

# REWARD SYSTEM AND SERVICE DELIVERY IN ANAMBRA STATE CIVIL SERVICE

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**Abstract:** This study examined the impact of effective reward system on service delivery in civil service, with particular reference to Anambra state civil service. Specifically, the study examined the relationship between pay reward, employee recognition, conducive work environment, staff development and service delivery in Anambra state civil service. A cross-sectional survey was adopted for the study. A structured questionnaire developed by the researcher was used to elicit information from the respondents. Out of the 10,100 civil servants of various ministries in Anambra state civil service, 625 was determined through Taro Yamane formular as the sample size. Quantitative data collected through the questionnaire was analyzed by the use of descriptive statistics using the Statistical Package for Social Sciences (SPSS) and presented in percentages, means, standard deviations and frequencies. Simple random sampling techniques was used for the study. Consequently, the researcher used correlation and multiple regression analysis to test the hypothesis formulated to guide the study. The study was anchored on Expectancy Theory. Findings from the study show that pay reward and some non-financial rewards such as employee recognition, conducive work environment and staff development are positively and significantly enhanced to service delivery in civil service. The study recommended among others that the government at all levels should endeavour to provide employees with adequate pay incentives to facilitate the achievement of desired high-level service delivery in the civil service as obtains in the private sector of the economy.

**Keywords:** Reward System, Service Delivery.

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## 1. INTRODUCTION

This nature-nurture perspective of explaining the indicators of employee performance underscores the indispensability of reward system as an integral part of organizational environments. In the light of this, it is instructive to assert that well rewarded employees are more likely to feel valued and cherished by their organizations.

Torrington (2011) describe the importance of workplace rewards as follows; Reward is clearly central to the employment relationship. While there are plenty of people who enjoy working and who claim they would not stop working even if they were to win a big cash prize in a lottery, most of us work in large part because it is our only means of earning the money we need to sustain us and our families. How much we are paid and in what form is therefore an issue which matters hugely to us (Torrington, 2011, p32).

The rewards that we apply to both individual and team performance are therefore critical in determining how affective our reward strategy will be. Wilson (2003) describes rewards and their purpose as including systems, programmes and

practices that influence the actions of people. The purpose of reward system is to provide a systematic way to deliver positive consequences.

The Fundamental purpose is to provide positive consequences for contributions to desired performance by the employees.

Employee reward can either be financial or non-financial or both. What is important is that an employee is adequately compensated for his efforts and such practice actually induces him to greater performance (Gunu, 2005). However, reward that motivates employees may not be the same for everybody.

The problem of service delivery is not unique to any particular country alone; it is a problem that is faced by many countries of the world, especially in Africa and other developing countries. Humphrey (2008) alluded to the fact that, delivery of services has a direct and immediate effect on the quality of the lives of the people in a given community. Poor services can make it difficult to attract business or industry to an area and it will also limit job opportunities for residents. Hence, as Besley and Ghatak (2007) indicate, improving public service delivery is one of the biggest challenges worldwide.

Despite the arguably important nexus between reward system and service delivery in both public and private sector organizations, it is worrisome to note that management of many organizations, particularly those of civil service, hardly consider it as a critical aspect of managing service delivery. Consequently, employee performance that is a crucial input for sustaining increasing organizational productivity has been largely absent thereby making it extremely difficult for the service to achieve set objectives (Olajide, 2000). While Akerele (1991) cited in Ali (2003) has blamed the low productivity level of Nigerian workers on several factors, particularly the failure of employers to provide adequate reward for hard work. This is because the real success of organizations originate from employees willingness to use their creativity, abilities and know-how in the direction of their organizations' growth and development path in response to the favourably stimulating and encouraging reward practices.

### **Statement of Problem**

However, civil servants face a lot of difficulties in the discharge of their duties in Anambra state which tend to have affected or influenced the quality of their service delivery in the state civil service. This difficulties of civil servants in Anambra state ranges from poor and irregular pay to poor rewards, poor condition of service, poor work environment, to motivate them and enhance their performance. It is on this note that this study examines the impact of reward system on service delivery and the performance of civil servants in Anambra State.

The study tend to answer the following questions; How does pay reward affect service delivery in Anambra State civil service?, How does employee recognition influence service delivery in Anambra State civil service?, How does condition of service affect employee service delivery in Anambra State civil service?, How does work environment affect service delivery in Anambra State civil service?, How does staff development affect employee service delivery in Anambra State civil service?.

## **2. LITERATURE REVIEW**

### **Concept of Reward System**

To Armstrong (2013), reward system refers to all the employer's available tools that may be used to attract, retain, motivate and satisfy employees. According to Kolly (1964), it is the material and psychological pay-off for performing and satisfaction can be improved by properly administered reward. It must be noted that all workers who devote their time to worthy causes expect to be rewarded in some way or the other for their efforts or contributions, he added. Thompson (2002) defined reward as appreciation in cash or in kind given to employees for their extra contributions to the organization.

### **Types of Reward**

There are various forms of reward and nearly all these forms of reward can be categorised into four broad types (Sarchione, Cuttler, Muchinsky, & Nelson-Gray., 1998: 226). The four broad types are:

**(a) Wages and Salary:** Wages are what is paid to employees who are not permanently employed and typically pertains to hourly rates of pay (the more hours worked, the greater the pay), while salary is what is paid to people that are permanently employed and this is at a fixed weekly, monthly, or annual rate of pay.

**(b) Incentive Plans:** This is an additional reward which is above and beyond the employees wage or salary provided. It may be long term or short term in nature.

**(c) Employee Benefit Programmes:** Time off with pay, pension scheme, tuition reimbursement, recreation activities, cafeteria services are all examples of employee benefit programmes.

**(d) Additional Privileges:** Employees in organisations may have other privileges such as the usage of company vehicles/cars, club membership or travelling allowance. These privileges may be a substantial part of reward, especially for the executives.

### Concept of Service Delivery

Municipal research and services centre (MRSC, 1993) cited in Armstrong (2013) defines service delivery as the actual production of a service such as collecting refuse and disposing it or lighting the streets. Staus (2005) supports this view and suggest that in economic transactions, it is specialized skills and knowledge that are exchanged for money rather than physical resources.

As a crucial responsibility of government and government institutions, the public service should deliver services that a society requires to maintain and improve its welfare. Ghatak (2007) argue that public services are a key determinant of quality of life that is not measured in percentage income. The author stressed that service delivery is an important feature of the poverty reduction strategy.

## 3. RESEARCH METHODOLOGY

The design used for this study is “cross-sectional design”. A cross-sectional study involves looking at data from a population at one specific point in time. Both primary and secondary sources of data were used to generate the data for this study.

The population of this study is 10100 which is made up of the totality of civil servants in Anambra State as could be found in the Ministries and the Civil Service Commission. The population of Civil Servants working in Ministries, Parastatals and other agencies in Anambra State as at 31<sup>st</sup> November, 2018. The sample size of 625 was determined using the Taro Yamane Formula of 1964. Sampling Frame and Simple Random sampling technique was adopted in selecting the final respondents for this study.

Quantitative data collected using questionnaire was analyzed by the use of descriptive statistics using the Statistical Package for Social Sciences (SPSS) and presented through percentages, means, standard deviations and frequencies. Consequently, the researcher used correlation and simple regression analysis through the application of SPSS version 16.0 software to analyze the data collected in order to test the formulated hypotheses. The significance level was 0.05. This is the probability level at which we were willing to risk type I error.

### Data Presentation and Analysis

Out of six hundred and twenty-five (625) questionnaires administered, six hundred and twelve (612) were dully filled and returned. Therefore, the data generated was analyzed based on the six hundred and twelve (612) returned questionnaire.

### Research Question 1:

#### How does pay reward affect service delivery in Anambra State civil service?

**Table 1:** The extent to which pay reward affect the service delivery of employees in Anambra State civil service commission was determined by the mean and standard deviation scores of the reward system questionnaire scale that was self-developed by the researcher.

The data in Table 1 shows the percentages, mean and standard deviation scores of the respondents on the items or Statements in the reward system scale. The weighted mean score of the responses is 19.85 with a standard deviation of 11.56 ( $X = 19.85, SD = 11.56$ ).

This reveals that the overall perception of the employee’s about their salary was low and in turn affects their service delivery. The result indicates that the level of employee service delivery is not high but recommendable in Anambra State civil service commission. This is also a signal that the commission does not have a sound reward system structure in

place. If employees are not satisfied that their organization is not offering a sound or reasonable reward system, then their motivation is not at a higher level which may hamper their service delivery.

In addition, the significant effect of reward system on the service delivery of employees in Anambra State civil service commission was determined from the mean scores of their responses on each item of the service delivery scale. In response to the Statement that their salary is commensurate with the work they do, 12.4% participants strongly agrees with the Statement, 14.7% of them agreed with the Statement, 14.7% participants agreed slightly, 10.0% of them were neutral, 11.4% disagree slightly, 19.5% of the respondents disagree with the Statement and the remaining 13.3% participants are in strong disagreement with the Statement with a mean and standard deviation of ( $X = 3.96$ ,  $SD = 2.01$ ). With this result, the perception of the employees about this item in question is below average, which means that the commensuration between their salary and their duty is very low.

The Statement that their salary is reasonable to compensate them for their jobs in the commission was strongly disagree to by 15.2% participants, 22.9% participants disagreed, 14.3% of them disagreed slightly, 12.4% of them are neutral, 17.6% agreed slightly with the Statement, 14.3% agreed with the Statement while the remaining 3.3% participants strongly agree with the Statement with a mean and standard deviation of ( $X = 3.50$ ,  $SD = 1.80$ ). This also shows that employee's perceived that their salary is not reasonable enough to compensate them for their jobs.

However, some of the respondents disagreed that their salary is above those paid by similar commission in the country. In terms of the analysis, 20.0% of the respondents strongly agree with the Statement, 25.2% of them disagreed with the same Statement, 13.3% disagree slightly, 17.1% of the participants are neutral, 14.3% agreed slightly, 8.1% also agreed on the Statement while the remaining 1.9% participants strongly agree with the Statement with a mean and standard deviation of ( $X = 3.12$ ,  $SD = 1.68$ ). This is an indication that the perception of the respondents that their salary is above that of their counterparts in similar industry is not high.

The response of the participants on the Statement that their commission is paying a salary and emoluments that are reasonable to motivate them to perform effectively and on a lay down procedure is analysed as follows: 20.4% participants strongly disagree with the Statement, 23.7% of them are in disagreement with the Statement, 14.2% disagree slightly, 18.0% of the participants are neutral, 11.8% of the respondents agreed slightly with the Statement, 7.1% are in agreement with the same Statement while the other 4.7% participants strongly agreed to the Statement. This is having a mean and standard deviation of ( $X = 3.17$ ,  $SD = 1.75$ ). This shows that the employee's equally perceived that their commission is not paying salary and emoluments that are reasonable enough to motivate them to perform effectively.

The Statement that they are receiving other payments apart from the salary that is being paid is discussed as follows: 39.5% participants strongly disagree, 21.4% of them are in disagreement, 9.5% disagreed slightly, 4.2% of the respondents are neutral, 9.5% slightly agree, 7.6% of the participants agreed on the Statement while the remaining 5.7% participants strongly agree to the Statement with a mean and standard deviation of ( $X = 2.79$ ,  $SD = 2.35$ ). This Statement produced low mean scores which are less than 3.50 what is acceptable but indicates low perception of the employees about receiving other payments apart from their salary.

In addition, the respondents disagreed that their salary is competitive, reasonable and reviewed on a fair manner in the sense that, 17.1% of the participants strongly agree to the Statement, 25.6% of them are in disagreement, 13.3% disagreed slightly, 19.9% of the participants are neutral, 8.5% of them agreed slightly, 11.4% participants are in agreement to the Statement while the remaining 4.3% participants strongly agreed with a mean and standard deviation of ( $X = 3.28$ ,  $SD = 1.76$ ). This Statement produced low mean scores less than 3.5 which is marked for acceptability. This implies a moderate extent of reward system with the overall service delivery of the employees in Anambra State civil service commission. In conclusion, the mean from the above table shows that item 1 has the highest mean of  $X = 3.97$ , item 3 with  $X = 3.50$ , item 5 with  $X = 3.28$ , item 6 with  $X = 3.18$  and item 2 with  $X = 3.12$  respectively and the respondents agreed slightly with all the items but item 4 with  $X = 2.80$  shows that the participants are in disagreement with the Statement. The aggregate standard deviation for all the items is 1.60.

Finally, it is noted that the perception is not a high one for the employees' service delivery due to a reasonable remuneration scheme which is low that is operating in the firm.

All the questions asked here are important to this study in the sense that it brings to the fore the importance of reward system in achieving greater service delivery from the employees. The view of the respondents about the pay reward of Anambra State civil service commission was that it is inadequate compared with what their counterparts in similar

organizations are receiving, hence, it serves as a demotivator on the part of the employee's. This has a scholarly contribution that reward system plays a vital role in accomplishing employee's service delivery as well as the overall service delivery of the organization in Nigeria as it is obtainable in other part of the world.

#### Research Question 2:

#### How does employee recognition influence service delivery in Anambra State civil service?

**Table 2** To answer this question, the motivational questionnaire scale was used. The results of the mean and standard deviation scores is presented in Table 4.8 below

The data in Table 2 shows the percentages, mean and standard deviation scores of the respondents to the items or Statements in the motivational questionnaire scale. The weighted mean score of their responses is 28.39 with a standard deviation of 9.01. This indicates that the majority of the respondents have a high level of motivation because of the reward system structure.

The extent to which reward system affects employees' motivation was also determined from the mean score of their responses to each item on the organizational commitment scale. As indicated in Table 4.2, the majority of the respondents Stated that they are motivated because of the human relations they have with their co-workers. A total of 1.4% of the participants strongly disagree with the Statement, 9 (4.2%) of the respondents disagreed with the Statement, 2.4% of them disagree slightly, 10.0% respondents were neutral, 13.8% of them agreed slightly, 39.0% out of the participants agreed with the Statement, 29.0% of them strongly agree to the Statement which is having a mean and standard deviation of ( $X = 5.63$ ,  $SD = 1.40$ ). This result shows that the interpersonal relationships among the respondents were quite high and their perception about this is high which has contributed to the level of the motivation they enjoyed.

The Statement that their supervisor allowed them to do their work on their own and receive recognition from them as well is elaborated upon as follows: A total of 0.9% of the respondents strongly disagree, 2.8% of them disagreed with the Statement, 3.8% respondents disagreed slightly, 10.0% of the participants are neutral, 27.5% out of the participants slightly agree to the Statement, 34.6% participants totally agree to the Statement. The remaining 20.4% participants strongly agree with the Statement with a mean and standard deviation of ( $X = 5.45$ ,  $SD = 1.27$ ). This result indicates that the respondents are allowed to do their work on their own thereby causing them to be motivated on the job.

The next Statement, which indicates that their promotion is enhanced through what they do in the job, is also expatiated upon. In total, 4.3% of the participants strongly disagree with the Statement, 13.7% of them are in disagreement with the Statement, 14.7% of them disagree slightly with the same Statement, 20.4% of them are neutral, 12.3% participants agreed slightly with the Statement, 21.3% of the respondents agreed to the Statement, 13.3% of the participants further agreed strongly to the Statement with a mean and standard deviation of ( $X = 4.39$ ,  $SD = 1.76$ ). This result indicates that the perception of the respondents about the enhancement of their promotion is high and they are motivated doing their job.

The Statement that the commission policy is friendly and flexible in allowing contribution of new ideas from employees' is expanded on. In total, 10.0% participants strongly disagree with the Statement, 17.5% out of them disagreed with the Statement, 14.1% of the respondents disagreed slightly with the Statement, 21.3% of them are neutral, 18.5% slightly agree to the Statement, 10.9% respondents agreed on the Statement while the remaining 5.7% respondents agreed strongly with a mean and standard deviation of ( $X = 3.76$ ,  $SD = 1.68$ ). This result implies that the respondents are not motivated enough because the commission policy is not friendly and flexible in giving them the opportunity to contribute new ideas.

The Statement about reward system that says they receive the same reward system with their counterparts in similar organization is hereby interpreted as follows: in total, 33.3% out of the participants strongly disagreed, 21.4% of them are in disagreement with the Statement, 9.5% of them disagree slightly, 14.8% out of them are neutral, 12.4% participants agreed slightly, 4.2% of them agreed and the remaining 2.4% respondents strongly agree with the Statement with a mean and standard deviation of ( $X = 5.31$ ,  $SD = 1.76$ ). This shows that there is high level of demotivation among the respondents because their level of agreement was a negative one. This means that their perception that they receive the same reward system with their counterparts in similar industry was negative.

The Statement, which says that developmental programmes have been used by the organisation to boost employees' morale, a total of 9.1% participants strongly disagree with the Statement, 25.8% of them disagreed with the Statement, 15.3% out of them slightly disagree with the Statement, 21.1% respondents were neutral, 13.9% out of the respondents

agreed slightly with the Statement, 11.0% of the participants agreed with the same Statement and the other 3.8% participants strongly agreed with a mean and standard deviation of ( $X = 3.53$ ,  $SD = 1.64$ ). This result indicates that the participants are not satisfied with the developmental programmes been organized by the organization and this shows that their perception of the developmental programmes was low.

The results indicate that the employees of Anambra State civil service commission are highly motivated on 5 motivational items - human relations/co-workers, independence and recognition, promotion and commission policy. Additionally, the result indicates that reward system motivates the employees towards achieving greater service delivery on each of the 5 motivational items. A reward system structure in which the employees who perform better are paid more than the average performing employees, motivates the employees to perform better and harder. From the foregoing table, the mean revealed that item 4 has the highest mean of ( $X = 5.63$ ), followed by item 6 with ( $X = 5.62$ ), item 1 with ( $X = 5.46$ ), item 2 with ( $X = 4.39$ ), item 3 with ( $X = 3.76$ ) and item 5 with ( $X = 3.53$ ) in that order of magnitude. This reveals that the Statements are agreed to strongly by the respondents. The standard deviation for all the items is above 1.20 which shows that the respondents varied significantly in their responses with the Statements under reward system and employee's motivation. These results are a strong indication that the civil servants are well motivated. The questions raised in this section are very vital to this study in the sense that they are related to the motivation construct and to be able to achieve the 2<sup>nd</sup> objective whether reward system in terms of recognition has impacted on employee's motivation toward service delivery. However, from the responses of the participants, it is found that they employees are not well motivated through the management of reward system in the civil service commission. This is a scholarly contribution of this study to the area of employee's motivation in the civil service commission. This should be improved upon in order to enhance the motivation of employees so that it will lead to high retention of skilful employees as well as reducing absenteeism, labour unrest and also increasing the competitive edge of the commission in the country.

### Research Question 3:

#### How does condition of service affect employee service delivery in Anambra State civil service?

This study question is answered using responses from the governmental policy on reward system questionnaire scale which is Measure 3.

Table 3 reveals the relationship between reward system and governmental policy in the Anambra State civil service commission. The weighted mean score of their responses is 15.89 with a standard deviation of 8.66 and this shows that the overall perception of the participants was low. This indicates that governmental policy is responsible for the formulation and implementation of strategies and policies that aim to compensate civil servants fairly, equitably and consistently in accordance with their value to the organization in the Anambra State civil service commission.

As shown in Table 3, the mean score of government policy on reward system which should be enforced in their civil service commission was higher than all the items presented under condition of service questionnaire scale. This can further be explained as follows: 15.7% of the respondents strongly disagree with the Statement, 33.3% of them are in disagreement with the Statement, 18.1% participants disagreed slightly, 13.3% of the respondents are neutral, 8.1% out of them agreed slightly with the Statement, 7.6% participants agreed with the Statement and only 3.8% participants are strongly in agreement with the Statement with a mean and standard deviation of ( $X = 3.98$ ,  $SD = 1.85$ ). This result shows that the participants are of the opinion that condition of service affect employee service delivery in Anambra State civil service therefore they have a low perception about it.

The next Statement to this is that government policy on remuneration has achieved comparability between public and private sectors pay and benefit. In total, 46 (22.1%) participants strongly disagreed, 32.9% participants disagreed, 13.3% of them disagree slightly, 19.5% of the respondents were neutral, 5.2% participants agreed slightly, 3.8% of the respondents are in agreement with the Statement and the remaining 3.3% participants are strongly in agreement with the Statement with a mean and standard deviation of ( $X = 3.28$ ,  $SD = 2.00$ ). This result is an indication that participants perceived that government policy on remuneration has not achieved comparability between public and private sectors pay and benefit. Therefore, their perception about the Statement was low.

The next Statement in terms of aggregation is that government policy has contributed to the employees' motivation in their organization and is explained as follows: 22.1% participants strongly disagree, 24.5% of them are in disagreement with the Statement, 13.9% participants disagreed slightly, 13.5% of them are neutral, 3.8% of the respondents agreed slightly with the Statement, 12.5% of the participants are in agreement with the Statement while the remaining 9.6%

participants strongly agreed on the Statement with a mean and standard deviation of ( $X = 3.02$ ,  $SD = 1.65$ ). This result shows that the participants were not very satisfy with the contribution of government policy contribution on employee's motivation in Anambra State civil service commission. Hence, their perception about it was low and not satisfactory.

The next Statement says government policy as regards reward system takes adequate care of the private sector and the views of the participants are as follows: 21.9% of them are in strong disagreement with the Statement, 33.0% of them also disagree with the Statement, 13.3% participants disagreed slightly, 19.5% of the respondents were neutral, 5.2% of them agreed slightly, 3.8% participants are in agreement with the Statement while the other 3.3% participants are strongly in agreement with the Statement with a mean and standard deviation of ( $X = 2.83$ ,  $SD = 1.60$ ). From the result, it was established that the participants were not very satisfy on government policy as regards reward system for not taking adequate care of the private sector. Therefore, the perception of the respondents was very low.

The last Statement that is having the least value is that government policy on reward system has greatly influenced the review of salaries in their organisation, the views of the participants are as follows: 7.6% participants strongly disagreed with the Statement, 20.0% out of the participants are in disagreement with the Statement, 14.3% of them disagreed slightly, 23.8% of them were neutral, 4.3% participants agreed slightly, 18.6% of the them are in agreement with the Statement, and the remaining 11.4% participants are having strong agreement with the Statement with a mean and standard deviation of ( $X = 2.78$ ,  $SD = 1.56$ ), this shows that the participants were not really satisfied that government policy on reward system has greatly influenced the review of salaries in their organisation. In other words, government policy on remuneration has no effect on the relationship between reward system administration and employees' motivation in the private sector. The results indicate that the respondents are dissatisfied with this Statement. This implies that in the perception of the respondents there is no relationship between reward system administration and governmental policy in the Anambra State civil service commission. Likewise, the above table portrays the mean of each Statement as responded to by the participants as follows: item 3 is having a mean of ( $X = 3.98$ ), item 5 is having ( $X = 3.28$ ), item 4 is having ( $X = 3.02$ ), item 1 is having ( $X = 2.83$ ), while item 2 has ( $X = 2.78$ ) which shows that the respondents are not in agreement with the Statements. The standard deviation of each Statement that is greater than 1.5 reveals that the participants varied in a significant way in their responses to the Statements. Above all, the responses of the participants revealed that government policy on reward system does not really affect reward system administration in the Anambra State civil service commission that operates within the private sector.

The questions asked in this section are imperative to this study in the sense that it will highlight how government policies on reward system have influenced the management of reward system in the civil service in Nigeria. In all the 5 items in this section, majority of the respondents disagree with the items which is an emphasis that governmental policies on reward system in Nigeria does not have a bearing or influence on the remuneration in the Nigeria's civil service.

#### **Research Question 4**

##### **How does work environment affect service delivery in Anambra State civil service?**

The extent to which *work environment affect service delivery in Anambra State civil service* was determined by asking the respondents to indicate the level of agreement or disagreement with the 6 items or statements in the multifactor working environment style questionnaire which is Measure 6.4.6. The results of the analysis are presented in Table 4.

The data in Table 4 shows the percentages, mean and standard deviation scores of the respondents to the items or statements in the multifactor working environment questionnaire form- 5X (MLQ). The weighted mean score of their responses is 32.62 with a standard deviation of 7.95. This indicates that the majority of the respondents perceived their working environment as satisfactory. This implies that work environment enhances civil servant's service delivery.

In addition, the satisfactory level of working environment on behaviours among the respondents can be determined from the mean scores of their responses on each item on the multifactor working environment questionnaire form. On the seven-point scale, the mean score of 3.50 and above would generally imply agreement with the suggested notion of the item while the lower mean score indicates disagreement. The statement that The work environment of our organization enhances civil servant's service delivery was strongly disagreed to by 0.5% participant, 1.9% of them disagreed with the statement, 0.9% slightly disagree with the statement, 3.8% participants were neutral, 24.1% respondents agreed slightly with the statement, 38.9% participants are in agreement with the statement while only 29.9% respondents strongly agree with the statement. This is having a mean and standard deviation of ( $X = 5.86$ ,  $SD = 1.09$ ).

The statement that says The offices and equipment in the organization are too close to each other making operation and communication less difficult is explicated as follows, 1.9% of the respondents strongly disagreed with the statement, 2.4% of them disagreed, 2.4% participants equally disagreed slightly with the statement, 8.1% of them are neutral, 23.2% of the participants agreed slightly with the statement. A total of 42.7% respondents are in agreement with the statement while the remaining 19.4% participants strongly agree with a mean and standard deviation of ( $X = 5.50$ ,  $SD = 1.27$ ). This shows that the perception of the participants about the working environment standards is high. This is an indication that they are satisfied with their working environment.

The statement that says that workers can see very well while working in the organizations because lighting issues is considered while placing office. is explained thus: 0.5% participant strongly disagreed with the statement, 3.3% of the participants disagreed with the statement, 6.2% of them slightly disagree with the statement, 8.1% of the respondents are neutral, 28.0% participants agreed slightly, 35.5% of them agreed with the statement while 18.5% participants agreed strongly with the statement with a mean and standard deviation of ( $X = 5.40$ ,  $SD = 1.28$ ). this indicates that they are satisfied with their working environment within the organization.

The decision of the respondents on the statement that My productivity will improve if equipment and offices are sighted where there is much ventilation and light, however, was explained further. In total, 1.9% of the participants strongly disagree with the statement, 3.8% of them are in disagreement with the statement, 1.9% participants equally disagree slightly, 16.6% out of them are neutral, 26.1% of the participants agreed slightly with the statement, 30.3% participants agreed to the statement while only 19.4% of the respondents are strongly in agreement with the statement with a mean and standard deviation of ( $X = 5.30$ ,  $SD = 1.37$ ). This result reveals that the perception of the participants on productivity will improve if equipment and offices are sighted where there is much ventilation and light. was high.

The view of the respondents on the statement that office arrangement stresses workers in operation and makes life difficult for them in the firm is enumerated as follows, 2.4% of the respondents disagreed strongly with the statement, 5.2% of the participants disagreed with the statement, 0.9% of them disagree slightly with the statement, 16.1% out of them are neutral, 17.6% participants agreed slightly, 43.6% of the respondents are in agreement with the statement while the remaining 14.2% participants strongly agreed with the statement with the mean and standard deviation of ( $X = 5.29$ ,  $SD = 1.41$ ). From this, it indicates that perceived that office arrangement stresses workers in operation and makes life difficult for them in the firm.

The assessment of the participants on the statement that says error rate will be reduced if the job they handle and work environment suits them. is buttressed with the following explanation that 5.2% of the respondents strongly agree with the statement, 3.3% out of them disagreed with the statement, 3.3% of the participants equally disagree slightly with the statement as well, 5.7% of them are neutral, 31.3% participants agreed slightly with the statement, 32.2% of the respondents are in agreement with the statement. However, the remaining 19.0% participants strongly agreed with the statement with a mean and standard deviation of ( $X = 5.27$ ,  $SD = 1.53$ ). This result shows that the participants are satisfied with their working environment.

The results indicate that working environment of the employees is satisfactory. This means that employees are committed to their organizations when they have a good work environment.

The mean of each item indicated as follows, item 1 with ( $X = 5.86$ ), item 6 with ( $X = 5.50$ ),

item 2 with ( $X = 5.40$ ), item 5 with ( $X = 5.30$ ), item 4 with ( $X = 5.29$ ), and item 3 with ( $X = 5.27$ )

respectively and this shows the level of agreement of the respondents to the statements is strong but the standard deviation of each statement is greater than 0.5 which indicates that the level of their response variation is significant. This equally demonstrates that the employees of Anambra state civil service commission are able to accomplish their role on service delivery with a good working environment within the commission.

The results from the questions shows that working environment is an important part of this study because the responses of the participants depict that when employees have the opportunity to good working environment and is also enhanced by reward system/reward that is commensurate to their working environment position, they perform more which will translate to organizational service delivery in the civil service commission in Anambra state. This study has scholarly contributed that employees working environment is important in accomplishing the set goals of an organization in the civil service commission in Anambra state especially when their reward is commensurate with the position of their job.



### Research Question 5:

#### How does staff development affect employee service delivery in Anambra State civil service?

**Table 5** To determine the level of job satisfaction of personnel of Anambra civil service commission, Awka in the organization, respondents were asked to indicate the level of agreement or disagreement with the 6 items or Statements in the multi-dimensional Minnesota job satisfaction questionnaire.

The data in Table 5 shows the percentages, mean and standard deviation scores of the respondents with the items or Statements in the job satisfaction scale. The weighted mean score of the respondents is 25.22 with a standard deviation of 9.42. This indicates that the majority of the respondents have high levels of job satisfaction because their perception about job satisfaction is above average.

In addition, the high level of job satisfaction among the employees of Anambra civil service commission, Awka can also be determined from the mean scores of their responses with each of the 6 items on the staff development scale. The majority of the respondents indicated that they are very satisfied with their duties. In responding to item 1, 3.4% of them strongly disagreed, 4.3% disagreed, 3.9% disagree slightly, 12.6% of the respondents were neutral, 22.7% agree slightly, 29.5% of them are in agreement with the Statement while the remaining 23.7% participants strongly agree with the fact that Staff development enhances employee service delivery which is having a mean and standard of ( $X = 5.29$ ,  $SD = 1.54$ ). This mean and standard deviation indicates that the perception of the respondents is high as regards doing their work with less interference from their supervisor.

The second Statement deals with the advancement opportunities on their job. 3.8% of the participants strongly disagree, 8.7% of them disagreed, 13.0% disagree slightly, 20.2% of the respondents are neutral. However, 23.1% of them slightly agree, 23.1% equally agree with the Statement and the remaining 8.2% of the participants strongly agree with the Statement with a mean and standard deviation of ( $X = 4.51$ ,  $SD = 1.56$ ). This shows that the participant's perception of opportunities for advancement was very high thereby leading to job satisfaction.

The next Statement borders on whether they have the right and scope to determine and plan their work. In total, 3.4% of them strongly disagree, 10.6% disagree with the Statement. 15% of the participants slightly disagree, 20.8% said they are neutral. 22.7% of the respondents agreed slightly, and 20.8% of the respondents are in agreement with the Statement. The remaining 4.8% strongly agree that they have the opportunity to be responsible to determine and plan their work. This is having a mean and standard deviation of ( $X = 4.53$ ,  $SD = 1.55$ ). The implication of this is that the participants perceived that they can plan their work schedule independently and making them to have control over their work. This invariably increases the level of their job satisfaction.

The fourth Statement emphasis is on the policies and practices toward employees in the commission. In total 7.2% of the participants strongly disagree with the Statement, 13% of them disagreed, 15.9% said they disagreed slightly, 37.7% of the respondents are neutral. 12.1% of them agreed slightly, 8.7% agree while 5.3% said they strongly agree with the Statement. This is having a mean and standard deviation of ( $X = 3.81$ ,  $SD = 1.50$ ). This result indicates that the view of the employee's about the policies and practices of the organization toward them is not satisfactory thereby their perception was low, hence, low satisfaction on the job.

The fifth Statement is about reward system and it indicates that their pay and the amount of the duty they are carrying out is commensurable, A total of 8.2% of the participants strongly disagreed with the Statement, 21.7% of them are in disagreement, 25.6% of the respondents disagreed slightly, 17.9% of them are neutral about the Statement, 13.5% of the participants slightly agreed. 8.7% of them are completely in agreement with the Statement whilst the remaining 4.3% strongly agreed thus constituting a mean and standard deviation of ( $X = 3.50$ ,  $SD = 1.50$ ). This is an indication of low level of satisfaction of the respondents because their perception about their pay and the duty they carried out is not commensurate thereby leading to low satisfaction.

The last Statement is on the security of the job they do for their commission in terms of laying off, retirement or dismissal. A total of 7.7% of the respondents strongly disagree with the Statement, 21.7% of them disagreed with the nature of job security in their commission. 14.9% disagreed slightly, 23.2% of them are neutral, 15.9% participants agree slightly, 5.8% of them are in agreement with the Statement. The remaining 8.7% said that they strongly agree with the Statement and this constitutes a mean and standard deviation of ( $X = 3.70$ ,  $SD = 1.68$ ). This shows that the respondents are having low satisfaction about the level of job security in the commission.

In summary, the respondents were very satisfied with each of the 6 dimensions of job satisfaction in the Anambra civil service commission, Awka. In summary, it could be inferred that item 1 has the highest mean of  $X = 5.30$  which shows that the respondents are strongly in agreement with the Statement that they are able to keep busy all the time. This is followed by item 2 with  $X = 4.52$ , item 3 with  $X = 4.38$ , item 4 with  $X = 4.82$ , item 6 with  $X = 3.70$  respectively while item 5 with  $X = 3.50$  has the lowest. In terms of the standard deviation, they all have 1.5 and above which shows that there is a significant variation in the responses of all the participants and this implies that the employees are satisfied with the job.

The questions asked under the research question are all relevant to this study because they are pertinent to the satisfaction of the employee's while on the job. That is, doing their duties without much distraction, their career growth on the job, being able to schedule their work plan themselves, commensuration between their pay and their responsibilities as well as have a job that is well secured contributes to the level of job satisfaction they have. The respondents through their responses affirm that they are satisfied on the job though the level of satisfaction is not strong enough as expected in the civil service of Nigeria especially in Anambra State civil service commission. and the scholarly contribution of this study is that the level of job satisfaction of the respondents was low. Therefore, much needs to be done in the area of employee's condition of work in the civil service.

#### **4. CONCLUSION**

The result of the **hypothesis** shows that pays reward to the employee can significantly influence employees' service delivery in an organization, especially the civil servants whose salaries and wages are no longer reflective of current economic realities in the State. The result is consistent with that of Ejumudo (2004) when he investigated the relationship between pay reward system of the Delta State Civil Service and found that there exist strong and positive relationship between pay reward and employee service delivery. Notably in the study result is that the dysfunctional civil service that has characterized Nigeria's public sector is principally caused by poor or lack of adequate incentive policies from the government to take care of welfare of civil servants.

##### **Summary of Major Findings**

The first major finding of this study is that reward system is an important factor in achieving employee's service delivery in the Anambra State civil service commission. It was established in this study that the salary paid to employee's of Anambra State civil service commission is not commensurate to the work they do, hence, the employee's are dissatisfied leading to low service delivery in the State.

It is also found that the salary that is being paid in Anambra State civil service commission is not at par with what is offered by similar organization in the same sector especially with what is being paid in the federal civil service in Nigeria. This has been a major source of demotivation for the employees of Anambra State civil service which has also contributed to the low service delivery of employee's in the State civil service.

The study also revealed that other emoluments that are paid apart from the salary is also discouraging because majority of the respondents disagreed with the Statement that they receive other payments apart from their salary. This however has an impact on the service delivery of employees of State civil service and it definitely affects the general service delivery of the Anambra State civil service commission.

It is therefore submitted that reward system in Anambra State civil service commission has not significantly impact on the service delivery of employee's which has impacted on the overall organizational service delivery of Anambra State civil service commission insignificantly.

On the construct of motivation which is an important aspect of this study, it has been established that:

Another finding of this study is that the commission policy is unfriendly and not flexible on new ideas emanating from the employee's in the sense that their ideas are not taking serious by their superiors and this has a demoralising effect on them. This will have a negative impact on their service delivery and also affect the entire service delivery of the commission. In short, the employee's are not motivated by the policies of the commission.

It is also established that Anambra State civil service commission has not engaged the use of developmental programmes to boost the morale of its employee's which has considerably demoralized the employees to put in their best since they have no opportunity of learning new skills of doing their job. This invariably affects their service delivery and likewise the overall service delivery of the organisation and their entire Anambra State civil service commission.

## 5. RECOMMENDATIONS

On the findings of this study, the following recommendations were made:

That the state government should endeavour to develop administrative policies aimed at encouraging public service employees to make them perform as their counterparts in the federal and private sector. More specifically; Government should endeavour to provide employees with adequate pay reward to facilitate the achievement of desired high productivity.

It is the duty of government at all levels to find out what actually motivates individual employees most, so that incentives can be effectively applied to achieve enhanced service delivery in civil service. For instance, very senior civil servants may prefer social recognition to financial incentives.

We recommend that the government should reconsider its monetization policy on housing which is not favourable to the new entrants into civil service. Employees want conducive work environment such as staff quarters, staff bus service, workers canteen at a every subsidized rate, free medical service, etc. It is the responsibility of government to ensure that work environment is made as conducive as possible.

Staff development is one form of non-financial reward that benefits both employee and the employer. Government should provide training opportunities for the employees to enhance their service delivery.

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