


Impact of training and reward on employee performance in Enugu state civil service, 2010-2019

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ARTICLE INFO	Abstract
<p>Keywords: <i>Training, Reward System, Employee Performance, Civil Service, Enugu State.</i></p> <p>©2026 Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International</p> 	<p><i>The deterioration of employee performance in the public sector has proved to be a major issue especially in the Enugu State Civil Service. These factors are all contributory such that lack of training and reward systems, among others, create an environment of the least possible productivity, demotivation, and inefficiency in service delivery. This paper explores the Enugu State Civil Services, its historical development since it started as a colonial coal-mining centre to a modern administrative centre. The state is located in a favourable climate in southeastern Nigeria and it has an agrarian economy. The civil service is founded on the colonial administration and is governed by a statutory commission that deals with personnel management. The study used a descriptive design with a population of about 10, 100 employees where 385 respondents were sampled via structured interviews and secondary data thus providing reliability and validity. The results support the hypothesis that sufficient training and reward systems increase employee performance in the Enugu State civil service. Training increases knowledge, skills and competence among workers and it is necessary to realize organizational goals in an ever-changing work environment. However, the common pitfalls are ineffective training design, insufficient recognition and lack of implementation. On the same note, good reward systems (not only monetary but also non-monetary) would uplift motivation, job satisfaction, and productivity. It has been shown in an empirical study that equitable and regular rewards reinforce performance but incompetent pay wears down morale. The research paper concludes that long-term and on-going training and a fair and encouraging reward system are essential in improving staff work performance in the Enugu State Civil Service. Suggestions include the implementation of organised training courses and reward policies that are clearly outlined to enhance effectiveness and service provision.</i></p>

1. Introduction

The performance of employees is a decisive factor of organisational effectiveness, competitiveness and sustainability. Training and reward systems are also other human resource practices that are essential in strengthening employee productivity in modern organisations. The practices determine the knowledge, motivation and commitment of the employees, which directly affect the performance outcomes. Regardless of the organisational efforts to improve productivity, low employee performance, reduced engagement, and high turnover rates continue to be witnessed in many organisations. These challenges are often said to be caused by lack of training opportunities and poor reward systems. Employees who do not possess requisite skills or who lack adequate motivation can perform poorly thus leading to inefficiencies and organisational failure. It therefore follows that the effects of the training and reward systems need to be fully understood in order to deal with the disparity in performance and in order to increase the total productivity.

Training is critical in improving employee competence by increasing their knowledge, technical skills, and work-related skills. The current body of research underlines that training prepares employees with the skills required to do their work effectively and change with dynamic job

requirements. A case in point, Huang (2019) discovered that training significantly enhances the productivity of employees, their ability to acquire skills, and their overall work performance, thus, becoming an essential part of organisational growth. Similarly, studies by Putranti et al. (2024) prove that current training methods, including gamification, improve knowledge retention and engagement and positively affect job performance. Training also promotes confidence and innovation, which enables employees to make greater contributions towards organisational goals.

The role of training has been long understood as being a key performance-enhancing activity, not only in terms of acquisition of skills, but also in terms of commitment and productivity. Training, as Awoitau et al. (2024) found, can significantly enhance the performance of employees, especially when used together with motivation and compensation systems. Onyiorah (2021, 2022) supported this idea pointing to innovative and versatile learning strategies as essential to better outcomes. Professional development also boosts instructional delivery and competence (Onyiorah, 2023a, 2023b), and entrepreneurship-oriented training encourages employability and adaptability (Oguejiofor et al., 2022; Okoro et al., 2025). In addition, capacity building is enhanced by access to digital tools and learning resources (Oguejiofor and Onyiorah, 2021). Comprehensively, these reports indicate that there is still no sustained, context-specific training, which highlights the importance of consistent investment in the improvement of performance outcomes.

Another critical factor in determining employee performance is the reward systems. They include not only financial rewards (salaries, bonuses, incentives) but also non-financial rewards (recognition, promotion, career development opportunities). Proper reward systems encourage workers to work harder and work towards organisational goals. Recent empirical research indicates the beneficial effect of rewards on performance. According to Mdhlalose (2023), monetary and non-monetary rewards both positively affect the performance of employees by enhancing job satisfaction and motivation. In the same vein, Mbukwana and Ayandibu (2023) also found that performance incentives improve employee output, as they motivate employees to reach set targets. Moreover, Mowbray et al. (2024) state that tangible and intangible rewards increase employee motivation by enhancing the psychological safety and organisational identification that contributes to better performance outcomes. Rewards based on recognition, especially, foster intrinsic motivation and promote employees to go beyond the official job requirements. However, reward systems should be effective and just because, perceived equity strengthens commitment and productivity, but perceived unfairness kills motivation and diminishes performance.

The best way that training and reward systems can be used is in a synergistic manner. Training develops the abilities of the employees, and rewards encourage the use of these skills. According to Falalu and Gwarzo (2025), training and recognition are complementary variables that enhance employee performance and intrinsic motivation acts as an intermediary variable. Moreover, organisations that implement integrated human resource practices, such as training, motivation, and compensation, experience better performance results than the organisations that concentrate on a single strategy (Mofu et al., 2024). This synergy ensures that there is competency among employees as well as their motivation, promoting long term productivity. It is imperative to analyse the influence of training and reward on employee performance in the Enugu State Civil Service (2010/2019) in solving long-term inefficiency and poor productivity of the Nigerian public sector. The current literature shows that insufficient training and poor reward systems are some of the causes of low morale, absenteeism, low job commitment among civil servants (Mabindisa & Legoabe, 2021). Therefore, more specific studies are needed to explain how structured training and strong incentives can be used to improve performance results.

Furthermore, empirical evidence indicates that training enhances employee competence, efficiency, and adaptability, leading to improved organizational performance (Awoitau et al., 2024). However, most Nigerian studies are cross-sectional and fail to capture long-term trends, creating a gap that a 2010–2019 analysis can address. Similarly, reward systems—both financial and non-

financial—have been found to significantly influence motivation and productivity (Mbukwana & Ayandibu, 2023). Despite this, there is limited evidence on how these rewards function within specific state civil services such as Enugu. Thus, this study is important as it fills both temporal and geographical gaps while providing policy-relevant insights into improving civil service performance through integrated training and reward strategies.

1.1 Objective

Identify the impact of training and reward on employee performance in Enugu state civil service, 2010-2019

1.2 Research Question

What is the impact of training and reward on employee performance in Enugu state civil service, 2010-2019?

1.3 Hypothesis

A hypothesis can be seen as a probable statement which seeks to relate one phenomenon to another but which at the same time empirically verifiable (Oguonu and Anugwom, 2014). Therefore, the following hypotheses are intended to be tested in this study.

Adequate training and promotion of workers can enhance employee performance in Enugu state civil service, 2010-2019.

2. Theoretical Framework

The conceptual framework of this study is the Two-Factor Theory, also known as the Motivator-Hygiene Theory, which was described by Frederick Herzberg in 1964. Herzberg argued that both job satisfaction and dissatisfaction have dissimilar sets of factors that contribute to them. More importantly, he insisted that satisfaction is not the opposite of dissatisfaction; the lack of satisfaction results in a state of no satisfaction, and the lack of dissatisfaction in no dissatisfaction. This theoretical dichotomy is the premise of the theory.

Hygiene factors were identified by Herzberg as extrinsic factors that are necessary in preventing dissatisfaction at the workplace. These are external conditions related to the job but in a larger context. Although their existence does not always lead to motivation or long-term contentment, their lack elicits displeasure. Common hygiene aspects include remuneration, organizational policies, working conditions, and other benefits like health care and employee welfare schemes. These provisions deal with the basic physiological and safety needs of employees and serve as conditions of maintenance that sustain the environment.

Motivation factors on the other hand, are within the job and are charged with the responsibility of creating job satisfaction and enhancing employee performance. They consist of recognition, achievement, growth and promotion opportunities, responsibility, and the innate meaningfulness of the work. With the presence of these factors, employees will be more likely to feel motivated, engaged, and committed to their work. In contrast to hygiene factors, motivators have a direct impact on the psychological needs of employees and are the drivers of high performance.

The theory also outlines some major principles of increasing motivation, including improvements in employee autonomy, a reduction in too much managerial control, and the allocation of meaningful and exhaustive tasks. The administration of constant feedback and the support of the workers to take on demanding positions are also highlighted as the tools to develop engagement and expertise. Herzberg further differentiated between the actions driven by obligation (movement) and those motivated by actual interest (motivation) and thus emphasized the role of intrinsic motivation in achieving high productivity levels.

When imposing the given theoretical construct to the current study, it is clear that both hygiene and motivational aspects can and must be brought up to the level of performance in organizations. Alleviating discontent by means of fair pay, employment security, and a conducive workplace is only the first step. It is also important to promote motivation by encouraging employee participation, good communication, training and job enrichment, and career development. In the Enugu State civil service setting, such principles are bound to foster more efficiency and effectiveness when adopted.

3. Methodology

The research focus will focus on Enugu state and civil service system, giving a vivid description of historical preconditions, administrative hierarchy, and research methodology. The state of Enugu in the southeastern part of Nigeria is named after the capital city, and it means, the head of the hill. The historical development of the area can be traced back to 1909, when British colonizers discovered coal reserves in the Udi Ridge, thus, turning the area into an important mining and administrative center. Enugu has over time evolved into a colonial settlement, a strategic administrative hub, serving as the capital of different political administrative units, among them, the Eastern Region and further on, Enugu State. The state is geographically located at the centre of the Udi Plateau and borders Anambra, Ebonyi and Abia states. It has good climatic conditions, with fertile soils and moderate temperatures, making it suitable to agricultural activities and even habitation.

Enugu State is predominantly agrarian economically, with a significant number of its population practicing farming, trade and services also play an important role. City centers like the Enugu City are a significant commercial centre supported by the markets like the Ogbete Main Market and the Orié Orba Market. The educational system in the state is also well developed with a number of primary, secondary and tertiary institutions including the university of Nigeria, Nsukka and the Enugu state university of science and technology.

The Enugu State Civil Service has its roots in the colonial administrative system that was established by the British. After the union of Nigeria and the later administrative changes in 1914, civil service became an organized system. In line with the 1999 Constitution, the Enugu State Civil Service Commission was established as a statutory body, following independence in 1960 and subsequent state creation. The Commission consists of a chairman, commissioners and permanent secretary, who are nominated by the state governor. Civil Service Commission plays various central roles such as; recruitment, promotion, discipline, transfer and retirement of civil servants. The Commission has overall authority and supervision even though some powers have been delegated to ministries and the Office of the Head of Service. The Commission is structurally divided into a number of departments that include: Administration, Finance, Promotions, Recruitment and Training, and Planning. It also oversees several ministries and non-ministerial departments such as the Agriculture, Education, Finance, and Health departments.

Enugu State has a large civil service workforce whose total population is 10,100 employees spread in ministries. The Ministry of Health and the Ministry of Works and Infrastructure have the greatest number of staff, hence their central position in the provision of services to the population. The research design is descriptive methodologically. The number of respondents in this sample (385) was calculated using the formula stated by Yamane and randomly sampled across ten ministries due to the high population. The process of data collection was mainly through interviews with the primary officials, including permanent secretaries and department heads, and was complimented with secondary data, including published and unpublished sources. The research instruments were reliable and validated by carefully designing questions and aligning them with the research objectives.

4. Results and discussion

Hypothesis: Adequate training and reward of the workers can enhance employee performance in Enugu state civil service, 2010-2019.

The major objective of every organisation, whether private or public, is to improve its productivity, and this achievement to a great extent depends on the quality and competence of its human resources. Responsible organisations recognize that human resources are their main resource in achieving the desired objectives. Consequently, workers must be equipped and trained adequately to ensure that their knowledge, skills, and abilities facilitate the attainment of organisational goals and objectives. To corroborate, Singh & Mohanty (2012), posit that training is a central and powerful instrument for the effective achievement of organisational goals and objectives, resulting in greater productivity. As such, the performance of an organisation to a great extent relies on the capacity and expertise of the employees at the managerial and lower levels of the organisation and such capacities and abilities derive from the knowledge and training they receive (Dialoke, Ukah and Ikoro, 2016).

Also, training is fundamental, in view of the evolving technology; the automated work environment; the rapid transformation in administrative settings, accompanied by the demands of diversity management as hallmarks and trappings of globalization. The importance of training has no doubt been recognized in many organisations as the key factor for improved productivity. However, manpower training in the public sector is threatened with a number of problems like the absence of systematic training despite the various reforms that laid emphasis on training (Okotoni & Erero, 2005). This is because the various reforms in the public sector have not considered it necessary to initiate definite and continuous training programmes that will increase employees' productivity. This implies that when training need is recognized and resources and time are committed, the training exercise can still be inadequate in addressing the productivity deficit. Sometimes, the training exercise is haphazard or lopsided in design, implementation and participation. At times, training is based on a faulty diagnosis of training needs. Again, there are instances where public sector managers do not recognize employees who have participated in training programmes to acquire additional skills and knowledge. Such recognition may come in form of salary increase, promotion and other fringe benefits to reward their efforts. In cases where training has taken place, management may not be willing to deploy such staff to other departments where they are relevant.

Also, job enlargement is performed without adequate regard to the skills and capabilities of the staff, which may result in low morale and frustration on other employees who desire to undergo further training. The above mentioned attitudes of management to manpower training can result in progressive degeneration of capabilities of employees to cope with challenges arising from the social, economic and technological changes. The narrative would have been different if the Nigerian federal government has embraced the 1988 and 1999 recommendations of the civil service commission which indicated that ten percent of the total annual emoluments of all personnel be reserved for staff training and development. However, majority of the public organisations have failed to honour these recommendations. For instance, employees of most public sector organisations are seldom sent on training and those who expressed their desire to undertake any form of training may not be given any form of assistance like study leave with pay, to sustain the programme. In some cases, the relevance of the training to the requirements of the present job and future postings are not considered before employees are sent on training. Even when the staff embarks on skill acquisition programmes, the management may not provide the necessary equipment to enhance operations. The resultant effect of this, is that such employees may find it difficult to cope with the evolving technological work environment.



Figure 1: Impact of Staff Training and Development Practices on the Achievement of Goals and Objectives

Figure 1 shows the benefit of staff training and development practices on the achievement of goals and objectives in the organization. This benefit ranges from workers, management and organization. These training and development practices, no doubt enhance the organizational overall performance and productivity thereby reducing cost and wastage in the organization. On the other hand, reward system in the organization is adjudged as a panacea to achieving improved performance in the organization. Researchers such as Pratheepkanth (2011), Obasan (2012), Harunavamwe & Kanengoni (2013) and many others have carried out studies to investigate the impact reward employees receive have on their performance. The researchers have argued that reward leads to motivation and satisfaction which in turn results to improved performance. Akerele (1991) in his study found that returns made by organisations always determines how much will be paid as reward to employees. He stated further that such difference in wages between high and low reward earners contribute to low morale, low performance and low productivity.

Pratheepkanth (2011) in studying the relationship between reward and employee motivation investigated commercial bank workers in Srilanka and found that a significant relationship exist between reward and employee motivation. The study was also able to conclude that the higher the employee reward, the higher the motivation they have to perform better on the job and vice versa. Similarly, Harunavamwe and Kanengoni (2013) investigated the impact of monetary and non-monetary rewards on motivation. Unlike Pratheepkanth, they found a moderate significant relationship between non-monetary reward and employee motivation, and no significant relationship between monetary reward and motivation of workers. On empirical studies among public servants, Okwudili (2015) also carried out a study on the effect of non-monetary reward on productivity of employees among selected government parastatals in Abia State. The study concluded that higher productivity and efficiency of employees in government parastatals are possible with the effective exploitation of human resource through non-monetary rewards implementation. Ejumudo (2014) also investigated the relationship between reward system management and staff performance in Delta State Civil Service. Ejumudo (2014)'s study found that the incongruence of the pay reward system of the Delta State civil service and the central guiding principle of fairness, cost of living and moderation, the in-grained culture of poor performance and dysfunctional employee mode of entry have negatively impacted on the performance of the staff. The implication of the finding is that poor

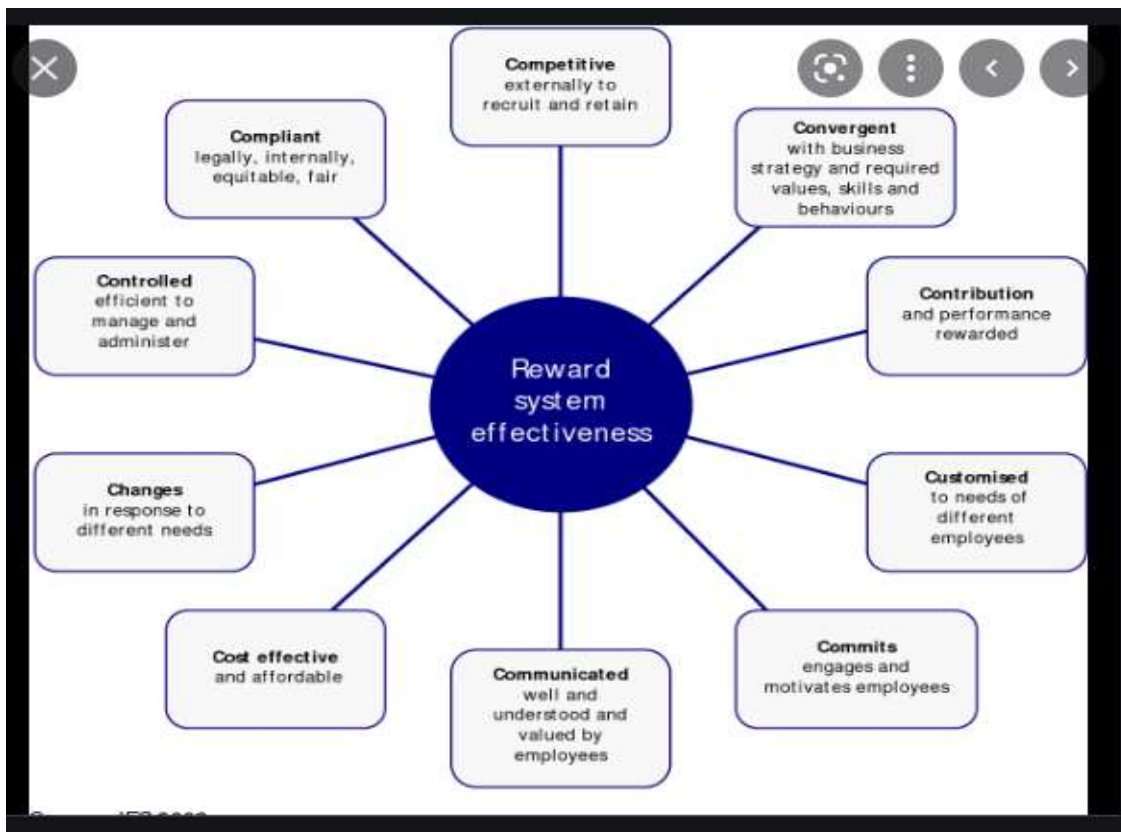
performance and low productivity being experienced from the civil servants is a result of poor and lack of adequate pay reward to them.

Bello and Adebajo (2014) also studied reward system and employee performance among public secondary school teachers in Lagos State, Nigeria. They found a significant direct relationship between the performance of the teachers and their salary package. Also they found that allowances and access to training of the teachers also affect their performance on the job. They concluded that workers reward package matters a lot and that employers should take it seriously as most of the employees express displeasure with their reward through poor performance and non-commitment to their job. Ghazanfar et al. (2011) argued that previous literature revealed that to achieve organizational goals and objectives, the human resource of the organization must be adequately rewarded for them to be well motivated and engaged. In their study of the relationship between work motivation and satisfaction, they found that satisfaction with compensation can be factor of work motivation and that flexible pay is not a motivating factor in the jobs which the employees were holding.

Ghazanfar et al. (2011) further found that benefits do not have a significant impact on work motivation. Hence, from their study they concluded that intrinsic reward tends to motivate workers more than extrinsic rewards. Finally, researchers have attempted to compare financial and non-financial reward in relation to employee performance. For instance, Grant and Singh (2011) argued that traditional financial reward schemes such as stock option and bonuses are often beneficial for motivating and improving employee performance, but with some negative consequences such as unethical behaviour, heighten employee turnover rate, envy and fuel discontent among employee when not well applied in an organization. As explained in Azoulay, Graff-Zivin and Manso, (2010), it is the long term rewards rather than short term rewards which non-financial reward offer that help to motivate employees in their work and promote overall greater creativity. According to Tumwet (2013) among the non-financial incentives with significant influence on performance were: opportunity for personal development, autonomy and responsibility, teamwork, job security, professionally stimulating environment, opportunity to set performance goals, predictable work life, opportunity to lead, training and development and flexible policies.

Figure 2 and 3 clearly demonstrates that in all the branches under study performance appraisal constitutes the single most important factor upon which rewards are reviewed. This is followed by company profits. It was also indicated that employee attendance to work does not form any basis for the review of reward system. Indeed, merely being present does not mean productivity or efficiency and effectiveness. Performance really has to do with once ability to optimize his output given limited resources. Appraisals really give both management and employees the opportunity to identify their core competences upon which they can leverage, as well as their deficiencies that needs correcting. It gives the opportunity for the bank to identify and recognize distinguished and hard working employees and reward them appropriately.

The analysis of the interview from the study area revealed that the workers in Enugu state civil service undergo some level of training. According to the Permanent Secretary of the Ministry of culture and tourism, the state government takes training of workers seriously. The informant stressed that the permanent secretaries in Enugu State civil service have been undergoing series of training. Once you are employed, the ministry will train you. The type of training here in the ministry is On-the-Job training. He explained that On-the-job training is a broadly used technique, where learning takes place in the work environment. This method operates in the context of work, at the same time; the actual work is being performed. Most organizations prefer on-the-job training for the acquisition of effective skills and abilities. This is because with this method, employee's development and skills advancement is achieved more rapidly and employees benefit from relating with co-workers.



Source: Armstrong, Duncan, and Peter (2011)

Figure 2: The Effectiveness of Reward System in the Organization



Figure 3: Basis for Upward Review of Rewards in the Organization

The employee is in the real work situation and shown the job. He learns in the same environment where he will, in future, be working. He further opined that one of the advantages of on-the-job training is that it reduces the difficulty in transferring knowledge associated with other

approaches to training; it expedites the transfer of knowledge because the learner has instant opportunity to practice; it also reduces the cost of training as no additional training facilities are required. On-the-job training could take the following forms:

Orientation/Induction Training is precisely designed for new employees to enable them get acquainted with the overall requirement of the organisation such as norms, ethics, goals, rules and regulations. It is also geared towards getting the new employees acquainted with the organisation's goals, structure, culture, work standard and different conditions of employment. This familiarization with the work environment protects them from making costly mistakes. He further stated that orientation or induction training is given to newly hired or appointed staff immediately they are employed, to get them familiarized with their new positions and to make them understand the overall objectives, scope, programmes, problems, policy and structure of the organisation. Induction courses are imperative for newly hired officials to enable them gain self-confidence and perform up to expectation. The duration may range from few days to three weeks depending on the situation.

Job rotation is a management approach where employees are shifted between two or more assignments or jobs at regular intervals in order to expose them to master what goes on, in other sections or departments in an organisation. Job rotation is an organised practice to reduce the boredom of doing same type of job every day in order to explore the hidden potentials of an employee. The essence of this programme is to widen the knowledge and capabilities of workers in different professions. The added knowledge may be needed for performing higher level tasks and taking up higher level responsibilities. Some advantages of job rotation are: to help management discover the talent of employees and determine what he or she is best at; it gives an employee a chance to explore his or her own interests and gain experience in different fields or operations, to provide a general idea of organisational objectives; to encourage co-operation among departments and to promote organisational flexibility through dynamic human resource utilization.

This is the most direct and effective manner for a person to influence the behaviour of another person. Coaching generally follows the format of individual guidance that is focused on job performance and aimed at one person per time. Usually, the person being coached is exposed to a chain of planned instructions to accelerate his development. He may be given a unique assignment, possibly as a member of a committee or task force, he can also stand-in for the boss or be delegated part of his obligation, his activity can be enlarged, or he can be systematically associated through a chain of jobs. Coaching is an effective training technique of a business enterprise. It takes place most often and naturally in the superior-subordinate relationship. The coach specifically advises the personnel on how to perform a particular task; they provide constructive feedback and delegate further similar tasks, setting goals or higher-level tasks for the individual to complete. One of benefits of coaching is that the employees improve their performance and skills by receiving one-on-one training to develop career prospects. Also, majority of coaching is generally delivered within the organisation by an immediate supervisor or manager. Though, some organisations may prefer to employ external professional coaches to provide these services.

The above analysis clearly explains the importance of training and reward system in the organization. Training is viewed as a central and powerful instrument for the effective achievement of organizational goals and objectives, resulting in greater productivity. This no doubt supports the hypothesis that says 'adequate training and reward of the workers can enhance employee performance in Enugu state civil service, within the period under review.

5. Conclusion

The study examined the impact of training and reward on employee performance in the Enugu State Civil Service between 2010 and 2019. Findings revealed that both training and reward systems play a critical role in enhancing employee productivity, efficiency, and overall organizational performance. Training was identified as a vital tool for equipping employees with the necessary

knowledge, skills, and competencies required to meet the demands of a dynamic administrative environment. However, despite its importance, the study observed that training programmes in the civil service are often irregular, inadequately planned, and poorly implemented, thereby limiting their effectiveness. Similarly, the study found that reward systems significantly influence employee motivation and job satisfaction. Both monetary and non-monetary rewards were shown to have a positive relationship with performance. However, inconsistencies in reward administration, lack of fairness, and inadequate recognition of employee efforts were identified as major challenges that undermine morale and productivity among civil servants.

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