Sapientia Global Journal of Arts, Humanities and Development Studies (SGOJAHDS), Vol.8 No.1 March, 2025; p.g. 229 – 240; ISSN: 2695-2319 (Print); ISSN: 2695-2327 (Online)

INFLUENCE OF REWARD SYSTEMS ON STAFF PERFORMANCE AT FEDERAL MEDICAL CENTRE, KEFFI

ORAVEE AULE
Department of Public Administration,
Joseph Sarwuan Tarka University, Makurdi-Nigeria
08063502340
E-mail: oraveeaule@gmail.com (*Corresponding Author)*

&

ZAYUM SOLOMON SUMMUMA
Department of Public Administration, Federal University, Wukari-Nigeria
08034638023
E-mail: zayumsso@gmail.com

Abstract

This study examined how reward systems influenced employee performance at Federal Medical Centre, Keffi, Nasarawa State, Nigeria. Specifically, it investigated the effect of pay package, training/development, and assigned roles/responsibilities on employee performance in the organization. A survey research design was adopted for the study. The population of study is the 913 staff of the organization. The formulated hypotheses of the study were tested using regression analysis with the aid of Statistical Package for Social Sciences (SPSS) version 25.0. Findings revealed that there is positive significant relationship between reward systems (pay package, training/development and assigned role/responsibility) and employee performance in the studied organization. Statistically, using the t-value, pay package has -1.047, training/development has -1.403; and assigned roles/responsibilities with -1.028. It was concluded that reward systems (pay package, training/development and assigned roles/responsibilities) have significant and positive relationship with employee performance in the Federal Medical Centre, Keffi. The study recommended that all variables of reward systems studied should be adopted by the organization to ensure employee performance in same.

Keywords: Influence, Responsibilities, Reward Systems, Staff Performance, Federal Medical Centre Keffi.

Introduction

The advent of globalization and the ability to attract and retain qualitative workforce as well as keep them highly motivated has however, become a great challenge to organizations. Employers now require their employees to do more with less, while employees on their part are asking for more incentives. This requires that organizations device a system that will strike a balance, if they want to continue to have increased performance. Employee performance is essential for any organization because an organization's success is dependent on creativity, innovation, engagement, responsiveness, satisfaction and commitment shown by its employees (Odunayo, 2022; Uzochukwu *et al*., 2023).

Reward system is a process of developing and implementing strategies, policies and systems which help the organization to achieve its objectives by obtaining and retaining the people it need and by increasing their motivation and commitment (Ahmed *et al*., 2022). These systems includes pay packages, training and development/career advancement, promotion, performance bonus, conducive working environment, incentives, and role/responsibility, among others; thus incorporating both monetary and non monetary values. The reward system varies from organization to organization, and comes in various and concrete forms, including monetary or non-monetary, intrinsic or extrinsic and physical or psychological and these are offered to the employees as compensation for the productive work they perform (Nwachukwu, 2018).

Employee performance has been variously defined, but the central idea revolves around the effective discharge of one's duty for good results, the fulfillment of the requirements of the job as well as accomplishing a standard that is set by the organization (Sonnentag and Frese, 2014). The ongoing thus suggests that there is a link between effective reward system and employee performance. Ogbu *et al.* (2022) avers that a poorly structured reward system can resu1lt in high labour turnover, negative work attitudes (absenteeism, lateness to work, etc) low productivity and generally, laissez-faire attitude at the workplace. It is therefore very important for the management to develop a reward system that will provide positive consequences for contributions to desired performance by employees.

Thus, considering the reward systems used at Federal Medical Centre, Keffi, 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 (Eze and Anikeze, 2018; Kehinde, and Adeagbo 2020). However, there are inconsistencies in previous studies (examples; Oyira *et al*.,2015; Arwa *et al*., 2019; Ogbu *et al*, 2020; Odunayo, 2022) as regard the subject matter thus creating a problem/gap this study seeks to fill and address by examining the influence of reward systems on employee performance at Federal Medical Centre, Keffi.

Objectives of the Study

The general objective of this study is to examine the influence of reward systems on employee performance at Federal Medical Centre, Keffi. The specific objectives are to examined how pay packages, training and development, and assigned role/responsibility affected staff performance at the organization from 2015 to 2024.

Hypotheses

In line with the specific objectives, three null hypotheses were formulated and tested in the work viz:

Ho$_1$ Pay package has no significant effect on employee performance at Federal Medical Centre, Keffi.

Ho_2: Training and development has no significant effect on employee performance at Federal Medical Centre, Keffi.

Ho_3: Assigned role/responsibility has no significant effect on employee performance at Federal Medical Centre, Keffi.

Methodology

The study used both primary and secondary sources of information. Primary data were generated from questionnaire administered to staff (see Table 1) of the organization; and the 143 questionnaire returned from field survey formed the sampled population of the study. The data sourced from questionnaire administered were analyzed using tables and simple percentages. The questionnaire has two sections; that is section 'A' and 'B'. The section 'A' sought information on bio data of respondents (all employees-management staff, senior staff and junior staff made up of doctors, nurses, laboratory scientists and administrative staff operating at Federal Medical Centre, Keffi); while section 'B' elicited responses on the measures of reward systems subsumed in the specific objectives.

The Likert Rating scale was also used and had five alternative options scored in the following order: 5 points is Strongly Agreed (SD), 4 points is Agreed (A), 3 points is Undecided (UD), 2 points is for Disagreed (D), and 1 point is for Strongly Disagreed (SD). The higher the points, the stronger the factor is responsible in influencing employee performance. Regression analysis was used to test the stated hypotheses of the study. The decision rule is that we accept the alternate hypothesis if t-calculated is higher than t-tabulated (1.96) and p-value less than 0.05. If otherwise, we accept the null hypothesis. The analyses based on the model helped in testing hypothesis Ho_1 to Ho_3 to achieve the set specific objectives. Secondary information for the paper was however, sourced from textbooks, published journal articles, official records, and the internet.

Conceptual Explanations

The concepts that constitute this study, alongside their measures, are reviewed in this part of the work.

Reward System

Reward in the work place is generally understood as the total amount of financial and non-financial benefit provided to an employee in return for labour or service rendered. Adeoye and Obanewo (2019) defined reward as anything tangible or intangible, material or non-material that gives an employee impetus to behave in desirable manner and drop undesirable behaviours. According to Armstrong (2019), reward systems consist of the interrelated processes and practices which combine to ensure that reward management is carried out effectively to the benefit of the organization and the people who work there. It (reward) can be intrinsic and/or extrinsic. Among the intrinsic rewards are job autonomy, recognition, training and responsibilities. On the other hand, extrinsic rewards comprise of salaries and wages, promotions, allowances and bonuses.

Shields *et al*. (2015) drew a distinction between two basic types of rewards namely: intrinsic and extrinsic rewards. Intrinsic rewards often called non-financial rewards are inherent of an activity and their administration is not dependent upon the presence or actions of any other person or thing. Intrinsic is concerned about the feeling of being recognized, praised for a job well done and participation in whatever we do. Extrinsic rewards do not follow naturally or inherently from the performance of an activity but are administered to a person by some external agents. Extrinsic reward concerns such motivations like money, retirement benefits, health insurance scheme, compensation, salary, bonus, etc. The effective .administration of intrinsic and extrinsic rewards affects employees' behaviour in the areas of punctuality, turnover, absenteeism, commitment and satisfaction, which in turn affects performance and productivity levels (Akuoko *et al.,* 2014).

Dimensions of Reward System

The dimensions of reward systems are broadly seen from two prisms, either as monetary and non-monetary, or intrinsic and extrinsic (Oyira et al, 2015; Okosi, 2020, Uzochukwuet el, 2023). For this study, the following dimensions of pay packages, training and development, employee roles/responsibilities, are used thus incorporating both monetary and non monetary rewards and or intrinsic and extrinsic rewards, as they exists at the Federal Medical Centre, Keffi. Also, these dimensions have been used in similar studies such as that of Agbaeze and Ebirim (2020), Odunayo (2022), Uzochukwu *et al.* (2023) among others.

i. Pay Package

Pay packages entail some basic features that tend to make employees satisfy on their job amongst which includes salaries, bonuses, incentives, allowances, promotion, and recognition. All these have significant impact on employees' performance. According to Yamoah, *et al.* (2019), pay packages are not all about money.

ii. Training and Development

Nnaji and Egbunike (2020) 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. Abdulraman *et al*. (2021) 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 (Onuorah *et al.,* 2019).

Employee Development refers to organized and structured exercises focused on improving the standard of ability, expertise and skills of employees (Emeulu, 2020). Providing developmental opportunities is regarded as an effective way to increase employees' performance (Moyle and Hackston, 2018). Some organizations even require individuals who receive training to stay with their organizations a certain length of time or repay the cost of the training course (Onuorah *et al*. 2019).

iii. Employee Role/Responsibility

A role/responsibility is the part people play in their work. The emphasis is on the expected patterns of behaviours to achieve agreed outcomes (Armstrong and Taylor, 2014). Individual roles are those carved out by a number of people. Thus, a role can be described in behavioural terms given certain expectations; this is how the person needs to behave to meet them.

Employee Performance

Performance is the quality of a function that is evaluated for accuracy, completeness, cost and expectations of time (Omar *et al.,* 2022). It demands behaviour as well as results. According to Yang *et al.* (2016) performance is basically what employees do or do not do. The performance driven objective is expected to be aligned with the organizational policies so that the entire process moves away from being event-driven to become more strategic and a people-centric perspective (Odunayo, 2022).

Measures of Employee Performance

Employee performance can be decomposed using employee commitment, employee responsiveness, innovative capabilities, meeting deadlines, achievement, quality of output/work, responsibility, operational efficiency and effectiveness, positive attitude to work, excellent customer service delivery, rare cases of absenteeism, job satisfaction, increased productivity, working with less supervision, growth, low turnover of top talents and harmonious work relationships amongst others (Omar et al., 2022). For this study, the following are used as related to the sector under study; employee commitment, employee engagement and employee responsiveness.

(i) Employee Commitment

Commitment refers to one's feelings of loyalty to an organization because he or she believes in the organization and has an emotional attachment to and identification with the organization"(Omar *et al.,* 2022). A committed employee identifies with the organization and wants to stay with same. The drive for commitment is targeted at winning the 'hearts and minds' of employees, identify with the organization, exert themselves more perfunctorily on behalf of the organization and remain loyally attached to the organization (Oyira *et al.,* 2015).

Employee Engagement

Employee engagement is a positive attitude held by the employee towards the organization and its value (Omotunde and Alegbeye, 2021). The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Oladapo (2014) avers that it is about passion and commitment, the willingness to invest oneself and expand one's discretionary effort to help the employer succeed, which is beyond simple satisfaction with the employment arrangement or basic loyalty to the employer.

(iii) Employee Responsiveness

Employee responsiveness at work place is viewed as timely decisions that lead to moving the organization forward (Arwa et al., 2019). Employees ability to quickly respond to colleagues and clients' requests for assistance or information can prevent avoidable delays and mistakes;

thus, leading to better team collaboration and performance (Omar *et al*., 2022). As suggested by World Health Organization, the most widely used framework for understanding health systems responsiveness are dignity, autonomy, confidentiality, prompt attention, quality of amenities, access to social support networks and choice of service provider. Humility, empathy and resilience are the attributes of responsiveness (Omar *et al*., 2022).

Results and Discussion

In carrying out the analysis of the data in order to establish the cause and effect of the relationship between the dependent variable "Employee Performance" and independent variable (Reward Systems), the Statistical Package for Social Science (SPSS) version 2023 was used to run the regression of the data so as to enhance the accuracy of the results. In attempt to detect multicollinearity, the Variance Inflation Factor (VIF) and Tolerance (TOL) statistics were computed as indicated in Table 2

Table 1: Breakdown of the Population of Employees at Federal Medical Centre, Keffi

S/N	Location	Health Institution	Mgt staff	Senior staff	Junior Staff	Total No. of employee
1	Keffi	Federal Medical Centre,	54	599	260	913
	TOTAL		54	599	260	913

Source: Human Resource Department of the Organization, 2024

Results presentation based on specific objectives

Table 2 presents the descriptive statistics of the dependent and independent variables.

Objective One:

Ascertain the effect of pay package on employee performance at Federal Medical Centre, Keffi. The mean statistics for employee performance (measured by Employee Commitment) on the Table 2 is 22.94. This shows how committed the employees of the hospital have been for the period under study. The mean statistics for reward system (measured by pay package, training/development and assigned role/responsibility) on the other hand is 7.322. This shows the excess amount of reward system and management's failure to utilize the resources of the hospital properly in order to ensure the attainment of the employees' performance.

Objective Two:

Examine the effect of training and development on employee performance at Federal Medical Centre, Keffi

Table 2 also presents the relationship that exists between reward system and employee performance (measured by employee engagement) at Federal Medical Centre, Keffi which stood at 14.56. This shows how employees are not fully engaged at the Federal Medical Centre, Keffi. This happens as a result of poor reward system experienced by the employees of the hospital, and hence their poor performance.

Objective Three:
Determine the effect of assigned role/responsibility on employee performance at Federal Medical Centre, Keffi.

A close examination of the result in Table 2 further shows the relationship that exists between reward system and employee performance measured by employee responsiveness at Federal Medical Centre, Keffi. The statistics for Employee Responsiveness in the Table 2 is 6.61. This shows the poor response of employees at the Federal Medical Centre, Keffi due to the poor reward system experienced by the employees of the hospital, and hence poor performance of its staff.

Table 2: Descriptive Statistics

	N	Minimum	Minimum	Mean		Std, Deviation	Skewness		Kurtosis	
	Statistics	Statistics	Statistics	Statistics	Std. Error	Statistics	Statistics	Std. Error	Statistics	Std. Error
PP, TD&R	80	10.24	14.06	7.322	2533	2119	4.454	.287	23.261	.566
	80	-2.26								
EC	80	-2.76	92.51	22.94	4.074	34.06	2.264	.287	7.596	.566
EE	80	-2.86								
ER	80		27.64	14.56	2.089	36.09	4.367	.287	22.676	.566
Valid N (Likewise)			9.30	6.61	2128	1780	3.470	.287	11.935	.566

Source: SPSS Statistics (Version 2024)

Test of Research Hypotheses
The three hypotheses formulated in this study were tested using student t- statistics. The level of significance for the study is 5%, for a two tailed test. The decision rule is that, we shall accept or reject the null hypothesis if the calculated t-value for the test falls within the acceptance or rejection regions of the normal curve of the distribution (1.96).

Hypothesis One
Ho_1: Pay package has no significant effect on employee performance at Federal Medical Centre, Keffi.

The decision rule is that, we will accept the null hypothesis if the calculated t-value is greater than the t-critical value also known as the table value (1.96), otherwise we will reject the null hypothesis (Ho) and accept the alternative hypothesis (H_1).

From the regression result in Table 3, the calculated t-value; -1.047 is less than the table value of 1.96. We therefore reject the null hypothesis (Ho) and accept the alternative hypothesis (H_1) and thus conclude that Pay package has significant effect on employee performance at Federal Medical Centre, Keffi.

Hypothesis Two

Ho_2: Training/development has no significant effect on employee performance at Federal Medical Centre, Keffi.

Taking stand from the decision rule, since the calculated t-value in Table 3; -1.403 is less than the critical t-value of 1.96, we reject the null hypothesis and accept the alternative hypothesis and conclude that, training and development has significant effect on employee performance at Federal Medical Centre, Keffi.

Hypothesis Three

Ho_3: Assigned role/responsibility has no significant effect on employee performance at Federal Medical Centre, Keffi.

Taking from the regression result in Table 3, the calculated t-value; -1.028 is less than the table value of 1.96. Using the earlier stated decision rule, we therefore reject the null hypothesis and accept that assigned role/responsibility has significant effect on employee performance at Federal Medical Centre, Keffi.

Table 3: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std Error	Beta			Tolerance	VIF
Constant	1.351	2657		2.732	.000		
EC	-5.622	5370	-.123	-1.047	.277	.745	1.028
EE	-0.102	.024	-.140	-1.403	.135	.631	1.042
ER	-2.542	.034	-.127	-1.028	.244	.524	1.032

a. Independent variable PP, TD &R

Source: SPSS Statistics, Version 2024.

Table 4: Model Summary

Model 1	R	R Square	Adjusted R Square	Std Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df2	Sig. F Change	
1	.307[a]	.094	.053	10529163 0.711	.094	9.173	3	66	.087	1.152

a. Predictors: EC, EE and ER
b. Independent variable: (Constant) PP, TD and R
Source: SPSS statistics (version 2024)

Discussion of Results

The results obtained from the model was analyzed and interpreted on the basis of APRIORI expectation; i.e, making statement based on logical reasoning. The apriori expectation in this study is that, reward system has significant relationship with Employee Performance at the Federal Medical Centre, Keffi.

The regression result as shown in Table 2 revealed that all the three dependent variables are statistically significance at 5% level of significance. On the basis of apriori expectation, the coefficient of all the dependent variables that is, Employee Commitment (EC), Employee Engagement (EE) and Employee Responsiveness (ER) has negative coefficients.

A close examination at the result of the equation in Table 2 shows that no signs were in line with the opinion expectation. From the result, all employee performance indicators were negative. This can be explained by the level of poor attention to reward systems by the Federal Medical Centre, Keffi. From the equation, the different coefficient of the dependent variables representing the Federal Medical Centre, Keffi activities shows the different contributions of the respective variables to its employee performance which is being represented by Employee Commitment (EC), Employee Engagement (EE), and Employee Responsiveness (ER). In this line, using the coefficient in Table 2, EC is -5.622. This simply entails that when there is a poor reward system; there would be a negative variation of employee performance up to the turn of -5.622 in EC. Also results in Table 6.2 shows that a poor reward system produced a negative relationship of -0.102 in EE with employee performance at Federal Medical Centre, Keffi.

A close examination at the result of the equation in Table 2 also indicates that a poor reward system produced a negative relationship of Employee Responsiveness (-2.542) with employee performance at Federal Medical Centre, Keffi. Table 2 show that constant variable which is reward system (Pay package, Training and Development and Assigned Role/Responsibility) is 1.351. This indicates the positive relationship reward system has on employee performance at the Federal Medical Centre, Keffi.

Conclusion

The analysis and test of the research hypotheses on reward system and employee Performance at Federal Medical Centre, Keffi indicates that reward systems (Pay package, Training and Development and Assigned Role/Responsibility) are positive and statistically significant to Employee Commitment (EC), Employee Engagement (EE), and Employee Responsiveness (ER).

Recommendations

The following strategies are recommended.

i. The Management should set up a periodic pay package increment policy to improve reward system to enhance employee performance at the hospital.
ii. Training and re-training of employees of the Organization should be regularly done in the changing society to upgrade their knowledge for improved performance of same.
iii. Management should constantly be assigning roles/responsibilities to their subordinates as recognition/acceptance of their worth for enhanced/effective performance.

REFERENCES

Abdulrahman K.A., Khalaf A.M., Bin Abbas F.B. and Alanazi O.T. (2021). Study habits of highly effective medical students. *Adv Med Educ Pract.*;12:627.

Agbaeze, K.E. and Ebirim, O.C. (2020). Reward system and organizational performance in the manufacturing industry in South – South Nigeria. *International Journal of Management, Social Sciences, Peace and Conflict Studies*, 3(4), 241-254.

Ahmed, B.N., Aminu, N.B. and Kabir, M. (2022). The Impact of Reward System on Employee Job Commitment: A study of Health Workers in University of Ilorin Teaching Hospital. *Redeemers' University Journal of Management and Social Sciences,* 5(2), 1 – 18)

Ajila, C. and Abiola, A. (2016). Influence of Rewards on Workers Performance: An empirical study. *International Journal of Engineering Technology, Management and Applied Science.* 4, (8); 45-55.

Akuoko, K.O., Kanwetuu, V.P. and Dwumah, P. (2014). Effect of Reward Systems on Employees' Behaviour in Obuasi Municipality of Ghana; *International Journal of Social Science and Interdisciplinary Research*; 3(1); 128-141.

Amstrong, M. and Taylor, S. (2014) Handbook of Human Resource Management Practice. London, Kogan page.

Armstrong, M. (2019). *A Handbook of Human Resources Management (10th ed).* London: Kogan Page, Limited

Arwa, M.R. Nyakindchi, W.A. and Abuja, V.M. (2019). Effects of Reward System on Performance of the Health Organization in Kenya: A Case Study of Aga khan Hospital Kisumu. *International Journal of Social Sciences and Information Technology*, 5(5), 130-146.

Ayaz, O.U.S and Mohammed, A.M.A (2023). The Effect of Rewards on Employee Performance. A Hospitality Example. *Academic Journal of Business Research*. 6(1), 53 – 63.

Chiekezie, O.M., Emejulu, G., and Nwanneka, A. (2017). Reward Management and Employee Retention of Selected Commercial Banks in Anambra State, Nigeria. *Archives of Business Research*, 5(3), 115 – 127.

Chukwuma, O.I., Aburu, R.O., Agbo, C.S. and Ezenwa, O.I. (2022). Effect of Reward on Employee Performance: A Study of Oyi Local Government Area: *Journal of Policy and Development Studies,* 13(2), 147 – 157.

Emejulu, G. (2020). Employee Rewards and its Performance Implication: A South Eastern Nigeria Experience. *Asian Journal of Economics, Business and Accounting*, 8 – 15.

Eze, F.O. and Anikeze, N.H. (2018). Effects of Contributory Pensions Scheme on Workers' Performance in Nigeria Universities: A Study of Federal Universities in South East, Nigeria; *Journal of Administration*, 3 (2), 65 – 88.

Fedekemi, K.C.A. (2020). *Impact of Reward System on Employee Performance in KPMG Nigeria*. MSc Thesis, National College Ireland.

Fred C.L. (2018) Expectancy Theory of Motivation: Motivating by Altering Expectations. *International Journal of Management, Business, and Administration, 15(1).*

Gennaro, C. (2023). What is Scientific Management Theory > Scientific Management Theory in A Nutshell: Four Week MBA.

Hameed, A., and Waheed, A. (2018). Employee Development and its Effect on Employee Performance a Conceptual Framework. *International Journal of Business and Social Science,* 2(13).

Hanai, A.M. (2021). The Influence of Work Environment on Employee Retention: Empirical Evidence from Banking Institutions in Dar Es Salaam, Tanzania. *International Journal of Managerial Studies and Research,* 9(1), 42 – 54.

Hartzell, N., Shah, S., Jamseheed, H., and Zamam, K., (2018). "Relationship between Rewards and Employee Motivation in the Non-profit Organization of Pakistan, *Business Intelligence Journal,* 4(2), 327-334.

Kehinde, F. and Adeagbo, C. (2020) Impact of Reward System on Employee Performance in KPMG Nigeria, International Journal of Recent Research in Commerce, Economic and Management, 1 (2); 1 – 4.

Moyle, P., and Hackston, J. (2018). Personality Assessment for Employee Development: Ivory Tower or Real World? *Journal of Personality Assessment*, 100, 507-517.

Ndu, E. C. & Obiora, J. N. (2020). Proximity and Performance of Hotels in Port Harcourt: A Corporate Operations Challenge. *European Journal of Business and Innovation Research*, 8(7), 78-94.

Nwachukwu, W. (2018). Effect of Reward System on Employee Performance among Selected Manufacturing Firms in the Litoral Region of Cameroon. *Academy of Strategic Management Journal.* 18.

Nnaji N. and Egbunike, C.C. (2020). Effect of Rewards on Employee Performance in Organizations: A Study of Selected Commercial Banks in Awka Metropolis.

Obanewo M. (2019). *Human Resource Management: Gaining a Competitive Advantage*. New York, NY: McGraw-Hill Education.

Odunayo, H. A (2022) Effect of Organizational Reward System on Employee Performance in Selected Hotels in Lagos Metropolis, Nigeria. Saudi Journal of Business and Management Studies; 7(7): 206-221

Ogbu, K., Chukwuemeka, P. and Eugenes, E. (2020). The Effect of Reward Management on Employee Performance in Selected Private Sector Organization in Anambra State, Nigeria.

Okosi, L.I. (2020) Effect of Reward System on the Performance of Sachet Waters Companies in Anambra State, Nigeria. *International Journal of Innovative Social Sciences & Humanities Research* 8(4):20-31.

Oladapo, V. (2014). Impact of Talent Management on Retention. *Journal of Business Studies Quarterly;* 5(3), 19–36.

Omar, M., Rafie, N. and Selo, S. (2022). Job Satisfaction Influence Job Performance among Polytechnic Employees. *International Journal of Modern Trends in Social Sciences*. 3:39-46.

Omotunde, O.I. and Alegbeleye, G. (2021). Talent management practices and Job Performance of Librarians in University Libraries in Nigeria. *The Journal of Academic Librarianship;* 47: 102-319

Onuorah N., Okeke, M.N. and Ikechukwu, I. (2019). Compensation Management and Employee Performance in Nigeria. *International Journal of Academic Research in Business and Social Sciences.* 9 (10) 6007.

Oyira, E., Ella, R., Nkamare, S.E, Lukpata, F. and Uwa, S. (2015). Effect of Reward System among Health Care Workers Performance: A Case Study of University of CalabarTeaching Hospital Calabar, Nigeria. *Journal of Hospital Administration*. 4 (10)54-30.

Shields S.J. (2015) *Managing Employee Performance and Reward: Concepts, Practices, Strategies.* Cambridge University Press.

Sonnentag, S. and Frese, A. (2014). Job Performance. *Journal of Management Information Systems*, 15, 1-78.

Uzochukwu, A.C., Nwankwo, E.C. and Okafor, S.O. (2023). Effect of Reward System on Employee's Productivity in Nigeria Hospitality Industry. *World Journal of Advanced Research and Reviews*, 17(1), 361-373

Yamoah E.E., (2019). Relationship between Compensation and Employee Productivity, *Singaporean Journal of Business Economics, and Management Studies*, 2(1), p 110-114

Yang, Y., Lee, P.K., and Cheng, T.C.E. (2016). Continuous Improvement Competence, Employee Creativity, and New Service Development Performance: A Frontline Employee Perspective. *International Journal of Production Economics,* 171, 275-288.