

**REWARDS SYSTEM AND PUBLIC HEALTHCARE EMPLOYEE PERFORMANCE IN NIGERIA;
A STUDY OF THE UNIVERSITY OF PORT HARCOURT TEACHING HOSPITAL, RIVERS
STATE**

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ABSTRACT

With particular reference to the University of Port Harcourt Teaching Hospital in Rivers State, this study examined the relationship between the reward system and public healthcare employee performance in Nigeria. The particular goals were to assess the relationship between promotion and employee service quality in UPTH, the relationship between incentives and employee commitment in UPTH, and the relationship between promotion and employee commitment in UPTH. Spearman's rank correlation coefficient was used to test the hypotheses while 92 sampled respondents completed a structured questionnaire that was used to collect data for the study. The results showed a strong correlation between the study's variables. The study's conclusion is thus based on the data: There is a significant relationship between employee performance and the reward system, which includes incentives and promotions. The compensation structure used by the healthcare providers determines how well employees perform, as measured by their dedication and quality of service. Based on the results of the study, the following suggestions are offered: Healthcare organizations should think about using reward systems as a tactic to boost worker performance. Promotion and incentives are crucial tactics that healthcare organizations should take into account to increase employee dedication and service quality.

Keywords: Reward System, Health Employee Performance, Uniport Teaching Hospital

INTRODUCTION

Rewards play a crucial role in motivating employees to dedicate their full energies to devising innovative solutions that improve business processes and ultimately raise the organization's non-financial and financial performance. Dewhurst et al. (2010) assert that there exist substitute methods for compensating employees in addition to monetary compensation. Among these are the opportunity for employees to be recognized by their managers, the opportunity to take on important tasks or responsibilities, and even a leadership focus. Employee job performance, productivity, satisfaction, turnover, and organizational citizenship behaviors have all been found to be positively correlated with the supervisor's ability to reward (Jahangir, 2016).

An employee will work tirelessly if they feel that their efforts will be acknowledged and rewarded by management. Of all the variables that affect employee performance, rewards are the most important because they provide motivation. Baron (2013) argues that motivation is the outcome of multiple processes influencing and directing our actions to achieve specific goals. Tangible awards that are given to employees irrespective of their job or task performance are known as extrinsic rewards. There are two types of extrinsic rewards: intrinsic and extrinsic. Examples of external rewards include pay, incentives, bonuses, promotions, job security, and salary. Psychological or intangible advantages like thankfulness, success in new pursuits, a positive work atmosphere, and job rotation after goal fulfillment are examples of intrinsic rewards.

There is undoubtedly competition between public and private healthcare providers, and each company's ability to outperform the others depends on its personnel. Public healthcare, in particular the teaching hospitals run by the University of Port Harcourt, has not been able to win over customers' loyalty. This is still the case even with government deployment of state-of-the-art technology and adoption of service delivery strategies in an attempt to win over the loyalty of the

public and establish a durable competitive advantage (Idenedo & Wali, 2022). In addition to the intense competition between private and public healthcare providers in Nigeria, there is evidence of a noticeable lack of satisfaction among patients with the quality of services rendered by public healthcare providers.

Ateke (2020) reports that accusations of incorrect diagnoses, poor health crisis management, delayed attention, inattentive service staff, and strained client-provider relationships are commonplace among healthcare practitioners. These results align with the ease with which patients move from hospital to hospital and even resort to medical tourism in their search for higher-quality healthcare (Taiye et al., 2017). The frequent display of disloyalty by customers using healthcare services according to Idenedo and Ebebuwa (2022), may be attributed to the incentive structure employed by healthcare providers. Based on these, this study investigates the relationship between the rewards system and public healthcare staff performance in Nigeria; a study of the University of Port Harcourt Teaching Hospital, Rivers State.

Objectives of the Study

The general objective is to determine the relationship between the rewards system and public healthcare employee performance in Nigeria, a study University of Port Harcourt Teaching Hospital, Rivers State. The specific objectives are to:

- i. evaluate the relationship between incentives and employee service quality in UPTH.
- ii. ascertain the relationship between incentives and employee commitment in UPTH.
- iii. examine the relationship between promotion and employee service quality in UPTH.
- iv. discover the relationship between promotion and employee commitment in UPTH.

Research Questions

The following research questions are raised to direct the study

- i. What is the relationship between incentives and employee service quality in UPTH?
- ii. What is the relationship between incentives and employee commitment in UPTH?
- iii. What is the relationship between promotion and employee service quality in UPTH?
- iv. What is the relationship between promotion and employee commitment in UPTH?

Research Hypotheses

Ho₁: There is no significant relationship between incentives and employee service quality in UPTH.

Ho₂: There is no significant relationship between incentives and employee commitment in UPTH.

Ho₃: There is no significant relationship between promotion and employee service quality in UPTH

Ho₄: There is no significant relationship between promotion and employee commitment in UPTH.

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Concept of Rewards Systems

According to research, employees can only reach their expected performance levels effectively and efficiently if they feel motivated to do so (Bayon, 2013). This supports the claim made by Walters et al. (2019) that an organization's effectiveness cannot be guaranteed by having the best strategy in place or the best organizational structure; rather, it can only be enhanced when its members are driven to give their best effort. This suggests that if employees are motivated by a suitable reward system, the healthcare industry's goal of providing quality services and commitment can be attained and sustained. It also supports Ahmed and Saad's (2003) assertion that strategic reward is a crucial component of employee motivation. Customer loyalty is a reflection of their level of satisfaction with the services that happy employees provide through rewards and advancement (Idenedo & Ebebuwa, 2022; Kukreja, 2017; Ali, 2016). According to Bratton and Gold (2003), a reward system is any combination of monetary, non-monetary, and psychological compensation that an employer provides to a worker in exchange for the worker's services.

Although Gross and Friedman (2004) defined reward as compensation in the form of base pay, short- and long-term incentives, benefits, career development, and career progression, Malhotra et al. (2007) believed that reward was the determinant of job commitment and satisfaction. According to Vera and Peter (2015), the basic idea behind the use of rewards is to encourage or motivate employee behaviors that are thought to be advantageous for better performance and to retrain behaviors that are harmful to the accomplishment of organizational goals and objectives. As a result, a rewards program is a component in encouraging employees to engage in desired behaviors (Eshun & Duah, 2011). According to Ishtiaq and Sadia (2017), there is a relationship between reward systems and employee satisfaction because they both increase workers' levels of motivation and job satisfaction. This supports the assertions made by Danish and Usman (2010) that a reward system helps maintain an employee's continuous level of self-esteem and that motivated staff members may lead to satisfied clients (Idenedo & Ebenuwa, 2022).

Ishtiaq and Sadia (2017) believed that the reward system could be either intrinsic or extrinsic, as was previously mentioned. Tangible rewards are part of the extrinsic rewards system, and they have nothing to do with the work an employee does on the job. While intrinsic rewards systems are intangible or psychological rewards like appreciation, taking on new challenges, an employer who is kind and considerate, and changing jobs after achieving a goal, external rewards systems can be defined as salary/pay, incentives, bonuses, promotions, job security, etc (Serena et al., 2012). This study adopted incentives, promotions, and components of reward systems for this investigation based on the literature.

Incentives: An external persuasive element known as an incentive is one that motivates someone to work more and meet the institution's performance standards in order to receive the incentive. Incentives can also be defined as concrete and moral ways for individuals to satiate their material and moral desires, as well as ways for organizations to motivate staff to work with enthusiasm (Alfandi & Alkawsaneh, 2014). Palmer (2012) defined incentives as the outside pressures and motivators that push a person to put in more effort; they are bestowed upon exceptional performance since a happy employee will put in more effort and generate better results. Furthermore, incentives can also be defined as taking into account exceptional performance, presuming that the pay is sufficient to enable the employee to recognize the worth of their work and meet their basic needs (Palmer, 2012).

Incentives, in practical terms, refer to all of the ethical and tangible ways that organizations support staff members in a way that boosts output and improves performance. This is crucial because it satisfies staff members' needs and ensures that they will remain faithful to the organization (Alfandi & Alkawsaneh, 2014).

Promotion: A promotion is the moving up the organizational ladder for an employee from one position to another with better working conditions, more organizational level and/or responsibility, and higher pay (Rao 2014). Promotion was seen from two perspectives by Sharma et al. (2012): the employee's perspective and the employing authority's perspective. While the latter saw promotion as the process of assigning the most qualified employees from within the service to higher positions, the former saw it as an advancement from a lower grade or class of the service to a higher one carrying a larger salary and more duties and responsibilities. As a matter of principle, public interest rather than the interest of individual employees should be the major consideration in making promotion. However, care has to be taken that promotion made should not leave an impression of injustice or unfairness among the employees, for that too is destructive to the attainment of organizational goals. From the employer's perspective, promotion means assigning qualified and experienced public servants to vacant higher positions. According to Laxmikanth (2014), promotion is also referred to as "indirect recruitment" or "recruitment from within the organization."

Concept of Employee Performance

The terms "job performance" and "actual performance" refer to the accomplishment of tasks or real accomplishments made by an individual. According to Mangkunegara (2014), an employee's performance is determined by the quality and quantity of work they accomplish while carrying out their responsibilities in line with those assigned to them. According to Kusrianto (2018), performance is defined as the outcome comparison of labor unity time. Employee performance is defined as the ability that an employee gives and demonstrates while carrying out his or her duties; in other words, job performance at work is what employees do. Employee performance can also be defined as the ability that an employee demonstrates while carrying out a task or responsibility. Employee performance, according to Sedarmayanti (2014), consists of the following elements: (1) work quality; (2) promptness; (3) initiative; (4) capability; and (5) communication. One's performance level can be evaluated using these five factors as a benchmark. In addition, use the formula $\text{Performance} = \text{ability} \times \text{motivation}$ to measure performance. While Siagian (2013) explains that performance is an achievement shown by employees, he is the result achieved in carrying out tasks assigned to him based on the skill of experience, sincerity, and the time available, Kusrianto (2018) states that performance of employees is the level of results that can be shown a person in the implementation of his work. In other words, an employee's performance refers to the work they accomplish or the work they perform on a daily basis in accordance with a set of standards or assessments that are used to determine whether an employee performs well or poorly. These standards and measuring tools are used as indicators. The standard, which is determined by the kind and nature of the work, also acts as a gauge to ensure accountability.

Employee performance can be assessed using a variety of criteria, including work quality, timeliness, initiative, capability, communication, and commitment, according to Sedarmayanti (2014). As mentioned, these indicators can be used as a benchmark for evaluating an individual's performance level. As a result, the study modified commitment and service quality as metrics for evaluating worker performance.

Service Quality: It has been determined and proven that one of the main factors influencing an organization's ability to survive and grow is its ability to provide high-quality services, which is essential to the success of the business. Oliver and Rust (2014). Diverse specialists, researchers, and practitioners have given different definitions and conceptualizations of service quality. Zeithaml and Bitner (2008) state that "service quality is a focused evaluation that reflects the customer's perceptions of certain dimensions of quality, including tangibles, assurance, responsiveness, and empathy." Perceived quality is a conceptual construct that is centered on a customer's assessment of an entity's overall excellence or superiority (Zeithaml 1987). The degree to which a service satisfies a customer's needs and expectations is defined as service quality by other authors, including Lewis and Mitchell (2020) and Asubonteng et al. (2016).

Employee Commitment: Meyer and Allen (1991) identified three distinct ways in which employees can demonstrate their commitment to an organization: through their desire to stay (affective commitment), their perception of the cost of leaving (continuous commitment), or their obligation to stay (normative commitment). According to Meyer et al. (2018), historically, the various ways that people express their commitment have been influenced by a complex interplay of individual characteristics, human resource management strategies, and environmental factors. Naturally, employees who are happy with HR policies or benefits or who have strong collectivist beliefs—which may promote employer loyalty—are more likely to commit to their company (Davies & Gould-Williams, 2015). According to Markovits et al. (2017), normative commitment may be influenced by institutional collective orientation on one level, wherein employees strive to demonstrate loyalty that aligns with societal and constitutional values. At a deeper level, employee affective commitment is driven by organizational HR practices and offerings like career development

opportunities, training, incentives, and more autonomy rather than control, as well as an inclusive work environment (Johnson et al., 2018; Oruh et al., 2020).

Empirical Review

Reward System and Employee Performance

Based on the existing literature review, a suitable reward system in healthcare organizations should elicit employee service quality and commitment. For example, Walters et al. (2019) looked into how employee performance was affected by the reward system in a few manufacturing companies in the Cameroonian Littoral Region. From a population of 5146 workers at ten carefully chosen manufacturing companies in the Cameroon Littoral Region, a sample of 538 workers was selected. The results showed a significant relationship between the predictor and study criterion variables. The study found that reward schemes and worker performance are positively correlated.

Ishtiaq and Sadia (2017) investigated the connection between Pakistani private banks' employee performance and their rewards program. HBL, ABL, MCB, UBL, and BOP banks provided 92 respondents from three districts (Lodhran, Vehari, and Khanewal) in south Punjab, Pakistan. Data was gathered using a structured questionnaire in the Likert Scale format. The data that was gathered was analyzed using regression. The study's findings indicate that intrinsic and extrinsic rewards have an impact on worker performance and that there is a substantial difference between the two types of rewards when it comes to worker performance in Pakistan's banking industry.

Salah (2016) investigated how different reward types—extrinsic, intrinsic, social, and rewards mix—affect workers' output. Data was gathered from 250 randomly selected respondents, out of the 513-total population, who were employed by Unified Mining Companies in Jordan's southern region. The results showed a statistically significant correlation between the different kinds of rewards and workers' productivity. The study came to the conclusion that, in order to raise performance levels, management needed to be deeply committed to the issue of employee rewards.

Vera and Peter (2015) investigated how motivation and job satisfaction are affected by rewards and recognition. Data were collected from 157 academic staff members from seven private tertiary institutions that were chosen through stratified sampling using a descriptive survey design. Conveniently and deliberately, respondents were chosen from these seven private postsecondary educational institutions. The study found that while rewards improved work motivation, there was no discernible link between rewards and job satisfaction. Once more, incentives were seen as fair by academic staff and university administrators.

Nnaji-Ihedinmah and Egbunike (2015) ascertained the connection between employee performance and the rewards system. Workers at commercial banks in Awka Metropolis were given a questionnaire with a Likert-scale format. Two-way ANOVA and the regression technique were used to analyze the data. The results showed that there is a connection between employee performance and rewards. Furthermore, there is a notable distinction between the impact of extrinsic and intrinsic rewards on worker performance.

Promotion and Employee Performance

Kiki and Nanda (2019) assessed how employee performance was affected by promotions, using competence as an intervening variable in the IT division and electronic facility at K. Airport. This study employs a quantitative design, with the population being the employees of PT. ABC Airport K. In the Electronic Facility & IT Division, a sample of 41 employees is used in the Cluster Random Sampling technique. 34 different types of items created using the Likert scale approach are used to collect the data. The research analysis revealed that the variables related to collaboration and discipline had a significant impact on performance. Additionally, the competency variables were found to have an indirect mediating effect on the relationship between collaboration and discipline and employee performance.

Muhammad, et al. (2019) assessed how employee performance in the Makassar City Regional Secretariat was impacted by job promotions. For the study, 73 employees who were sampled using

a basic random sampling technique took part. Observation, questionnaires, and documentation were the methods used to gather data. The analysis method used for the data was basic linear regression. The outcomes demonstrated that employee performance at the Makassar City Regional Secretariat is positively and significantly impacted by promotions.

Fodio and Saidu (2021) conducted a study at tertiary institutions in Sokoto State, Nigeria, to examine the impact of promotion on job satisfaction. In order to gather data for the study, 205 questionnaires with a 5-point Likert scale were given to the sample respondents using the non-probability random sampling technique and multiple regression analysis. Two postsecondary educational institutions—one federal and one state—were purposefully chosen. The findings indicate that job satisfaction and the achievement of organizational goals are positively impacted by promotions.

Incentive and Employee Performance

In rural India, Duo et al. (2012) discovered that the use of financial incentives in conjunction with monitoring decreased teacher absenteeism by 21 percentage points and raised test scores by 0.17 standard deviations for students. Additionally, Muralidharan and Sundararaman (2011) discovered that student math and language scores improved by 0.27 and 0.17 standard deviations, respectively, when government teachers in India received performance-based pay.

Barrera-Osorio and Raju (2017) discovered, however, that while student enrollment and exam participation rose, providing bonuses to Pakistani teachers did not result in an improvement in test scores. Although the findings of Besley and Ghatak (2008) suggest that public employees are likely to differ systematically from private sector employees, for instance, in terms of their motivation level or image concerns, their model does not take into account the possibility that they may also react differently to extrinsic incentives.

In a group-based teacher incentive pay program, Imberman and Lovenheim (2015) calculated the effect of financial incentive strength on student achievement. Teachers can hold each other accountable by putting themselves in groups, which adds another layer of peer pressure. By using the percentage of students in a grade-subject enrolled in a teacher's classes, awards were given out based on how well students performed within a grade, school, and subject. The findings demonstrate unequivocally that when the stakes are sufficiently high, teachers respond to incentives, and that increased teacher effort leads to higher student achievement in response to stronger group incentives.

In the USA, Figlio and Kenny (2016) also looked at student performance and individual teacher incentives. The findings demonstrated that schools offering students personal financial rewards for high achievement have higher test scores. The strongest impact was seen in schools with potentially less effective parental supervision systems. Additionally, the findings showed that the relationship between teacher incentives and student performance could be explained by teachers putting in more effort as a result of teacher incentives or by better schools implementing teacher incentives.

Theoretical Framework

The resource-based theory (Wernerfelt, 1984) and the core competencies theory (Prahalad & Hamel, 1990) provide the foundation for this study on the relationship between public healthcare employee performance in Nigeria and rewards systems. The former suggests that an organization's performance is dependent on its resource profile and goes on to explain why some organizations outperform others and distinctly maintain a prime place in the competitive space (Winnie & Franciss, 2016; Didia & Idenedo, 2017).

Resource-Based Theory: Wernerfelt (1984) developed this theory with the express purpose of identifying the resources that a company can use effectively and efficiently to obtain and maintain a competitive advantage over other brands or businesses (Maxwell et al., 2014). According to the theory, an organization's resource profile determines how well it performs. It also explains why some organizations outperform others and maintain a prominent position in the market (Winnie &

Franciss, 2016; Didia & Idenedo, 2017). According to the theory, there might be long-lasting differences in the resource profiles of businesses within a given industry because resources might not be transferable between businesses. (Barney, 1991).

Resources are defined by Maxwell et al. (2014) as "all assets, capabilities, organizational processes, firm attributes, information, knowledge, controlled by a firm that enables the firm to conceive of and implement strategies that bestow on the firm a competitive advantage". As a result, in order for businesses to maintain a competitive advantage over time, they need to have important resources, skills, and characteristics that are rare, valuable, hard to replicate, and non-substitutable, and they also need to be effectively applied in the targeted markets (Baker & Sinkula, 2005; Barney, 1991).

Employees of an organization are endowed with unique qualities and intangible skills by nature and education, which lends credence to the theory's applicability for the current study. These qualities and skills are valuable, uncommon, hard to replicate, and typically non-replaceable. The resource-based theory was modified for the current study as a baseline theory, taking into account the healthcare companies where the study is based. Employees in the healthcare industry contribute to the development or implementation of strategies that improve the hospital's efficiency and effectiveness by making the most of their skills in delivering superior customer service, which in turn enhances the industry's reputation. Based on the idea that a satisfied employee will express satisfaction through quality service delivery, commitment, and other things, this study proposed that employee motivation through an appropriate rewards system will increase the employee's job satisfaction and in turn enhance their service quality delivery to the general public (Butcher et al., 2001).

The Core Competencies Theory: According to Prahalad and Hamel's (1990) theory, businesses compete while developing their core competencies rather than just when their products are on the market. The authors suggested that a company should be organized around a small number of core competencies rather than a variety of business units and end products (Lavina, 2014). This is because core competencies are very hard to replicate and can be readily applied to other markets. "Core competencies allow a company to be flexible, respond to a rapidly evolving environment, and be prepared for the future," claim Prahalad and Hamel (1990), as referenced in Lavina (2014). According to Hirindu (2017), core competencies are an organization's capabilities, resources, and competencies. While they are a pilot program for gaining a competitive edge, their validity has not yet been empirically demonstrated. An effective rewards program can be seen as one of a healthcare company's competencies since it will boost the provision of high-quality services and employee commitment since it will make them happy in their roles.

RESEARCH METHODS

This adopted an explanatory research. As in this study, explanatory research seeks to explain the nature and significance of the relationship between two or more variables.

The study's population is the University of Port Harcourt Teaching Hospital. The University of Port Harcourt Teaching Hospital has 800 patient beds and 2,500 staff members, according to data gathered from info@upth.com. A census was conducted for this research. The study's sample unit consisted of twenty (20) in-patients from each of the University of Port Harcourt teaching hospitals in Nigeria and seventy-two (72) different contact employees. A total of ninety-two (92) respondents took part in the study. The breakdown of the sampled respondents is shown in the table below.

S/N	CATEGORIES OF STAFF SAMPLED	UPTH
1	Nurse	8
2	Administration	8
3	Doctor	8

4	Lab scientist	8
5	Pharmacist	8
6	Health assistant	8
7	Paramedic	8
8	Physiotherapy	8
9	Optometry	8
TOTAL SAMPLED		72 Staff

These

S/N	PATIENTS SAMPLED	UPTH
1	In-Patients	20
TOTAL SAMPLED		20 In-Patients

employee categories were chosen for this study because they are service providers to the Nigerian teaching hospitals affiliated with the universities of Port Harcourt. Patients in the healthcare industry frequently come into contact with staff members whose roles are essential to differentiation, such as nurses, administrators, doctors, lab scientists, pharmacists, health assistants, paramedics, physiotherapists, and optometrists. Twenty (20) in-patients were thought to be sufficient to provide the necessary information needed to justify the employee performance through their commitment and service quality delivery to the patients for the study. Contact employees could influence the patient's perception of the quality of care through their commitment and service quality delivery. Since the study is a survey, the researchers used questionnaires to gather primary data. On the other hand, secondary data was gathered via data mining, which was made feasible by a thorough literature review. Ateke (2023) defines data mining as the process of sorting through massive data sets to find patterns or relationships that help solve a particular research problem. The degree of association between the various variables under consideration was ascertained by applying the Spearman rank order of correlation model, which was utilized to test the hypotheses. The analysis was aided by the use of the statistical package for social science (SPSS Version 22.0).

DATA PRESENTATION

Data Presentation

Table 1.: Questionnaire Analysis

Numbers	Questionnaire	Percent
No. Sent out	92	100.0
No. Returned	85	92.0
No. Not Returned	7	08.0

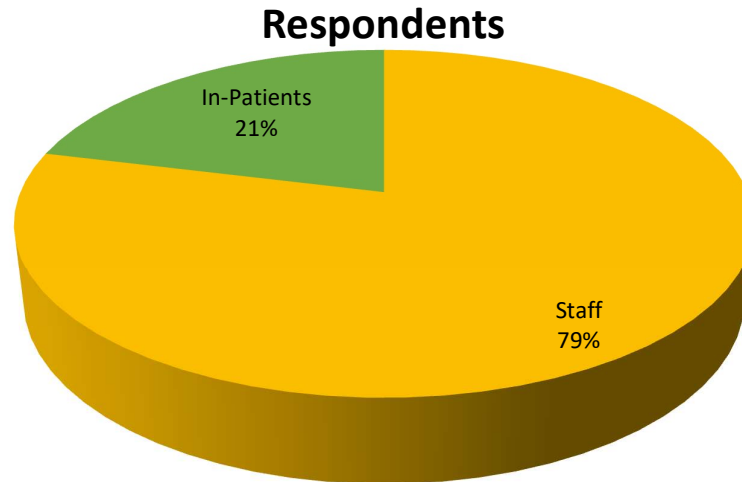
Source: Field Survey Data 2023

Table 1 demonstrates that 92 questionnaire copies were distributed in total; 85 of those copies, or 92% of the total, were retrieved, while 7 copies, or 8% of the total, were not. Nonetheless, 85—or 92%—of the questionnaires that were recovered were helpful. Seven (8%), or the incomplete and incorrectly filled out questionnaires, were discarded as a result of not being retrieved.

Table 2.: Retrieved Questionnaire Analysis

Number	Questionnaire	Percentage
No. Retrieved	85	100.0
No. of Staff	67	79.0
No. of In-Patients	18	21.0

Source: Field Survey Data (2023)



Source: SPSS Output (2023)

Figure 1.: Retrieved Questionnaire Analysis

According to the data presented in Figure 4.1 and Table 4.2 above, of the 85 questionnaire copies that were retrieved, 67 (or 79%) came from the staff, and 18 (21%), from the in-patients of the University of Port Harcourt teaching hospitals in Nigeria.

Reliability Analysis

Table 3.: Result of Reliability Analysis

Variables	Dimensions/Measures	No. Items	Cronbach's Alpha
Reward System	Promotion	5	0.854
	Incentives	5	0.967
Employee Performance	Service Quality	5	0.844
	Commitment	5	0.842

Source: SPSS Output of Data Analysis on Reward System and Employee Performance (2023).

Prior to relying on the outcome of the statistical data analysis—which was based on the information gathered via the structured questionnaire—reliability measures were used to gauge the ideas examined in the research project. Based on the reliability analysis presented in Table 4.4 above, it can be accepted that the research instrument measured the study's variables because the variables had a Cronbach's alpha value of ≥ 0.7 , which is an acceptable level of reliability. It follows from the results that, with the same background, identical outcomes will be obtained if the questionnaire is re-administered. This shows that the research instrument is reliable, meaning that the data collected can be analysed and used to generate reliable conclusions and decisions that will allow for both theoretical and practical generalizations about the variables under study.

Test of Hypotheses

In this section, the various hypotheses proposed for this study were subjected to statistical tests using Spearman's Rank Order Correlation Co-Efficient Statistical Tool.

Table 4. Description of the Degree of Association between Variables

Correlation Coefficient (r)	Description/Interpretation
± 0.80 – 1.0	Very Strong
± 0.60 – 0.79	Strong
± 0.40 – 0.59	Moderate
± 0.20 – 0.39	Weak
± 0.00 – 0.19	Very Weak

Source: SPSS Output of Data Analysis on Reward System and Employee Performance (2023).

The positive (+) sign in the value of r indicates a direct/positive relationship while the negative (-) sign in the value of r indicates an indirect/negative or inverse relationship. Therefore, the sign of the r value explains the direction of association or nature of the relationship between the variables.

Decision Rule

Reject the null hypothesis (H0) if $PV < 0.05$ for a 2-tailed test and conclude that a significant relationship exists.

Table 5: Correlation Analysis on Promotion and Service Quality Correlations

		Promotion	Service Quality
Spearman's rho	Promotion	Correlation Coefficient	1.000
		Sig. (2-tailed)	.712**
		N	.000
Service Quality	Service Quality	Correlation Coefficient	.712**
		Sig. (2-tailed)	1.000
		N	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output of Data Analysis on Reward System and Employee Performance (2023)

As demonstrated in Table 5 above, the probability value is (0.000) < (0.05) level of significance; hence, the researcher rejects the null hypothesis and concludes that promotion significantly relates to employee service quality delivery. The high value of Spearman's correlation coefficient (r) = 0.712** indicates a strong relationship between promotion and service quality. The positive sign of the correlation coefficient indicates that the relationship between the variables is positive. Consequently, an increase in service quality displayed by the employees is a function of the degree of satisfaction with the promotion practice of the studied healthcare provider through the hospital management reward system.

Table 6: Correlation Analysis on Promotion and Commitment Correlations

		Promotion	Commitment
Spearman's rho	Promotion	Correlation Coefficient	1.000
		Sig. (2-tailed)	.681**
		N	.000
Commitment	Commitment	Correlation Coefficient	.681**
		Sig. (2-tailed)	1.000
		N	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output of Data Analysis on Reward System and Employee Performance (2023)

According to Table 6, there is a strong correlation between commitment and promotion, as evidenced by the high Spearman's correlation coefficient (r) of 0.681**. A positive correlation

coefficient means that there is a positive relationship between the degree of satisfaction attained from the university hospital employees' promotion practices and the increased commitment of employees to patients. Since the probability value is $(0.000) < (0.05)$ at the significance level, the researcher rejects the null hypothesis and comes to the conclusion that employee commitment and promotion are significantly correlated.

Table 7.: Correlation Analysis on Incentives and Service Quality Correlations

		Incentives	Service Quality
Spearman's Incentives rho	Correlation Coefficient	1.000	.656**
	Sig. (2-tailed)	.	.000
	N	85	85
Services Quality	Correlation Coefficient	.656**	1.000
	Sig. (2-tailed)	.000	.
	N	85	85

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output of Data Analysis on Reward System and Employee Performance (2023)

The Spearman's correlation coefficient $(r) = 0.656^{**}$, as indicated in Table 7 above, is high and suggests a strong correlation between incentives and service quality. A positive correlation between the variables is indicated by the correlation coefficient's positive sign. As a result, the degree of satisfaction with the university hospital management incentive package determines how well patients receive services. The researcher concludes that there is a significant relationship between employee service quality and incentives, as the probability value is $(0.000) < (0.05)$ at the significance level. Consequently, the null hypothesis is rejected.

Table 8: Correlation Analysis on Incentives and Commitment Correlations

		Incentives	Commitment
Spearman's Incentives rho	Correlation Coefficient	1.000	.718**
	Sig. (2-tailed)	.	.000
	N	85	85
Commitment	Correlation Coefficient	.718**	1.000
	Sig. (2-tailed)	.000	.
	N	85	85

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output of Data Analysis on Reward System and Employee Performance (2023)

According to Table 8, there is a strong correlation between incentives and commitment, as indicated by the high Spearman's correlation coefficient (r) of 0.718^{**} . An increase in an employee's commitment to patients is correlated with their level of satisfaction with their employer, the healthcare provider under study, according to the correlation coefficient's positive sign, which denotes positive relationships between variables. Given that the probability value is $(0.000) < (0.05)$ at the significance level, the researcher rejects the null hypothesis and comes to the conclusion that there is a significant relationship between incentive and employee commitment.

Discussion of Findings

Strong Positive Relationship between Promotion and Employee Performance

According to the study's hypothesis, there is no significant relationship between promotion and commitment or service quality. Nonetheless, the tested hypotheses demonstrated a robustly positive correlation between employee performance metrics and promotion.

There is a strong correlation between promotion and service quality, as demonstrated by Table 5's Spearman's correlation coefficient ($r = 0.712^{**}$). There is a strong correlation between promotion and commitment, as indicated by Table 6's Spearman's correlation coefficient ($r = 0.681^{**}$). These results are consistent with earlier research. For example, Muhammad, et al. (2019) assessed how employee performance at the Makassar City Regional Secretariat was affected by job promotions. The outcomes demonstrated that employee performance in the Makassar City Regional Secretariat is positively and significantly impacted by promotions. Fodio and Saidu (2021) conducted a study at tertiary institutions in Sokoto State, Nigeria, to examine the impact of promotion on job satisfaction. The findings indicate that job satisfaction and the achievement of organizational goals are positively impacted by promotions.

Strongly Favorable Correlation Between Employee Performance and Incentives

A strong positive correlation is found between the two hypotheses tested regarding the relationship between employee performance measures and incentives. The Spearman's correlation coefficient (r) in Table 7 is 0.656^{**} , a high value that suggests a strong relationship between incentives and service quality. The Spearman's correlation coefficient (r) in Table 8 is 0.722^{**} , a high value that suggests a strong relationship between incentives and commitment. These varied findings regarding the relationship between employee performance metrics and incentives are consistent with the findings of earlier research on incentives. For example, Duo et al. (2012) discovered that a combination of financial incentives and monitoring decreased teacher absenteeism by 21%. In a group-based teacher incentive pay program, Imberman and Lovenheim (2015) calculated the effect of financial incentive strength on student achievement. The findings demonstrate unequivocally that when the stakes are sufficiently high, teachers respond to incentives, and that increased teacher effort leads to higher student achievement in response to stronger group incentives. In the USA, Figlio and Kenny (2016) also looked at student performance and individual teacher incentives. The findings demonstrated that schools offering students personal financial rewards for high achievement have higher test scores. The strongest impact was seen in schools with potentially less effective parental supervision systems. Additionally, the findings showed that the relationship between teacher incentives and student performance could be explained by teachers putting in more effort as a result of teacher incentives or by better schools implementing teacher incentives.

CONCLUSION AND RECOMMENDATIONS

The study's conclusion is thus based on the data: There is a significant relationship between employee performance and the reward system, which includes incentives and promotions. The compensation structure used by the healthcare providers determines how well employees perform, as measured by their dedication and quality of service.

Based on the results of the study, the following suggestions are offered.

- i. Healthcare organizations should think about using a reward system as a tactic to boost worker performance.
- ii. Promotion and incentives should be taken into account by healthcare organizations as a crucial tactic to raise employee commitment and service quality.
- iii. Healthcare provider should regularly evaluate and improve on their rewards system to motivate employees to be putting in their best in their service delivery to client.
- iv. The researchers also recommend scholar to replicate this study in the same sector in different geographical scope to attest to these findings.

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