Reward System and Service Delivery in Akwa Ibom State Civil Service

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Abstract
It is trite that the service delivery of Akwa Ibom State Civil Service is poor and research evidence reveals that the generality, most of of her staff suffer inadequate reward. Consequently, this study examined the relationship between the reward system and service delivery in the Civil Service of Akwa Ibom State. The cross-sectional survey design was adopted to carry out the investigation based on a randomly selected representative sample of 376 respondents. The study relied mainly on a structured questionnaire to generate primary data while the Pearson Product Moment Correlation (PPMC) was applied to test the research hypotheses. The study found that a significant association exist between pay, promotion, and staff training/development concerning service delivery respectively. Based on the research findings, it was recommended that the government should review and adjust annually the salaries and other fringe benefits of civil servants to meet the current trends in terms of living costs; opportunities for promotion should be made readily available to deserving staff without undue delays; and regular training and staff development should be instituted as a matter of a deliberate policy to strengthen the capacity of personnel to deliver improved services.

1. Introduction

Civil service is widely regarded as a pivotal force for driving economic growth and societal development in most countries of the world, including Nigeria. The civil service serves as the apparatus for public regulation and management of all facets of society. Moreover, government resource allocations flow directly and indirectly from the public bureaucracy to the various sectors of society. Hence, all institutions invariably need to interact with the civil service at some point in their existence and operations (Philips, 2020). Consequently, the state of a society is significantly influenced by the performance of its civil service. The civil service's catalytic function has prompted governments worldwide to consistently seek improved ways of delivering their services (Amoako, 2013).

As former President Olusegun Obasanjo declared in 2003 "Nigerians have, for too long, been feeling short-changed by the quality of public service…Nigerians deserve better" (Nigeria, 2006, p.5). His administration eventually introduced the Service Compact with All Nigerians (SERVICOM) on March 21, 2004, to rectify inefficiencies and enhance service delivery (Nigeria, 2006). However, civil servants in developing countries like Nigeria receive limited inducements and suffer from low motivation (Nunberg, 2014). Many low-income

countries have embarked on administrative reforms, which involved restructuring and downsizing the civil service but excessive cost-cutting through reduced wages can backfire, as skilled staff members exit the civil service, leading to demoralization, absenteeism, moonlighting, and corruption (Lienert, 2018).

Effective reward systems establish and maintain a competitive advantage for organizations (Milkovich & Newman, 2008). Consequently, organizations vying for success in the market must be prepared to adequately reward their most valuable assets - their employees. As noted by Armstrong (2008), rewards, whether monetary or non-monetary, are of paramount importance to employees. Rewards represent a means through which management compensates employees for their presence and accomplishments at the workplace. Adams Stacey's equity theory (Adams, 1963) underscores the connection between rewards and performance, suggesting that when employees perceive alignment between their inputs (knowledge, skills, attitudes, competencies) and outputs (rewards), they tend to perform optimally. Conversely, an employee who senses a disconnection between his/her input and compensation is likely to experience demotivation and dissatisfaction, ultimately affecting performance (Maduabum, 2016). The attainment of organizational objectives and goals is the crux of efficient reward management. Properly compensated employees profess an inclination to contribute their best performance to the organization, compared to those who receive inadequate compensation.
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1.1 Statement of the Problem

The Civil Service of Akwa Ibom State remains patterned after the Nigerian Federal Civil Service, which was introduced by Great Britain through the colonial system and has undergone various reforms throughout its history (Schiavo-campo, 1998; Nigeria, 1988). The Akwa Ibom State Civil Service is designed to translate government policies and programmes into tangible results through its various Departments, Ministries, and Agencies (MDA). However, the accomplishment of these programmes, projects and policies fundamentally relies on the efficacy and efficiency of the available human resources within the state's civil service. Human resources stand as a core facet of intellectual capital and represent a pivotal resource within organizations, inclusive of the civil service.

However, research evidence (Chukwu, 2019; Eyo, 2019; Ayandele & Etim, 2020; Mustapha, 2020; Edet et al., 2023) indicates that the Akwa Ibom State Civil Service has failed to deliver quality service due to manifest lack of commitment from staff, which is partly due to poor reward system. Specifically, the study by Edet et al., (2023) found that among other things, the poor performance of Akwa Ibom State Civil Service employees is attributable to poor salary packages, non-availability of necessary allowances, inadequate in-service training, and poor working conditions generally.

Despite the evident link between a robust reward system and effective service delivery, it is discomfiting to observe that the Akwa Ibom State's civil service appears to fall short in adequately addressing financial incentives, timely promotions, opportunities for staff training and development, career progression, workshops, and other motivating factors for its civil servants. As such, the effectiveness of government service delivery remains questionable and unsatisfactory. Thus, appraising the impact of rewards on service delivery in the Akwa Ibom State Civil Service constitutes a necessity.

1.2. Objectives of the Study

The main objective of this research is to examine the relationship between the reward system and service delivery in Akwa Ibom State Civil Service from 2011 to 2022.

The specific objectives are:
 i. To determine the relationship between pay and service delivery in the Akwa Ibom Civil Service.
 ii. To examine the relationship between staff training/development and service delivery in the Akwa Ibom Civil Service.
    To ascertain the relationship between prompt promotion of deserving staff and service delivery in the Akwa Ibom Civil Service.

1.1. Research Questions
This study seeks to answer the following research questions:
 i. Is there a significant relationship between pay and service delivery in Akwa Ibom State Civil Service?
 ii. Is there a significant relationship between staff training/development and service delivery in Akwa Ibom State Civil Service?
 iii. Is there a significant relationship between prompt promotion of deserving staff and service delivery in Akwa Ibom State Civil Service?

1.2. Hypotheses
The following null hypotheses were formulated for the study:
i. There is no significant relationship between pay and service delivery in Akwa Ibom State Civil Service.
ii. Service delivery in Akwa Ibom State Civil Service is not dependent on staff training/development.
iii. There is no significant relationship between prompt promotion of deserving staff and service delivery in Akwa Ibom State Civil Service.

2. Literature Review
In this section, a conceptual explication of reward, service delivery and civil service was done. In addition, the research variables namely pay: training/development, promotion (independent variables) and service delivery - holistic perspective (dependent variable) were examined. The assumed linkages between these independent and dependent variables are depicted in the conceptual model diagram in Figure 1.
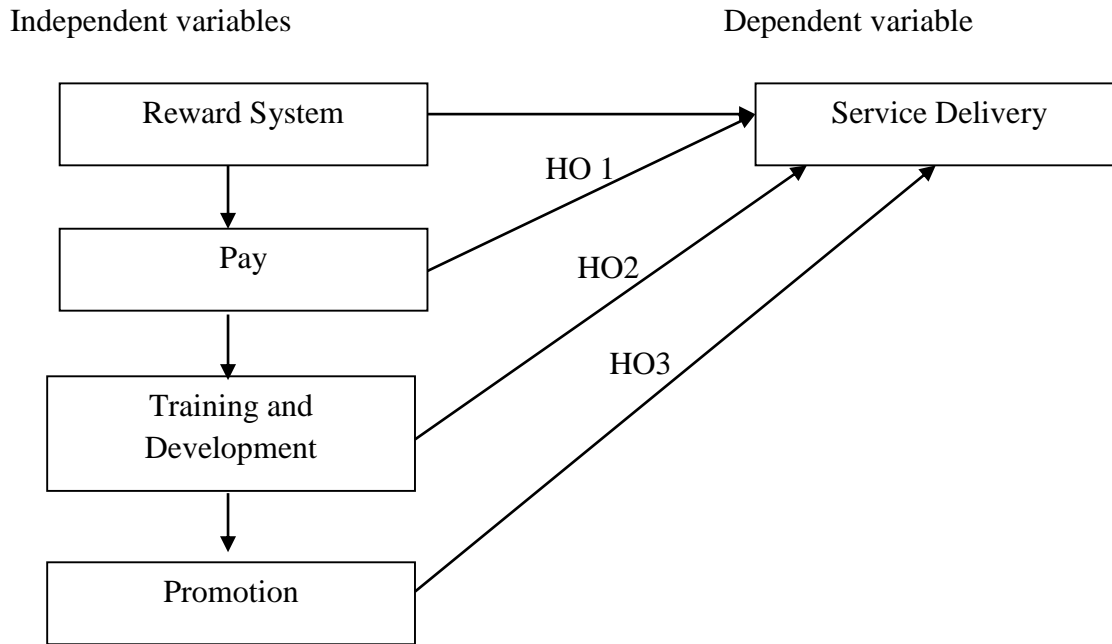
Independent variables   Dependent variable

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┌─────────────────┐                          ┌─────────────────┐
│  Reward System  │─────────────────────────▶│ Service Delivery │
└─────────────────┘         HO 1             └─────────────────┘
        │
        ▼
┌─────────────────┐         HO2
│      Pay        │──────────────────────────
└─────────────────┘
        │
        ▼
┌─────────────────┐         HO3
│  Training and   │──────────────────────────
│  Development    │
└─────────────────┘
        │
        ▼
┌─────────────────┐
│   Promotion     │──────────────────────────
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Figure 1: Conceptual Research Model

2.1. Reward

The notion of reward, according to Bratton & Gold (2003) comprises financial, psychological, and immaterial payments provided by organizations to employees in acknowledgement of their contributions. Thomson (2002) sees rewards as monetary or non-monetary recognition granted to employees for exceptional contributions. Monetary rewards encompass quantifiable components such as wages, variable pay, and fringe benefits, while non-monetary rewards encompass intangible aspects like personal development opportunities, autonomy, collaboration, job security, dynamic work environments, goal-setting prospects, career growth, training, development, and flexible work policies (Ukeji, (1998; Nwachukwu, 2018). In essence, a reward system consists of both extrinsic and intrinsic pecuniary and non-financial incentives provided by employers in exchange for employee effort toward achieving set corporate objectives (Ejumudo, 2014).

Reward system management, according to Armstrong (2006) involves devising and implementing both policies and strategies aimed at equitably and consistently compensating individuals based on their value to the organization. This function encompasses the implementation, and upkeep of designed reward practices geared toward enhancing organizational, team, and individual performances (Cascio, 2012). Effective reward systems consider five dimensions: reward values, amounts, timing, probability, and fairness. Reward management involves formulating and implementing strategies designed to ensure fair and equitable reward allocation based on an individual's value to the organization (Armstrong & Murlis, 2004). Ultimately, reward systems encompass the sum of investments made by an organization on its people, extending beyond mere monetary compensation (Agburu, 2012). Indeed, rewards encompass both tangible and experiential aspects that individuals receive from their workplaces.

2.2. Service Delivery

Service delivery is conceived by James (2012), as an administrative facet that delineates the interface between clients and private or government service providers. In this interaction, services are offered, whether in the form of information or tasks, and clients either gain or lose value as a result. James (2012) emphasizes that effective service delivery results in added value

for clients. For Steven (2014), service delivery constitutes a novel dimension of public administration, focusing on qualitative service and goods provision to the public, while ensuring that these offerings meet public expectations and satisfaction. Echoing a similar sentiment, Davidson (2016) defines service delivery as an organized process aimed at fulfilling the needs, expectations, and satisfaction of clients, consumers, or customers. He underscores the notion that service delivery is centred on providing high-quality services that align with the requirements of the target population.

Olowu (2010) defines service delivery as a reciprocal interaction involving the service provider (frequently the government) and its recipients (the general public). Furthermore, according to him, responsible States are primarily tasked with delivering services to those unable to afford market-priced products. Olowu (2010) brings attention to the reciprocal interaction between service providers and recipients, particularly in cases where market failures might occur. Essentially, a government's legitimacy and authority to tax and govern its people are founded on its capability to provide various services required by the population that private entities cannot provide. This recognition stems from the presence of services in which market failure is a significant possibility.

The term 'service delivery' has evolved to cover essential government-provided services like hospitals, roads, electricity, water supply, markets, customs, licensing, sanitation, physical infrastructure, town planning, public safety, and housing but the effectiveness of such service delivery often falls short, leading to protests by affected members of the public (end-users).

2.3. Civil Service

The public sector is commonly associated with the government or the state. Essentially the public sector is synonymous with public service, encompassing governmental and public administrative functions (Ejere, 2014). Conceptually, public service encompasses a broader range than civil service but shares a bureaucratic nature and both consist of government employees (Ejere & Idise, 1996; Atakpa, O. E. & Akpan, C. S. (2023). Public sector organizations are built around bureaucracy. A subset of the Public Service System, the Civil Service covers ministries, departments and agencies of government (Ademolekun, 2002). In Nigeria, the Civil Service signifies service to a state or federation within a department or ministry, appointed by the Civil Service Commission (Dike, 2005).

2.4. Relationship between Pay and Service Delivery

The role of the pay reward system as one of the motivational factors in achieving efficient and effective civil service delivery cannot be underestimated. This can be gleaned from the central role civil servants play in the formulation and implementation of policies designed for the development of society. Mandong (2017) sees pay as a financial payment given to employees which includes many components like basic salary, bonuses, pay for doing extra work and incentives. A salary or pay is a form of periodic reward from a firm to its workers, which is completely stated in an employment contract (Chaudhrua. 2012). The concept of pay emanates mainly from the fact that it provides income to workers and at the same time, constitutes an important cost item to the employer (Fapohunda, 2012).

Pay rewards should not only be adequate but they must also show some element of equity. This is particularly true from the point of the employees. Anything short of a fair and equitable wage or reward can quickly attract the wrath of employees. For many workers in Nigeria, wages or salaries are highly critical issues. They are decisive because without them in sufficient quantities, life becomes extremely precarious for the worker and members of his/her family. As direct financial rewards, wages and salaries are the most emphasized by the employees, they sort of take centre-stage in the scheme of things as far as rewards for work are concerned. For many Nigerian employees, wage or salary is the main thing or major reason for

working in any organization and failure to pay them well will eventually lead to a decline in their service delivery (Agburu, 2012). Pay is one of the important reasons why people come to work and continue to work. It satisfies the wants and needs of the employees thus, employers and human resource managers have relied on the motivational power of pay (money) to attract, motivate, and retain employees and to bring out the best in them in terms of service delivery, (Met and Ali, 2014). Chukwu (2019) in a study determined the intrinsic motivation of employees in Akwa Ibom State Board of Internal Revenue and found that salary increase and staff training significantly affect employee productivity. Ayandele and Etim (2020) similarly established a positive relationship between Non-financial incentives and staff motivation in Akwa Ibom State civil service in their study.

2.5. The Link between Employee Training/Development and Service Delivery

Nwachukwu (2018) asserts that training is a collaborative endeavour to empower employees with essential skills requisite for executing the tasks they were hired for. Cole (2002) suggests that training entails any educational activity directed at enhancing employees' competencies for the sake of organizational efficacy. Also, it is considered a methodical approach to acquiring broader and novel knowledge, as well as further refining skills and techniques to function effectively through various learning methods (Ukeji, 1998).

It is noteworthy that insufficient training can lead to employees lacking the confidence necessary for proficient task execution. Employee training entails more than just knowledge acquisition or skill honing; it involves fostering the attitudes requisite for efficient task accomplishment. Consequently, training can be perceived as the holistic process through which an individual's behaviour is shaped to align with predefined patterns. In the context of staff development, according to Akpan (1982) cited in Adebisi (2010), it involves enabling employees to thrive within their roles by gaining work experience, broadening their skill sets, and bolstering their self-assurance through varied and tested responsibilities. Edeh & Nwali (2019) investigated the association between training/staff development and organizational performance in selected deposit money banks in Abia state, Nigeria and the research results revealed, among other things, that training/staff development and organizational performance are positively associated. Nwachukwu (2020) also corroborated that training and development influences positively the performance of employees and organizations alike.

2.6. Relationship between Promotion and Service Delivery

As per Butcham's (2012) assertion, promotion involves elevating an employee to a higher position accompanied by increased duties, heightened status, and improved compensation. This signifies the upward progression of an employee within the organizational structure, transitioning to a different role associated with greater authority, enhanced status, and better working conditions, as indicated by Bull (2015). Promotions are utilized to reward exceptional performance and encourage employees to put in more effort. The typical employees eagerly anticipate the day they receive a promotion, which acts as recognition for past achievements and motivation to maintain high performance. Long-term denial of promotions for civil servants can lead to frustration and a negative attitude towards their work, leading to stagnation, decreased engagement, and even resignation, resulting in subpar service provision.

The promotion process enhances job satisfaction and employee motivation by offering increased income, status, and responsibilities. Moreover, promotions promote self-improvement and stimulate interest in training and development programmes. Within the civil service, promotions are crucial for boosting civil servants' morale, improving efficiency, and providing young employees with growth opportunities. Promotion serves as the primary form of internal personnel movement within an organization. Rarely does an individual start and end

their career in the same position. Ejere (2012) argues that a diverse range of promotion opportunities within an organization is presumed to have motivational effects on employees.

Fairness in promotion criteria is vital and typically includes a combination of ability, experience, seniority, performance, and qualifications. Transparent procedures and well-defined guidelines are necessary for effective promotion implementation. Promotion facilitates employee growth within the organization, offering pathways to higher roles and new challenges. Promotion aligns with one of the motivators highlighted by Herzberg (1954). Employee satisfaction with promotion translates to improved loyalty, commitment, and service quality (Musa, 2021). Aguh's (2020) research revealed that there is a substantial connection between promotion and productivity of employees. Mustapha's (2020) study also showed the positive impact of promotion on job performance and employee retention.

2.7. Theoretical Framework

The study adopted the Social Exchange Theory (Blau, 1964) as a theoretical guide. Within this theory, Blau posits that employees tend to mirror their organization's or manager's treatment of them in their actions. This implies that employees are motivated to reciprocate favourable treatment from their employer through behaviours that align with the organization's values. An underlying assumption of this theory is the principle of reciprocity, whereby both parties engage in a contingent relationship, each party providing benefits based on the contributions of the other party. This notion aligns with the social contract in employment relations, where employees provide their services, and organizations provide agreed-upon compensation over a set period. The theory further suggests that actively engaged employees may feel an obligation to respond positively to their organization and increase their commitment toward achieving organizational goals. Blau's theory highlights the significance of reciprocity in employment relations, emphasizing that both parties must uphold their end of the agreement. The theory's three core components: stimuli, response, and outcome-serve as a framework for understanding how motivation manifests. Properly applying this theory can guide managers in fostering an environment where positive stimuli lead to positive responses and outcomes, ultimately enhancing performance.

The Social Exchange Theory is pertinent to this study because its elements align with the analysis of extrinsic rewards management in the organization. The concept of reciprocity within the social contract construct captures the essence of employment relations between the government/management and employees. By effectively administering the reward system, including salary, promotion, training, and other benefits, employees can be motivated to achieve positive outcomes such as job satisfaction, commitment, and loyalty to the organization with a salutary effect on service delivery.

3. Research Methodology

The study design, research procedures and tools as well as methods of data collection and analysis are specified in this section.

3.1.Research Design and Population

This study employed the cross-sectional survey method, chosen for its effectiveness in eliciting information from a subset of a larger population. The total staff strength of the Akwa Ibom State Civil Service was put at 15,533 individuals distributed across 22 Ministries, 1 Bureau, and 7 Departments and Agencies (MDAs) operating in over 58 government establishments. However, the study restricted its focus to the staff of the Ministry of Education (375), Ministry of Health (359), Ministry of Environment and Solid Minerals (272), and Ministry of Works and Fire Service (1,277), totalling 2283 Civil Servants that constituted the actual research universe (Akwa Ibom State Civil Service Commission Annual Report, 2020).

3.2. Sample, Sample Determination and Sampling Technique

Sampling involves selecting a subset of a population to obtain information for generalization about the larger group and minimize potential errors. The study used Krejcie and Morgan (1970) table to determine the sample size. Simple random and stratified sampling techniques were employed. Four ministries were selected randomly, and within these ministries, 376 respondents were randomly selected. Stratified sampling was used to ensure representation across different staff groups-junior, intermediate, and senior.

3.3. Method of Data Collection

Primary and secondary sources of data were used. The survey questionnaire was the principal data collection tool; while the secondary data were obtained from textbooks, journals, articles, official government publications, and other documentary as well as internet sources.

3.4. Instrumentation

The primary data collection instrument was the survey questionnaire. It was partitioned into two sections—Section A- captured personal characteristics. Section B -addressed issues on reward system and service delivery in Akwa Ibom State Civil Service.

3.5. Validity and Reliability of Instrument

The survey questionnaire was subjected to face validity by academic experts in the field. The internal consistency method was used to determine the reliability of the research instrument. This was done by administering the questionnaire to 20 respondents who were randomly selected from the population of the study but were not included in the main study. Cronbach's Alpha was used to determine the reliability of the survey instrument. A reliability coefficient of 0.87 was obtained and deemed acceptable (See Appendix V).

3.6. Method of Data Analysis

Data analysis involved tabular presentations, and descriptive and inferential statistics. Percentages and frequencies were used generally for data analysis while the Pearson Product Moment Correlation (PPMC) was employed specifically to test the research hypotheses. Statistical Package for Social Science (SPSS) Version 20.0 facilitated data analysis.

4. Data Presentation, Analysis and Discussion of Findings

In this section, the gathered data are presented and meticulously analyzed, leading to the research results and discussion of findings.

4.1 Akwa Ibom State Civil Service Salary Structure

Grade Level	Salary Range (N)
01	19,500 – 27,000
02	21,000 – 29,500
03	22,000 – 32,000
04	22,500 – 35,000
05	25,000 – 41,000
06	31,000 – 49,500
07	41,500 – 64,000
08	54,000 – 80,000
09	63,500 – 96,000
10	73,000 – 111,500
12	87,500 – 127,000
13	98,000 – 138,500
14	107,500 – 153,000
15	120,000 – 167,500
16	132,000 – 190,000
17	147,500 – 213,500

Source: Office of the Head of Civil Service, Akwa Ibom State (2023)

Table 4.1 indicates that the least-paid civil servant in Akwa Ibom State gets N19,500 (about USD25.40), while the highest-paid civil servant earns N213,500 (about USD 277.40). Whereas, the new international poverty line is set at USD 2.15 a day by the World Bank (2022) amounting to USD 64.5 per month. To live above the poverty line, a civil servant must earn at least NGN 49,491.35 (1 USD = 769.630 Xe Currency Converter). This implies that all grade level 06 officers and below live in poverty. These civil servants are not being paid living wages.

4.2. Data on Staff Trained and Promoted from 2011 to 2022

Staff Training and Promotion (2011-2022)

Year	Number Recommended	Number Promoted	Number Unsuccessful	Number Absent	Number of staff trained
2011	2955	2168	192	635	606 out of 15,533
2012	2688	1983	144	561	1,193 out of 15,533
2013	3099	2249	198	652	126 out of 15,533
2014	2880	2055	203	622	697 out of 15,533
2015 / 2016	Nil	Nil	Nil	Nil	71 out of 15,533 (2016 only)
2017/2018	6000	4212	872	916	217 out of 15,533
2019/2020	2753	2236	271	246	272 out of 15,533
2021 2022	1876 920	1275 594	306 109	286 217	25 out of 15,533 830 out of 15,533

Source: Office of the Head of Civil Service, Akwa Ibom State (2023)

Table 4.2 shows that with a total staff strength of 15,533 and the training of less than 1000 civil servants yearly, less than 10 per cent of staff benefit from training and development programmes every year, which is not salutary. The proportion of staff earning promotions every year is also low compared to the total number of deserving staff, leading to stagnation on the same rank for long periods for many civil servants.

4.3. Test of Hypotheses

The null hypotheses are restated for testing.

Hypothesis 1:

H_{O1}: There is no significant relationship between pay and service delivery in Akwa Ibom State Civil Service.

Pearson Product Moment Correlation (PPMC) analysis between pay and service delivery in Akwa Ibom State Civil Service

Correlations

		Pay	Service Delivery
Pay	Pearson Correlation	1	.752
	Sig. (2-tailed)		.018
	N	371	370
Service Delivery	Pearson Correlation	.752	1
	Sig. (2-tailed)	.018	
	N	370	371

N= No. of Respondents;   Significant at 0.05 significance level
Source: Statistical Package for Social Science (SPSS- Ver. 20.0, 2011).

The analysis utilizing Pearson Product Moment Correlation (PPMC) for examining the connection between pay and service delivery in Akwa Ibom State Civil Service has unveiled a high correlation coefficient of 0.752. Interpretively, the correlation value holds significance according to the decision rule, indicating a notable relationship between the two variables. This implication further suggests that an increase in the regular compensation provided to civil servants in the state would lead to an elevation in the extent and quality of services delivered to taxpayers in Akwa Ibom State.

Hypothesis 2:

H_{O2}: Service delivery in Akwa Ibom State Civil Service is not dependent on staff training /development

Pearson Product Moment Correlation (PPMC) analysis between staff training and development and service delivery in Akwa Ibom State Civil Service

Correlations

		Staff training and development	Service Delivery
Staff training and development	Pearson Correlation	1	.797
	Sig. (2-tailed)		.011
	N	371	370
Service Delivery	Pearson Correlation	.797	1
	Sig. (2-tailed)	.011	
	N	370	371

N= No. of Respondents;   Significant at 0.05 significance level
Source: Statistical Package for Social Science (SPSS- Ver. 20.0, 2011).

The Pearson Product Moment Correlation (PPMC) analysis conducted on the connection between staff training and development and service delivery within the Akwa Ibom State Civil Service has unveiled a substantial correlation coefficient of 0.797. This correlation value holds significance based on the decision rule, indicating a meaningful relationship between the two variables. This suggests that an increased emphasis on staff training and development for civil servants in the state will result in an enhanced quality of service delivery experienced by taxpayers in Akwa Ibom State.

Hypothesis 3:

H_{O3}: There is no significant relationship between prompt promotion of deserving staff and service delivery in Akwa Ibom State Civil Service.

Pearson Product Moment Correlation (PPMC) analysis between prompt promotion and service delivery in Akwa Ibom State Civil Service

Correlations

		Prompt promotion	Service Delivery
Prompt promotion	Pearson Correlation	1	.799
	Sig. (2-tailed)		.010
	N	371	370
Service Delivery	Pearson Correlation	.799	1
	Sig. (2-tailed)	.010	
	N	370	371

N= No. of Respondents;   Significant at 0.05 significance level
Source: Statistical Package for Social Science (SPSS- Ver. 20.0, 2011).

The Pearson Product Moment Correlation (PPMC) analysis conducted to assess the association between prompt promotion and service delivery within Akwa Ibom State Civil Service has unveiled a notable correlation coefficient of 0.797. According to the decision rule, this correlation value holds significance, indicating a meaningful relationship between the two variables. This implies that an increased implementation of prompt promotion practices for civil servants in the state will lead to an enhanced quality of service delivery experienced by taxpayers in Akwa Ibom State.

4.4. Results/Discussion

The first hypothesis' finding demonstrates a significant relationship between pay and service delivery within the Akwa Ibom State Civil Service. This conclusion is supported by the works of Nwachukwu (2018) and Atchison (2003) who observed that wages and salaries constitute a substantial portion of operational costs, with some organizations attributing over 50% of costs to them. Institutions struggling to meet regular payment obligations risk disintegration due to the demotivating effects of inadequate compensation, leading to reduced productivity and compromised service quality. This aligns with Agburu's (2012) assertion that pay should not only be sufficient but also equitable, particularly from the employees' perspective. The finding concurs with Ejere (2010) that pay acts as a motivator, influencing extra effort and creativity. The views of Fapohunda (2012) and Met & Ali (2014) further emphasize pay's influence on job attraction, satisfaction, and service delivery. Furthermore, the significance of money in fulfilling workers' needs is reinforced by the research findings of Chukwu (2019) as well as Ayandele & Etim (2020). This finding supports the argument of Dovlo (2007) that poor rewards contribute to the brain drain phenomenon, with disparities in wage rates between developed and developing countries driving migration.

The result from testing the second hypothesis presents a strong correlation coefficient of 0.797 between staff training cum development and service delivery. This indicates a significant relationship. The finding resonates with Ademolekun's (2011) emphasis on training as a mechanism for enhancing the productivity and efficiency of personnel towards fulfilling contractual obligations between the government and its constituents. Moreover, the finding corroborates Obikeze & Obi's (2004) stance that training and development empower employees with skills, knowledge, and attitudes that enhance performance and service delivery. The increasing complexity of the work environments and technological advancements further

reinforces the importance of training and development, as highlighted by Okotoni and Erero (2005). Furthermore, this research result aligns with the earlier works by Edeh & Nwali (2019) as well as Ayandele & Etim (2020) that underscored the role of continuous professional development in enhancing not only employee motivation but also job and organizational performance.

The third hypothesis' finding reveals a significant correlation coefficient of 0.797 between prompt promotion and service delivery. This outcome emphasizes that inconsistent promotion practices can lead to demotivation, as promotions bring both pay increases and status elevation. This finding aligns with Dockel's (2003) that promotional opportunities enable growth and motivate employees. It resonates with Johnston's (2011) observation of the relationship between promotion and turnover, as well as Mustapha's (2020) study indicating the positive impact of promotion on job performance and employee retention. Moreover, the finding reinforces the views of Aguh (2020) on the relationship between promotion and productivity, as well as the positive impact of incentives on employee discipline and health.

Overall, the three findings arising from this study align with Eyo's (2019) comprehensive overview of factors contributing to work demotivation in the Akwa Ibom State Civil Service, including inadequate pay, lack of recognition, and unclear promotion and career development policies. In essence, this study establishes the intricate relationships between pay, training/ development, promotion, and service delivery in the Akwa Ibom State Civil Service. The research findings illuminate the significance of fair compensation, skill enhancement through training, and consistent promotion practices in enhancing employee motivation, job performance, and overall organizational efficiency.

5. Conclusion and Recommendations

In this section, conclusions were drawn from the research findings. Additionally, recommendations are advanced, which were derived from the insights provided by the study.

5.1. Conclusion

Based on the research findings, several conclusions can be drawn regarding the reward system and service delivery in Akwa Ibom State Civil Service. First, when it comes to addressing pay and service delivery, the majority of respondents expressed positive sentiments towards the effect of pay on service delivery. It is essential to stress that, any establishment that cannot pay salaries and wages regularly is in danger of disintegration because poor pay is a constant source of frustration and can result in declines in productivity and service delivery. While a minority held a negative view, their representations suggest limited overall effectiveness of pay on service delivery.

Furthermore, participants confirmed the existence of a significant relationship between staff training and development and service delivery. This implies that a performance-driven organization, whether public or private, should consistently hire and provide training for skilled individuals. In essence, the competence and productivity of an organization are fundamentally dependent on its workforce, which orchestrates and manages operations within the organization. This underscores the significance of comprehensive training initiatives aimed at enhancing and maximizing the potential of human resources, among other factors.

Lastly, respondents affirmed that there is a significant relationship between prompt promotion of deserving staff and service delivery in Akwa Ibom State Civil Service. Despite suffering from undue delays in promotion, when deserving staff are eventually promoted, it is done notionally without payment of arrears. Promotion offers growth opportunities and is also one of the reward techniques which can be used to enhance service delivery. Inconsistency in staff promotion can be a veritable source of de-motivation and poor service delivery because

promotion brings about a dual benefit of a pay increase, as well as status. More so, employees expect to work in organizations that provide them with the opportunities to be promoted to new and challenging positions.

The outcomes of this work underscored several common factors contributing to subpar service delivery within the Akwa Ibom State Civil Service. These factors encompass inadequate compensation, absence of acknowledgement and financial incentives, unfavourable working conditions, delayed or ineffective promotions, and a lack of opportunities for career growth. Indeed, when employees experience diminished motivation, they often exhibit heightened stress levels, decreased enthusiasm, and a reluctance to perform at their optimal capacity in their designated roles, ultimately affecting the efficiency and effectiveness of service provision. Depletion of motivation emerges as a tangible impediment to establishing productive and constructive work relationships within civil service organizations. Despite the implementation of supervisory and monitoring strategies by successive administrations aimed at enhancing employees' performance and service delivery across various ministries, departments, and agencies within the Akwa Ibom State Civil Service, there seems to be limited improvement in the situation.

5.2. Recommendations

In view of the findings and conclusion above, the following recommendations are hereby advanced:

1. Employees have to be paid competitive living wages/salaries for them to be well motivated to give their best at work. Government should review upwards and adjust annually, the salaries and other fringe benefits of civil servants, to meet the current trends in terms of living costs. This review and adjustment should be tied not only to performance but also to the inflationary rate in the country, to ameliorate the effects of inflation on employees' pay.
2. Opportunities for promotion should be made readily available to deserving staff to boost their morale and motivate them to deliver effective and efficient public services. In addition, the promotion of staff should not be unduly delayed to avoid a lack of commitment on their part.
3. Regular, not occasional, training and retraining of staff, as well as staff development, should be instituted by the authorities of the civil service, as a matter of deliberate policy, to enhance the performance and self-fulfilment of staff.

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Appendix
SPSS Output of Cronbach alpha Reliability Calculation for the Research Instrument

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.876	44

Item Statistics

	Mean	Std. Deviation	N
PAY1	2.8000	.76777	20
PAY2	2.3000	.92338	20
PAY3	3.5000	.51299	20
PAY4	3.2000	.61559	20
PAY5	2.1000	1.07115	20
PAY6	2.4000	.68056	20
PAY7	2.3000	.47016	20
PAY8	2.7000	.80131	20
PAY9	2.8000	.41039	20
PAY10	2.9000	.55251	20
PAY11	3.3000	.80131	20
PAY12	2.7000	.80131	20
STAFFPRO13	2.8000	.41039	20
STAFFPRO14	2.9000	.55251	20
STAFFPRO15	3.3000	.80131	20
STAFFPRO16	1.5000	.51299	20
STAFFPRO17	2.5000	.51299	20
STAFFPRO18	2.8000	.76777	20
STAFFPRO19	2.9000	.71818	20
STAFFPRO20	2.9000	.71818	20

STAFFPRO21	2.7000	.80131	20
STAFFPRO22	2.8000	.41039	20
STAFFPRO23	2.9000	.55251	20
TRAINDEV 24	3.3000	.80131	20
TRAINDEV 25	2.5000	.51299	20
TRAINDEV 26	2.8000	.76777	20
TRAINDEV 27	2.9000	.71818	20
TRAINDEV 28	2.9000	.71818	20
TRAINDEV 29	2.7000	.80131	20
TRAINDEV 30	2.8000	.41039	20
TRAINDEV 31	2.9000	.55251	20
TRAINDEV 32	3.3000	.80131	20
TRAINDEV 33	2.5000	.51299	20
TRAINDEV 34	2.8000	.76777	20
TRAINDEV 35	2.9000	.71818	20
TRAINDEV 36	2.9000	.71818	20
SERDELV37	2.7000	.80131	20
SERDELV38	2.8000	.41039	20
SERDELV39	2.9000	.55251	20
SERDELV40	3.3000	.80131	20
SERDELV41	2.7000	.80131	20
SERDELV42	2.8000	.41039	20
SERDELV43	2.9000	.55251	20
SERDELV44	3.3000	.80131	20

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PAY1	120.8000	133.432	.434	.872
PAY2	121.3000	131.379	.449	.872

PAY3	120.1000	132.937	.721	.869
PAY4	120.4000	132.884	.596	.870
PAY5	121.5000	140.474	.004	.884
PAY6	121.2000	141.221	.003	.879
PAY7	121.3000	145.484	-.351	.882
PAY8	120.9000	126.411	.814	.864
PAY9	120.8000	138.063	.362	.874
PAY10	120.7000	152.853	-.837	.889
PAY11	120.3000	136.642	.237	.876
PAY12	120.9000	126.411	.814	.864
STAFFPRO13	120.8000	138.063	.362	.874
STAFFPRO14	120.7000	152.853	-.837	.889
STAFFPRO15	120.3000	136.642	.237	.876
STAFFPRO16	122.1000	136.095	.449	.872
STAFFPRO17	121.1000	137.568	.324	.874
STAFFPRO18	120.8000	125.642	.900	.863
STAFFPRO19	120.7000	127.589	.840	.864
STAFFPRO20	120.7000	127.589	.840	.864
STAFFPRO21	120.9000	126.411	.814	.864
STAFFPRO22	120.8000	138.063	.362	.874
STAFFPRO23	120.7000	152.853	-.837	.889
TRAINDEV24	120.3000	136.642	.237	.876
TRAINDEV25	121.1000	137.568	.324	.874
TRAINDEV26	120.8000	125.642	.900	.863
TRAINDEV27	120.7000	127.589	.840	.864
TRAINDEV28	120.7000	127.589	.840	.864
TRAINDEV29	120.9000	126.411	.814	.864
TRAINDEV30	120.8000	138.063	.362	.874
TRAINDEV31	120.7000	152.853	-.837	.889

TRAINDEV 32	120.3000	136.642	.237	.876
TRAINDEV 33	121.1000	137.568	.324	.874
TRAINDEV 34	120.8000	125.642	.900	.863
TRAINDEV 35	120.7000	127.589	.840	.864
TRAINDEV 36	120.7000	127.589	.840	.864
SERDELV37	120.9000	126.411	.814	.864
SERDELV38	120.8000	138.063	.362	.874
SERDELV39	120.7000	152.853	-.837	.889
SERDELV40	120.3000	136.642	.237	.876
SERDELV41	120.9000	126.411	.814	.864
SERDELV42	120.8000	138.063	.362	.874
SERDELV43	120.7000	152.853	-.837	.889
SERDELV44	120.3000	136.642	.237	.876

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
123.6000	141.726	11.90489	44

rs of development in