

Examination of Workers' Preferences for Reinforcement Packages

Uhunmwangho Philomina¹ and Oguah Christopher²

¹Department of Office Technology & Management

²Department of Business Administration
Edo State Polytechnic Usen.

Abstract

Reinforcement packages are a type of incentive strategy used by organisations to inspire their employees or employees' families. Compensation is a commitment that the organisation owes to its personnel as a means of compensating them for their contribution to the achievement of organisational goals. Employee motivation in the workplace is still one of the most delicate things to discuss since it determines the level of effort that employees will put forth in the business in order to commit to high levels of performance. Primary data were gathered from mini-survey questionnaires provided to employees of Edo State Polytechnic, Usen, in order to identify several sorts of reinforcement packages based on the preferences of employees. According to the findings of this study, employees choose extrinsic benefits (such as cash or monetary compensation) over any other sort of compensation.

Keywords: Reinforcement packages, Reward, Motivation, Intrinsic factors, Extrinsic factors

Introduction

In any organisation, the performance of each individual employee is critical. The use of reinforcement theory, which was established by B. F. Skinner, is one method of motivating people. Positive reinforcement is one of the most often employed approaches, in which a person's behaviour is strengthened or increased as a result of the consequences of their actions (Wei and Yazdanifard, 2014).

Reinforcement packages are a type of incentive strategy used by organisations to inspire their employees or employees' families. A powerful lever for motivating employee behaviour, a specific monetary return or event that employees receive in exchange for tasks accomplished at the workplace, and a requirement for the achievement of organisational objectives are all defined as monetary returns or events (Cristofori et al, 2018; Gbande, 2016; Franco-Santos & Gomez-Mejia,

2015). Organizations must use a variety of methods to reinforce desired behaviours and ensure that these behaviours are demonstrated on a consistent basis. One of these strategies is reward (Dad, Ali, Janjua, Shahzad, & Khan, 2010).

Businesses that are enthusiastic about their visions and missions regularly modify their tactics to recruit, engage and retain competent employees in an increasingly competitive environment like the one we live in today, according to the World Economic Forum. It appears that the most effective method of accomplishing this goal is through the use of an efficient reward system. Compensation is a commitment that the organisation owes to its personnel as a means of compensating them for their contribution to the achievement of organisational goals. Businesses that are enthusiastic about their visions and missions regularly modify their tactics to recruit, engage and retain competent employees in an increasingly competitive environment like the one we live in today, according to the World Economic Forum. It appears that the most effective method of accomplishing this goal is through the use of an efficient reward system. Employers owe employees a monetary reward for their contributions to the achievement of organisational goals. This is an obligation imposed by the organisation on the employees by the organisation (Nwokocha, 2016; Saleem, 2011 & Somoye and Eyupoglu, 2020).

The Study's Purpose

Primary objective of this study is to generate empirical data about the ways in which reinforcement might prompt employees to operate in a way that is consistent with an organization's performance evaluation criteria in the service delivery sector. Furthermore, it investigates how organisations might employ rewards to influence organisational commitment.

Review of the Literature

The people that work in any industry are essential to the success of that industry. In the twenty-first century, human capital is regarded as the most valuable asset of any organisation (Hafiza et al, 2011). A third argument is made by Kreisman (2002), who claims that the most valuable and volatile asset of any institution is a highly motivated and stable workforce that is competent, committed, and productive.

Because all organisations are concerned with what should be done to achieve sustained high levels of performance through people, it means paying close attention to how individuals can best be motivated through such means as

incentives, rewards, and, most importantly, the work they do and the organisation context within which they carry out that work. The importance of the work they do and the organisation context within which they carry out that work cannot be overstated (Armstrong, 2010).

Using incentives to attract prospective job applicants, achieve human resource objectives, and gain a competitive edge are all possible goals (Bratton & Gold, 2007). This is especially crucial in a competitive hybrid sector where mining businesses are competing for high-caliber people in order to increase the quality of their work while also earning an outstanding reputation in the community.

There are various elements that might influence employee performance, according to Hafiza et al. (2011). These include training and development opportunities, working conditions, the worker-employer relationship, job security, and the company's overall policies and processes for rewarding employees. When it comes to aspects that influence employee performance, the ability to get rewards is the most important thing to consider.

Employee motivation in the workplace is still one of the most delicate things to discuss since it determines the level of effort that employees will put forth in the business in order to commit to high levels of performance.

Types of Motivation (reinforcement packages)

Employees' discussions about productivity are dominated by the topic of motivation. However, the kind of the welfare package offered by each firm impacts the level of motivation available to employees. In this context, the purpose of this study was to evaluate the influence of the welfare package in determining the level of motivation among employees (Micah and Imoudu, 2013).

As previously stated by Baron (1983), motivation is a set of processes dealing with a form of force that energises behaviour and leads it toward the achievement of specified goals (Mol, 1992). It goes on to say that not only may motivation impact performance, but that performance can also influence motivation, particularly if it is followed by positive reinforcement. In order for behaviour to be activated, there must first be a physiological or psychological deficiency, need, or desire. This urge must be directed toward a specific objective (Bhattacharyya, 2009).

The process of arousing passion and perseverance to pursue a specific path of action may be internal or external to the individual, depending on their

circumstances. It is generally agreed that work motivation may be divided into two types: intrinsic motivation and extrinsic motivation, demonstrating that different incentives have a significant impact on employee motivation (Kuranchie-Mensah and Amponsah-Tawiah, 2016).

Instead of reducing benefits, reinforcement is a technique used to elicit and develop new behaviours by providing rewards and incentives instead of taking away existing ones. It can be implemented in the workplace through fringe benefits, advancement opportunities, and compensation. Rewards can be divided into two categories: those that are intrinsic and those that are extrinsic.

- **Intrinsic Reward:** Intrinsic reward is a sort of positive reinforcement that can be used to motivate people. The motive is not solely based on monetary gains or losses. It can be as simple as praise, delegating, empowerment, or acknowledgment, but it has a favourable impact on an employee's performance in a positive manner (Sonawane, 2008 & Howard, 2018). Because of their hard work, employees will feel appreciated and will have a sense of belonging to the organisation if they receive appreciation from their managers or supervisors for their accomplishments (Shiraz, Rasid and Raiz, 2011). Staff members place a great value on this, and it is very probable that they will seek to improve their performance as a result (Gohari et al, 2013).

- **Extrinsic Reward:** Salary is one of the most important factors in motivating employees to go to work. Linz and Semykina (2012) discovered that personal income is positively connected with job happiness in their research. Researchers in Taiwan's technology industry discovered that financial incentives based on production have a good association with the work performance of their employees in a study of R&D experts. Furthermore, the cost of monitoring has been reduced, and it has become more competitive among the employees (Chien, Lawler and Jin-Feng, 2010).

As a result, motivation is concerned with what a person desires as well as his or her emotional state, which propels him or her in the direction of getting what he or she desires (Mullins, 2010). Individual wants or expectations result in the behaviour or action that motivates him or her to attain desired goals that bring fulfilment in the individual's life, which is the basis of the conceptual approach to motivating others (Kuranchie-Mensah and Amponsah-Tawiah, 2016).

Methodology and Results of the Study

In this study, the researchers used a descriptive cross-sectional survey approach. Mini-survey questionnaires were provided to employees at Edo State Polytechnic, Usen, and the primary data was obtained from them.

The questions were separated into two groups: intrinsic reinforcement and extrinsic reinforcement, each of which contained five questions. The questions are to be ranked according to the weights assigned by the responders. This is accomplished by assigning a1=4 to indicate Very important, a2=3 to indicate Important, a3=2 to indicate Less significant, and a4=1 to indicate Not important. The information is utilised to calculate the Relative Importance Index (RII) (Salhi and Messaoudi, 2021), which is calculated by applying the formulae listed below:

$$RII = \frac{\sum an}{N}$$

Where:

a is a constant that expresses the weight given to each effect, varies from 1 to 4.
n is the response frequency. And **N** is the total number of respondents.

A total of 90 questionnaires were administered and the results shown below.

Table 1. showing results of returned questionnaires

Intrinsic Factors	a₁	a₂	a₃	a₄
Excellent office accommodation	10	14	60	6
Annual leave	9	7	39	35
Canteen services	6	19	43	31
Indoor games	20	15	31	24
Library services	53	31	6	0
Extrinsic Factors				
Payment of salary on time	80	6	4	0
Financial incentives	61	23	6	0
Payment of claims	54	26	8	2
Access to loans and salary advance	39	33	11	7
Payment for staff trainings	77	13	0	0

Table 2: showing the RII for each item

Intrinsic Factors	a₁	a₂	a₃	a₄
Excellent office accommodation	0.44	0.47	1.33	0.07
Annual leave	0.40	0.23	0.87	0.39
Canteen services	0.27	0.63	0.96	0.34
Indoor games	0.89	0.50	0.69	0.27
Library services	2.36	1.03	0.13	0.00
Extrinsic Factors				
Payment of salary on time	3.56	0.20	0.09	0.00
Financial incentives	2.71	0.77	0.13	0.00
Payment of claims	2.40	0.87	0.18	0.00
Access to loans and salary advance	1.73	1.10	0.24	0.00
Payment for staff trainings	3.42	0.43	0.00	0.00

Table 3: showing the differences in the RII values

Intrinsic Factors	Positive RII	Negative RII
Excellent office accommodation	0.69	0.73
Annual leave	0.43	0.82
Canteen services	0.77	0.82
Indoor games	0.94	0.61
Library services	2.21	0.07
Extrinsic Factors		
Payment of salary on time	1.98	0.04
Financial incentives	2.12	0.07
Payment of claims	2.07	0.09
Access to loans and salary advance	1.97	0.12
Payment for staff trainings	2.14	0.00

Findings/results

It is already established that reinforcement or reward motivates staff to put in their best into whatever they are doing in the workplace.

The findings from table 1, for the Intrinsic factors, for #1, 66 respondents said it was either less or of no importance at all.

For factor #2, same trend with 74 respondents saying it was less or of no importance.

For factor #3, 74 respondents also said it was of less or no importance.

For factor #4, 45 respondents said it is of less or no importance

For factor #5, 84 respondents said it was of importance or very important.

For the Extrinsic factors, for factor #1, 86 respondents ranked it as important or very important.

For #2, 84, respondents said it was either important or very important.

For #3, 80 respondents ranked it as important or very important

For #4, 72 respondents ranked it as either important or very important

For #5, all 90 respondents ranked it as import or very important

From the result above it is very clear that staff prefer extrinsic reinforcements to intrinsic reinforcements. That is money base reinforcement more.

Table 2 deals with RII values for the ranking. The intrinsic factors for #5 has the highest RII value of 2,36 for very important and 1.03 value for very important. #1 has RII value 1.33 for less important and #3 with RII value of 0.39 for no importance.

For Extrinsic factors, #1 has the Highest RII value of 3.56 for very important, #3 with RII value of 1.10 for important, #4 for less important having RII value of 0.24 and all factors having RII of 0.00 for no importance.

Table 3 gives the RII values categorized into either positive or negative RIIs.

The positive RIIs tells weather the factor is very important or important while the negative RIIs tells weather the factor is less important or of no importance to staff motivation.

For the intrinsic factors, #5 is the most important, followed by #4, #3, #2 and #1.

For the extrinsic factors, #5 is the most important followed by #2, #3, #1 and #4.

Conclusion

The analysis of this study identifies reward to influence performance evaluation criteria and organisational commitment of staff. Motivation is therefore about what a person wants and about his emotional state, which drives him in the direction of achieving what he wants (Mullins, 2010). These rewards are described as reinforcement packages. Form this research it can be said that workers prefers

financial of money reward to any other type of reward. For the intrinsic factors question 5, dealing with provision of library had a very high RII value and the highest of all, which may be linked to the fact that the research location is and educational and research institution. The other factors with RII values more than 2.00 were the extrinsic factors namely (1) Payment for staff trainings, (2) Financial incentives and (3) Payment of claims

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