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Extrinsic Rewards and Organizational Performance of Deposit Money Banks in Port Harcourt, Nigeria

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Abstract:

This paper examined the relationship between extrinsic rewards and organizational performance of Money Deposit banks in Port Harcourt. The study investigated the impact of extrinsic rewards on two measures of organizational performance: Market Share and Efficiency. The population of the study comprised of employees of seventeen (17) deposit money banks located in Port Harcourt. The objective of this study is to examine the relationship between extrinsic rewards and organizational performance of deposit money banks in Port Harcourt. A structured questionnaire was the major instrument used in gathering primary data, the findings which were analyzed using Spearman Rank Order of Correlation Coefficient with the aid of the SPSS. The population of the study was two hundred and twenty-three (223), while the Yamane Taro formula was used to get the sample size of one hundred and forty-three (143) employees. The study brought to the lime light that there exists a weak relationship between extrinsic reward and organizational performance (market share), and a strong relationship with extrinsic reward and organizational performance (efficiency) of deposit money banks in Port Harcourt. Based on this and other findings, it is recommended that deposit money banks in Port Harcourt should improve their extrinsic reward technique, giving adequate and regular performance based bonus, as well as paying the employees an adequate basic salary that reflects the economic conditions.

Keywords: Extrinsic Reward, Market Share, Efficiency, Organizational Performance.

1. Introduction

Organizations these days go through lots of hurdles just to remain competitive and strive to maintain competitive advantage. Like past centuries ago, workers were seen as mere input to the production of the business; but after Elton Mayo and his colleagues carried out a research referred to as the Hawthorne Research, which occurred in the Western Electrical company (the Hawthorne Plant) in Cicero, Philadelphia during the late 1920's and early 1930's, this perception that employees were just mere inputs in the production process was forever changed, (Dickson.1973).

The Hawthorne plant experiment completely brought to limelight that employees were not just inputs in the organization, but that employees are critical assets, essential contributors and strategic factors of organization production. Because employees come from different cultural backgrounds and nations, the challenge is on how does an organization manages and retains the employee with talent? (Armstrong, 2013). In this context, the organization can gain competitive edge if the employees increase their performance leading to enhanced organization productivity (Donald & Gail. 2001). Compensation systems has been said to be one of the very important factors to maximize employee productivity (Armstrong, 2013).

The reward system in any organizations is usually designed to show gratitude for high performance as well as provide motivation for low performances which in turn will lead to improved performance. The objective of the reward system as seen from the view of Griffin and Moorhead (2013.161), is to 'bring in, keep, and reward qualified personnel into the organization, that invariably leads to organization performance and increased productivity. Typically, the reward tool is focused on the expectations of management of the organization from its staff and compensation that management is able to give to workers that meet or exceed their expectations. This simply means that reward techniques can mold the attitude of employees towards performing better in the organization which leads to organizational performance.

Several studies have shown that rewards have a positive impact on the employees' health and safety in the organization. It is one of the factors that seek to increase employee's engagement in the organization, which is the key element in organizational performance (Furtado. *et al*, 2009). Since it has been established that employees are the critical assets in the organization, it is the concern of organizations all over the world to bring out the best in their employee in order to be effective and efficient which will lead to increased productivity, which is to say that the key factor in every organization is how to keep the employee happy thereby leading to enhanced performance and increased productivity.

Since it has been established that workers are the critical elements in any organization, it is the concern of the organization all over the world to bring out the best of its employees to be effective, and what to do to the employees that will lead to increased productivity, which is to say that the key factor in every organization is how to keep the employee happy that will in turn enhance performance which invariably leads to increased productivity. The reward tools are a very critical element that can be used both to assess employee's performance as well as serve as a motivational technique

and also a punitive method for recalcitrant or absentee workers. Thus, using a good reward system, the organization can keep workers and also employ fresh workers. Employees' tasks and duties are planned to achieve the organization's aims and missions as long as efficiency and effectiveness of employees is optimized, the success of achievement of goals and objectives of the organization is also optimized.

The reward system is an important tool not only to monitor performance of employees but it can also be used as a motivation method and also a punitive method for recalcitrant or absentee workers. Thus, by an adequate reward system, the organization can retain employees as well as attract new talent. According to Shields *et al* (2015), rewards should be based on differing needs of employees. We are all different; our needs, thoughts and experiences are different and we are all motivated by different things; so, it would be proper if the rewards were also individualized. The needs of some employees can be fulfilled by cash rewards while others are more interested in other incentives such as house, car, paid holidays, spirituality, etc. Positive impact on employees' productivity can only be achieved if reward system meets the needs and expectations of employees. Typically, a rewards system is based on the notion of 'pay for performance' which may take the form of promotion, commission, bonus, awards etc.

It is in the light of this that issues concerning the employees are considered the driving force of any money deposit bank and must be given the needed attention, as it will affect their performance and that of the financial institution at large. One of the key issues that concern every worker in a deposit money bank has to do with the reward or compensation for their effort. The reward systems may differ from one deposit money bank to the other and may change from time to time which makes motivating employees arguably the most complex of all management functions (Bowen & Radhakrishna, 1991). As Lucy (1994), states that, a properly organized and well-planned reward system, benefits both the organization and its employees. Organizational success is greatly dependent on the performance of its employees. Poor employee performance is detrimental to any organization while effective performance is a great source of organizational success. According to Zaman (2011), he states that in most organizations, rewards are directly linked to employee performance. And Dewhurst (2010), defines reward as both financial (extrinsic) and non-financial (intrinsic) benefits that are given to employees for good performance at work, or for accomplishing assigned duties, as stipulated in an organizational structure, strategies and policies; while, Zaini, Nilufar, and Syed (2009) define employee rewards as tangible financial benefits and services, and other non-tangible benefits given to employees for playing their part in the organization. According to Richard, Ryan and Deci (2010), organizational rewards are significant in influencing employee performance in the organization.

The purpose of this paper examines the relationship between extrinsic reward system and organizational performance of deposit money banks in Port Harcourt:

This research was conducted to examine extrinsic reward system and organizational performance of deposit money banks in Port Harcourt and it seeks to provide answers to the following research questions:

- I. To what extent does extrinsic reward affect organizational performance of deposit money banks in Port Harcourt?

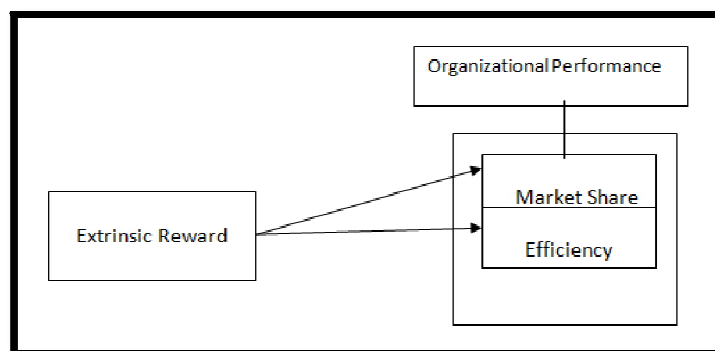


Figure 1: Operational Framework of Extrinsic Reward and Organizational Performance of Deposit Money Banks in Port Harcourt

Source: Desk Research (2020)

Research Hypothesis In line with the above, the following research hypotheses were formulated and empirically tested with results gotten serving as a basis for recommendations:

- Ho1: There is no relationship between extrinsic reward (basic salary, performance-based bonus and work environment conditions) and organizational performance (market share) of deposit money banks in Port Harcourt.
- Ho2: There is no relationship between extrinsic reward (basic salary, performance-based bonus and work environment conditions) and organizational performance (efficiency) of deposit money banks in Port Harcourt.

2. Literature Review

There exist two kinds of reward systems namely extrinsic and intrinsic rewards. Various authors have written extensively on both reward systems, but for the purpose of this paper, the focus will solely be on extrinsic reward and its effect on organizational performance of deposit money banks in Port Harcourt.

2.1. Theoretical Base

Maslow (1957) suggested that there are five major need categories which apply to people in general, starting from the fundamental physiological needs leading through a hierarchy of safety, social and esteem needs to the needs of self-actualization, the highest need of all. Maslow's hierarchy is as follows: Physiological needs: the need for food, shelter, sex, water etc., Safety needs: the need for protection against danger, job loss, and the deprivation of physiological needs, Social needs: the need for love, affection and acceptance as belonging to a group, Esteem needs: the need to have a stable, firmly based, high evaluation of oneself (self-esteem) and to have the respect of others (prestige), Self-actualization: the need to develop potentialities and skills, to become what one believes one is capable of becoming.

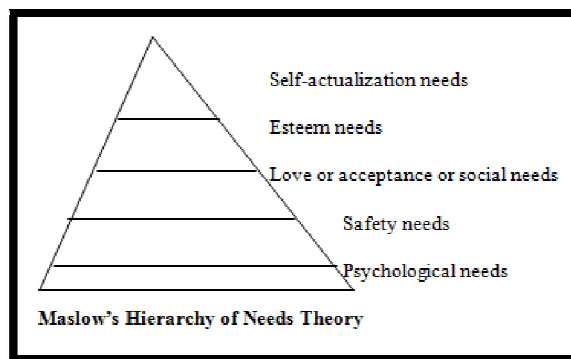


Figure 2: Maslow's Hierarchy of Needs Theory

Maslow's theory of motivation states that when a lower need is satisfied, it becomes dormant, and the next highest becomes dominant and the individual's attention is geared towards satisfying this higher need. One of the implications of Maslow's theory is that the higher - order needs for esteem and self-actualization provide the greatest impetus to motivation- they grow in strength when they are satisfied. While the first three lower needs (psychological, safety and love or acceptance) are called extrinsic needs

Whereas, Herzberg talked about the Two Factor Theory. The theory talks about people having two sets of needs which are the motivational and hygiene or maintenance needs; Herzberg came up with this theory after carrying out a research aimed at determining the factors that influences employee performance, and he concluded that the employee felt better when satisfied with his job and felt bad when dissatisfied with his job. For an employee that prefers extrinsic rewards which he calls hygiene or maintenance factors, factors like basic salary, performance based bonus and work environment conditions satisfy such employee.

Furthermore, Vroom (1964) talked about the Valence-Instrumentality-Expectancy (VIE) model, commonly known as the Expectancy theory. The V is Value that also stands for Valence, then the notion that doing a thing gives rise to something else is what is Instrumentality and action begets reaction is Expectancy. An employee is said to be motivated when he knows that he will be rewarded for doing a good job. Porter and Lawler (1968), also relied on Vroom's ideas when they concurred that there exist factors that make individuals perform better in the organization, and they are how the employee sees the reward as long as it provides fulfillment in relation to job security, basic salary, good working conditions and performance based bonus and also the notion that the employee is rewarded for work done, which means the more I work, the more I get rewarded. .

2.2. Understanding Extrinsic Rewards

Reward can be defined as a brain structure that controls and regulates behavior by inducing pleasure (Ajila & Abiola, 2004). Carraher *et al* (2006) postulated that there should be an effective reward system for organizational performance and the reward should be related to their productivity. In essence, organizations must formulate reward techniques, policies and procedures that increase employee satisfaction. Pay that is directly related to productivity and reward systems depends on the size of the organization, (Bishop, 1987).

There are different types of reward systems that the organization can effectively use to improve productivity. For McCormick and Tiffin (1979), the reward systems can be grouped into extrinsic and intrinsic rewards. The extrinsic rewards are tangible rewards that the employee enjoys after successfully performing or completing an assigned task or tasks, like basic salary, performance-based bonus, work environment conditions etc. Thus, there is a need for the organization to determine the kind of reward system to administer to enhance efficiency, effectiveness, productivity and over all organizational performance.

2.3. Extrinsic Rewards as a Dimension

These are rewards that are tangible and range from basic salary to performance-based bonus to promotion, to certificates etc. according to Hellriegel *et al* (1999; 488), he defined extrinsic reward as an outcome that is provided by the company and so has amongst other things, job security, fringe benefit etc., (Maslow's psychology, safety and social needs), which Herzberg referred to as hygiene factors. For Kreitner *et al* (1999;250), because the rewards come from the environment, they are regarded as extrinsic reward, example, social and material reward.

Newton and Davies (1999;167), described finance as mainly being vital to staff because it enhances their purchasing power, it is seen by the employees as a status symbol, and also lets the workers know how employers view them.

2.4. Definition of Organizational Performance

Daft (2003), defined organizational performance as the organization's ability to attain its goals by using resources in an efficient and effective manner.

Organizational performance can be said to be the actual output or the results of an organization that is measured against its stipulated outputs, goals or objectives. Richard *et al* (2009) defined organizational performance as the financial performance that comprises profits, return on assets, etc., product market performance that comprises of sales, market share etc.; and shareholder returns and economic value added, etc. Also, Hellriegel *et al* (1999) as presented by Oluseyi & Ayo (2009), defined organizational performance as the organization's level of goal achievement in terms of efficiency and effectiveness of its resources and human skills. Performance can be measured financially and non-financially.

Performance measures allow progress to be measured against objectives already set by the organization. It should indicate what is expected and how well people are doing in attaining their objectives. Performance measures should usually be clear, concise, and easy to collect and interpret and should also be relevant as to provide information that tells at a glance how well the employee is performing in the organization. Performance measures are usually related to efficiency (how quickly you deliver), effectiveness (how good, accurate or relevant the service delivery is to the customer), etc. Performance in this study was measured using Market Share and Efficiency.

2.5. Market Share as a Measure

Market share by Farris *et al* (2010) is the percentage of a market defined in terms of either units or revenue accounted for by a specific entity, (in this case, money deposit banks). Amah (2014) defined market share as the percentage or proportion of the total available market or market segment that an organization controls or is being serviced by the company. Whereas Emenike (2012) defined market share as a representation of an organization's percentage of total sales that is earned by the organization over a specific time period when compared to the industry or a market. According to Emenike, one way of calculating market share is by dividing a company's total sales over a period of time by the industry's total sale over the same period. Or in simpler terms, market share represents the percentage of an industry (money deposit banks), or market's total that is sales earned by a particular company (money deposit bank) over a specific time period.

A money deposit bank market share is its sales measured as percentages of the industry's total revenues. That is to say that to get a money deposit banks market share, the money deposit bank sales is divided by the total sales of the industry over a fiscal period. And to increase a money deposit banks market share, the money deposit bank has to be innovative, strengthen customer relationship, have smart hiring practices etc.

2.6. Efficiency as a Measure

Efficiency as defined by Low (2000), is the positive evidence that results from the relationship between inputs and outputs or how successfully the inputs have been transformed into outputs. Pinprayong and Siengthai (2012), defined efficiency as revealing the performance of input and output ratio. While Kumar and Gulati (2010), defined efficiency as resources allocated across alternative uses. Breaking it down to simpler terms, efficiency is using the least amount of input to achieve the highest amount of output, or the use of all inputs in producing any given output, including personal time and energy while it strives to achieve the desired output. Waste of resources like physical materials time, energy etc., are minimized. Efficiency is a measurable concept that is usually determined using the ratio of useful output to total input.

Efficiency is measured as the ratio of useful output to total input, expressed in percentages, which can be expressed with the mathematical formula expressed as:

$$r = p/c$$

Where;

r = efficiency.

p = amount of useful product (output).

c = cost of resources consumed.

Efficiency has to do with cost and it translates to doing the right thing; it is the art of getting to that outcome faster.

3. Research Methodology

The research design adopted for this study is the cross-sectional survey method, which is a type of the quasi experimental research design. In this study, the cross-sectional design was chosen because the variables being studied are social variables that are useful for investigating a variety of social problems including assessment of attitudes, opinions, etc. The population of this study consists of a total of six (6) deposit money banks that were selected in Port Harcourt namely: Ecobank, First Bank, Stanbic Bank, Sterling Bank, U.B.A and Zenith Bank, having two hundred and twenty-three (223) employees and using the Yamane Taro formula to get a finite figure (cited in Baridam, 2001) to represent the sample size, we had a total of one hundred and forty-three (143) employees, and also a 5% as level of significance of error was adopted. Data for this study was obtained through the use of structured questionnaire as the primary data collection, while the secondary data collection was obtained through publications, existing relevant literature, annual reports etc. Also, a 0.70 was gotten as the reliability test using the Cronbach Alpha, while the validity test was obtained using both the face

and content validity as the testes of instruments for this study. The Spearman Rank order correlation coefficient with the help the of the SPSS was used to analyze the data collected.

4. Data Analysis and Results

This section presents the results of the data analysis. The Spearman's Rank Order Correlation Coefficient was employed to examine the relationship between the variables of interest. The spearman rank correlation coefficient is a technique which can be used to summarize the strength and direction (negative or positive) of a relationship between two variables.

5. Descriptive Statistics of the Variables

In this section, results of descriptive statistics carried out on the variables of the study are presented. The Mean (X) and Standard Deviation (SD) were used as bivariate descriptive tools. Data description follows the adoption of a mid-point of $X=3.0$; given the scale utilized in the assessment of tendencies. A mean coefficient of $X < 3.0$ indicates non-affirmative response with regards to the variables, while mean coefficient of $X \geq 3.0$ was also adopted to represent affirmative response to the variables in question.

It is important to note that for the purpose of analyzing the data, the following were used to represent the Likert Scale:

Very High Extent (V.H.E), High Extent (H.E), Moderate Extent (M.E), Low Extent (L.E), Very low extent (V.L. E)

5.1. Extrinsic Rewards

Extrinsic rewards were operationalized using eight variables. The results are presented in table1.

Variable	N	Minimum	Maximum	Mean (X)	Standard Deviation (SD)
Yearly Salary Increment	143	1	5	4.22	0.953
Salary is sufficient to support my living	143	1	5	3.83	1.096
Salary reflects the current trend in the industry	143	1	5	3.91	1.054
Commission is non-existent in my bank	143	1	5	3.73	1.211
Performance-based bonus is consistent in my bank	143	1	5	3.57	1.242
Commission is terrible in my bank	143	1	5	3.60	1.312
Work environment is such that I look forward to work everyday	143	1	5	3.01	1.051
I use the most recent facilities to do my job	143	1	5	2.79	1.100

Table 1: Summary of Results for Extrinsic Reward Dimensions
(Source: Author's Field Survey, 2020)

Table 1 reveals central tendency results with $X > 3.0$ in all eight instances. These results show that employees answered from 'Moderate Extent' to 'Very Low Extent' showing a negative response to the various dimensions of extrinsic reward systems in their organizations as represented by yearly salary increment ($x=4.22$; $SD=0.953$), Salary is sufficient to support my living ($x=3.83$; $SD=1.096$), Salary reflects the current trend in the industry ($x = 3.91$; $SD = 1.054$), Existence of commission ($x = 3.73$; $SD = 1.211$), Performance-based bonus is consistent ($x = 3.57$; $SD = 1.242$); Commission is terrible in my bank ($X= 3.60$; $SD=1.312$), I use the most recent facilities to do my job ($X =2.79$; $SD = 1.100$) and Good work environment ($SD = 3.01$; $SD = 1.051$). The values show a moderate to negative response to extrinsic reward dimensions within the money deposit bank organizations sampled.

Figure 4.5 illustrates the distribution for extrinsic reward with central tendency and dispersion coefficients ($X= 3.58$; $SD = 0.632$). This shows results of moderate to low extent of practice of extrinsic reward system in the organizations surveyed.

5.2. Organizational Performance

Organizational performance was measured on two dimensions; Market share, and Efficiency and the results are presented below.

5.3. Market Share

Table 2 shows the summary of results for market share. The result reveals a mean(X) value of < 3.0 for all the variables measuring market share. The results are thus; We enjoy good patronage from our customers ($X = 1.42$; $SD = 0.663$), Our bank is strategically located ($X = 1.46$, $SD = 0.767$) and We have loyal customers ($X = 1.42$; $SD = 0.621$).

Variable	N	Minimum	Maximum	Mean (x)	Standard Deviation(SD)
We enjoy good patronage from our customers	143	1	5	1.41	0.663
Our bank is strategically located	143	1	5	1.46	0.767
We have loyal customers	143	1	5	1.42	0.621

Table 2: Summary of Results for Organizational Performance (Market Share)
(Source: Author's Field Survey, 2020)

5.4. Efficiency

Table 3 shows the summary of results for organizational performance (Efficiency). The mean values for all three variables measuring efficiency was $X < 3.0$ which shows that efficiency is taken very seriously in the deposit money banks surveyed. The results are thus: 'My bank strives for quality with less cost' ($X = 1.31$; $SD = 0.536$), 'My bank emphasizes quick resolution of customer issues' ($X = 1.31$; $SD = 0.574$) and 'I perform and exceed my given task in record time' ($X = 1.43$; $SD = 0.644$).

Variable	N	Minimum	Maximum	Mean (x)	Standard Deviation (SD)
My bank strives for quality with less cost.	143	1	5	1.31	0.536
My bank emphasizes quick resolution of customer issues.	143	1	5	1.31	0.574
I perform and exceed my given task in record time.	143	1	5	1.43	0.644

Table 3: Summary of Results for Efficiency
(Source: Author's Field Survey, 2020)

6. Hypotheses Testing

In this study, the result for the hypotheses test is presented. The tests examined the relative association between Extrinsic Reward and Organizational Performance (Market Share and Efficiency). A confidence interval as applicable for a study of this nature is set at 95%, implying a level 0.05 level of significance. Thus, a test value of $P > 0.05$ shows poor relationship and hence, Rejection of the null hypotheses; a test value of $P < 0.05$ shows a strong relationship and thus, an acceptance of the null hypotheses. The results are presented in detail below.

- Hypothesis 1: Test Of Relationship Between Extrinsic Reward And Organisational Performance (Market Share)

The null hypothesis states that there is no relationship between extrinsic reward and organizational performance (Market share) of deposit money banks. Table 5 shows test result for test of relationship between extrinsic reward and organizational performance (Market share). A positive correlation was found between extrinsic reward and market share. However, the relationship is not significant. The test shows $P = 0.692$ with a correlation coefficient ($N=143$ $r_s = 0.033$). Based on the result, the null hypothesis is rejected, given that $P > 0.05$. This means that there is a relationship between extrinsic reward and organizational performance (Market share) in this study.

Correlations				
			Extrinsic Reward	Market Share
Spearman's rho	Extrinsic Reward	Correlation Coefficient	1.000	.033
		Sig. (2-tailed)	.	.692
		N	143	143
	Market Share	Correlation Coefficient	.033	1.000
		Sig. (2-tailed)	.692	.
		N	143	143

Table 4: Hypothesis Test of Relationship Between Extrinsic Reward and Organizational Performance (Market Share)
(Source: SPSS Results)

- Hypothesis 2: Test Of Relationship Between Extrinsic Reward And Organizational Performance (Efficiency)

The null hypothesis states that there is no relationship between extrinsic reward (basic salary, performance-based bonus and work environment conditions) and organizational performance (efficiency) of deposit money banks in Port Harcourt. Table 5 shows test result for test of relationship between extrinsic reward and organizational performance (Efficiency). A positive correlation was found between extrinsic reward and efficiency. The test shows $P = 0.036$ with a correlation coefficient ($N=143$ $r_s = 1.175$). Based on the result, the null hypothesis is accepted, given that $P < 0.05$. This means that there is no relationship between extrinsic reward and organizational performance (Efficiency).

Correlations				
			Extrinsic Reward	Efficiency (Organizational Performance)
Spearman's rho	Extrinsic Reward	Correlation Coefficient	1.000	.175*
		Sig. (2-tailed)	.	.036
		N	143	143
	Efficiency (Organizational Performance)	Correlation Coefficient	.175*	1.000
		Sig. (2-tailed)	.036	.
		N	143	143
*. Correlation is significant at the 0.05 level (2-tailed).				

Table 5: Hypothesis Test of Relationship between Extrinsic Reward and Organizational Performance (Efficiency)
(Source: SPSS Results)

7. Discussions of Findings

This paper examined the relationship of extrinsic reward and organizational performance of deposit money banks in Port Harcourt, and from the findings, there exist a relationship between extrinsic reward and organizational performance. The results of the test hypotheses were > 0.05 therefore rejecting the null hypothesis which states that there is no significant relationship between extrinsic reward and organizational performance. These findings are consistent with findings of existing studies (Hellriegel, 1999; Qureshi, Zaman & Ali, 2010). The findings consider extrinsic reward as very important for 'a manager that wants employees to perform efficiently and effectively and thereby increase organizational performance, it is necessary for the manager to motivate the employee with basic extrinsic rewards tools (performance bonus, basic salary, work environment conditions, etc.)'. These studies suggest that there is actually a direct relationship between extrinsic reward and organizational performance. In this study, we see that the null hypothesis that there is no significant relationship between extrinsic reward and organizational performance is rejected and the alternative hypothesis that there is a significant relationship between extrinsic reward and organizational performance accepted. In Nigeria, basic salary, performance-based bonus is very important to the worker. Newton and Davies (1999; 167), described money as always being important to employees because it enhances their purchasing power, it is seen by the employees as a status symbol, and it also let the employees know what the employers think of them.

8. Conclusion and Recommendations

This paper examined extrinsic reward and organizational performance; and the impact it has in the everyday performance of an employee's job that cannot be stressed enough, mostly when it comes to being appreciated for performing above expected. Employee performance is enhanced or increased by improving motivation which invariably leads to organizational performance and increased productivity. There's no gain saying that for an organization to optimize productivity efficiently and effectively, the employees need to be adequately motivated as this is very crucial and vital to any deposit money bank. It should be noted that in the absence or lack of an appropriate extrinsic reward, employees invariably will show how displeased they are through poor performance, truancy, not committed to their jobs and can even lead to theft.

The following are recommendations that enhance performance in any deposit money bank:

- The current basic salary level that is given to personnel of deposit money banks is extremely low which leads to staff not being fulfilled which in turn has led to low personnel turnover due to lack of motivation.
- Management in conjunction with Human Resource Department, and unions should be able to review the current basic salary scale upwards to reflect the current economic situations, to put in place an adequate and competitive salary structure. This definitely will influence the employee and so increase performance on the part of the employee.
- It is also recommend that bonuses are not just reserved for top managers only but should also be given to ordinary or low cadre employees, to encourage inclusiveness and for the low cadre employees to fill that they are part of the organization, so as to eliminate discontentment thereby motivating the low cadre employee to improve his or her performance which in turn leads to organizational performance.
- Another vital recommendation is that of work environment conditions, work environment conditions of the organization, should reflect current safety rules of a safe environment where all employees be it managers or low cadre employees can operate in a safe, hygienic and comfortable environment, without fear of any hazard.
- It is also recommended that the most recent equipment's/facilities be used in the organization so as to reduce time loss, due to out-dated equipment's/facilities, which will lead to organizational performance.
- The deposit money bank extrinsic reward system should reflect the current economic situation so as to bring out the best in the employee which will in turn reflect in the bank's performance, since a happy worker is a productive worker, thereby enhancing local and international competition with other deposit money banks.

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