

The Impact of Reward System on Employee Job Commitment: A Study of Health Workers in University of Ilorin Teaching Hospital

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Abstract

Reward system is viewed basically as a means of encouraging employee to boost their productivity. The twist by most organization particularly the ones in the public sector, pays little or no attention on rewarding their staff. This study examines the impact of reward system on the employees' commitment of Health Care workers at the University of Ilorin Teaching Hospital. The population of the study is made up of 3010 staff of the Hospital. Employing the use of questionnaire to source data from the respondents. A sample of 301 was used applying Krejcie and Morgan sample size. However, only 250 questionnaires were returned representing over 70%. The method of data analysis was multiple regression model from SPSS version 25.0. The findings of the study revealed that there is a significant relationship between reward system (as proxies by compensation, training and development, conducive working environment, promotion) and work commitment of health workers as evidenced from the p-value of 0.458, 0.000, 0.000 and 0.000 respectively. The findings shows that there is a positive effect between compensation, conducive working environment, promotion and work productivity, while there is an inverse effect between staff training and development with work productivity. It is therefore recommended that organizations should lay much emphasis on giving compensation, providing e-conducive working environment, and promoting deserving staff when due as well as re-invigorating e-training and development at UITH.

Keywords: Reward System, Compensation, Conducive Working Environment, Promotion, Staff Training and Development, Work Productivity.

1.0 Introduction

The task of developing a strategic reward framework for organizations is usually challenging but it's essential to survive in the competitive and an ever changing work environment. Consequentially, reward system cannot be copied from organizations, but needs to be predetermined, established and advanced within the unique environment of the organization and should address diverse needs of the employees especially those relating to the motivation and the wellbeing of the employees. The very essence of existence of work organizations is to achieve organizational objective through enhanced performance, which is largely depending on performance index such as work efficiency, work commitment, high job morale, low labour turnover and overall productivity of the employee.

Thus, performance is one of the life-wires used to indicate organizational success or otherwise, be it in public or private sectors. Maximizing the performance is one of the main issues for an organization (Candy, 1997; Milkovich, Newman & Gehart, 2011). Plants, machineries and equipment cannot generate the desired output as they have a relatively fixed production capacity; it is only the human resources whose output is subject to numbers of motivational factors. Thus, the success of every organization depends not only on the inherent quality of human resources available to the organization but also on the ability to trigger the optimum output of the human resources (Pratheepkanth, 2011). Ahindo (2008) opines that success in today's increasingly competitive environment is to a greater extent a function of effective and efficient management of human resources available to the business organization. This calls for the development of a work force that is motivated to yield the highest possible performance and productivity for the firm towards achieving its organizational goals and objectives.

Having the best strategy in place and appropriate organizational architecture is not a guarantee that an organization was be effective; this can only be complimented when its organizational members are motivated to perform at high level. While machines and robots can be programmed and controlled to consistently produce the same amount of output, upgrade to perform better or replaced if not functioning properly, humans cannot be so objectively programmed and controlled. Their level of productivity is thus a function of their level of motivation (Bayon, 2013). This means that employees when gingered and motivated by reward packages are likely to increase their performances. Reward system dictates the reward packages available to the employees and the awareness of these packages as satisfactory or not may affect employees' performance. Thus, considering the reward system practiced in University of Ilorin Teaching Hospital, the work organization is not out of place.

In other words, with a well-rewarded workforce, employee performance is much likely to be enhanced and the employees are likely to portray favourable performance indicators such as high job morale, work commitment, effective discharge of duty, high level of productivity and so on (Pratheepkanth, 2011). Therefore, the emphasis on reward system focused by this study is to investigate how effective University of Ilorin Teaching Hospital has placed their staff on the basis of monetary and non-monetary rewards to achieving organizational objectives. In this study however, performance is tied to employee productivity in the hospital, then reward system is seen as set by the organization for ensuring productivity of its employees. Staff performance in University of Ilorin Teaching Hospital is generally collective responsibilities of task assigned to employees for achieving the common goal. This study therefore seeks to look at how both extrinsic and intrinsic reward systems such as compensation, working environment, training and

development, and promotion affect the performance of employees in the University of Ilorin Teaching Hospital (UITH).

1.1 Statement of Research Problem

The performance of every employee is a major concern to the human resources Department. Despite the qualification and longevity of service of an employee, workers are sometimes reluctant to put in their best at the job due to some fundamental factors and reward system has been established as one of such fundamental elements (Noe, 2006). In other words, pattern of reward system adopted by an organization can make or mar the operations of a work organization. According to Onyene (2001), human resources element constitutes an important part of organizational effectiveness and the reward system remains one of the major factors that condition the wellbeing of an organization. In this regard, it could be said that many of the problem ridden organizations are as such as result of poor reward system adopted by the management of such organization.

Technically, human being as essentially a rational being is likely to portray appropriate behavior at a favorable reward system and at the same time exhibit negative tendencies if the reward system is deemed non favorable. In some instance, employees who exhibit a high level of performance at the start of their career starts diminishing at the time they are expected to use their experience and perform even at a higher level due to unfavorable reward system. Many work only within the confines of their job specification and are not interested in putting in any additional effort in driving the organizational goals especially when they are not intrinsically motivated. Invariably, this takes away creativity from the workplace, limits invention and improvement and as well places such institution at a competitive disadvantage in the adverse business world that is constantly shifting to meet consumer needs and expectations. More adversely, it exposes the organization to severe competition and makes the employee to expose the secret of operation of the organization to competitor (s) (Grant, 2008).

In direct relations to the Nigeria health sector, the problem of reward has been one of the major challenges facing the industry (Danzo, 2013). Without mincing words, there have been some challenges with the reward system utilized in the health sector in Nigeria and the poor nature of the system has led to incessant problems in the health sector. Such problems include but not limited to low work morale among health workers generally, poor performance of the sector compared to its counterparts globally, increasing labour relation tensions between health workers union and the government, incessant strike action, untimely death of patients and so on. In other words, the dynamics of reward system is an important predictor or not just performance of health employees but also that of the health sector in Nigeria generally.

The existing literatures on employee reward systems also follow the same pattern, this definitely would be due to the differences in geographical setting or the peculiar industry in which the study was conducted. The contradictory results demonstrate the importance of continued investigation and examination of reward systems within varying industries; however, studies that are directly related to the health sectors are not so numerous. More specifically, none of the empirical reviewed studies directly deal with non-physician health workers in Kwara State and by extension in University of Ilorin Teaching Hospital.

Moreover, there have been few attempts to integrate the theoretical positions in explaining the numerous connections between several reward systems and work performance. In other words, this study was able to come up with a theoretical blend to examine the complex nature of factors that could influence work performance especially in the health sector of the country.

In line with the observations made above, it could be observed that, this study covered several gaps in literatures with a bid to expand the frontier of knowledge on the subject of discussions vis-à-vis the impact of reward system on employee commitment of health workers in University of Ilorin Teaching Hospital. The research question, objective and hypothesis have been drawn in line with the problem.

1.2 Research Question

- i. What is the relationship between reward system (compensation) and employees' commitment in University of Ilorin Teaching Hospital?
- ii. What is the relationship between reward system (training and development) and employees' commitment in University of Ilorin Teaching Hospital?
- iii. What is the relationship between reward system (conducive working environment) and employees' commitment in University of Ilorin Teaching Hospital?
- iv. What is the relationship between reward system (promotion) and employees' commitment in University of Ilorin Teaching Hospital?

1.3 Objective of the Study

- i. To examine the relationship between reward system (compensation) and employees' commitment in University of Ilorin Teaching Hospital.
- ii. To examine the relationship between reward system (training and development) and employees' commitment in University of Ilorin Teaching Hospital.
- iii. To examine the relationship between reward system (conducive working environment) and employees' commitment in University of Ilorin Teaching Hospital.
- iv. To examine the relationship between reward system (promotion) and employees' commitment in University of Ilorin Teaching Hospital.

1.4 Research Hypotheses

H₀₁: There is no significant effect between reward system (compensation) and employees' commitment in University of Ilorin Teaching Hospital.

H₀₂: There is no significant effect between reward system (training and development) and employees' commitment in University of Ilorin Teaching Hospital

H₀₃: There is no significant effect between reward system (conducive working environment) and employees' commitment in University of Ilorin Teaching Hospital

H₀₄: There is no significant effect between reward system (promotion) and employees' commitment in University of Ilorin Teaching Hospital

1.5 Scope of the Study

This study focuses on all the health workers excluding the physicians that are core medical staff of the University of Ilorin Teaching Hospital, the justification for specifically excluding

physicians as part of the study population is bore out of the fact that the reward system used to remunerate heath workers is somewhat different from other health workers and it is assumed by the researcher that the two groups cannot be effectively measured under the same reward system. More so, other categories of workers aside physicians constitute the majority of staff in university of Ilorin teaching hospital, and they enjoyed the same salary structure known as Consolidated Health Salary Structure (CONHESS). Irrespective of their different professional background and training, which are totally different from the physicians that are enjoying Consolidated Medical Salary Structure (CONMESS). These set of health workers are excluded from the list of respondents in the research setting because their reward system is somehow different from that of other health workers in university of Ilorin teaching hospital.

Furthermore, University of Ilorin Teaching Hospital was selected as the study setting due to the adverse proximity and predominantly has enormous population of health workers that would be enough to constitute the sample base empirical study. Similarly, the proxies used for independent variables of the study are: compensation, working environment, training and development and promotion. These set of reward system elements are preferred due to the observation of the researcher that they are prominent enough to influence work performance. While the proxies used for work performance i.e. the dependent variable of the study is employee commitment.

2.0 Literature Review

This section reviews the related and relevant literature as attributed to the concept of reward system and the concept of employee commitment

2.1 The Concept of Reward System

Human being is essentially a rational being and by extension an economic being. As a result, he usually expects a benefit from every process. The positive or negative consequence of human action or inaction is usually referred to as reward. Reward is a psychological concept that is used to describe the return or the due for one's action, a service or an attainment (Horner, 2009). Literally, the term rewards is defined as a [particular monetary return, object or event that an employee receives in exchange for his work or having performed a task excellently (Schultz, 2006), another definition of reward can be seen from the operant conditioning and classical conditioning theory which is that reward bring about a repetition of action and that there are high chances of such action reoccurring (Pablov, 1927; Skinner, 1953). Also, the reward is seen as a subjective affection of liking, enjoyment and satisfaction (Schultz, 2006).

In the context of work organization, reward is the benefit which an employee receives from an organization for exchanging the service offered by the employee or as a return for work done (Lin, 2007). Carraher, Gibson, & Buckley, (2006) remarked an effective reward system is necessary for effective organizational performance. According to the Malik, (2010) reward is a broad term or construct that represents anything or everything that is offered to an employee as a way of recognizing the valuable contributions of the employee to the attainment of organizational goals. Technically, when there are no adequate rewards systems in an organization, employees tend to conceive of their jobs as undesirable and they are likely to look for jobs that are of better pay.

In a world of global competition, employers are looking for better ways of motivating the employee to perform at optimum. One of such strategies is by the use of an appropriate reward system. Reward systems that not only attract and retain top performing employee but constantly motivates them towards achievement (Downes& Choi, 2014). Reward systems had existed in the

past and have served as a premise for the development of recent ones that better align the interest of both employee and employer.

2.2 Types of Reward System

There are different forms of reward system employed by organization in motivating their workers and these are discussed below:

2.2.1 Compensation

Basically, compensation is a form of reward to make up, or a form of appreciation or an award given to an individual as a makeup for a loss, an injury or a suffering. Compensation to a large extent is used to pay up for a negative experience an individual went through to benefit the second or third person (Robert, 2005). In relations to work process, compensation is a form monetary award given to an employee in recognition of his sacrifice as a result of loss of time or extra effort put to the work process to enhance the productivity (Pearce, 2010).

2.2.2 Conducive Work Environment

The environment is very fundamental to human social existence be it in formal or informal settings (Byjus, 2020). The environment is the totality of the surrounding of human and it is basically conceived as social and physical environments; social environment is the aggregate of social forces around an individual while physical environment is conceived as the totality of the non-social forces such as the weather condition, the structural makeup of the environment and other over forces within and around an individual (Bandara, 2016). In relations to place of work, the work environment consists of the totality of world of work as related to social and physical forces around the worker (Ogunbameru, 2016).

2.2.3 Promotion

Promotion is a form of social upliftment whereby an individual is raised or moved from a lower level, lower cadre or lower class to an a higher, cadre or class. Promotion like many other reward proxies is psychological and has the ability to improve or enhance morale or psychological involvement of an individual to a particular social situation (Samuel & Chipunza, 2009). McCausland, (2005) defined promotion as the redemption of worker to higher class In relation to work organization, promotion is the objective recognition of employee effort in the organization(Richard & Johnson, 2001). Recognition is required in a social and organizational environment as a motivational tool to produce good results (Gathungu, 2015).

2.2.4 Training and Development

Cole (2002) views Training as a learning activity which is directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training however is on the job or task to be performed, for example, the need to have efficiency and safety in the operation of particular machine. De Cenzo & Robbins (1996) explain that training is basically a learning experience, which seeks a relatively permanent change in an individual's skills, knowledge, attitudes or social behaviour. This insinuates that, there is the need to improve employee's skills and knowledge so that he or she becomes efficient to work on both present and future jobs and tasks.

2.2.5 Concept of Employee Commitment

Many definitions exist for organizational commitment beginning with Becker (1960) describing the concept of commitment as, “consistent lines of activity.” For the purpose of this study, organizational commitment is defined as relative strength of an individual’s identification with and Involvement in a particular organization (Mowday, Steers, & Porter, 1979). Organization commitment has received much attention in social science literature and has been studied discussed in literature with various approaches and theories (Becker, 1960; Meyer & McIntyre, 2006).

2.3 Study Underpinning

The Social exchange theory; expectancy theory and psychological contract theory are the best suitable theories that underpin the study. Although, all of these theories in one way or the other contributed to the researcher’s understanding regarding the dynamics of the independent and dependent variables of this study, but none of them can single handedly be okay to fully comprehend the dynamic effects of reward system on work performance.

In other words, the theories in their own uniqueness revealed the influence of specific element of reward system on the performance of health care workers. None of the theory is so unique to explain in whole the influence of different reward system elements on the performance of the healthcare workers. The integration of the three theories helps to cover the weakness inherent in each of the theories and to develop a comprehensive theoretical explanation of the identifiable reward system practices that influence the health care workers’ performance. Homans (1956) viewed that the economic reward of the health care worker in form of compensation is an important element that determines whether the worker was increase or decrease work performance in the aspect of commitment, effectiveness, efficiency and productivity.

The expectation theorists as led by Vroom argued that the health care workers put on their best attitude to work as they believe that there was be a reward of whatever they desire. This expectation is what motivates workers to improve their performance. This is in no way different from the health care worker they all have to put on a positive behavior such as commitment to drive their effectiveness, efficiency and productivity in order to get what they desire, such as training and development, career achievement, recognition from their superior and more importantly a healthy steady promotion. In the view of the psychological contract theory, health care workers based on their individual perception and processing of available information at their disposal create an unwritten expectation for the organization to provide such as a conducive and safe working environment, adequate compensation and other benefits. When these expectations are in line with those of their employer, there is a healthy working relationship and this may result to health care workers’ performance but when there is disparity, conflict arises which may result in poor performance.

2.4 Empirical evidence on Reward System and Employee Commitment

Hafeez, Yingjun, Hafeez, Mansoor and Rehman (2022) explored the impact of workplace environment i.e Physical Environmental Factors and Behavioral Environmental Factors on employee productivity (EP) through mediating role of employee health (EH). This study adopted questionnaire survey method and data was collected from 250 employees working in software houses in Pakistan. Data has been analysed using SPSS and AMOS software. Reliability and correlation analysis was performed by using SPSS while; path analysis was performed using AMOS. Results revealed that one unit variance in PEF incorporates 35% change in EH, 33%

change in EH is caused by one unit increase in BEF and one unit increase in EH leads to 80% increase in EP. Physical and Behavioural Environmental Factors are positively affecting EH and EH is positively affecting EP. Results of the study revealed that: employee health is mediating the relationship between workplace environment factors and employee performance. The study used working Environment factors to determine employee health; future studies can consider compensation practices, insurance plans and health benefits by the organisation, a large sample or increased number of mediating variables can be used. The current study has adopted cross-sectional design while future studies can consider longitudinal design. Organisations must maintain a better environment in order to enhance employee productivity as, employee performance and workplace environment have direct and positive relationship, and employees' productivity and physical as well as behavioural environment are linked through employee health. However, most of the previous studies in this field only highlighted positive dynamic indicators of these indicators and neglected the quantitative changes, the current study is an attempt to obtain a quantitative measure of responses in the given context.

Rinny, Purba and Handiman (2020) conducted a study on the relationship between job promotion and employee performance of Mercubuana University. The study adopted a quantitative approach, used questionnaires, and the population was employees in the University. However, convenience sampling was used in the selection of the sample size. The study found that job promotion has a significant effect on job satisfaction and employee performance.

Youhelingam and Redzwan (2020) explored that training has become the trendy expression in the dynamic competitive market environment. Human resources differentiates a great organization from a good one. Organizations investing in effective training and development for human resource tend to achieve both short and long term benefits. This study presents a literature review on the significant of training and development on employee productivity. Employees tends to become absolute, and therefore making the need to adapt to the continuous learning and refreshing of the ability and knowledge invaluable, due to the organizational, technological and social elements. Thus, in order for organizations to obtain the returns from their investment, there is important to coordinating training and development programmes. However, the most crucial resources of every organization under firm and dynamic competition is its human resources. Training and development is an instrument that guide human resource in investigating their aptitude. In this way, training and development is fundamental to the productivity of organization's workforce.

Nyongesa and Florahthis (2019) sought to find out the perceived influence of work environment factors on employee commitment among the Millennials in the banking industry in Kisumu city – Kenya. This research employed cross-sectional, descriptive survey study design of employees in branches of commercial banks in Kisumu City, Kenya. Target population for this study was all millennial employees working in commercial banks in Kisumu City. Data was collected using a closed ended questionnaire based on a Likert five scale. The study found out the industry in the city has 53.2% males and 46.8% females. Supervisor support has 11.3% significance of positive influence on commitment while decision making and co-worker support have 19.4% and 2.1% positive significance respectively. However, employee job autonomy has a 3.5% weak positive relationship with organizational commitment. The results therefore indicated that employee direct participation in decision making and supervisor support was found to have positive and significant influence on organizational commitment while employee co-worker support and job autonomy on organization commitment was found to have a weak positive but statistically

insignificant effect. This study therefore concludes that work environment factors affect organizational commitment amongst Millennials in the banking industry in Kisumu City, Kenya. Abebe (2018) explored that compensation is very important for the productivity of the employees. Therefore they are very important for the organization too. The purpose of this research is to assess the effect of compensation on employee productivity in the case of Kality Foods Manufacturing Factory. This study employed both descriptive and explanatory type of research design. Questionnaire, interview and document review were used as data collection tools. The data was collected from Kality Foods Manufacturing Factory. The data collected were analyzed in SPSS 20.0 Version. The total population of the study are the entire employee of Kality Foods Manufacturing Factory which are 368 and using simple stratified random sampling 110 employees are selected as sample. Descriptive, correlation and regression analysis were used to analyze the data. Finding of descriptive analysis reveals that all the compensation package variables have an effect on employee productivity. It is proved from correlation analysis that Non-financial compensation have negative weak insignificant relationship with employee productivity whereas financial compensation have strong positive significant relationship with employee productivity. Regression analysis result, also shows that financial compensation have significant and positive effect on employee productivity whereas Non-financial compensation have insignificant & negative effect with employee productivity.

Nyawa (2017) explored the effects of compensation on employee productivity with specific focus on Kenya Literature Bureau. The problem that the research seeks to address is the limited study done on how compensation affects the productivity of employees. The objective will be to investigate the effects of Compensation on employee Productivity, in Kenya Literature Bureau in Nairobi. The specific Objectives of the study will be: to evaluate the effects of direct financial compensation on employee productivity at KLB Nairobi, to determine the effects of indirect compensation on employee productivity at KLB Nairobi, to examine the effects of Non-financial compensation on employee productivity at KLB Nairobi. The findings of this study will assist KLB (South C) and other branches countrywide to formulate acceptable and better compensation strategies in order to enhance and increase employee motivation and uplifting their morale and have a positive attitude towards work hence high productivity which results to a high competitive advantage. The study adopt a descriptive research design that will enable the use of questionnaires as research instruments. The target population consisted of one fifty (150) employees of Kenya Literature Bureau South c Nairobi. These will include management staff, support staff and subordinate staff in the establishment. Stratified proportionate random sampling was used to obtain a sample size of 45 respondents. The data will be analyzed using the qualitatively and quantitatively through the use of SPSS and then put on tables and figures. The research questions will be answered from the data analyzed where conclusion will be made and then recommendations. Data will be presented using pie charts, tables, graphs and figures.

Danso, (2013) carried out research work on rewards systems on employees' performance among Bankers in Ogun State, Nigeria using the survey design, he found out that reward systems misuses are one of the problems confronting many banks in the area. Similarly, various studies have established the correlates between staff motivation and productivity in an organization. Bob (1997) conducted a study on junior cadre staff in a manufacturing firm in Otta, Ogun state Nigeria and he found out that reward system in relation to work envireded play a significant role to assist the organization to accomplish organizational objectives and he recommended that the

management must not only create a favorable environment in which the employees must work but motivate workers to greater productivity.

3.0 Research Methodology

This study adopted the use of survey research design. This is because the study dwells on examining the effort of reward system on health workers of the University of Ilorin Teaching Hospital. The study population was mainly derived from staff (non-physicians) of UITH, which comprises of 3010 health workers that is excluding of physicians in UITH. The staff comprises of administrators, accountants, auditors, nurses, engineers and laboratory scientists. The sample size of this study was be 301 employees which selected amongst the selected group of employees that was be used in the study. Due to the nature of the research setting, multi-stage sampling approach was used to select sample for this study. To this extent, stratified sampling technique was used to categorize the population into available concerned strata in UITH, furthermore, stratified sampling technique was also be used to categorize the study population into junior and senior cadres as obtainable in the organization. The utilization of stratified sampling technique is to identify different categories of workers that was be used for the study and to ensure fair representation of all categories. Furthermore, simple random sampling technique was used to distribute questionnaire to a proportion of each group selected. In all, since the population of the study is known and would be accessible, the researcher intends to pick 10% of the estimated population. The study used primary source to elicit information regarding its data. Questionnaire as a quantitative instrument for extracting data from the population sample was utilized in this study to collect and gather data in relation to the subject matter. The questionnaire was sectionalized into three sections. A total of 301 questionnaires were administered to respondents, and only 273 were returned. Out of the 273 questionnaire returned; only 250 of it were found valid to be used for analysis in the study. Thus, the analysis of data in this chapter was based on returned valid copies which indicate a response rate of 83% from the respondents. This data comprises of section A and B. Section A comprises of demographic structure of the respondents while section B centers on the variables under investigations both the dependent and independent variables. Though chronbach0.50 – 0.70 co-efficient was used to ascertain the reliability of the instruments having gone through fierce and co-efficient validity. The analysis was done using survey approach. For data generated through the questionnaire, the simple percentage and frequency count as descriptive statistical tools was used to analyze the descriptive aspects of the data. Both methods were particularly used in achieving assessing the socio-demographic characteristics of the respondents. In the case of the inferential aspects of the data, the multiple regression models were used. The use of multiple regressions is justified because of the continuous nature of the dependent and independent variables. The multiple regression as an inferential statistical tool was used to achieve the objectives of the study in terms of examining the effects between the dependent and independent variables. Statistical package for social sciences (SPSS) version 25.0 was used to aid in the analysis of data collected.

Classification of respondents that made up the sample size

Category of staff	Population	Sample size (10%)
Senior staff	2100	210
Junior staff	910	91
Total	3010	301

Source: Author's Composition (2022)

3.1 Model Specification

The study adopted approach of Bahrainizade, (2010) to measure the variable adopted for the study. The independent variables are rewards system which proxies are compensation, working environment, training and development and promotion; while the dependent variable is performance which proxied is employees' commitment.

$$Y_i = B_0 + B_1 X_{1i} + B_2 X_{2i} + B_3 X_{3i} + B_4 X_{4i} + B_5 X_{5i} + U_i$$

Where:

Y_i = Employee commitment (Dependent Variable)

X_{1i} = Compensation (Independent Variable)

X_{2i} = training and development (Independent Variable)

X_{3i} = conducive working environment (Independent Variable)

X_{4i} = promotion (Independent Variable)

B_0 = intercept of the Model

$B_1, B_2, B_3,$ and B_4 = Co-efficient of the independent variables

U_i = Stochastic (disturbance) error term representing all other qualitative variables apart from the afore-mentioned ones that may influence innovation in business.

4.0 Results and Discussion of Findings

This chapter discusses the presentation and analysis of data collected from the various respondents through the use of questionnaire.

4.1 Demographic Data of the Respondents

This sub-section is used to present and analyze the demographic characteristics of the respondents.

Table 4.1: Demographic Characteristics of the Respondents

Variable	N=250	Percentage (100%)
Gender		
Male	94	38
Female	156	62
Total	250	100.0
Age bracket		
15 – 24 years	13	5
25 – 34 years	47	19
35 - 44 years	98	39
45 – 54 years	67	27
55 and above	25	10
Total	250	100.0
Marital status		
Single	60	24
Married	190	76
Total	250	100.0

Source: Researcher's fieldwork (2022)

Table 4.1 presented data collected on the socio-demographic characteristics of the respondents. In terms of gender, the data presented indicates that (94)(38%) of the respondents were males

while (156)(62%) of the respondents were females. This indicates that the majority of the respondents are female. In regards of age, the available data revealed that (13)(5%) of the respondents were between the ages of (15 – 24) years, while (47)(19%) of the respondents were between the ages of (25 – 34) years, (98)(39%) of the respondents were between the ages of (35 – 44) years, (67)(27%) of the respondents were between the ages of (45 – 54) years, and (25)(10%) of the respondents were 55 years and above. This implies that those that fall within the age range of 35 and 44 years are many in this study. In view of marital status, the available data shows that (60)(24%) of the respondents are single, while (190)(76%) of the respondents are married. This indicates that the majority of the respondents are married.

4.2 Data Presentation in relation to Reward System and Employees’ Commitment

This section which is the section B of the questionnaire deals with both the dependent and independent variables. Questions regarding work environment and employees’ commitment are analyzed.

4.3 Test of Hypothesis

In this section, the use of multiple regressions is used to draw inference. The application of multiple regression analysis as a major focus is to ascertain the effect of the independent variables on the dependent variables. Thus, in general form, the hypothesis to be tested in this study is:

Ho: Reward systems have no significant relationship with work commitment of selected health workers in University of Ilorin Teaching Hospital.

In this section, the hypothesis to be tested would consider four independent variables (compensation, training and development, conducive work environment and promotion considered to be elements of reward systems) and one dependent variable (commitment). Table 4.7 presents the statistical result of the hypotheses tested.

Table 4.7: Summary of Multiple Regression Test of Significance between Reward Systems and Employee Commitment of Selected Health Workers in University of Ilorin Teaching Hospital.

Variables	Co-efficient	Standard Error	t-statistics	P-value	Hypothesis accepted/rejected
Constant	2.782	.374	7.442	.000	
Compensation	.036	.049	.743	.458	H1 accepted
Training and development	.204	.057	3.566	.000	H0 rejected
Conducive working environment	.205	.044	4.627	.000	H0 rejected
Promotion	.326	.059	5.545	.000	H0 rejected
R square: 0.410 Observation:250 Adjusted R square: 0.400 R: 0.640 F-statistics: 42.552					No. of

Source: SPSS computation 25.0

Judging from the multiple analysis results in table 4.7, it is revealed that the compensation and staff training and development have inverse relationship on commitment, while conducive working environment and promotion has a positive relationship with commitment. In other words, the commitment of health workers is positively influenced by conducive working environment and promotion. The result also shows that compensation and staff training and development has effect on the commitment of health workers but the effect is negative (inverse). This could further be seen in the co-efficient of the regression results. Figure 2.782 represents the intercept which implies that whether there is compensation, training and development, conducive working environment and promotion or not, there will be an existence of 2.782 commitments of health workers in the study setting.

Exclusively, compensation (-0.036), training and development (-0.204), conducive working environment (0.205) and promotion (0.326) represent the magnitude of their relations with commitment of health workers. Also, from the results of this regression analysis it is revealed that the computed standard errors of the regression model are (0.374) for intercept, while B1(0.049), B2(0.057), B3(0.044) and B4(0.059) are for the slopes. From the standard errors, it is obvious that B1(0.049), B2(0.057), B3(0.044) and B4(0.059) which are compensation, training and development, conducive working environment and promotion are lesser than half of its numerical value of the parameter estimate. Thus the standard error compensation, training and development, conducive working environment and promotion as independent variable shows there is a positive relationship between it and commitment of health workers (dependent variable). In other words, the null hypothesis should be rejected because the test is statistically significant.

The empirical value of t-test for the intercept is (7.442) while the slopes are -0.743, -3.566, 4.627 and 5.545 respectively with its theoretical value at 0.05 level of significance as 1.960. Since the empirical values of the compensation B1 (-0.743) and training and development B2 (-3,566) respectively are less than the critical value (1.960), therefore, we accept the null hypothesis and reject the alternative hypothesis. By contrast, the empirical value of t-test for the intercept, conducive working environment and promotion with B0 (7.442), B3 (4.627) and B4 (5.545) which are greater than the critical value (1.960), we therefore reject the null hypothesis and accept the alternative hypothesis, thus we should conclude that conducive working environment and promotion have a significant relationship on commitment of health workers.

For R-square figure (0.410) shows that about 41 percent of the total variation of the dependent variable is explained by the independent variables (compensation, training and development, conducive working environment and promotion). Hence it shows the moderately fit of the regression model. Above all, the computed empirical value of F-test is 42.552 while its theoretical value at 0.05 level of significant is 2.37. Since the computed empirical value is greater than its theoretical value. It is concluded that the F-test is statistically significant. Therefore, the whole regression is statistically significant.

The findings of the hypothesis revealed that there is a non-significant relationship between compensation and work commitment which is evidenced from the p-value of 0.458. This indicate that irrespective of the compensation given to employees, it still does not determine their level of commitment or productivity. It means those staff that are committed to their work do so because of other reasons but obviously not as a result of compensation granted them. This corroborates the findings of Abebe (2018) which revealed an insignificant relationship between compensation and work commitments.

While, the hypothesis relating to job training and development and work commitment, indicates that there is a significant relationship between staff training and development and work commitment as shown from the p-value of 0.000 from the multiple regression results therein. This means that the more employees are trained and developed in various conferences, seminars and further education, it impacted positively and significantly on the level of their commitments on the jobs, thereby contributing significantly to increase in productivity of the organization. Furthermore, when health workers are adequately trained for the task given to them and compensated based on the effort put in their work, there is higher tendency for an increase in work commitment, and to get an employee committed, the hospital management should ensure that the workers are well trained. This finds the support of Youhelingam and Redzwan (2020), which also finds a significant relationship between staff training and development and work commitments.

Furthermore, the hypothesis results revealed that there is a significant relationship between conducive working environment and work commitment and this demonstrated from the p-value of 0.000. This also indicates that as long as the organization keeps providing better work environment, the employees keep improving their commitment towards the realization of the broad objectives of the organization. Therefore, the hypothesis that assumes that there is no significant relationship between conducive working environment and work commitment is rejected and finds the support of Hafeez, Yingjun, Hafeez, Mansoor and Rehman (2022)

In respect of the fourth hypothesis which assumed that there is no significant relationship between promotion and work commitment of health workers. The finding shows that there is a positive relationship between promotion and work commitment as evidenced from the p-value of 0.000. This therefore demonstrates that there is significant relationship between staff promotion and employee commitments, which indicates that as the organization keeps promoting employees as and when they are due for such, it will continually lead to increase work commitments and turn positively contributes to the achievement of the organization goals and objectives. The findings of this study finds the support of Rinny, Purba and Handiman (2020)

5.0 Conclusion and Recommendation

This study was carried out essentially to examine reward system and the performance of health workers in the University of Ilorin Teaching Hospital. Based on the findings, it has been revealed that reward system variables such as compensation, training and development, conducive working environment and promotion, opportunities affect the performance of health workers in the study area. Employees are the most valuable asset of the organization as they take responsibility for enhanced customer satisfaction, quality of products and services and the actualization of organizational goals. Without proper compensation, better work environment, promotion as at when due, training and development opportunities, they would not be able to accomplish their tasks at their full potential. Employees who are fully capable to perform their job related tasks tend to keep their jobs longer due to higher job satisfaction. Reward system (compensation, training and development, conducive working environment and promotion) is a vital tool used to not only maximize the performance of employees, but also to help them in becoming more efficient, productive, satisfied, motivated, and innovative in the workplace. Identifying the right learning opportunities, conducive environment, promotion and adequate compensation for employees will help the organization in achieving its place in today's competitive global market. In conclusion therefore, empirical explanations for the performance

level of employees in a work organization could be located or will be a function of the reward systems use in such organization.

Based on the findings therein, there is therefore the need to make an immediate attempt at correcting some of the notable findings of the study. The study therefore recommends that adequate budget for training and development to be ensured by the work organization by using the allocated resources in an efficient manner in order to maintain the organization success. Also, the employee training and development should be based on systematic identification of knowledge and skill deficit to maximize the effort of both the organization and employee.

Secondly, the organization must ensure that appropriate environment for increased work performances are created in order to survive and grow particularly in a competitive global market. Also, employers of labour of public and private sector in Nigeria should provide a conducive work environment such that it would meet employees' expectation, in order to stimulate job satisfaction and in enhance productivity of the organization.

Thirdly, the Hospital Management approach to compensation should be fair in terms of staff entitlements and the organization compensation policy should be balanced amongst staff without nepotism or favoritism.

Lastly, organizations (both public and private) should implement promotion of their employees as and when due when all criteria's are fulfilled. Also, the appraisal techniques put in place must be adequate.

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