by the researcher based upon the reviewed literature.

The Cronbach alpha reliability coefficient obtained from the questionnaire was 0.887. A period of seven weeks was used to collect the data. In all, 196

questionnaires were administered to the respondents sampled. However, the study was able to retrieve 155 completed questionnaires, representing 79.1% response rate. The data were analysed using frequency and percentage distribution, means, standard deviation and linear multiple regression analysis. The study considered ethical factors in a number of ways.

Ethical issues that were catered for in this study included right to privacy, voluntary participation, no harm to participants, anonymity and confidentiality, deception and scientific misconduct. Respondents were thoroughly informed before commencing the research, and they were properly treated throughout the research. Respondents were encouraged to feel free and air their views as objectively as possible and that they had the liberty to choose whether to participate or not. They also had the option to withdraw their consent at any time and without any form of adverse consequence. The key findings that emerged from the study were as follows:

Key findings

The first specific objective of the study identified the types of reward system in CCTU. The key findings that emerged from the study were:

1. Staff of CCTU receive both financial and non-financial rewards from the University.
2. Staff of the University do not receive utility allowance and also the University does not provide career development plan for staff.
3. Overtime allowance is not a type of reward system at CCTU.

The second specific objective of the study examined employees' level of awareness of the reward system of CCTU. The main findings that emerged were:

1. Specifically, staff are not aware of the reward policy at CCTU and also the reward system does not give recognition to staff efforts.
2. Also, the rewards they receive by staff at CCTU were inadequate considering the kind of experience they have. Likewise, staff rewards do not commensurate with their performance.
3. Respondents further indicate that the rewards they receive at CCTU are inadequate considering the stress and strain associated with their job.
4. Generally, staff of CCTU are not fully aware of the components of rewards that exist in the institution.

The third specific objective of the study determined the extent to which the reward system of CCTU meets employees' expectations. The findings that emerged from this objective were:

1. Respondents disagreed that their rewards motivate them to perform better and that they were satisfied with the variety of reward options available at CCTU.
2. Respondents disagreed that rewards at CCTU prevent workers from seeking employment elsewhere.
3. Generally, workers' expectations concerning the reward system at CCTU has not been met by the University.

The fourth specific objective of the study examined employees' attitude towards work. The findings that emerged from the study were:

1. Respondents neither disagreed nor agreed that reward at CCTU improves their attitude to work.
2. Respondents neither disagreed nor agreed with the assertion that their motivation level would be altered if they receive different type of rewards.
3. The reward staff they receive does not increase their level of relationship with colleagues.
4. Also, staff rewards do not motivate them to improve their performance at work.
5. Similarly, rewards staff receive do not increase their level of relationship with management neither does it enhances their commitment to CCTU.

The last specific objective of the study determined the extent to which employees' perception of the reward system influence their work behaviour. The key findings that emerged were:

1. Reward system is a significant positive predictor of employees' attitude to work at CCTU.
2. Employees' perceptions of reward system influence their behaviour.
3. Major and significant predictors that account for positive variance employees' attitude to work include financial and non-financial reward, non-financial reward, and financial reward.
4. Non-significant predictors of employees' attitude include overtime allowance, rent allowance, fuel allowance, utility allowance, car maintenance allowance, retirement package, health plan for workers, career development plan and subsidized housing plan.

Conclusions

In today's dynamic academic environment, staff reward systems play a critical role in building a competitive advantage in the industry. Unfortunately, staff of CCTU seem to have low level of awareness of the reward systems of the University. Similarly, the reward systems of the University are not meeting the expectations of the staff. However, both financial and non-financial reward systems have influence on staff work attitude positively. Also, the reward systems of the have weak influence on staff work attitude or behaviour. However, the influence becomes strong when staff of the University are motivated by the University's reward systems. The conclusion then is that when staff of the University perceive the reward systems of the University in positive terms, they are likely to be motivated. This dynamic will translate into them increasing their commitment to the University which in the long run it will lead to increase in staff positive attitude toward work.

Recommendations

On the basis of the findings and conclusions of the study, the following recommendations are made:

1. Based on the finding that workers at CCTU are not fully aware of the components of rewards that exist at CCTU, it is recommended that the management of the University should communicate changes in reward policy at the institution to all affected employees. This can be done by organising seminars and workshops for employees regarding reward policies and other conditions of service issues.

2. Also, management of CCTU should re-assess its current reward system to meet the expectations of staff. This is because, since majority of the employees are literate, they may decide to seek other job opportunities elsewhere due to poor reward system. This may escalate the labour turnover of the University, which in turn may affect the attainment of the vision, mission, and goals of the University. Management of CCTU should conduct employee analysis needs to identify what motivate the employees so as to have a positive influence on the positive attitude of the workers at the University.
3. The study showed that although reward system has the capacity to influence employees' attitude to work positively, some of the variables made insignificant contributions. These included rent allowance, fuel allowance, utility allowance, car maintenance allowance, retirement package, health plan, career development plan, and subsidized housing plan. It is recommended that management of CCTU should either drop these components of the reward system or improve their conditions and visibility if management is to rely on these factors to improve employees' attitude to work at CCTU.

Suggestions for Further Research

The study was limited to staff of CCTU. It was also limited to variables such as reward systems and staff work attitude toward work. It is, therefore, suggested to other researchers to replicate the study in the various Technical University in the country to have a general view of the issues in these Universities. Furthermore, a study should be conducted on the effect of reward systems on employees' attitude toward work in Universities in Ghana, using both

questionnaire and interview guide. That is, using the mixed method to examine the influence of reward systems on staff attitude to work. This will help to throw more light on the subjectivity and objectivity perspectives of the issues.

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APPENDICES

APPENDIX A

Krejcie and Morgan's (1970) Table for Determining a Sample Size from a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size AND "S" is sample size.

APPENDIX B

**UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

Questionnaire for Respondents

Dear Sir/Madam,

The main purpose of the study is to assess employees' perceptions of reward system in Cape Coast Technical University (CCTU). I would be grateful if you could answer this questionnaire as candidly as you can. This is solely for academic purposes and will be treated with utmost confidentiality. I am counting on your cooperation.

Thank you.

SECTION A: The Types of Reward System at CCTU

Please indicate the extent of your agreement with the following statements by ticking (√) the appropriate box. **Note that one (1) represents the strongest disagreement to the items while five (5) represents the strongest agreement to the items.**

Item	1	2	3	4	5
1. I receive only financial reward					
2. I receive only non-financial reward					
3. I receive both financial and non-financial rewards					
4. I receive rent allowance					
5. I receive fuel allowance					
6. I receive utility allowance					
7. I receive overtime allowance					
8. I receive car maintenance allowance					
9. My institution provides employee retirement package for employees					
10. My institution provides health plan for employees					
11. My institution provides career development plan for employees					
12. My institution provides subsidized housing plan for employees					

SECTION B: Level of Employees Awareness of the Reward System at CCTU

Please indicate the extent of your agreement with the following statements by ticking (√) the appropriate box. **Note that one (1) represents the strongest disagreement to the items while five (5) represents the strongest agreement to the items.**

Item	1	2	3	4	5
------	---	---	---	---	---

13. Reward system at CCTU is fair					
14. I am aware of the organisation's policy on employee reward					
15. The reward I receive at CCTU gives recognition to my efforts					
16. I am motivated by the reward I receive at CCTU					
17. Considering my responsibilities, I believe the reward I receive at CCTU is adequate					
18. Considering the stress and strain in my job, I believe the reward I receive at CCTU is adequate					
19. Considering the amount of experience that I have, I believe the reward I receive at CCTU is adequate					
20. Considering the amount of effort that I have put forth, I believe the reward I receive at CCTU is adequate					
21. Considering the work that I have done well, I believe the reward I receive at CCTU is adequate					
22. Considering the amount of education and training that I have, I believe the reward I receive at CCTU is adequate					

SECTION C: The Extent to Which Reward System of CCTU Meets Employees' Expectations

Please indicate your level of agreement with the following statements by ticking (√) the appropriate box. **Note that one (1) represents the strongest disagreement to the items while five (5) represents the strongest agreement to the items.**

Item	1	2	3	4	5
23. I am happy with the reward I receive at CCTU					
24. The rewards I receive at CCTU motivate me to perform					
25. I am satisfied with the variety of reward options made available at CCTU					
26. The existing reward system at CCTU prevent me from seeking employment elsewhere					

SECTION D: The extent to which employees' perception of the reward system influence their work behaviour

Please indicate your level of agreement with the following statements by ticking (√) the appropriate box. **Note that one (1) represents the strongest disagreement to the items while five (5) represents the strongest agreement to the items.**

Item	1	2	3	4	5
27. The reward I receive enhances my commitment to the organisation					
28. The reward I receive increases my level of relationship with colleagues					

29. The reward I receive increases my level of relationship with management					
30. My motivation level would be altered if I receive different type of reward					
31. The reward I receive motivates me to improve my performance at work					

32. Kindly state some of the reasons why you will leave your current job?

.....

33. What are some of the rewards that can motivate you to improve your performance at work?

.....

SECTION E: Demographic Information about Respondents

Instruction: Please tick (√) the applicable box

34. Sex: a. Male [] b. Female []
35. Age (years): a. below 20 [] b. 20-29 [] c. 30-39 [] d. 40-49 []
 e. 50 and above []
36. Marital status: a. Single [] b. Married [] c. Separated []
 d. Divorced [] e. Widowed []
37. Highest level of education: a. Basic [] b. MLSC [] b. Secondary []
 c. Diploma/HND [] d. Graduate [] e. Postgraduate []
38. Religion: a. Christian [] b. Muslim [] c. Other, (please specify).....
39. Rank: a. Senior Member (Teaching) []
 b. Senior Member (Non-Teaching) [] Senior Staff [] d. Junior Staff []
40. How long have you worked in this institution? a. less than 1 year []
 b. 1-5 years [] c. 6-10 years [] d. 11-15 years [] e. 16-20 years []
 f. More than 20 years []

Thank you for your cooperation!