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Reward Management Practices and Employee Performance in Deposit Money Banks, Anambra State, Nigeria

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Abstract

The banking industry played a significant role towards the nations socio-economic development globally considering the fact that the banks serve as the major avenue through which the flow of funds is effectively transmitted to the consuming public. However, its performance largely depends on the extent to which the employees are rewarded towards putting their services willingly and enthusiastically. This research titled: Reward management practices and employee performance in Deposit Money Banks (DMBs) in Anambra State is carried out to examine the extent to which reward management practices influences employee performance in Deposit Money Banks, Anambra state. The study adopts a descriptive research survey design with a total population of 1826 who are employees of some selected DMSs in the study area but a sample of 174 was determined using the Godden sample size statistical formular. However, out of the total sample size of 174 respondents reached only 152 completed and returned the questionnaire giving a retrieval rate of 87%. The study elicited data using a twenty-four (24) items structured questionnaire designed in a five points Likert scale. The three (3) formulated hypotheses were tested using simple linear regression. The findings revealed that there is significant positive relationship between reward management practices and employee's performance in Deposit Money Banks, Anambra State. The study specifically revealed that there is a significant positive relationship between promotion and employee self-efficacy (r =.898, p-value <0.05, there is a significant positive relationship between appreciation and job satisfaction (r =.799, p-value <0.05 and there is a significant positive relationship between delegation and workplace flexibility (r =.859, p-value <0.05. Premised on the findings, this research therefore recommends that Deposit Money Banks in Anambra state should improve its reward through merit-based and timely promotion as a means of reward system. Employee appreciation should be commensurable with their efforts and be consistently carried out, this appreciation should be given to employees who have demonstrated their capacities in an outstanding manner. Finally, employees should not only be involved in decision making but responsibilities should be assigned through delegation while initiative and intuition through an independent decision by employees be encouraged.

Keywords: *Reward, Employee, Performance, Banks,*

Introduction

The banking industry plays a critical role to the socioeconomic development of countries across the globe. There is a consensus of the significant impact of Deposit Money Banks not only to both the developed and developing economies but also to the public and private sectors (Edna et al, 2021 & Chan et al, 2021). Achieving the maximum output of these banks towards delivering an efficient service sustainably requires a proactive and productive workforce. However, for employees to be enthusiastic in performing their job effectively requires not only an adequate reward but it should be sustainable. This implies that employee performance is specifically being affected by the reward employed in an organization (Agburu, 2016; Araki et al, 2015). There is a correlation between how employee is valued and rewarded with its impact on the effectiveness of the organization. Therefore, failure of the adoption of an articulated reward frameworks can have an adverse effect on commitment and morale of employees which lead to a significant decline in organizational performance. Considering the fact that interaction between employee and the consuming public is radically changing, the way successful organizations do business and how they look at their employees. This transformation has impacted the private sector significantly and is impacting the banking sector. As deposit money banks increasingly innovates its reward system the type of behavioural pattern aimed at improving performance is radically changing. Therefore, every organization attempts to control the competence and capabilities of its employee in order to accomplish its goals, though, there could be a difference is in the techniques. Grant (2018) argued that control can best be obtained through incentives pay, close supervision, appreciation, promotion and the careful delineation of responsibilities.

Reward management practices are any benefits employees receive from an employer or job in form of appreciation, promotion, delegation for the purpose of attracting the employee as well as retaining and motivating the employees in the work place. Therefore, while attempting to explain the concept of reward, Saranya, (2017) point out that the powerful existence and the success of the organizations is defined through how they make their employee more satisfied. Gerhart *et al*, (2015), further equated reward to rewards that happens during managing the job itself like satisfaction of a finished task in an effective manner, career advancements through promotion, job security and personal recognition. From the conceptual perspective rewards which the study adopted include promotion, appreciation and delegation due to their effect on employee performance particularly in the deposit money banks.

Promotion which is a form of recognizing one's outstanding performance help to satisfy employee's need for security, belonging and personal growth promoted individuals tend to increase their commitment, conversely those who are by passed for promotion feel they have not been treated fairly, their commitment decreases and their absenteeism increases. Further research by Andre and Paul (2014) revealed that promotions in organization are considered as a big reward to good performance and because most promotions come with challenging tasks, they are seen as a tool for performance improvement especially where they are done objectively.

Most deposit money banks are suffering from high turnover rates because they do-not apply reward management practices that may only need little effort (Anyadike, 2013).

Additionally, though organizations are channeling more resources in boosting performance, there seems to be inadequate evidences on how employee performance could increase when managers and human resource practitioners use an articulated rewards on employees, the relationship existing between the kind of the specific rewards and performance and how effective these can be utilized in an organization.

Most importantly, the high cost of monetary rewards, forces employers to give to reward employee sparingly, out of the failure to realize that small offers like recognition and open communication can be given at very little cost and could boost employee performance to a great extent. This proves the facts that most firms are far away from realizing the importance of rewards; hence they continue offering monetary ones that can never be enough for employees.

Although everyone needs to obtain the smallest of essentials to live, employees prefer the benefits of intrinsic gifts and incentives for motivation in the workplace. This implies that regardless of how monetary incentives have been used widely in Organizations, sometimes they discourage creativity in the workplace, a concept that can be achieved through the use of Intrinsic rewards like career development like free training and work orientation. This study will therefore examine the extents to which reward management practices influence the performance in deposit money banks in Anambra state.

Objectives of the Study

Generally, the objective of the study is to investigate the influence of reward management practices on employee performance in deposit money banks in Anambra state, the specific objectives of this study include the following:

1. To examine the relationship between promotion and self-efficacy in deposit money banks in Anambra state.
2. To determine the relationship between appreciation and job satisfaction in deposit money banks in Anambra state.
3. To evaluate the relationship between delegation and workplace flexibility in deposit money banks in Anambra state.

Statement of Hypotheses

Premised on the research objectives, the following research hypothesis are stated in their null form:

Ho_1: There is no significant relationship between promotion and employee self-efficacy in deposit money banks in Anambra state.

$Ho_{2:}$ There is no significant relationship between appreciation and job satisfaction in deposit money banks in Anambra state.

Ho_3: There is no significant relationship between delegation and workplace flexibility in deposit money banks in Anambra state.

Conceptual Review

The Concept of Reward Management Practices

Rewards are used for appreciating employees in an organization, this is particularly when employees are acknowledged for suitable performance as well as productivity, they acquire augmented morale, satisfaction for their job and in addition to involvement in executive functions (Kanzunnudin, 2017). Thus, organizations experience superior effectiveness and competence on top of an augment in sales and efficiency. Through employee rewards enjoy an affirmative and fruitful working environment. There are two basic types of rewards in the workplace.

The first type of rewards is monetary rewards. People work so as to satisfy their requirements and these requirements may be met by monetary rewards. Monetary rewards are refund in cash and in form of money for a given work done by employees in the organization (Seid et al, 2011). Employees would go to any level to enhance their cash income as they will do something to avoid their source of income from being removed. The fact that employees fear to lose their jobs, cash has been a very efficient motivator only because money is necessary for continued existence in an economy (Okoli et al,2019). Monetary reward in modern society is the most transferable means of satisfying fundamental requirements (Ezeanolue et al, 2025). Physiological satisfaction, protection and social requirements may only be attained with money (Ayesha et al, 2015).

The effort to performance expectation is sturdily persuaded by the performance assessment which is frequently part of the reward system. An employee is probable to use extra effort if they understand that performance will be assessed, appraised, and rewarded. The expectancy of performance-to-outcome is influenced by the level to which the employee thinks that performance will be followed by rewards (Ajila, 2016). More so, every reward or potential reward is to some extent different value for every individual. An individual can want a promotion more than reimbursement. When an organization rewards a whole work group or team for its performance, collaboration among the members typically enhances. Though, competition among different teams for rewards may cause decline in the entire performance under definite situations, the most general team or group rewards are plans of gain sharing, where employee teams which meet certain objectives share in the gains measured against performance targets (Hammermann, 2013). Frequently, programs of gain sharing emphasize on quality enhancement, reduction of cost, and other quantifiable results (Yavarzadeh et al, 2015).

Despite the positive role monetary rewards have played, employees have a tendency to have different approach and a manner towards money rewards (Onuorah, 2019). The most general of the different reaction to salary and wages by employees is that once it crosses lowest levels, it is regarded as a measure of fairness. Perry et al (2016) posited intrinsic rewards as extreme benefits made accessible to staff and are regarded as an addition to salaries and wages. It contains direct as well as indirect reimbursement (Stredwick 2016). The direct reimbursement can contain profit-sharing. Illness pays, pension plans, and others (Tanya, 2014).

The indirect reimbursement can include welfare services, social as well as recreational facilities, etc. Pay, if merely it could be correctly packaged would someway lead to the desired approach to work. Perception of employee of his pay with respect to other employees of same position could influence the satisfaction, which he obtains from the job. The aim of monetary rewards is to reward employees for outstanding performance through money. The second form is intrinsic rewards; intrinsic rewards gifts reward the performance of employees through opportunities and perks. The rewards are inclusive of recognition, promotion, delegation, opportunities for training, independent working environment and so forth. The intrinsic rewards are crucial to employees due to their ability of allowing employees to acquire new skills as well as to pursue opportunities for advancement. Although standard organizations often have hardship experiences when offering incentives that are intrinsic rewards, the extremes are not a negative as they could be thought of. This implies that the benefits are higher when utilizing intrinsic rewards gifts in organizations, intrinsic rewards have the ability of enhancing creativity among the associates of an organization because when employees become aware that they will receive gifts that lack a monetary value, they tend to employee even harder so as to rise above the limits as opposed to just complying with organizational rules and requirements (William, 2017). This occurs because competitions among the employees are normally curbed so that every employee can work to better their career life as well as to achieve the goals of the organization. This has the implication that Intrinsic rewards incentives enhance teamwork in organization, from the management up to the lower-level employees (Audu, 2015). Through an economy of downward spiral that is normally constant, employers have a duty to keep on finding out about what rewards are appropriate for employee motivation without necessarily putting much burden on the organization (Daniel and Allameh, 2013).

Intrinsic rewards are known to motivate employees on job performance and also develop interest on the organization that they serve. As a result, the interest in job by employees creates happiness, which in turn leads to job satisfaction: thus, benefiting both the organization and the employee (Musa et al,2015). Generally, rewards exhibit a high rate of influence towards the performance of employees in any organization.

Concept of Employee Performance

Development of organizations relies on various factors that are meant for improving sustainability in relation to its effectiveness. When productivity is improved, the commitment of employees is as well improved because the values of an organization, its culture and the norms improve. Systems in organizations are usually based on culture that is effectively established because it helps in keeping working environments strong. The most important aspect of employee performance is that it helps in improving the establishment of a strong organizational culture in an organization. To this end, the performance of employee has long been considered as a foundation for many organizations because it leads to the expected development. Employee loyalty has its basis on the awareness as well as the knowledge of the culture of an organization, which in turn improves the behaviour of organizations whose operations are objective driven (Noraani & Zaizura, 2013). The extent to which the achievements of a particular employee fulfill the mission of the organization is normally known as 'performance' (Audu,2015). Performance as a concept has earlier on been understood in different ways by various researchers; however, the majority of scholars have always related performance with transnational efficiency dimension and the efficiency of an organization towards achieving its goals (Nzewi et al, 2023. An employee's job is put together by the degree to which an employee achieves targets as per the definition of the organization's mission, which in turn gives the definition of performance boundaries (Okwuise & Ndudi,2023). Particular Researchers have been long identifying dissimilar deliberations, attitudes and viewpoints of performance because it aids in measuring contributed inputs as well as output measures of effectiveness that result in transnational relationship (Ajila, 2016)). An organization's ability in establishing the ideal association with resources such as capital demonstrates effective as well as efficient resources management (Yavarzadeh et al, 2015)). For achievement of goals and organizational objectives, ample strategies have since the beginning of time been premeditated on the basis of the performance of organizations (Tanya, 2014). The equity that has its foundation on elevated returns aids in successful managerial skills of an organization resources in order for performance to improve (Onuorah, 2019)).

Ezeanolue et. al, (2025) have defined the performance of a job as those actions or behaviors that are crucial to the organizational goals. Again, 'performance is demonstrated behavior or something that is done by employees for the performance of an organization, and the assessment is affected through the outcome of performance that is operational in relation to sales, turnover, income in addition to shareholders dividend that has been declared by an organization, the quality and service quantity. In this regard, the performance on job as a concept cannot be termed as a concept that is singly unified, rather, a concept having numerous viewpoints that contains a variety of behaviors. for instance, industries dealing with services produce goods that are insubstantial and services quality has its predictions done according to the performance that is immediate from employees that are in service. Thus, the performance based on these arguments are that the performance on job is obtained through employee's efforts (Okoli et al,2019).

Managers have the ability to influence performance as well as cohorts in an indirect way through the creation of a suitable working environment for employees, the development of a philosophy that is suitable that aids employees in shaping their commitment to the achievement of the goals set by the organization they are working for as well as in the articulation of strategies.

Specifically, the measurement of performance in deposit money bank as an index for the dependent variable are self-efficacy, job satisfaction and workplace flexibility. Nzewi and *Audu.* (2023) noted that self-efficacy is an individual belief in their ability to perform their responsibilities and accomplish their desired outcome. This according to Edna et al, 2021 involve self-confidence, perseverance and resilience in the work place. Job satisfaction on the other hand is seen as the extent to which individual employees feel positive about their duties and responsibilities as well as the extension of physical, emotional and psychological fulfillment of their jobs. Finally, workplace flexibility is seen as the ability to an employee to display certain control over when, how and where they can perform their tasks. This according to Nzewi and Audu (2023) is a mechanism of ensuring that employees balance work with their personal responsibilities thereby creating an avenue for improved performance.

Theoretical Review

Two Factor Theory

The Two-factor theory by Fredrick Herzberg (1964) is also referred to as the motivator hygiene theory. And has its exploration based on employee satisfaction in organizations. The theory postulated that “hygiene and motivational factors are responsible for satisfaction and discontentment”. Factors for motivation are those aspects on job that lead employee in focusing on performance in their work, and also give employee the performance standards that are expected in an organization. Factors for motivation are those well thought-out to have a direct relationship with the work done (Ayesha et al,2015). The factors are inclusive of working atmosphere aspect, such as, supervisory practices for pay, policies of a firm and other working conditions.

Herzberg (1964) discovered that factors that influence the satisfaction on job were dissimilar from those causing dissatisfaction on job. Herzberg came up with the theory of motivation-hygiene in a bid to explain the results. In the study, Herzberg referred to the factors either causing satisfaction or dissatisfaction as factors for hygiene, and the usage of the term hygiene’ was prompted by the fact that the factors for employee maintenance are usually meant to keep away employees from dissatisfaction. However, these factors are far away from providing satisfaction. Herzberg’s (1964) pointed out that accomplishment: the job itself. advancement, responsibility, recognition and growth are the strongest factors that lead to the satisfaction of employees, thus leading to improved performance of employees.

However, Herzberg’s (1964) pointed out that the policies of a firm, supervision, the relationship of employees with their Boss, work environment, relationship with colleagues and the amount of salary leads to either the satisfaction or dissatisfaction of employees. Herzberg (1964) logically reasoned that since the factors accounting for satisfaction are dissimilar from those that cause dissatisfaction, the two types of feelings may not be explicitly considered as opposites of each other. Thus; the contradictory of satisfaction can never be dissatisfaction, rather, the opposite is ‘no satisfaction’. Therefore, the two-factor theory became established through a comprehensive investigation of the two conflicting factors, hence; Herzberg’s (1964 came up with term “the two-factor theory” or “the hygiene motivational theory” (Adams & Beecham, 2021).

Abraham Maslow’s Hierarchy of Needs

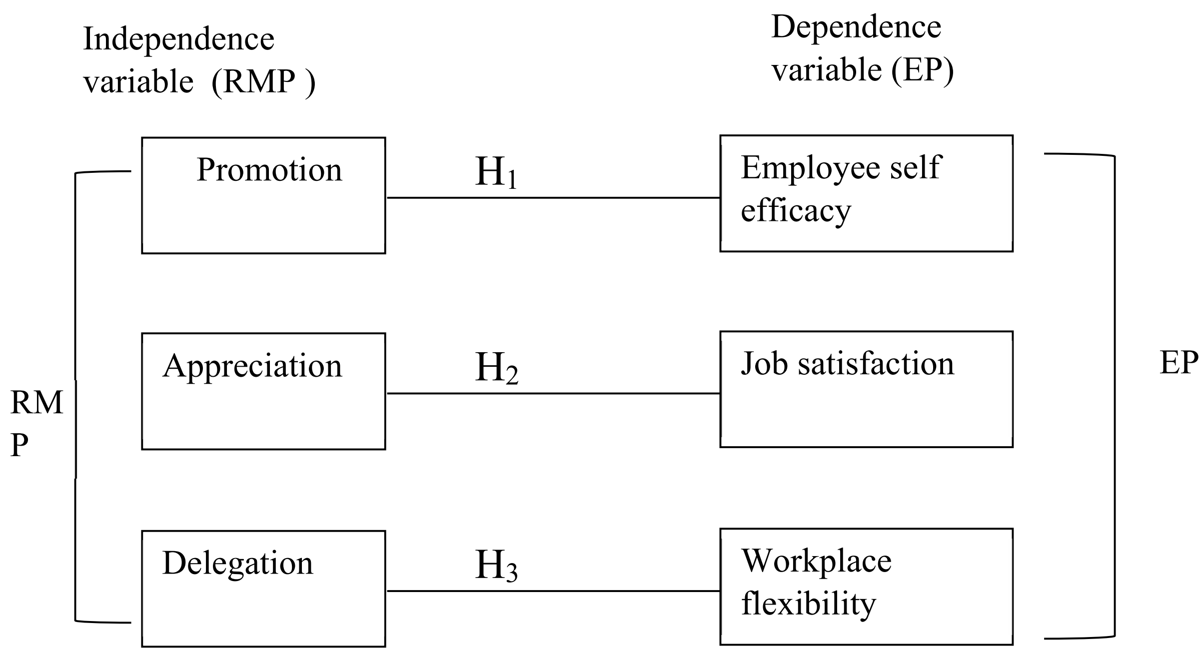
Bratton et al (2016) noted that hierarchy of needs” theory is anchored on the fact that human beings possess five needs that are most basic. Naser et al (2013) categorized the first need as that of deficiency, which entails inadequacy in physiological requirements, as well as affection and safety wants. He also categorized the second type as growth requirements, which are basically addressed in terms of self-fulfillment. He customized the growth requirements through an addition of two more requirements which are known as, understanding, knowing as well as aesthetic pleasure. This Theorist belief was that any person who lacked contentment with his employment will not perform efficiently. The general argument by Naser et al (2013) is that, "when other things are equal. People tend to satisfy their lowest level of felt need before moving on to higher level needs." This study on reward management practices and employee performance has a significant relevance to the research under investigation.

Vroom Expectancy Theory

This study was built on the Vroom's expectancy theory (1964). according to the-theory, the strength of employees' motivation to perform (effort) largely depends on how strongly they believed that they can achieve what they want. The Vroom' expectancy theory predominantly explains that an employee put in effort with the expectations that their performance will lead to both extrinsic and intrinsic rewards. The study hinged on non-monetary rewards as one of the factors that motivate employees to improve their performance. To this end, Vroom argued that employment holds emotional orientations with respect to outcomes (rewards) arising from their effort. Thus, management should always discover what employee's value and appreciate (Armstrong, 2016). These outcomes (rewards) can be positive and negative, positive outcomes are pay, security, companionship while the negatives include frustration, fatigue, anxiety, harsh supervision threat of dismissal. Positive outcomes deter employees from relaxing while on job. Expectancy is based on past experience that individuals are presented with new situation like change of jobs, payment system or working condition (Araki et al, 2015).

Nexus between Reward Management Practices and Employee Performance

There are several theoretical and empirical evidences on how reward management practices lead to employee performance (Acho et l, 2021, Uchenna et al., 2022, Zainuddin et al, 2021). However, this study specifically examines the relationship between the decomposed independent variable of reward management practices of promotion, appreciation and delegation with the dependent variable distilled with employee job satisfaction, self-efficacy and workplace flexibility. This study explores how promotion leads to employee self-efficacy; appreciation leads to job satisfaction and delegation leads to workplace flexibility thereby showing the specific relationship between each of these indicators of independent and dependent variables. The diagram relationship is presented in figure 1.



Source: Researchers compilation, (2025).

Fig 1: Conceptual model

The figure shows the conceptual model which displays the relationship between the independent variable (reward management practices) and dependent variable (employee performance). The figure specifically shows the relationship between promotion and employee self-efficacy, appreciation and job satisfaction, delegation and workplace flexibility.

Research Methodology

Research Design

The research adopted a descriptive research design. This method is a research survey design involving surveying the respondents with the view to collecting empirical data for the purpose of analysis. Additionally, this study which examine reward management practices and employees' performance involved collecting data through primary sources. The primary data obtained was through a twenty-four (24) items structured questionnaire and the data were subjected to descriptive and inferential statistical analysis.

The population of this study comprised the entire employees in the selected deposit money banks in Anambra State. The total population of the entire employees of the Staff One Thousand Eight Hundred Twenty-Six (1826).

The questionnaire contained research questions bordering on both independent variable (reward management practices) and dependent variable (employee performance). The questionnaire designed in a five- point Likert-scale responses of strongly agree (5), Agree (4), Undecided (3), Disagree (2) and strongly disagree (1) were used. The Researchers employed the services of two trained Research Assistants who assisted in the distribution and retrieval of the research questionnaire. In addition, the research questions were analyzed using a five - point's Likert-scale with the decision rule of accepting any mean value with 3.00 and above. More so, the inferential statistics adopted in testing the three formulated hypotheses is the simple linear regression analysis which is an inferential technique of examining the strength of relationship between the independent variable (reward management practices) and dependent variable (employee performance). This process was aided with the statistical package for social sciences (SPSS) version 27.

Sample and Sampling Technique

Considering the fact that the population of this study is large, it is difficult to study the entire population. Therefore, obtaining sample from the entire population becomes the best possible option. On this note, the research adopts Godden' (2004) sample size statistical formula which is in line with Uchenna et al (2021) who noted that such statistical technique is appropriate for determination of sample size with a finite population less than 50,000:

The Godden (2004) formula denoted as.:

$$SS = \frac{Z^2 (P)(1-P)}{C^2} \quad \text{-- equ (1)}$$

$$\text{New } SS = \frac{SS}{1 + \frac{(SS-1)}{\text{Population}}} \quad \text{equ (2)}$$

Where SS = Sample size
Z = Confidence level 95 %
P = Percentage of population (50%)
C= Confidence interval = 5 % (0.05)

$$SS = \frac{1.96^2 (0.5)(1-0.5)}{0.05^2} \quad \text{equ (1)}$$

$$SS = \frac{3.8416 (0.5)(1-0.5)}{0.0025}$$

$$SS = \frac{0.9604}{0.0025}$$

$$SS = 384$$

Population = 1826

$$\text{New SS} = \frac{384}{1 + \frac{(384 - 1)}{1826}}$$

$$\frac{384}{\frac{384}{1 + 1.209}}$$

$$\text{SS} = \frac{384}{2.209}$$

New SS = 174.

However, out of the total one hundred and seventy-four (174) questionnaires only one hundred and fifty-two (152) were duly completed and returned giving a retrieval rate of 87%.

Reliability of the Instrument

Reliability of the research instrument used for this study was carried out to determine the internal consistency of the research instrument. Therefore, Adefila (2014), Edna et al (2022) argued that an instrument is reliable if it gives similar outcomes under consistent circumstances. Uchenna et al (2021) further noted that any coefficient of reliability that is up to 0.70 and above is considered reliable. Thus, in testing the reliability of the research instrument, the Researchers conducted a pilot study by distributing questionnaires numbering twenty (20) to the target respondents through the help of the trained Research Assistants; the Cronbach Alpha coefficient measure of internal consistency was adopted. The reliability of the research instrument using Cronbach alpha reliability test with the Statistical Package for Social Sciences (SPSS) yielded the result of 0.76 for items on independent variable, 0.82 for items on dependent variable thus giving the average reliability result of 0.79. The reliability result is showed in table 1.

Table 1. Reliability Statistics

Proxies/ Independent Variable	Number of items	Cronbach Alpha
Independent variable	12	0.76
Dependent Variable	12	0.82

Source: SPSS statistical analysis

The table revealed that all the variables have Alpha Values above 0.70. Thus, in line with the submission of Uchenna et al (2022), Adefila (2014) and Edna et al (2021) the instrument is deemed reliable.

Technique for Data Analysis

The study adopted both descriptive and inferential statistics in analyzing the data. The inferential statistics was used in testing the three formulated hypotheses while the simple regression analysis which according to Adefila (2014) and Acho et al (2021) is an inferential technique of examining the strength of relationship between the independent and dependent variables was used.

Data Analysis and Results

The study tests three hypotheses using the linear regression statistical analysis with the aid of Statistical Packages for Social Sciences (SPSS) version 27. The independent variable is reward management practices and the decomposed variables are promotion, appreciation and delegation respectively while the dependent variable is employee performance which was distilled with employee self-efficacy, job satisfaction and workplace flexibility. The specific analytical approaches adopted were model summary, analysis of variance (ANOVA) and coefficients. The decision rule as noted by Uchenna et al (2022) is to accept P. value if the alpha value is ≥ 0.05 otherwise the null hypotheses be rejected.

Data analysis and Results

The table below shows the selected scale mean lies within the accepted range; therefore, they are of high extent and the Researchers can conclude that data obtained and analyzed is significant and

Table 2. Descriptive Statistics on Reward management practices

Indices	Mean	Std. Deviation	N
P	3.33	1.10	152
A	3.27	1.21	152
D	3.11	0.39	152

reliable. Again, in order to ascertain the variability of the data the standard deviations of both variables were examined. The mean for promotion (P) is 3.33 and the standard deviation is 1.10, the mean for appreciation (A) is 3.27 and the standard deviation is 1.21 and the mean for delegation (D) is 3.11 and the standard deviation is 0.39, to this end, all variables lie within the value of high extent as indicated by their corresponding means and standard deviations which are closely related.

Table 3. Descriptive Statistics on Employee Performance

Indices	Mean	Std. Deviation	N
ESE	3.26	1.12	152
JS	3.46	108	152
WF	3.53	1.41	152

The table shows the selected scale mean lies within the accepted range; therefore, they are of high extent and the Researchers can conclude that data obtained and analyzed is significant and reliable. Again, in order to ascertain the variability of the data the standard deviations of both variables were examined. The mean for employee self-efficacy (ESE) is 3.26 and the standard deviation is 1.12, the mean for job satisfaction (JS) is 3.46 and the standard deviation is 1.08, the mean for workplace flexibility is (WF) is 3.53 and the standard deviation is 1.41, therefore, all variables lie within the value of high extent as indicated by their corresponding means and standard deviations which are closely related.

Test of Hypotheses

Hypothesis 1

H_1**:** There is no significant relationship between promotion and employee self-efficacy.

Table 4: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.898[a]	.806	.805	.23762	2.1202

a. Predictors: (Constant), promotion
b. Dependent Variable: employee self-efficacy

The model summary table reports the strength of relationship between the independent and dependent variables. The result of R stood at 0.898 indicating a strong relationship between the dependent variable employee self-efficacy and the explanatory variable promotion. The coefficient of multiple determinations R^2 measures the percentage of the total change in the dependent variable that can be explained by the independent or explanatory variable. The result indicates a R^2 of .806 showing that 81% of the variances in employee self-efficacy is explained by appreciation while the remaining 19% (i.e. 100 – 81) of the variations could be explained by other variables not considered in this model.

The adjusted R-square compensates for the model complexity to provide a fairer comparison of model performance. The result is supported by the value of the adjusted R which is to the tune of 81% showing that if the entire population is used, the result will deviate by 9.2% (i.e. 89.8 – 80.6), with the linear regression model, the error of the estimate is considerably low at 0.23762. The result of Durbin Watson test shows 2.1202 therefore it shows that there is no auto correlation.

Table 5 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	273.614	1	273.614	2378.361	.000[b]
	Residual	23.521	151	.134		
	Total	297.135	152			

a. Dependent Variable: employee self-efficacy
b. predictors: (constant), promotion

The ANOVA table confirms the results of model summary, analysis of the result revealed that F = 273.614 which is significant at (0.000) < 0.05. Hence, since the P-value < 0.05 (critical value), the null hypothesis that there is no relationship between promotion and employee self efficacy is rejected.

Table 6 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.668	.034		11.135	.000
	promotion	.431	.016	.642	23.634	.000

a. Dependent Variable: self-efficacy

The coefficient provides information on how the explanatory variable (the estimated coefficient or beta) influences the dependent variable. The result shows that the regression constant is 0.668 giving a predictive value of the dependent variable when all other variables are zero. The coefficient for promotion is 0.431 with p-value of 0.000 less than (0.05%) critical value. Therefore, it can be concluded that the null hypothesis that there is no relationship between promotion and employee self efficacy is rejected.

Hypothesis 2

H_2**:** There is no significant relationship between appreciation and job satisfaction.

Table 7 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.799[a]	.638	.637	.43292	2.3211

a. Predictors: (constant), appreciation
b. Dependent variable: job satisfaction

The model summary table reports the strength of relationship between the independent and dependent variable. The result of R stood at 0.799 indicating a strong relationship between the dependent variable job satisfaction and the explanatory variable appreciation. The coefficient of multiple determinations R^2 measures the percentage of the total change in the dependent variable that can be explained by the independent or explanatory variable. The result indicates a R^2 of .638 showing that 80% of the variances in job satisfaction is explained by appreciation while the remaining 36% (i.e. 100 – 64) of the variations could be explained by other variables not considered in this model. The adjusted R-square compensates for the model complexity to provide a fairer comparison of model performance. The result is supported by the value of the adjusted R which is to the tune of 64% showing that if the entire population is used, the result will deviate by 16.1% (i.e. 79.9 – 63.8). With the linear regression model, the error of the estimate is considerably low at .43292. The result of Durbin Watson test shows 2.3211 therefore it shows that there is no auto correlation.

Table 8 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	337.427	1	337.427	2162.332	.000[b]
	Residual	92.621	151	.642		
	Total	430.048	152			

a. Dependent variable: job satisfaction
b. Predictors: (constant), appreciation

The ANOVA table confirms the results of model summary, analysis of the result revealed that F = 2162.332 which is significant at (0.000) < 0.05. Hence, since the P-value < 0.05 (critical value), the null hypothesis that there is no relationship between appreciation and job satisfaction is rejected.

Table 9 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.226	.053		2.342	.000
	appreciation	1.236	.028	.653	22.217	.000

a. Dependent Variable: job satisfaction

The coefficient provides information on how the explanatory variable (the estimated coefficient or beta) influences the dependent variable. The result shows that the regression constant is 0.226 giving a predictive value of the dependent variable when all other variables are zero. The coefficient for appreciation is 1.236 with p-value of 0.000 less than (0.05%) critical value. Therefore, it can be concluded that the null hypothesis that there is no relationship between appreciation and job satisfaction is rejected.

Hypothesis 3

H_3: There is no significant relationship between delegation and workplace flexibility.

Table 10 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.859[a]	.737	.734	.25973	2.026

a. Predictors: (constant), delegation
c. Dependent variable: workplace flexibility

The model summary table reports the strength of relationship between the independent and dependent variable. The result of R stood at 0.859 indicating a strong relationship between the dependent variable workplace flexibility and the explanatory variable delegation. The coefficient of multiple determinations R^2 measures the percentage of the total change in the dependent variable that can be explained by the independent or explanatory variable. The result indicates a R^2 of .737 showing that 74% of the variances in workplace flexibility is explained by the delegation while the remaining 26% (i.e. 100 – 74) of the variations could be explained by other variables not considered in this model. The adjusted R-square compensates for the model complexity to provide a fairer comparison of model performance. The result is supported by the value of the adjusted R which is to the tune of 73% showing that if the entire population is used, the result will deviate by 12.2% (i.e. 85.9 – 73.7) with the linear regression model, the error of the estimate is considerably low at 0.25973. The result of Durbin Watson test shows 2.026 therefore it shows that there is no auto correlation.

Table 11 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	342.338	1	342.338	2237.042	.000[b]
	Residual	62.161	151	.117		
	Total	404.499	152			

a. Dependent variable: delegation
b. Predictors: (constant), workplace flexibility

The ANOVA table confirms the results of model summary, analysis of the result revealed that F = 2237.042 which is significant at (0.000) < 0.05. Hence, since the P-value < 0.05 (critical value), the null hypothesis that there is no relationship between delegation and workplace flexibility is rejected.

Table 12 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.054	.032		1.326	.000
	delegation	1.027	.016	.552	37.432	.000

a. Dependent Variable: workplace flexibility

The coefficient provides information on how the explanatory variable (the estimated coefficient or beta) influences the dependent variable. The result shows that the regression constant is 0.54 giving a predictive value of the dependent variable when all other variables are zero. The coefficient of delegation is 0.54 with p-value of 0.000 less than (0.05%) critical value. Therefore, it can be concluded that the null hypothesis that there is no relationship between delegation and workplace flexibility is rejected.

Conclusion

Based on study findings, it was concluded that if employees are appreciated by acknowledging their individual achievements, appreciation, delegation, receiving rewards and other special gifts for outstanding performance. This implies that employees are motivated to through these measures. Additionally, it was also discovered that appreciating employees verbally or through giving certificates and other special gifts makes employees have a sense of value thereby influencing them to improve performance. Finally, the study concludes that if employees are promoted, they are encouraged to work harder while delegating special assignments to employees encourages them significantly to perform better thus enabling the Firms to accomplish their immediate and strategic objectives.

Recommendations

Based on the findings and conclusion of the study, the Researchers makes the following specific recommendations.

i. The study recommends the Deposit Money Banks in Anambra state should improve its reward through merit-based and timely promotion reward system. This can be done through identifying best performance in each Sections, Units or Departments at the end of the year and offer them awards in form of gifts and other items that motivate employees to improve performance.
ii. Employee appreciation should be commensurable and be consistently carried out; this should be given to employees who have demonstrated their capacities. This measure will not only motivate employees who have performed well but would ignite other employees to improve their performance.
iii. Finally, employees should not only be involved in decision making but responsibilities should be assigned through delegation while initiative and intuition through an independent decision by employees is encouraged. This will enhance employee commitment as well as encourage a broad participation by employees that lead to improved performance.

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