

Effect of Reward System on Productivity and Efficiency of Employees of University of Nigeria Teaching Hospital (UNTH), Enugu State, South-east Nigeria

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ABSTRACT

The study examined effect of reward system on productivity and efficiency of employees of University of Nigeria Teaching Hospital (UNTH), Enugu. The main objectives are focused on the effect of training and development and fringe benefits as reward system on workers' productivity and efficiency in University of Nigeria Teaching Hospital (UNTH), Enugu. The study adopted the equity theory to explain how reward system affects productivity and efficiency. It also adopted descriptive survey research design. Simple random sampling was used to select a total of 706 employees from a population of 2,216. For collection of data from the respondents a set of questionnaire that consisted of close-ended items set on 5-point Likert-type scale was used. Data from the questionnaire was analyzed by descriptive statistics aided by SPSS and presented in tables using frequencies, percentage, mean score and standard deviation, while the hypotheses was tested by inferential statistics known as multiple regression analysis. The findings of the study show that among others that effective use of various forms of training and development as reward system are found to have effect on employees' productivity and efficiency on the job at the University of Nigeria Teaching Hospital (UNTH), Enugu. It was also discovered that various forms of fringe benefits used as reward to a high extent enhanced productivity and among employees. It was found that fringe benefits in this instance served as incentives that motivated efficient performance among employees. The study concludes that effective rewards system such as may fall under training and development are found to enhance employees' productivity on the job. The study therefore recommended among others that the hospital management should ensure that their reward system is such that encourages employees to adapt to targeted changes or organizational expectations in a work system or work roles.

Keywords: Effect, Reward System, Productivity, Efficiency, Employees, University.

INTRODUCTION

Employee productivity and efficiency is pivotal to organizational success across the board. However, employees need to be adequately motivated to enhance productivity. Consequently, understanding what motivates employees is necessary at all levels of management [1,2,3]. Productivity and efficiency is linked to staff motivation which is generally a consequence of reward system, and it is widely recognized that reward management is central to the regulation of the employment relationship [4,5]. In his enlightened submission on the

concept of rewards system [6,7] described it as an envelope of interrelated processes and activities that when put together ensures that rewards management is carried out effectively for the benefit of the organization and the people working there. [8,9,10] defines rewards system to include "all organizational components - including the people, processes, rules and decision-making activities involved in the allocation of compensation and benefits to employees in exchange for their contribution to the organization" [11,12]. In both definitions, the emphasis is on

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rewards system as a means of stimulating positive employees' work behaviour towards the actualization of the organizational goals and objectives. Reward systems play an important role in determining how significantly the employees are performing their job tasks and it also acts as a stimulant for employee motivation [13,14]. The reward system varies from organization to organization, and comes in various and concrete forms, including monetary or non-monetary, tangible or intangible, and physical or psychological, and these are offered to the employees as compensation for the productive work they perform [15]. However, an effective rewards system can serve the strategic purposes of attracting, motivating, and retaining employees to achieve organizational goals. A formalized corporate reward system is necessary because it appeals to capable and skilled employees to fill the available positions in a specific organization. In addition, such method helps retain employees in the organization, hence maintaining a stable workforce with an acceptable turnover rate [16]. More so, an efficient reward system also motivates employees to perform their tasks to the fullest degree of their personal capacities. Employee reward system refers to programmes by different organizations to reward performance and motivate employees at individual and/or group level. In designing a reward system, the organization should specify group or organizational goals to be achieved and the specific behaviors or performance that will attract rewards. By so doing, the reward system will help management shape the behavior of employees and at the same time achieve organization's goals. The Chartered Management Institute [17] submits that the notion of reward system is gradually replacing the traditional idea of a standard pay system. In their view this is because it incorporates all aspects of employee compensation into the package [18]. Similarly, [18], maintain that reward

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systems have a critical role in determining the organization's ability to attract high potential employees and to retain high performing employees for the purpose of achieving greater levels of quality and performance. Reward is the benefits that arise from performing a task, rendering a service or discharging a responsibility. The principal reward for performing work is pay. Many employers also offer reward packages of which wages and salaries are only a part. The packages typically include bonuses, pension schemes, health insurance, allocated cars, beneficial loans, subsidized meals, profit sharing, share options and much more. Reward system is an important tool that management uses to channel employees' motivation in desired ways. In other words, reward system seeks to attract people to join the organization, keep them coming to work and motivate them to perform to high levels [19]. The ongoing thus suggests that there is a link between effective reward system and employee productivity and efficiency. Generally speaking, productivity is described as the relation of output to input. Productivity is, therefore, on the one hand, closely connected to the use and availability of resources. This means in short that productivity is reduced if an organization's resources are not properly used or if there is a lack of them. On the other hand, productivity is strongly linked to the creation of value. It is argued that productivity is one of the basic variables governing economic product activities, perhaps the most important one [20]. Elimination of waste gives rise to improved productivity. Productivity is a relative concept which cannot be said to increase or decrease unless a comparison is made, either of variations from competitors or other standards at a certain point in time or of changes over time. [7], agree that improvements in productivity can be caused by five different relationships:

1. Output and input increases, but the increase in input is

- proportionally less than the increase in output.
2. Output increases while input stays the same.
 3. Output increases while input is reduced.
 4. Output stays the same while input decreases.
 5. Output decreases while input decreases even more.

Hartzell et al (2018) views productivity as a measured relationship between the quality and quantity of results produced and the quantity of resources required for production. Productivity is in essence a measure of the work efficiency of an individual, work unit or entire organization. He further stressed that productivity can be measured in two ways one way relates the output of an enterprise, industry or economic sector to a single input such as labour or capital. The other relates output to a composite of input combined so as to account for their relative importance. [9], argues that productivity is the measure of how well resources are brought together in an organization and utilized for accomplishing of set result produced in reaching the highest level of performance with the least expenditure of resources. It can be seen as the amount of production in relations to labour put in. Explaining productivity, [14], states that public managers have worked under the uneasy assumption that a good smoothly functioning programme is an effective one. In their submission therefore, [19] maintain that career development is a significant aspect of work life and must not be overlooked or underrated by supervisors and organization management. More so, [18] agree that organizations are now coming to terms with the reality and importance of training and career development as a reward package for encouraging employee dedication and a catalyst for increased organizational productivity. In addition to the above, [15] on their part see fringe benefits as additional incentives administered by organizations for

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stimulating employee performance and productivity. Evidence from [7] equally indicates that generally allocating payment to specific performance is essential for increased employee morale and overall organizational productivity. Productivity in this context is an economic measure of efficiency that summarizes and reflects the value of the output created by an individual, organization, industry or economic system relative to the value of the inputs used to create them [11]. They agree that organizations around the world have come to recognize the importance of productivity for its ability not only to compete, but also to survive. Furthermore, an organization that is serious about productivity will need to lead workers by giving them direction and focus to create high quality products and services. Effective leadership in an organization contributes to enhancement of productivity employee performance to involve the quality and quantity of output, present at work, accommodative and helpful nature and timeliness of output. [18], reviewing the definitions of employee performance conceptualized two distinctive but interrelated dimensions to it: action (or behavioural aspect) and an outcome aspect. The action or behavioural pertains to what the individual does at work that is relevant towards achieving the organizational goals, while the outcome aspect relates m the consequences of result pertaining to active behaviour or action. The implication therefore is that organizations are in need of employees possessing both attributes - which involves the capacity to meet up with the job demands and tailoring their efforts towards delivering products and services that enables the organization to actualize its objectives as well as gaining competitive advantage. Back home in Nigeria, the issue of an equitable or fair reward system and productivity in organizations has not only remained a thorny one, but has also dominated the front burner of national discourse for quite some time now. In

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fact, it has led to several labour disputes usually characterized by strike, lockouts, work- to-rule, picketing, and their likes which have, of course, led to loss of many man-hours, violent protests in which property and lives are destroyed, mass dismissal and strained relationship between employees and employers. Even at the time this study is being undertaken, most organizations in the country both public or private, profit making or not- for-profit ones are yet to

Statement of the Research Problem

Reward system and productivity issues have in recent times remained a central challenge confronting many public institutions in Nigeria in general and the health sector in particular. With recourse to the health sector precisely UNTH, Enugu there are three major workers union namely Association of Resident Doctors (ARED), Joint Health Staff Union (JOHESU) and the Senior Staff Association (SSA). The concern is that these unions are always caught up in agitations for better reward system or package for their members. The prevailing circumstance depicts that most employees members of these unions do not feel motivated enough to enhance performance on the job. These agitations have led to the development and implementation of a multiplicity of unfair reward systems that

Objective of the Study

The main objective of this study was to ascertain the effect of reward system on the productivity and efficiency of employees of University of Nigeria Teaching Hospital (UNTH), Enugu State. More specifically the study intends to;

1. Determine the extent to which training and development as reward system encourages productivity and efficiency among

Research Questions

The study was guided by the following research questions:

1. To what extent does training and development as reward system encourages productivity and efficiency among employees' of

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come to terms with instituting an acceptable fair reward system that is capable of enthroning industrial peace in their workplaces [16]. The issues raised above are no doubt apt as they are germane to the attainment of organizational goals. Against the above background, therefore, the import of this study is to examine effect of reward system on productivity and efficiency of employees of University of Nigeria Teaching Hospital (UNTH), Enugu State.

at worse de-motivate employees, create disaffection among them and encourage industrial disputes characterized by strikes, lockouts, work-to-rule, picketing, and protests. The point is that the foregoing situation has led to loss of man-hours and adverse fluctuations in the productivity and output levels of the affected employees and organizations. Worried by this prevailing scenario the need for effective and all encompassing reward system becomes consequential. It is against this backdrop that this study seeks to examine the extent to which the use of training and development and various forms of fringe benefits as reward systems practiced at the University of Nigeria Teaching Hospital (UNTH), Enugu State affects productivity and efficiency among employees.

employees' of University of Nigeria Teaching Hospital (UNTH), Enugu State.

2. Ascertain the extent to which use of fringe benefits as reward system encourages productivity and efficiency among employees of University of Nigeria Teaching Hospital (UNTH), Enugu State.

University of Nigeria Teaching Hospital (UNTH), Enugu State.?

2. To what extent does use of fringe benefit as reward system enhances productivity and efficiency among employees of University of Nigeria

Teaching Hospital (UNTH), Enugu State?

Statement of Hypotheses

The following research hypotheses were formulated and tested by this study:

1. Use of training and development as reward system has no significant effects on employee productivity in University of Nigeria Teaching Hospital (UNTH), Enugu State.
2. Use of Fringe benefits as reward system has no significant effect on employee productivity in University of Nigeria Teaching Hospital (UNTH), Enugu State.

Scope of the Study

Content wise this study investigated effect of reward systems on the employee efficiency and productivity. The coverage area of the study cuts across six departments of the UNTH. These departments are Pharmacy Department, Administration & Personnel Department, Nursing Services Department, Diagnostics/Laboratory Services Department, Consultancy & Medical Services Department, and Health

Information/Medical Records Department. In terms of population for the survey, staff of the UNTH, Enugu forms the populations from which sample was drawn. In the overall context, this study interrogates the extent to which training and development and use of various forms of fringe benefits as reward systems enhance the efficiency and productivity of employees of UNTH, Enugu.

Theoretical Framework

The Equity Theory was propounded by John Stacy Adam in 1963. This theory which probably came as a result of continuous agitation for fair and equitable wages for all workers is pivotal to this study. [8] states that equity theory asserts that employees held certain beliefs about the outputs they receive from their work and the inputs they invest to obtain these outcomes. The outcomes of employment refer to all things the employee receives as a result of performing the job, such as salary, promotions, fringe benefits, job security, working conditions, job prerequisites, recognition, and responsibility and so on. Inputs cover all things that the employee contributes to performing the job and include education, experience, ability, training, personality traits, jobs efforts, and attitude and so on. Employees expect that the ratio of their outcomes to inputs will be fair or equitable. Continuing, Lunenburg and Ornstein (2004) assert that equity theory argues that employees

evaluate the equity or fairness of their outcomes by a process of social comparison. A worker therefore, can be happy and satisfied with his pay and other benefits or rewards only if he perceives that what he is getting is fair or just in comparison with what someone else with similar backgrounds and in similar position is receiving. The equity theory further highlighted that “even if a man’s job satisfies his needs, he will not express satisfaction with it if he perceives some comparable job as satisfying his needs better or with less effort required”. The equity theory is normally associated with pay satisfaction as the case may be. In the context of this study, it is usually associated with employees’ wages, and remuneration, working conditions and other benefits and incentives designed to enhance performance and productivity. Generally, equity theory draws attention to one role of social comparisons in influencing satisfaction.

METHODOLOGY

Descriptive survey research design was adopted for this study. This study was conducted at University of Nigeria Teaching Hospital (UNTH), Enugu State, in

South-east Nigeria. The hospital is located in Ituku-Ozalla along Enugu-Port-Harcourt expressway. The population of this study comprised of employees of UNTH Enugu

State. The population for this study was 2,216. This comprised medical and paramedical professionals like doctors, pharmacists, nurses, radiologists, etc and other skilled and unskilled employees of UNTH. Altogether, there are 41 main departments in the hospital with three outposts - Comprehensive Health Centers at Obukpa near Nsukka, Enugu State, Abagana in Njikoka Local Government Area of Anambra State and Isuochi in Abia State. The population of the study was distributed across the departments that make up the structure of the hospital. The researcher applied Yamane (1964) statistical formula to reduce the population to a researchable size. The sample for the study consisted of seven hundred and six (706) employees of UNTH. The breakdown of the sample which was randomly drawn comprised of the following; 600 para-medics (equally distributed among the department), 100 medical staff and 6 management staff. The questionnaire was used to collect primary data for the study. The ten items questionnaire was developed by the researcher for the purpose of the study. It was an open-ended questionnaire structured on Likert five-point scale as follows; Very High Effect, High Effect, Undecided, Low Effect and Very Low Effect. The instrument was subjected to pilot study using three sample units from the study area. The outcome of the pilot study was compared and in all intents and purposes the instrument was found valid in terms of clarity of instruction, appropriateness and adequacy of the items in addressing the objectives and

Decision Rule

The decisions are on the basis of p-value:

1. If the null hypothesis of the data is rejected then the overall model was significant and if null hypothesis is accepted, the overall model is insignificant. In other words, if the p-value is less than 0.05, then it is concluded that the model is

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problem of the study, correct use of grammar etc. Furthermore, in order to ensure the internal consistency of the result of the pilot study it was subjected to a reliability test on a five-point Likert scale. This scoring generated scores for the computation of the reliability index. The generated scores were treated to Cronbach Alpha reliability index formula using the Statistical Package for Social Science (SPSS) software. The instrument yielded a reliability level of 0.86. Consequently, the copies of questionnaire were personally administered to the sampled respondents with the help of two employees of the hospital who were briefed by the researcher on the objectives of the study. Initially a total of 752 copies of the questionnaire were administered. The respondents were requested to complete and return the copies of the questionnaire on the spot to reduce instances of non response. Finally 706 copies of the questionnaire representing 93.97% were properly completed, returned and used for the study. Data analysis was by descriptive statistics aided by SPSS version 16 using frequency distribution, percentage, mean scores and standard deviation (SD). The decision rule for interpreting the mean scores was that, any item with mean of 3.0 and above was interpreted as High Effect while mean scores below 3.0 was interpreted as Low Effect. For test of hypotheses a multiple regression model was used to test the significance of the effects of the independent variable on the dependent variables at 0.05 level of significance.

2. If the p-value is greater than 0.05, then the model is not significant and cannot be used to explain the variations in the dependent variable.

Model Specification

The Multiple Regression model used for the analysis and test of the two (2) hypotheses is specified as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Y= Dependent variable (employee productivity)

β_0 = the Y intercept parameter

$\beta_1 - \beta_4$ = Slope parameter (measures the degree of responsiveness of the dependent variable to the independent variables)

X_1 = independent variable (training and development -TD)

X_2 = independent variable (fringe benefits - FB)

N = stochastic error term (unexplainable factor that causes variation).

Presentation of Data and Analysis

RQ.1 The extent to which use of training and development as reward system encourages efficiency and productivity among employees' of the UNTH, Enugu.

Table 1: Frequency, percentage, mean score and standard deviation of employees' responses on training and development as reward system

S / N	Items	VHE (5)	HE (4)	UD (3)	LE (2)	VLE (1)	$\sum x$	\bar{x}	SD
1	Selecting outstanding employees for further training and staff development programme enhances efficiency and productivity.	316 (44.7)	256 (36.2)	14 (1.98)	100 (14.16)	20 (2.83)	6723	3.79	0.83
2	Financial grants provided to dedicated employees to enable them upgrade their skills promote productivity.	306 (43.34)	250 (35.4)	23 (3.25)	100 (14.16)	27 (3.82)	6228	3.59	0.86
3	Special professional training funding for medical doctors who are consistently regular to duty boost productivity.	346 (49.0)	171 (24.22)	7 (0.99)	90 (12.74)	92 (13.03)	6548	3.72	0.84
4	Approving relevant in-service trainings for employees that excel in their responsibilities enhances productivity.	378 (53.54)	208 (29.46)	14 (1.98)	94 (13.31)	12 (1.69)	6558	3.72	0.89
5	A new sense of purpose is given to the employees when they acquire new skills through training.	399 (56.51)	200 (28.32)	-	100 (14.16)	7 (0.99)	6808	3.83	0.80
Pooled mean and SD								3.73	0.84

Source: Field Survey, 2021, SPSS output

As shown on table one the various training and development programmes that encourage productivity include, selecting outstanding employees for further training and staff development programme (3.79), Financial grants provided to dedicated employees to enable them upgrade their skills (3.59) Special professional training funding for medical doctors who are consistently regular to duty (3.72), Approving relevant

Eleje in-service trainings for employees that excel in their responsibilities (3.72) and given a new sense of purpose to employees when they acquire new skills through training (3.83). Hence, the pooled mean is (3.73) and standard deviation is (0.92) respectively. **RQ.2:** The extent to which use of fringe benefits as reward system enhances efficiency and productivity among employees of UNTH, Enugu.

Table 2: Frequency, percentage, mean score and standard deviation of employees' responses on training and development as reward system

S/N	Items	VHE (5)	HE (4)	UD (3)	LE (2)	VLE (1)	$\sum x$	\bar{x}	SD
6	Fair distribution of fringe benefits to both medical and para-medics employees motivate them to remain on the job.	313 (44.33)	186 (26.34)	8 (1.13)	90 (12.74)	109 (15.43)	6579	3.73	0.81
7	Provision of free medical services to employees and family members enhance productivity.	296 (41.92)	199 (28.18)	23 (3.25)	126 (17.84)	62 (8.78)	6795	3.82	0.82
8	Free employee meals and cafeteria plan is a boost to employee morale and productivity.	168 (23.79)	206 (29.17)	32 (4.53)	190 (26.91)	110 (15.58)	6428	3.64	0.71
9	Non-cash incentives provided to employees during the year enhance efficiency and productivity.	210 (29.74)	159 (22.52)	33 (4.67)	165 (23.37)	139 (19.68)	0732	3.80	0.83
10	Tuition reimbursement or educational assistance provided to employees of UNTH greatly enhances productivity.	347 (49.15)	271 (38.38)	- (-)	60 (8.49)	28 (3.96)	6491	3.70	0.86
Pooled mean and SD								3.73	0.80

Source: Field Survey, 2021, SPSS output

As shown in table two, the use of various forms of fringe benefits as reward system that encourages employee efficiency and productivity include; fair distribution of

fringe benefits to both medical and para-medics employees (3.73). Provision of free medical services to employees and their family members (3.82); free

employee meals and cafeteria plan (3.64). Non-cash incentives provided to employees during the year (3.80). Tuition reimbursement or educational assistance

Eleje provided to employees of UNTH (3.70). Hence, the pooled mean is (3.73) and standard deviation is (0.80) respectively.

Test of Hypotheses

Test of Hypothesis one: Training and development as reward system have no significant effect on efficiency and productivity among employees of UNTH.

Table 3: Regression analysis of effect of training and development on employee efficiency and productivity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std error	Beta		
	(Constant)	12.071	1.978		6.104	.000
	Training and Development	.020	.025	.043	.806	.421
a. Dependent Variable: Training and Development R = 0.043, R2 = 0.002, p = 0.421 > 0.05						

$Y_1 = f(X)$
 $Y_1 =$ Training and Development
 $X_1 =$ Employee efficiency and Productivity
 Training and Development = 12.071 + 0.020TD. The hypothesis one was tested between training & development and employee efficiency and productivity. The correlation value in the analysis is given as $r=0.043$ which explains the level of relationship between training & development and employee efficiency and productivity. This indicates that the relationship between training & development and employee efficiency and productivity is 4.3% and this is very low

indicating that as training and development improve, counterproductive behaviour does not really increase that much. The coefficient of determination $R^2 = 0.002$. It indicates that training and development have a 0.2% influence on employee productive behaviour. The p value of the estimate is given as 0.421 at 0.05 alpha level and 95% confidence level. This shows that the estimate is not significant and therefore we have to accept the null hypothesis and conclude that training and development have no significant effect on employee efficiency and productivity.

Test of Hypothesis two: Fringe benefits as reward system have no significant effect on efficiency and productivity of employees of UNTH

Table 4: Regression analysis of effect of fringe benefits on employee efficiency and productivity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std error	Beta		
1	(Constant)	1431	430		3.327	001
	Fringe Benefits	269	006	918	43.349	000

a. Dependent variable: Employee Productivity

R= 0.91 ~ R2 = 0.843 p = 8.100 < 0.05

$Y_2 = f(X_2)$

Y_2 = Employee Efficiency and Productivity

X_2 = Fringe Benefits

$EP = 1.431 + 0.269FB$

Hypothesis two was tested between fringe benefits and employee efficiency and productivity. The correlation value in the analysis is given as $r=0.918$, which explains the level of relationship between fringe benefits and employee efficiency and productivity. This implies therefore that a 91.8% relationship or correlation exists between fringe benefits and employee efficiency and productivity. The coefficient of determination $R^2 = 0.843$. This explains the deterministic impact of fringe benefits on employee productivity.

This indicates that 84.3% of the changes that occur positively in fringe benefits can be accounted for by employee efficiency and productivity. $R^2 = 0.843$ which indicates that 84.3% of the changes in employee efficiency and productivity can be attributed to fringe benefits $B= .269$ showing the contribution of fringe benefits to the model. When we look at the p value, based on 95% confidence level and an alpha benchmark of 0.05 we can see that the estimate is statistically significant and then we can go on to reject the null hypothesis proposed for the study and conclude that fringe benefits has a significant effect on employee efficiency and productivity.

Summary of Findings

Based on the above analysis the following findings were made by the study;

1. Effective reward system such as the use of various forms of training and development as rewards system are found to have effect on employees' productivity on the job at the UNTH Enugu State.
2. Various forms of fringe benefits as rewards to high extent enhanced efficiency and productivity among employees of UNTH Enugu state.

3. Training and development as reward system have no significant effect on efficiency and productivity among employees of UNTH Enugu State.
4. Fringe benefits as reward system have significant effect on efficiency and productivity of employees of UNTH Enugu State.

DISCUSSION OF FINDINGS

The result of research question one with reference to the pooled mean and standard deviation indicates that training and development to a high extent affects employee productivity. This finding is in agreement with the responses from key informant interview in which five out of the six management staff interviewed confirmed significant employee productivity due to well planned staff training and development programmes. Evidence in literature also concurs with the finding. Thus according to [8,14,19], career development is a significant aspect of work life and must not be overlooked or underrated by supervisors and organization management. [4], also agree that organizations are now coming to grasp the reality and importance of training and career development as a reward package for encouraging work dedication and a catalyst for increased organizational productivity. Relying on the above evidences the study affirms that training and development serves as a veritable reward tool that enhances employee productivity in UNTH, Enugu. The result of research question two with reference to the pooled mean and standard deviation also affirms that effective use of fringe benefits as indicated in the various questionnaire items align with the finding that use of fringe benefits has to a high extent served as a reward system among employees of UNTH Enugu State. All six departmental

Contribution to Knowledge

The results of this study bear positive contribution to existing body of knowledge. It has made it obvious that besides payment of salaries and wages, employees require additional rewards in the form of incentives that impact positively on their performance and productivity on the job. In light of the findings of this study, if employees' conditions of service are improved upon through relevant training and development programmes and use of

heads who participated in the key informant interview gave evidence in support of the efficacy of use of fringe benefits as reward system. Evidence in literature also affirmed the above finding. For instance, [8] see fringe benefits as additional incentives administered by organizations for stimulating employee performance. Evidence from the literature indicates that generally allocating payment to specific performance is essential for increased employee morale and overall organizational productivity [11]. The findings as discussed above are in agreement with the basic tenets of the equity theory upon which the study is based. As held by [8], equity theory holds that employees held certain beliefs about the outputs they receive from their work and the inputs they invest to obtain these outcomes. The outcomes of employment refer to all things the employee receives as a result of performing the job, such as salary, promotions, fringe benefits, job security, working conditions, job prerequisites, recognition, and responsibility and so on. according to the equity theorists, a person's feeling of job satisfaction or dissatisfaction is a product of his computation of the ratio of the person's job inputs (such as educational qualifications, experiences, skills, age and effort) to the outcome he gets from the job e.g. his salary, status and fringe benefits.

fringe benefits and so on they could remain on the job and contribute meaningfully to organizational goals. Further, these will enable policy makers and personnel managers to re-examine their strategy in conducted payment of salary, fringe benefits, pensions, gratuity and other benefits due to employees thereby setting up fair and suitable criteria that will encourage them to stay on the job and perform maximally.

CONCLUSION

From the result of this study, it is established that effective rewards system such as may fall under training and development are found to enhance employees' productivity on the job at the UNTH Enugu State. Various categories of employees comprising of medical and para-medics that showed dedication to duty by consistent punctuality and timely execution of assigned responsibilities have benefited from the various rewards programmes of the UNTH Enugu in terms of opportunity for further studies or training fully sponsored by the organization. This served as a motivation tool to other employees in the enhancement of organizational productivity. It is also deducible from the findings that the use of various forms of fringe benefits as rewards to high extent enhanced productivity among employees

of UNTH Enugu state. Fringe benefits in this instance served as incentives that motivated efficient performance among employees. Such includes but not limited to free medical care for staff and their family members, bonuses for efficient service delivery and other incentives. Furthermore, the study affirmed that there is no significant difference between the mean ratings of medical and para-medics employees of the UNTH Enugu State on the use of training and development as a rewards system encourages productivity. Similarly, the study affirmed there is no significant difference between the mean ratings of medical and para-medics employees of UNTH Enugu State on the use of fringe benefits as rewards system enhances employees' productivity.

RECOMMENDATIONS

Cognizant of the findings made by the study, the following recommendations are apt:

1. There is need for the board and management of UNTH Enugu State to ensure that they identify and provide appropriate incentives that can effectively motivate employees to higher productivity.
2. There is need for UNTH Enugu State to match specific rewards

with specific actions or conducts of the employees so as to effectively determine the effect of such rewards on productivity of employees.

3. UNTH Enugu State also should ensure that their reward system is such that encourages employees to adapt to targeted changes or organizational expectations in a work system or work roles.

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