

A Comparative Analysis of Differences in Reward Preference among Senior and Junior Cadre Workers: A Case Study of Osun State Civil Service

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Abstract: This study examined differences in the preference of senior and junior cadre workers of Osun State Civil Service for financial and non-financial motivational rewards. The objective was to ascertain the nature of such differences and its policy implications. Data was collected through a questionnaire from a randomly selected sample of 580 workers made up of 233 junior and 347 senior cadre workers. The data was analyzed using both descriptive and inferential statistical tools. Results showed that while there was a significant difference in the preference of both senior and junior workers for financial rewards, there was no significant difference in their preference for non-financial rewards. It was concluded that junior level workers also place a great premium on non-financial motivators as much as senior level workers.

Key words: Comparative analysis, reward performance, senior and junior, cadre workers

INTRODUCTION

The need to generate a motivated workforce continues to pose a major challenge for managers, both in public and private sector organizations. The seriousness of this challenge is underscored by management's perception of the strong functional linkage between employee motivation and employee performance which, invariably, is the ultimate determinant of overall organizational performance.

Several factors influence motivation in the workplace among which are leadership, working conditions, organization culture, the external environment and even the personal characteristics of the worker; such as his/her personality and value system. However, the variable of focus in this study is the type of reward given to the worker, sub-divided into extrinsic (financial) and intrinsic (non-financial) rewards.

The objective of this study was to compare the differences in the preference of junior and senior cadre workers for financial and non-financial rewards. This was to explore the implication of the pyramidal nature of Maslow's hierarchy, whereby it is assumed that as a worker climbs up the organizational hierarchy, his needs also move up on the hierarchy. If this applies, then junior workers are expected to attach more importance to lower order needs, particularly the basic needs which can be satisfied mainly by financial rewards. In the same vein, senior cadre workers are expected to attach greater importance to non-financial rewards by virtue of having moved to a higher level on the organizational hierarchy.

Research questions: The research questions for this study are as follows:

- Is there any difference in the type of reward preferred by workers in the senior and junior cadres?
- What is the policy implication of such differences?

Research Hypotheses: Two hypotheses were formulated for the study as follows:

- There is no significant difference in the preference of both senior and junior workers for financial rewards.
- There is no significant difference in the preference of both senior and junior workers for non-financial rewards.

Sources of motivation: There are 2 sources of motivation, as originally 6 identified by Herzberg *et al.* (1959) and these are intrinsic and extrinsic motivation. Intrinsic motivation refers to the self-generated factors that influence people to behave in a particular way or move in a particular direction. Deci (1975) classified intrinsic motivation as behaviours that individuals engage in to seek out challenging situations or to overcome challenges. In the workplace, these behaviors are triggered by inherent job factors such as responsibility, autonomy, scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement. The intrinsic factors or rewards are inbuilt into the job and are capable of eliciting satisfaction in the worker through actual performance of the job

Table 1: Applying Maslow's need Hierarchy at the organizational level

Needs level	General rewards	Organizational factors
Physiological	Food, water, sex, sleep	-Pay-Pleasant working conditions-Cafeteria
Safety	Safety, security, stability, protection	-Safe working conditions -Company benefits -Job security
Social	Love, affection, belongingness	-Cohesive work group -Friendly supervision -Professional associations
Esteem	Self-esteem, self respect, prestige status	-Social recognition -Job title -High status job -Feedback from job itself
Self actualization	Growth, advancement creativity	-Challenging job -Opportunities for creativity -Achievement in work -Advancement in the organization

Source: Mullins (1999)

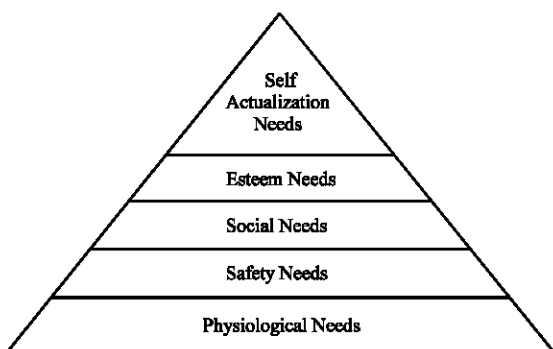


Fig. 1: Maslow's Hierarchy of needs model

itself. These rewards, as further explained by Amabile (1998) can generate the kind of passion needed to make workers achieve the high levels of performance required in today's business environment.

Extrinsic motivation, according to Leonard *et al.* (1995) is that which derives from external sources. It can be regarded as what managers do to or for workers to make them produce the desired behaviour that will lead to attainment of organizational goals. Extrinsic factors or rewards have no direct relationship with the job itself. Rather, they are externally mediated and are related to such tangible rewards as salary and fringe benefits, job security, promotion, the work environment and other conditions of work (Rudolph and Kleiner, 1989). Extrinsic motivators are believed to have an immediate and powerful effect but which may not necessarily last long. Intrinsic factors on the other hand are believed to be concerned with the psychological satisfaction which a person derives from work and hence are likely to have a deeper and long-lasting effect since they are inherent in individuals and are not imposed from outside. Furthermore, intrinsic motivation is regarded as that

which the worker derives from the job as an end itself, while extrinsic motivation is that which is derived from the end to which the job provides the means.

The Hierarchy of Needs Theory of Motivation propounded by Maslow (1943) provides the theoretical perspective for this study. Maslow's theory belongs to the category of content theories whose emphasis is on what motivates individuals. Maslow conceived of human needs as being arranged in a hierarchy ranging from lower order to higher order needs. He contended that once a lower level need has been satisfied, it no longer acts as a strong motivator. The needs of the next higher level in the hierarchy demand satisfaction and become the motivating influence.

The need hierarchy, usually illustrated in form of a pyramid, consists of five levels, as shown in Fig. 1. The levels in the needs hierarchy are as follows:

Physiological needs: This is the most basic and the lowest level of needs in the hierarchy. In essence, it is the most fundamental since the very existence of a human being depends on satisfaction of these needs, some examples of which are hunger, thirst, sleep, sex etc.

Safety or security needs: This is the need for both physical and emotional security and is the second level of needs in Maslow's hierarchy. It includes the need for maintenance, emotional stability, the need for predictability and orderliness.

Social needs: This is the need for love, affection, sense of belonging, social activities, friendship and it is the third and intermediate level of needs in the hierarchy.

Esteem needs: This level represents the higher needs of humans. It includes the need for self respect, respect from others, recognition for accomplishments, prestige, status, power, attention and recognition.

Self Actualization: This is the 5th and highest level of needs in the hierarchy. It represents the culmination of the lower, intermediate and higher needs of humans. It includes the need for self-fulfillment, personal growth, creativity and realization of all one's potentials. People who have become self-actualized are self-fulfilled and have realized all their potentials. In the view of Luthans (1998) self-actualization is closely related to self concept. In effect, self-actualization is a person's motivation to transform perception of self into reality. Self actualization needs do not necessarily manifest as creative urges, but may take many forms, which vary widely from one individual to another.

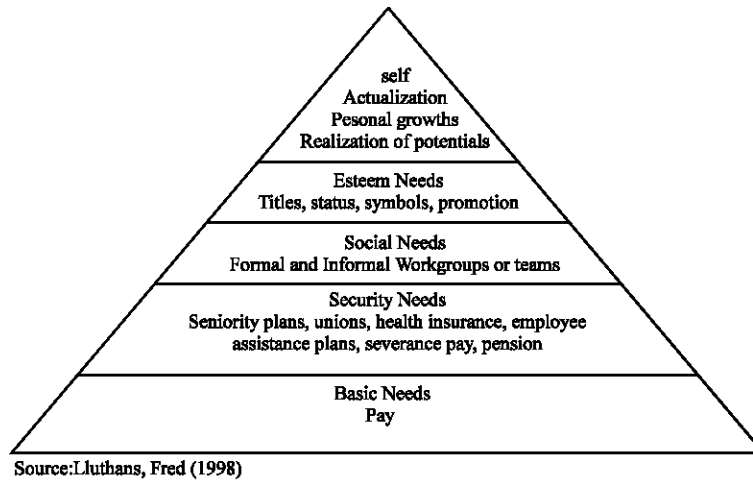


Fig. 2: A Hierarchy of work motivation

The pyramidal form of Maslow's Needs Hierarchy, as pointed out by Mullins (1999), is that people's needs thin out as they progress up the hierarchy. If applied to the work situation, it can be deduced that as a worker moves up the organizational ladder, his needs also thin out.

Luthans (1998) attempted to convert Maslow's need hierarchy into a model of work motivation as illustrated in Fig. 2.

Steers and Porter (1991) also recommended a list of general rewards and organizational factors that can be used to satisfy different needs as shown in Table 1.

A critical examination of the organizational rewards for the higher order needs (esteem and self actualization), would reveal that many of these factors tend to be applied more predominantly for workers who have moved up to the senior level in the organizational hierarchy. Furthermore, rewards are such that do not have direct financial implications.

On the other hand, the rewards for lower needs (particularly physiological and safety needs), have direct financial components aimed at satisfying the direct economic needs of the workers. When examined, these rewards are the types that tend to be more highly appreciated by workers at the junior level on the organizational hierarchy. A possible explanation for this may be that the low level of remuneration for this category of workers predisposes them to put great premium on the financial rewards, particularly in view of the current poor state of the nation's economy, whereby workers' real income is inadequate for satisfaction of the basic needs of workers.

MATERIALS AND METHODS

The study population was made up of workers in the Osun State Civil Service, comprising workers of State

Ministries and Local Governments. The study sample of 347 senior and 233 junior workers was selected using multistage sampling method. Data was collected using a questionnaire. Three items in the questionnaire were designed to measure preference for financial rewards, while another three items measured preference for non-financial rewards.

Both descriptive and inferential statistical tools were used to analyze the data.

RESULTS AND DISCUSSION

The analysis as shown on Table 2 reveals that 53.1% of the respondents strongly agree with item 1, while 36.9 and 37.3% agree with items 2 and 3, respectively. These percentages represent the highest frequency of responses to the specified questionnaire items. Further examination of the table shows that the second highest frequency of responses (30.6%) agrees with item 1, while 30.2 and 36.7% strongly agreed with items 2 and 3, respectively.

The analysis on Table 3 shows that 42.8 and 42.3% of the respondents agreed with items 4 and 5, respectively, while 39.2% strongly agreed with item 6. These percentages represent the highest frequency of responses to the specified questionnaire items. Further examination of the table shows that 24.1 and 33.4% strongly agreed with item 4 and 5, respectively, while 34.2% strongly agreed with item 6.

To compare the degree of preference for financial rewards by junior and senior staff, the percentage of respondents that strongly agreed with the relevant items (1, 2 and 3) among the total respondents for each cadre was compared. The result is represented in the Table 2.

Table 2: Analysis of responses on preference for financial rewards

Response	Item 1 The most important factor that can make me perform well at my job is when my salary and other financial benefits are paid regularly				Item 2 I will be encouraged to perform even better if I am given a cash award or salary increase as a reward for outstanding performance				Item 3 My most important goal as a worker is having financial security			
	Junior staff	Senior staff	Total	Valid %	Junior staff	Senior staff	Total	Valid %	Junior staff	Senior staff	Total	Valid %
Strongly disagree	7	8	15	2.6	5	23	28	4.9	3	10	13	2.3
Disagree	8	23	31	5.4	22	82	104	18.2	9	53	62	11.0
Neutral	25	23	48	8.3	18	38	56	9.8	29	43	72	12.7
Agree	61	116	177	30.6	102	109	211	36.9	84	127	211	37.3
Strongly agree	131	176	307	53.1	85	88	173	30.2	100	108	208	36.7
Total	232	346	578	100.0	232	340	572	100.0	255	341	566	100.0
Missing	1	1	2		1	7	8		8	6	14	
Total	233	347	580		233	347	580		233	347	580	

Source: Field Survey

Table 3: Analysis of responses on preference for non-financial rewards

Response	Item 4 If my job is challenging and gives me a sense of responsibility, I will perform well even if the salary is not paid regularly				Item 5 Praise and commendation for outstanding performance is enough encouragement for me to perform even better				Item 6 As a worker, I place more value on personal development and self actualization than on financial security			
	Junior staff	Senior staff	Total	Valid %	Junior staff	Senior staff	Total	Valid %	Junior staff	Senior staff	Total	Valid %
Strongly disagree	21	22	43	7.5	7	7	14	2.4	6	5	11	2.0
Disagree	28	56	84	14.7	21	26	47	8.2	26	34	60	10.8
Neutral	27	36	63	11.0	33	45	78	13.6	36	41	77	13.8
Agree	96	149	245	42.8	88	154	242	42.3	82	109	191	34.2
Strongly agree	59	79	138	24.1	82	109	191	33.4	74	145	219	39.2
Total	231	342	573	100.0	231	341	572	100.0	224	334	558	100.0
Missing	2	5	7		2	6	8		9	13	22	
Total	233	347	580		233	347	580		233	347	580	

Source: Field Survey

Table 4: Comparison of senior and junior staff preference for financial rewards

Responses	Item 1				Item 2				Item 3			
	Junior staff N = 233	%	Senior staff N = 347	%	Junior staff N = 233	%	Senior staff N = 347	%	Junior staff N = 233	%	Senior staff N = 347	%
Strongly Agree	131	56.2	176	50.7	85	36.4	88	25.4	100	42.9	108	31.1

Source: Field Survey

The analysis on Table 4 shows that the percentage of junior staff respondents that strongly agreed with the three items measuring preferences for financial rewards is higher than that of senior staff (56.2, 36.4 and 42.9% on items 1, 2 and 3 for junior staff compared to 50.7, 25.4 and 42.9% for senior staff). This result was consistent with the expectation that junior staff will prefer financial rewards more than senior staff.

To compare the degree of preference for non-financial rewards, the percentage of respondents that strongly agreed with the relevant items (4, 5 and 6) among the total respondents for each cadre was compared. The result is presented in the following table:

The analysis on Table 5 shows that the percentage of junior staff that signified preference for non-financial

rewards was higher than that of senior staff on 2 out of the 3 items (25.3 and 35.2% for junior staff, 22.8 and 31.4% for senior staff on items 4 and 5, respectively). This result was not consistent with the expectation that senior workers will prefer non-financial rewards more than the junior workers.

This result was further confirmed by the result of the test of hypotheses as shown in the following table:

The paired samples test on Table 6 shows a comparison of the means of the two samples for the two variables. Pair 1 gives the comparison of means for the junior and senior staff on preference for financial rewards while pair 2 gives the comparison of the means for junior and senior staff on preference for non-financial rewards.

Table 5: Comparison of senior and junior staff preference for non-financial rewards

Responses	Item 4		Item 5		Item 6							
	Junior staff N=233	Senior staff N=347	Junior staff N=347	Senior staff N=233	Junior staff N=347	Senior staff N=233						
Strongly Agree	59	25.3	79	22.8	82	35.2	109	31.4	74	31.7	145	41.8

Source: Field Survey

Table 6: Paired samples test

	Paired differences					
	Mean	Std. Dev.	Std. Error Mean	95% of Confidence Interval of Difference		T
				Lower	Upper	
Pair Junior Financial- enior Financial	0.95	3.54	0.23	0.49	1.41	4.087
Pair Junior Non-financial Senior Non-financial	7.296E-02	4.8511	0.3178	-0.5532	0.6991	0.230

Source: Field Survey

Pair 1

$$t_{cal} = 4.087$$

$$T_{tab} = 2.576 \text{ at } 0.01 \text{ level of significance.}$$

Hence, since t_{cal} for pair 1 (4.087) is greater than t_{tab} (2.576), hypothesis one, which states that there is no significant difference in the preference of both senior and junior staff for financial rewards is rejected.

Pair 2

$$t_{cal} = 0.230$$

$$t_{tab} = 2.576 \text{ at } 0.01 \text{ level of significance.}$$

Hence, since t_{cal} is less than t_{tab} for pair 2, hypothesis two, which states that there is no significant difference in the preference of junior and senior staff for non-financial rewards is accepted.

The rejection of hypothesis 1 supports the expectation that junior cadre workers will attach more importance to the financial rewards than senior cadre workers. The cadre by cadre analysis on Table 4 also confirms this. This finding is supported by the finding of Ajila (1997), whereby junior workers identified pay as the most important job incentive and also the finding of Kovach (1987), which suggested that as employees' income increases, money becomes less of a motivator.

However, the acceptance of hypothesis 2 was not consistent with expectation. In fact, a cadre by cadre analysis of relevant data as shown on Table 5 revealed that the percentage of junior workers who signified preference for non-financial rewards was even higher than that of senior workers on two out of the three indicators.

CONCLUSION

It can be concluded from the findings that junior cadre workers place greater premium on non-financial rewards as much as senior cadre workers. Hence,

irrespective of the relatively low level of income of the junior workers when compared to that of senior workers, Maslow's higher order needs are also prevalent among them. Therefore, in order to achieve a crop of highly motivated workforce, it is imperative that policy makers emphasize the use of both financial and non-financial rewards for all cadres of workers when making their policy decisions. Proper implementation of such policies should also be ensured.

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